

**Customer service as an indication of
service quality
in South African supermarkets**

by

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ABSTRACT

Customer service as an indication of service quality in South African supermarkets

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Today's consumers demand much more than quality products – they also value the service that is provided in the retail environment highly (Arnold, 2003:78; Samson & Little, 1993:390) From retailers' perspective, customer service may have become the only way to differentiate them from competitors because the products that they offer often differ insignificantly from one store to another. Excellent customer service therefore may be the only opportunity to attract and to retain customers to the extent that it results in store loyalty. Unfortunately limited research could be found on customer service that would conquer the hearts and wallets of consumers in specific retail settings for the sake of store loyalty. Extant research mostly address single, very specific elements of customer service or customer service in general in terms of its effect on buyer behavior or store patronage in general.

It was proposed that retailers could enhance customers' repeat purchase behaviour if they could successfully increase customer satisfaction through improved service quality. In order to identify the elements of customer service that are considered crucial in terms of excellent customer service and repeat purchase behaviour, an attempt was made to determine why consumers often divide their purchases across different supermarkets that apparently stock the same goods. The research thus required the identification of the elements of customer service that individually and/or collectively affect consumers' preference for specific supermarket/s and their probable repeat purchase behaviour. This study also explored how

consumers rate the service of supermarkets and attempted to make suggestions in terms of how retailers could improve customer service to ensure consumer loyalty.

The systems theory approach was used to guide discussions, as it enabled a study and understanding of the sequence, relationship and interdependency of fundamental elements of customer service (as subsystems) within a larger complex system (retail environment). The cognitive perspective was incorporated in the discussion of the elements of customer service as it enabled the understanding of customers' interpretation of customer service.

Participants were recruited by means of snowball sampling within the area of Pretoria East in the geographical area of Tshwane. In this area, major supermarkets are located within close proximity, which is conducive for shop hopping. It was required that participants either resided and/or shopped in the specific area; they were from LSM groups 5 and higher; older than 25 years, but no requirements were set in terms of race or gender. A quantitative data collection method was used (a survey: questionnaire). A qualitative data collection technique (focus group discussions) was however implemented beforehand to include every day constructs and to include additional constructs that might have been overseen.

It became evident that consumers apparently patronage different supermarkets on a regular basis and that the customer service of some of the supermarkets are viewed significantly better than others. The elements of customer service that are more severely criticized seem to be mostly PROCESS and PERSONNEL related. Through factor analysis and linear regression, three elements of customer service were identified as those that are apparently regarded crucial in terms of excellent customer service. Two familiar elements, namely PROCESSES and PERSONNEL as well as a newly structured element, namely VALUE FOR MONEY was identified to design a model that depicts the elements of customer service that were identified to be crucial in terms of excellent customer service.



OPSOMMING

Klantediens as ‘n aanduiding van dienskwaliteit in Suid-Afrikaanse supermarkte

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Verbruikers is vandag nie net met produkte van goeie gehalte tevrede nie – ook die diens wat in die kleinhandelomgewing gelewer word, word as baie belangrik beskou. Klantediens is dikwels die enigste manier waarop een handelaar van ‘n ander onderskei kan word omdat die produkte op hulle rakke meerendeels oorwegend dieselfde is. Uitstekende klantediens mag uiteindelik dus die enigste geleentheid wees om klante te lok en om hulle te behou in die hoop dat hulle handelaarslojaal mag raak. Ongelukkig kon min navorsing gevind word wat aandui hoe die harte en beursies van verbruikers ten behoeve van handelaarslojaliteit gewen kan word. Bestaande navorsing spreek meestal enkele, baie spesifieke elemente van klantediens aan, veral in terme van hoe dit aankoopgedrag en voortgesette ondersteuning van handelaars sal beïnvloed.

In hierdie navorsing is die veronderstelling gemaak dat kleinhandelaars verbruikers sou kon oorhaal om gereelde en lojale ondersteuners te word indien die dienskwaliteit verbeter kon word ter wille van groter verbruikerstevredenheid. Om die elemente van klantediens wat krities mag wees in terme van uitstekende dienslewering en herhaalde aankope, is ten doel gestel om vas te stel waarom verbruikers hulle aankope by verskillende supermarkte doen terwyl almal oënskynlik dieselfde produkte aanhou. Deur die navorsing is die elemente van dienskwaliteit wat afsonderlik of gesamentlik tot verbruikers se voorkeur vir sekere supermarkte (in terme van gereelde en herhaalde aankope) bydra, ondersoek. Daar is ook ondersoek ingestel na verbruikers se evaluering van die dienskwaliteit van supermarkte en

voorstelle is gemaak oor hoe die dienskwaliteit in supermarkte verbeter kan word om verbruikers se lojaliteit te verhoog.

Teorie en besprekings is binne die sisteembenadering aangebied omdat dit die geleentheid gebied het om die samehang van die onderskeie elemente van klantediens asook hulle onderlinge belang en afhanklikheid sinvol te integreer as subsysteme binne 'n groter sisteem, naamlik klantediens. Die kognitiewe perspektief is betrek in die bespreking van verbruikers se interpretasie van winkeldiens.

Deelnemers aan die studie is deur middel van die sneeubaltechniek in Pretoria-Oos, in die geografiese metropool van Tshwane gewerf. In hierdie area is verskeie supermarkte binne 'n klein radius geleë wat dit vir verbruikers moontlik maak om verskeie supermarkte te ondersteun. Om te kon deelneem aan die projek, moes deelnemers in die area woonagtig wees en/of daar inkopies gedoen het; hulle moes in LSM 5 of hoër en ouer as 25 jaar wees. Geen vereiste is gestel ten opsigte van ras of geslag nie. 'n Kwantitatiewe data-opname tegniek is gebruik (opname: vraelys), hoewel 'n kwalitatiewe tegniek (fokusgroeppesprekke) vooraf gebruik is om die vraelys te valideer en om alledaagse terminologie en addisionele konstruksies in te sluit wat moontlik nie uit die teorie duidelik geblyk het nie.

Resultate het getoon dat verbruikers op 'n gereelde basis by verskillende supermarkte in die area koop en dat die diens van sommige supermarkte betekenisvol beter geag word as dié van ander. Die elemente van Klantediens wat hewiger kritiek uitgelok het, het meestal met PROSESSE, PERSONEEL en PRODUKTE in terme van WAARDE VIR GELD verband gehou. Deur faktoranalise en liniêre regressie is drie elemente geïdentifiseer wat oënskynlik 'n bepalende invloed op verbruikers se evaluering van klantediens het. Twee bekende elemente, naamlik prosesse en personeel, sowel as 'n derde, nuut saamgestelde element, naamlik WAARDE VIR GELD, is uitgesonder en in terme van 'n nuwe model voorgestel.



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NOTIFICATION

Because of the sensitive nature of this research, the identities of the supermarkets/ department stores that were targeted in this research project namely SHOPRITE, CHECKERS, CHECKERS HYPER, PICK ‘n PAY, PICK ‘n PAY HYPER, SPAR, SUPER SPAR, OK, WOOLWORTHS, WOOLWORTHS FOODS were protected by codes throughout Chapters 3 to 5. The intention of this study has been to examine customer service of South African supermarkets in general and has not been to discriminate against, or to favour any of the above supermarkets. The results could however be beneficial to all in terms of eventual service quality and customer loyalty in South African supermarkets.



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Chapter 1

THE STUDY IN PERSPECTIVE



This chapter provides the background and motivation for the study. It introduces the research problem as well as important and relevant concepts that are used throughout the study.

INTRODUCTION AND MOTIVATION

A capitalist society is driven by monetary incentives and tends to capitalize on any potential weakness in the market place that might benefit business and the economy (Weis, 2002:1). Killbourne (2002:52) even accuses retailers of exploitation because of their continual and intentional efforts to stimulate the needs and wants of consumers and their so-called “mass production of customers”. No wonder then that consumer organizations report that consumers have become increasingly dissatisfied with retailers’ domination of the retail environment. The “Consumer Bill of Rights” of JF Kennedy that was proclaimed in 1962 illustrates an early attempt to halt such dictatorship (Anderson, 2001:1).

Unfortunately, for quite some time the emphasis in research has been on *products* and *production processes* rather than on *services* (Calif, 2001:16; Gowan *et al*, 2001:275; Dawson, 2000:5; Erdem *et al*, 1999:139). The American Customer Satisfaction Index (University of Michigan) reveals that customer satisfaction with service in the retail environment in the USA has decreased with as much as twelve percent between 1996 and 2001. Apparently more than 69% of retail customers “shop hop” as a direct consequence of unsatisfactorily customer service (CS) (Gowan *et al*, 2001:278). This spells disaster, as CS may in many instances be the only differentiating factor between competitors (Saxby, 2001:1). Wolfgang Gurlke, the founder and CEO of Future World (leaders in marketing

research and business solutions), understandably thus suggests that “radical innovation” is required to embrace dualities that are responsible for the chaos that exists in retail at present (Codrington, 2002:40).

Despite a wealth of research on the elements of CS, the definition of CS remains blurred: confusion regarding the meaning and relatedness of the relevant constructs still exists (Winsted, 1997:337). Managers and academics have thus become more concerned about CS with respect to its contribution towards service quality (Spreng & Mackoy, 1996:201). Those involved agree that it needs to add memorable and satisfactory value to the purchasing experience on personal and non-personal levels to enhance customer satisfaction and overall perception of service quality (and hopefully, customer loyalty). Based on the antecedents, there is a need to more specifically define CS and to identify the elements of CS in terms of their *collective contribution* towards service quality, customer satisfaction and ultimately store loyalty.

Cronin and Taylor (1992, in Spreng & Mackoy, 1996:201) confirm an interest in the conceptualization and measurement of service quality (SERVQUAL/SQ) and consumer satisfaction as two distinct concepts. They emphasize that retail managers need to be clear about whether their aim is to have *satisfied consumers* or whether they want to deliver CS in terms of *superior service quality*. Iacobucci, Ostrom and Grayson (1995:276) accentuate that this difference needs to be well understood and researched because both service quality and customer satisfaction are crucial in terms of a competitive advantage with the aim to enhance customer loyalty. Parasuraman and co workers’ definition (1985) of service quality “as a global judgment or attitude towards the superiority of the service” has been concurred by several (Leong *et al*, 1997:233; Spreng & Mackoy, 1996: 202, 203). SQ literature maintain that there is a distinction in the standards by which these two constructs are evaluated: consumer satisfaction is based on a *predictive expectations* that may refer to *experience-based norms* while service quality is judged by what a consumer feels *should be provided* (consumers apparently make a comparison between the performance of a service and some standard). It has also been contended that unlike satisfaction, which pertains to a specific service transaction, service quality concerns customers’ judgment of overall excellence or superiority, encompassing a general attitude toward service in general. Previous research reveals a direct correlation between customer satisfaction and service quality and the likelihood that satisfaction will result in more favourable perception of service quality (Leong *et al*, 1997:233).

Previous research express a substantial need for scientific knowledge about consumer behaviour that relates to customer service at the middle hierarchy (Woodruff, 1997:144). It seems that organizations tend to learn most about customer service and their customers at the attributes level. Organizations tend to need information that will enable them to create and implement existing and new information into customer value delivery strategies (Malan, 2001:40; Woodruff, 1997:144). In other words, organizations tend to possess (although limited) knowledge about customer service attributes and are therefore aware that CS entails different attributes (Nielson, 2002:2; Woodruff, 1997:144). Unfortunately there is uncertainty regarding how this information should be approached and how these attributes influence store loyalty. Previous studies have apparently also primarily focused on individual attributes of customer service due to their important role and relationship regarding store loyalty and buyer behaviour. Earlier work on the subject of customer service have further shown that although the elements of customer service, namely price, product, promotion and place directly influence customer behaviour, it is mostly the *lowering* of price and the offering of discounts that have the most positive effect on customer satisfaction and store loyalty (Levy *et al*, 2004:3; Matilla & Patterson 2004:198; Parikh & Weseley, 2004:3; Levesque & McDougall 2000; Hoffman *et al* 1995:53-56; Kelley *et al*, 1993:429).

Interest in customer service and the elements of customer service is confirmed by the publication of research articles on topics relating to customer service in the following journals during the past decade: Advances in Consumer Research; Basic & Applied Psychology; Contemporary Cases in Consumer Behaviour; Economist; Fresh Cut; Future Business; Future Retailing; International Journal of Retailing and Distribution Management; Journal of Business Research; Journal of Consumer Behaviour; Journal of Consumer Research; Journal of Marketing; Journal of Retailing and Consumer Service; Journal of Retailing; Journal of the Academy of Marketing Science; Marketing Intelligence and Planning; Marketing Management; Succeed; Super Market & Retailer.

RESEARCH PROBLEM

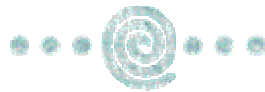
Recent reports indicate that consumer behaviour and -expectations have changed considerably over the years. Consumers for example often patronage multiple supermarkets to complete their shopping (Hortmann, 1990:209) while it is not obvious how they divide their purchases across different stores that apparently stock the same goods. Howardell's (2003:1) view is that "customers want it all and they want it now" and warns that if a retailer is unable to provide what customers want; it is not so difficult to find another that can. Businesses consequently find themselves in a never-ending search of new ways to achieve and retain a competitive advantage (Saxby, 2001:1; Woodruff, 1997:139; Webster, 1994:23). South African consumers, especially those in urban areas, generally have the opportunity to do their grocery shopping at several department stores and supermarkets such as Woolworths, Woolworths Foods, Pick 'n Pay, Pick 'n Pay Hyper, Checkers Hyper, Shoprite, Spar and OK. In many instances, e.g. in urban areas, these supermarkets are within close proximity and more or less stock the same goods. One may wonder then, how these stores manage to survive and what actually differentiates them from another in terms of *customer service* and *service quality*. Bloemer and Pauwels (1997:6) and Nyer (2000:9) explain that it would be rather difficult to research store patronage based on complaint behaviour because consumers seldom complain when they have alternatives (such as other supermarkets) to choose from. A more compelling approach then would be to describe the collective contribution of the elements of customer service of supermarkets in terms of their eventual contribution towards service quality that would encourage repeat purchase behaviour and ultimately result in store loyalty.

CONTRIBUTION OF THIS RESEARCH

The study was conducted within a South African context and the focus was on the supermarkets that are prominent all over the country. Aaker and Maheswaran (1997:316), Maheswaran and Shavitt (2000:59-66) as well as Patterson and Smith (2003) as quoted in Matilla and Patterson (2004:199) state that most of the research in consumer behavior rely on theoretical frameworks that were developed in Western societies. Consequently, our understanding of how customers from different countries evaluate service consumption experiences is very limited. Martin Feinstein, the Chief

Executive of Proudly South African (martinf@proudlysa.co.za) (www.proudlysa.co.za), states that South Africans should refrain from adhering to USA-driven research and practices as gospel. He consequently pleads for more proficient service attribute measurements that accommodate South African cultural influences. The divergent lifestyles of South African consumers imply a complexity of needs that might not necessarily conform to those reflected in extant research (Du Plessis *et al*, 1995:169), for example, although whites are the minority in South Africa, their norms, values and symbols exert great influence on the economic activity (Van Der Walt *et al*, 1998:83). Most products, advertisements as well as other aspects of customer service such as price and even store layouts, thus tend to reflect western culture and 1st world standards. On the other hand, other CS attributes such as salespeople's skills, staffs' product knowledge and factors regarding control of product quality tend to reflect 3rd world standards. These differences add to the complexity and uniqueness of the service delivery in South Africa.

The unique contribution of this research is further based on the introduction of the importance of customer service attributes as a whole (systems approach) and exploring the underlying inter relationship of the individual elements of customer service in terms of the service quality in supermarkets and ultimately, store loyalty.



Chapter 2

SUPPORTING LITERATURE AND CONCEPTUALISATION

This chapter provides an overview of extant literature that provided the theoretical background for the study and introduces the main concepts and the conceptual framework that was used to guide the thoughts and reasoning throughout. This chapter concludes with a structured outline of the objectives for the study.

INTRODUCTION

Changing consumer needs and wants and developments such as internet shopping have created major challenges for the retailing industry in recent years in terms of optimal service delivery (Raijas, 2003:2).

Martin Feinstein, the Chief Executive of Proudly South African (martinf@proudlysa.co.za www.proudlysa.co.za), is of the opinion that customer service is an essential component of global competitiveness and accentuates that South Africa has for far too long languished at the bottom of customer service tables whenever country comparisons were conducted. He suggests that South Africa must go beyond “catching-up” and rather attempt to capitalize on our unique characteristics and capabilities to develop an exclusive “knock your socks off” customer service.

CUSTOMER SERVICE IN TERMS OF SERVICE QUALITY, CUSTOMER SATISFACTION AND STORE LOYALTY

Customer service defined

Customer service (CS) is broadly defined as the combination of activities/strategies offered by retailers in an effort to increase *service quality*, i.e. a shopping experience that is perceived to be more rewarding (Howardell, 2003:1; Schwerdtfeger, 2003:1; Ackermann, 2002:5; Levy & Weitz, 2001:586; Zikmund & d’Admico, 2001:331; Woodruf, 1997:139). CS is generally described in terms of the

elements of the marketing mix (developed by McCarthy in 1964) of an organization whereby certain elements of the marketing mix (*product, place, price, promotion*) are intentionally manipulated to distinguish the services of one organization from those of another. For the purpose of this research three additional factors (added to the marketing mix by Booms and Bitner in 1981) were included, namely *people, processes and physical evidence* to capture the maximum influencing variables. These elements eventually represent the *resources* or *capabilities* of a store and will be addressed as such in the conclusive recommendations for optimal CS/SQ. CS is a *means-to-end process* based on a series of activities by which a business interacts with its customers. All of the various interactions/“moments of truth” are interrelated parts/elements of a total experience. Good CS is about getting all the elements of the process right because, like in any chain, *the service is only as strong as its weakest link* (Rhee & Bell, 2002:227; Woodruff, 1997:142).

Berry (1980), in an earlier study (stated in Mentzer *et al*, 1993:43), reported that services are different from products in many ways. CS is firstly regarded an *experience* that differs from merchandise because it is intangible and inconsistent (Levy & Weitz, 2001:587). While merchandise can be held and examined, a service, such as the assistance that is provided by a salesperson, cannot. This intangibility makes it difficult to objectively evaluate CS. Automated manufacturing for example makes the quality of merchandise consistent from one item to another (Levy & Weitz, 2001:587) while the quality of CS, i.e. the way in which the same products are presented to customers, can vary dramatically from store to store and from one customer to another.

Service quality defined

Quality is defined as conformance to requirements (Crosby 1979, in Mentzer *et al*, 1993:43). Quality is also understood as *zero defects*, or *the extent to which a product provides the characteristics the individual desires* (Maynes 1985, in Mentzer *et al*, 1993:43). These definitions of quality imply that the standards against which products/services are judged in terms of quality are relatively enduring and linked to fundamental needs, desires, or requirements of individual consumers.

Abudu (2003:7) explains SQ (service quality) as *the ability to get the desired services from the chosen provider at the right price*. Because desire is considered the *ultimate* for a customer, it is proposed that the consumer ultimately wants: lower prices; improved choice of services; better value for money; acceptable quality; availability; redress. Hernon (2002:22) emphasizes that service quality should not be viewed as a scaled ranking where something is produced to specifications, or replicated identically

across different organizations. He explains that service quality refers to the relationships between customers and the organization; and between expectations for excellent services and perceptions of service delivered. According to Herson, SQ depicts dimensions such as: affect of service (empathy, responsiveness, and knowledge and courtesy of staff); ubiquity and ease of access (timely, ready, and easy access to relevant products; convenient hours of operation); reliability (ability to perform the promised services dependably and accurately); physical place (store as a safe and entertaining environment); adequate or comprehensiveness of products; self-sufficiency or self-reliance; tangibles (appearance and functionality of the physical facilities and equipment).

After a series of focus group discussions conducted by Parasuraman, Zeithaml, and Berry (1985) on the subject of CS, a conceptual model of service quality, based on a gap between expectations and performance was developed. The authors argued that differences between products and services cause consumers to use different cues to judge *service* quality from those used to judge *product* quality. This could be attributed to the fact that services have relatively more experience and credence attributes than search attributes, as opposed to products that have more search attributes, but fewer experience and credence attributes. Consumers must therefore have used and experienced a product or service to judge the difference between what is expected and what was received.

Certain attribute cues are used to infer quality (Parasuraman *et al*, 1985). Attributes are those characteristics of products or services that are at the lowest level of abstraction in the means-end chain. Product or service attributes cause consumers to infer higher-level consequences and fundamental benefits or needs that the product or service provides. Parasuraman *et al* (1988:15) supported the idea that service quality depends on *process* as well as *outcome*. In their development of a service quality scale (SERVQUAL), service quality was conceptualized as an overall evaluation, "similar to attitude", but different to satisfaction.

Customer satisfaction

Consumer satisfaction is seen as an individual's emotional response to the evaluation of an object/experience such as a store visit (Woodruff, 1997:143). Spreng and Mackoy (1996:202) explain that the evaluation is done within a framework of expectations to conclude a *desires congruency* (of what was expected), to conclude positive or negative disconfirmation.

Satisfaction is a central concept in the marketing literature (Erevelles & Leavitt 1992; Oliver 1997, in

Iacobucci *et al*, 2001:278). Different types of satisfaction have been identified. Process definitions of satisfaction emphasize the expectancy disconfirmation paradigm while satisfaction may also be perceived as a state of fulfillment, which is associated with reinforcement and arousal. (Oliver & De Sarbo, 1988; Tse & Wilton, 1988; Yi, 1990, in Iacobucci *et al*, 2001:278). Within process definitions of satisfaction - according to the expectancy disconfirmation paradigm - consumers form expectations to which they compare the store's performance. A comparison of expectations and perceptions will result in either confirmation or disconfirmation. Consumers' expectations are confirmed when store perceptions exactly meet expectations. Disconfirmation will be the result of a discrepancy between expectations and perceptions. Two types of disconfirmation can be identified: positive disconfirmation occurs when store performance exceeds prior expectations and negative disconfirmation occurs when expectations exceed performance. Confirmation and positive disconfirmation will be likely to result in satisfaction, whereas negative disconfirmation will lead to dissatisfaction (Smith, 1998:129). Process definitions enable fast evaluations of satisfaction with respect to brief service interactions as well as evaluations from service experiences that involve consumption periods of considerable duration. Satisfaction can therefore be formed on the basis of a single service encounter or on the basis of a number of service experiences (Spreng and Mackoy, 1996:202).

Customer satisfaction has become essential for the survival of retailers (Malan, 2003:41). Many industries are more attentive to service quality and customer satisfaction because of increased competition and deregulation (Schlesinger & Heskett, 1991 & Reichheld & Sasser, 1990 in Iacobucci *et al*, 2001:278). From a business point of view, customer satisfaction implies consistently doing something of value for customers in the way they want/expect it to be done, or simply *always doing the right things right...* (Levy & Weitz, 2001:152; Woodruff, 1997:140). Consumer satisfaction presents essential feedback of information that could determine the consumer's experience and consequently influence his/her motives and attitudes as inputs for subsequent consumer decisions (e.g. repeat purchase behaviour) (Du Plessis *et al*, 1990 in Erasmus & Donoghue, 1998:35). Consumer satisfaction relieves the internal tension (cognitive dissonance) that generally accompanies a purchase (Erasmus & Donoghue, 1998:35). Consumer satisfaction therefore benefits retailers and producers in the sense that it might motivate customers to return to the store and/or to purchase the same products again. It could even result in store/brand loyalty. When consumers communicate their satisfaction to others, they might be inspired to visit the same store in anticipation that they would

experience the same service. Schmidt (1995:2) states that satisfied customers who feel that their needs are being taken care of, are very likely to remain loyal, and often become “customer advocates”.

Customer satisfaction is thus considered as a multi-dimensional construct, which has been conceptualised as a prerequisite for service quality and is described in terms of three dimensions (Crosby and Stevens, 1987: satisfactory interactions with *personnel*; satisfaction with the *core service /product*; and satisfaction with the *organisation*.

Service quality versus satisfaction

Perceived *service quality* and *satisfaction* have been conceptualized as two distinct constructs, because, as Cronin and Taylor (1992:56) explain: service providers clearly need to decide whether their objective is *to deliver the maximum level of perceived service quality* or whether they wish to have consumers who are *satisfied with their performance*.

During the formation of quality perceptions in service industries (Mentzer *et al*, 1993), an extreme similarity between the concepts of *customer satisfaction* and *service quality* was found, mainly because both constructs are structurally quite similar and are examined using precisely the same framework of expectations, perceptions and disconfirmation. The primary difference seemed to be only in terms of the definition of the nature of expectations (Hernon, 2002:21).

Some service quality researchers (Hernon, 2002:23) claim that *satisfaction* is a *transaction specific* notion that results from a comparison of brand beliefs/expectations (predictions that are made by customers about *what is likely to happen* during a transaction), versus their perceptions of *what has actually happened* during that transaction. In terms of *service quality*, however, expectations are viewed as the desires or wants of the customers, in other words, norms or ideals regarding what *should be offered* rather than what customers *predict will be offered* (Hernon, 2002:22; Parasuraman *et al*, 1988:35-48). Other service quality researchers avoid the issue of quality versus satisfaction: Hernon (2002:28) for example simply refer to "evaluation outcomes" as defined by “expectations for an encounter” minus "experience for the encounter". It is interesting to note that both satisfaction researchers and service quality researchers believe that satisfaction soon decays into an overall perception of service quality (Berry *et al*, 1985:44-52).

Marketing academics generally agree that service quality is externally defined by the customer and is eventually determined by consumers' perceptions and expectations of the collective qualities of CS (through a comparison of the expectations about the service and the reality in the retail environment) (Gronroos, 1997:2; Parasuraman *et al*, 1991:42). If perceptions *exceed* expectations, CS will be considered excellent; if it *equals* the expectations it will be regarded adequate (confirmation); if it *does not meet* expectations, negative expectancy disconfirmation results and the service will be regarded inferior. Likewise, Lewis and Booms (1983:99-107) claimed that SQ refers to conforming to customer expectations on a consistent basis. The ability to offer consistent SQ – however defined – will give one retailer the competitive advantage over others (Saxby, 2003:3). Therefore a retailer must constantly analyze the elements of CS to prevent a *one-size-fits all approach* because that might just revert customers to competitors (Seybold, 2001:82). In order to maintain service quality it is essential that retailers know what it entails in order to deliver GOOD CS or GREAT CS".

Customer loyalty/store loyalty defined

Cumberland (2004:2) perhaps best defines the importance of customer loyalty in his statement that "Customers who are loyal are gold because they won't shop around."

Jacoby and Chestnut (1978, in Bloemer, 2002:68) define *store loyalty* as the non random behavioral response, expressed over time, by some decision making unit, with respect to one store out of a set of stores, which is a function of psychological (decision making and evaluative) processes resulting from commitment. *Customer loyalty* describes the tendency of a customer to choose one business or product over another for a particular need (Novo, 2004:2). In the packaged goods industry, customers may be described as being *brand loyal* when they tend to choose a certain brand of soap more often than others.

Novo (2004:2) warns that although customers may express high satisfaction levels with a company in a survey, their satisfaction not necessarily results in loyalty because loyalty is ultimately demonstrated by the actions of the customer. Customers may thus be very satisfied and still not be loyal. Novo (2004:3) explains that customer loyalty could be enhanced through a well-managed customer retention programme that follows a tactically driven approach and relies on improved communication with customers. Such a program encourages customers to remain active and to choose and do business with one specific organization.

Store loyalty will refer to a consumer's loyalty towards a retail store in terms of a commitment to repeat purchase behaviour at a store irrespective of the offerings at other stores (Levy & Weitz, 2001:176). According to Jude (2003:1), it costs five times more to attract a new customer than to keep an existing one. No wonder then that retailers who literally spend thousands of rands on advertising and promotion campaigns, still lose customers because of poor service. Customer service is therefore considered essential to ensure customer loyalty (Malan, 2003:42). Cronin *et al* (2000, in Bloemer, 2002:68) affirm that retailers generally have little knowledge of the influence of customer satisfaction on store loyalty. Bloemer (2002: 69) ascribes this to limited conceptualization and measurement of store loyalty. Consumer evaluations following negative service experiences have unfortunately received limited attention in scales that have been designed to measure consumer loyalty intentions and behavior (Bloemer, 2002:72). With regards to behavioral intentions in a service setting, Zeithaml and co workers (1996, in Bloemer, 2002:73) proposed a comprehensive, multi-dimensional framework of consumer behavior intentions in services. This framework conceptually contained the following four dimensions: (1) word-of-mouth communications; (2) purchase intentions; (3) price insensitivity; and (4) complaint behavior. Bloemer (2002) empirically confirmed, across four different types of service industries that loyalty is indeed a multi-dimensional construct that consists of the conceptually proposed four-dimensional structure originally proposed by Zeithaml *et al* (1996).

CUSTOMER SERVICE AS A MULTI DIMENSIONAL PHENOMENON

Customer service as a determinant of repeat purchase behaviour

Customer service has become an important business buzzword during the last decade. The importance of customer service is illustrated through statistics such as the following that have been used quite extensively in recent years in marketing literature (Schmidt, 1995:1):

- The typical company gets 65% of its business from its existing customers;
- It costs five times more to find a new customer than to keep an existing customer happy;
- It takes twelve good service experiences to overcome a single bad one;
- Seven out of ten customers who switch to the competition do so because of poor service;
- 91% of unhappy customers won't buy from the company again that displeased them
- Customers go to another business do not only defect, they will also share their dissatisfaction with at least nine of their friends.

Feinberg *et al* (1990:112), emphasize that customer service determines a consumers' repurchase intent. If a seller therefore provides exceptional customer service, consumer satisfaction and likelihood of repurchase will be high. There is sufficient evidence that many business benefits derive from excellent CS (Du Vázquez *et al*, 2003; Malan, 2003; Saxby, 2003; Nielsen, 2002; Seybold, 2001; Oliver 1998; Woodruff, 1997).

CS represents a collection of CS attributes that indicate SQ. The assumption of the importance of one specific CS attribute, e.g. competitive *prices*, might not necessarily indicate the potential for repeat purchase behaviour. Consumers' interpretation of what SQ is in terms of the collective of CS attributes, would thus provide some guideline as to what could be conducive to repeat purchase behaviour and ultimately store loyalty.

Basic elements of customer service

The elements of CS that may contribute to SQ comprise of the so-called marketing mix that include the variables: *product, price, place, and promotion* (McCarthy, 1960). These were expanded in later years in terms of service delivery to include *contextual cues* (Booms & Bitner, 1981:47-52). Because services are intangible and cannot be tested prior to purchase, consumers generally look for tangible evidence (contextual cues) of what they are about to experience in a given service encounter (Bitner 1991:611-617; Berry & Clark 1986, Langeard *et al*, 1981:168-171; Zeithaml, 1981; Shostack, 1977:73-80). Three

such contextual cues were consequently identified and added as elements of customer service, namely *physical evidence/ retail policies; process; and participants* (Bitner 1991:611-617).

Product

Product refers to a bundle of tangible and intangible attributes required/desired by customers (Zikmund & d' Admico, 2001:654; Hutchens, 1998:6). In the broadest sense, a product can be defined as a collection of need satisfying utilities. Van der Walt *et al*, (1998:172) emphasize that anything that can be sensed by humans and that can provide need satisfaction may be regarded as a product, whether it is a visible object or an intangible personality of a friendly salesperson. Hutchens (1998:7) elaborates on the various the dimensions of a product in terms of:

Product item A distinct unit within a product line that is distinguishable by size, price, appearance, function, or some other attribute.

Product line A group of products that are closely related, either because they meet the same need, function in a similar manner, or share some other characteristic such as “green products” that are environmentally friendly (www.freeworld.com).

Packaging/container Packaging eventually forms part of the product and includes all of the components of a product decision that are relevant to the design and wrapping, with the intention to protect, store, handle, transport and/or identify it (Van der Walt *et al*, 1998:230). Packaging became a major issue in South Africa recently because supermarkets were required through legislation to use more expensive stronger bags that could no longer be provided free of charge.

Brand The brand refers to the image attributes that are associated with the product.

Place/physical surroundings

The *place* includes all aspects involved in getting products to consumers in the right location at the right time (Zikmund & d' Admico, 2001:11–12; Hutchens, 1998:11; Van der Walt, 1998:174). Apart from the physical structure of bricks and mortar, the place includes everything from the distribution channel and lay out to the atmosphere that is created in the store (Zikmund & d' Admico, 2001:654). A place that meets or exceeds consumers' needs may be considered as being worth revisiting.

Today's customers apparently desire *hedonic* experiences (multi sensory, fantasy, and emotive aspects of consumption) to the extent that, in their marketing strategies, retailers have to determine beforehand how much the target market would be willing to pay for atmosphere and physical resources such as the convenience and cost of parking (Hutchens, 1998:11-12).

Consumers' patronage of retail stores thus extends beyond the purpose of acquiring merchandise (Thang & Tan, 2002:6) and may include interior design and layout (Arnold, 2003:2; Holbrook & Hirschman, 1982:131); availability of recreational activities (Bitner & Booms, 1994:75; Westbrook & Black, 1985:82); functionality; entertainment; technology; atmosphere; colour and lighting (Thang & Tan, 2002:3). The criteria for "success" may eventually essentially be aesthetic in nature (Holbrook & Hirschman, 1982:132) simply because it has become extremely difficult to create a differential advantage on the basis of merchandise, price, promotion and store location only. The *store itself* thus becomes a fertile opportunity for market differentiation (Levy & Weitz, 2002:555). Store environment should therefore be conducive to shopping by providing a pleasant environment (Thomas *et al*, 2002:170) where customers feel that they are important (Malan, 2003:41). This contributes to the *store image* that is recognized as another important antecedent of store satisfaction and loyalty (Bloemer, 2002:69).

Retail store image has been defined (Kunkel & Berry, 1968, in Krishnan & Mills, 1978:124) as "the total conceptualized or expected reinforcement that a person associates with shopping at a particular store". Various researchers have confirmed that store image is multi faceted and involves aspects such as layout, location and safety, which eventually contribute to the *personality* of the store (Obarski, 2005:1-6; Krishnan & Mills, 1978:124-128). Important though, is to understand that a person need not have shopped at a store to form an image of it.

Price

Price refers to the amount of money that is paid for a product.

When deciding whether or not to buy a product, one of the first things a consumer typically sees, is the price of the item. Price is often the only obvious difference between one brand of a product and another. Price is considered acceptable if a consumer perceives the value of the product that was purchased to equal or exceed the value of the money that was spent (Van der Walt *et al*, 1998:424, 434). While some customers are typified as bargain hunters, others prefer to pay extra for quality and even demand it (Zikmund & d' Admico, 2001:654). Depending on the importance of price in a consumers' interpretation of CS, price could thus be a very important determinant of a consumer's patronage of a specific store. Price can affect people's perceptions of the quality and value of an item and can influence whether or not the item is purchased. Research has suggested that people may associate high prices with high quality and that high prices may even lead to an increase in the demand for products (Zikmund & d' Admico, 2001:578; Parikh & Weseley, 2004:1). The potential impact of pricing strategies has been a popular topic of discussion and research for years (Levy *et al*, 2004:3; Zikmund & d' Admico, 2001:576; Van der Walt *et al*, 1998:424; Assael, 1993:650). Most consumers are apparently totally unaware of the subtle power of such strategies and are ill equipped to guard against them.

Promotion

Promotion refers to all forms of marketing communication that are meant to be read, viewed or heard by the target market as a form of communication of a store's offerings (Shiffman & Kanuk, 2000:388; Shiffman & Kanuk, 1997:652; Zikmund & d' Admico, 2001:655).

Promotions take place internally and externally (Van der Walt *et al*, 1998:305) in an effort to influence and stimulate customers' purchase decisions and to satisfy their needs in such way that they will return to the store. Word of mouth is also part of the communication reality and therefore of promotion: organizations often underestimate their control over word of mouth communication. Meticulous attention to customers' needs will enhance positive word of mouth (Hutchens, 1998:8).

People/salespeople/personnel

The human factor apparently often defines service quality. Goff *et al* (1997:171-173, 178) found that salespeople's behaviour with respect to *selling orientation-customer orientation* (SOCO) significantly influences customers' satisfaction with the salesperson, dealer, product as well as the manufacturers. "Relationship retailing" is therefore recommended to establish ongoing customer relationships to provide high levels of customer satisfaction with potential store loyalty (Clopton *et al*, 2001:124). The very existence of many retailers often depends on their sales personnel who represent their employers (retailers) in their interaction with consumers (Saxby, 2003:4). Research findings suggest that intense efforts towards product development and promotion can be negated by the poor performance of salespeople (Goff *et al*, 1997:178; Sharma & Levy, 1995:79). A good customer - salesperson relationship contributes to a pleasant shopping experience and minimizes risk perception during the final stages of the decision-making process (Reynolds & Beatty, 1999:511). Non-product satisfaction, e.g. interaction with sales personnel, may apparently be as significant as product satisfaction in terms of store patronage (Bejou, 1998:5; Westbrook, in Goff *et al*, 1997:173).

The approach adopted by a salesperson is seen as the key to customer satisfaction. The degree to which a customer trusts a salesperson will be positively influenced by the belief that the salesperson has the customer's best interests at heart (customer-oriented), and negatively influenced if the salesperson appears to be operating in his own best interests (sales-oriented/hard sell approach). A salesperson's devoted customer-orientation and expertise will thus positively affect consumer satisfaction (Anderson, 2001:2; Bejou, 1998:5).

Processes

Processes include all the procedures, mechanisms and flow of activities through which services are either consumed or experienced by customers (Reppel, 2003:1).

Processes may include components such as dependability (which implies keeping promises and doing it well) and effective compliant handling (Dabholkar *et al*, 1994:134). Dependability refers to supply of merchandise; quality guarantees; exchange policies; customer orientation and facilitation; fast sales transactions and honest assistance (Du Vázquez *et al*, 2003:14). An impression of dependability creates the impression that the retailer is concerned with customers and adheres to their consumer rights, which will enhance customer loyalty to the extent that service quality may be perceived as

good or even excellent. (Du Vázquez *et al*, 2003:14; Reppel, 2003:3). Menon and Dubé (2004) for example reported that customers of a broad range of services expected providers to respond in a supportive manner to both their positive and negative emotions. It was found that the value attached to these responses led to higher satisfaction when provider responses met or surpassed these expectations. Effective complaint resolution might therefore be as critical in terms of customer-satisfaction and in terms of a customer's eventual evaluation of CS (Clopton *et al*, 2001:124). Consumer complaints may for example be used to gain consumer-initiated market information that can be used to make strategic and tactical decisions (Bloemer & Oderkerken-Schröder, 2002:70; Blodgett & Granbois, 1993:399-428).

Retail policies/Physical evidence

Retail policies refer to all strategies related to prices and brand assortment that would attract and retain customers (Du Vázquez *et al*, 2003:17; Koen, 2002:4). In South Africa this is considered a problem due to our multiplicity of cultural groups and many divergent lifestyles that manifest in terms of different needs and wants that are difficult to satisfy simultaneously (Du Plessis *et al*, 1995:169) compared to smaller, more homogeneous groups (Hutchens, 1998:22). Another problem in the RSA market is that in most cases, the market still provides products and information according to the needs of a generalized European or American consumer.

CUSTOMER SERVICE AS A COLLECTIVE PHENOMENON WITHIN THE SYSTEMS PERSPECTIVE

This section provides a practical understanding of how the systems theory as well as the cognitive theory was used to organize the discussions throughout the study.

Core assumptions of the systems approach

The systems theory enabled a study of the components, sequence, relationship and interdependency of the fundamental elements of CS as determinants of SQ for supermarkets in terms of so-called *inputs*, the *transformation process* and *outputs*. The systems theory provided a useful vehicle to organize and integrate the components of customer service as a process that realizes in terms of an outcome

of satisfaction (or dissatisfaction) of consumer expectations regarding service experience in a supermarket.

The following core assumptions were considered crucial in terms of this research project (Whitchurch & Constantine, 1993:328):

Firstly, the systems theory offers a holistic approach (should be understood as a whole) rather than emphasizing individual components/parts. Of utmost importance was the fact that the systems approach allowed for a focus on the totality of the customer service experience, instead of an emphasis on individual elements/attributes of CS. The view taken was that customer satisfaction would result from consumers' total experience rather than their experience of one or more specific CS attributes such as price or ambience.

Secondly, it is proposed that human systems are unique in their self-reflectivity to the extent that humans are able to make themselves and their own behaviour the object of examination and the target of explanation. In terms of this study, consumer's reflection upon their experience of CS in terms of their initial expectations and eventual evaluation of what they have received was considered relevant.

The systems theory applied

A systems approach refers to a trans disciplinary study of the abstract organization of phenomena, independent of their substance, type, spatial or temporal scale of existence in terms of the principles that are common to all complex entities and models that can be used to describe them (Heylighen & Joslyn, 2002:1). CS is thus interpreted as a collection of *interrelated components* (the individual elements of CS that are theoretically defined as imperative and including those that are confirmed to be relevant from the viewpoint of consumers), which are unified by design to collectively contribute to the objectives of CS namely SQ (Spears & Gregoire, 2004:2).

Inputs

The inputs of the system in terms of this research project, were defined as all of the operational, physical or human resources/components/elements that contribute towards the objectives of CS/SQ (Spears & Gregoire, 2004:2). The elements of CS included all of the external factors that incite the consumer's mind consciously or subconsciously to *act* or *withdraw* in terms of store patronage (Thang & Tan, 2003:194; Shiffman & Kanuk, 2000:444; Aseal, 1993:90). These elements were further interpreted as *subsystems* that are interdependent and inter related to be *transformed* in terms of CS and service quality as an *output*.

Transformation of stimuli within the cognitive perspective

Transformation refers to the collective change of inputs into outputs within established schemata in memory that are based on existing knowledge structures (Spears & Gregoire, 2004:2). Thang and Tan (2003:194) describe the transformation process as an intervening internal process in which consumers convert the stimuli (relating to customer service) into meaningful information and apply it to comprehend the environment before making any judgement. Essentially, it consists of "perceptual" physiological, feeling and thinking activities. When a consumer enters the retail environment he/she inevitably relies on internal resources to make sense of the situation and to guide the decision making process (Shiffman & Kanuk, 2000:445). Belch and Belch (1998:104) explain that external stimuli provoke consumer needs but that a consumer's interpretation of these stimuli (elements) results in the decision to buy or to refrain from buying.

Because the transformation of stimuli involve cognitive activity, the cognitive perspective was considered relevant during consumers' transformation of stimuli in terms of the interpretation of CS. Per definition consumer satisfaction is based on a *predictive expectations* based on *experience-based norms*, which confirms the relevance of cognitive theory in the development and interpretation of the research. While the cognitive perspective assumes that consumers long for consistency in their evaluation of CS on the basis of their individual perceptions, the systems theory postulates that when one element (e.g. price) changes, it would affect the other elements of CS (e.g. product availability) in terms of how the stimuli are eventually interpreted. CS may thus be described as an *open system* with boundaries that are *flexible* and *permeable* in terms of changes or influences from the other elements in the greater system. Consumers thus refer to previous experiences (in memory, an internal resource)

when they enter the retail environment to interpret/judge the elements of CS (external stimuli) as positive/negative. Shiffman and Kanuk (2000:457) explain that this process is facilitated by information processing strategies that assist in the decision-making process on a subliminal level.

Wholeness is an important characteristic of a systems approach, in the sense that the resultant output of the system (for example service quality/superior CS) may not necessarily be derived from the elements themselves when considered in isolation (e.g. competitive *price* a pre condition for superior CS). Of greater importance for this study in terms of its unique contribution to existing theory, would be the collective contribution (priority and hierarchy) of the various elements in the particular system in terms of the output (Whitchurch & Constantine, 1993:325). Although consumers might judge each variable independently, the collective contribution of the elements would eventually determine the outcome (satisfaction dis/confirmation or SQ).

Outputs

Within the systems theory, equifinality refers to the incidence that a certain level of CS (output) may be achieved in different ways, e.g. a combination of lower prices and higher availability at the cost of store design and layout, as opposed to higher prices and elaborate product ranges or convenient store design. If any of the decision rules such as the compensatory or lexicographic rule of consumer decision-making were applied (Shiffman & Kanuk, 2000:457), it would mean that a consumer evaluates CS and allocates relative “weights” or minimum requirements in terms of the perceived importance of the attributes in a specific context to establish a final CS score or acceptability rating for each of the stores visited. The store with the highest score or the one that meets the minimum requirements would thus probably represent the superior choice. In terms of the compensatory rule, two stores might have the same total score, although the scores for individual service elements might differ considerably. Both stores might thus provide *superior CS /SQ* but have different approaches to provide it. On the other hand, although a particular store’s score might appear acceptable, customers might still refrain from supporting it because of an unacceptable minimum condition in terms of certain of the elements. This accentuates the important contribution of each and every element of customer service in terms of eventual acceptable CS and service quality.

Customers will patronize a retailer when the perceived CS (output), meets or exceeds their expectations (Gowan, 2001:280; Levy & Weitz, 2001:590). The resultant output will conclude

perceived CS/SQ and potential consumer satisfaction (Thang & Tan, 2003:19; Shiffman & Kanuk, 2000:457). Because the ultimate objective of retailers is to attain a competitive advantage and to ensure repeat purchases based on consumers' loyalty, they should keep in mind that the process does not stop once a favourable output is achieved.

Feedback

Feedback refers to the post purchase reaction to purchase behavior, which is a characteristic of a dynamic system. Feedback affects consequent purchases in the sense that it forms part of an internal frame of reference in a consumer's memory that determines future evaluation. If the consumer is satisfied with the consequences of a purchase experience, the chance of repeat purchase behavior increases. Feedback should therefore be considered of utmost importance when evaluating or searching for ways to improve service quality.

CONCEPTUAL FRAMEWORK

A conceptual framework based on the model of Spreng & Mackoy (1996:203) and based on the systems theory was developed to illustrate the interrelationship of the concepts of relevance to this research project.

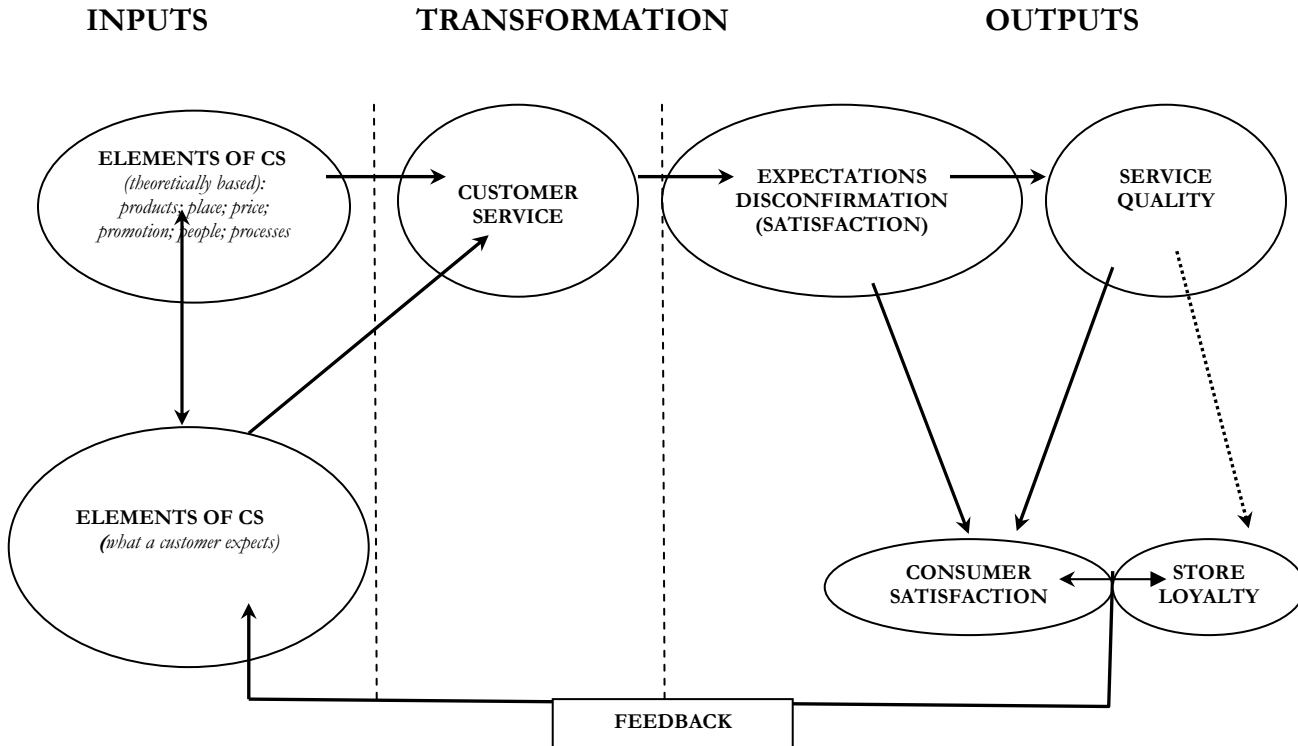


FIGURE 2.1: CONCEPTUAL FRAMEWORK ADAPTED FROM THE” REVISED SATISFACTION-SERVICE QUALITY MODEL” (SPRENG & MACKOY, 1996:203)

OBJECTIVES AND SUB OBJECTIVES

The following objectives were formulated to address the research problem:

1. To identify the elements of CS that
 - 1.1 contribute to service quality, from a literature point of view
 - 1.2 enhance the service quality of supermarkets, based on consumers' expectations
2. To determine the congruency between the elements of CS explicated in theory and as expected by consumers, specifically pertaining to CS in supermarkets in RSA.
3. To describe customers' impression of the SQ of supermarkets
4. To determine consumers' satisfaction with CS and SQ in general.
5. To identify the elements of CS considered crucial for SQ in terms of their individual and collective contribution towards SQ and consequent store loyalty.



Chapter 3

RESEARCH METHODOLOGY



This chapter describes the research approach and the research design as well as the relevant data collection procedures that were used to generate the data

RESEARCH DESIGN

Research style

The research was empirical in nature and followed a positivistic orientation to address a *real life problem* in world one (Babbie & Mouton, 1998: 27, 75) that enthused the researchers' curiosity. The research objective was considered exploratory–descriptive (Mouton, 1998:101) and provided the opportunity for an improved understanding of customer service *per se* as well as concepts and constructs that pertained to customer service and service quality in terms of eventual store loyalty (Babbie & Mouton, 2001:79). Mouton (2001:103) explains that an exploratory study intends to determine interesting patterns in the data (in this instance, a prominence of specific attributes and elements of CS in terms of service quality), while a descriptive study tends to describe behaviour, inclinations, situations and events (in this case, existing CS attributes) (Babbie & Mouton, 2001:80).

The research was conducted from a quantitative methodological paradigm and included of qualitative as well as quantitative data collection techniques to explore the relevant phenomena. The use of multiple data sources and data collection techniques was intentional to enhance the validity and reliability of the study. Primary and secondary data were integrated: the latter was meant to identify and define customer service from a literature point of view and to acknowledge and reflect on extant literature. New (primary) data was then generated to portray consumers' interpretation of the

customer service in South African supermarkets based on participants' personal experiences.

This study was cross sectional in nature, which, according to Babbie & Mouton (2001:92), is typical of exploratory and descriptive studies. The data was collected within one month, with the assistance of field workers (Bless & Higson, 1995:66).

Sample

Unit of analysis

The sample framework consisted of consumers in LSM groups 5 and higher (Du Plessis *et al*, 1995:95-99), irrespective of race and gender, who were older than 25 years, and who resided and/or shopped in the area of Pretoria East in the metropolitan of Tshwane. Further denominators were financial independence and individuals had to manage or co-manage their own household in order to ensure personal experience of grocery shopping in supermarkets. To avoid misperception due to non visits, a *pre condition* for participation was that individuals must have had personal buying experience at least two of the well-known supermarkets within the three months prior to their participation and should patronage one or more of these supermarkets at least twice per month for grocery shopping (Thang & Tan, 2003:197).

The unit of analysis was based on the following considerations:

- Higher income levels would enable patronage of different stores because of the financial means to travel to different supermarkets to get a pleasurable shopping experience (Arnold & Reynolds, 2004:3; Nielsen, 2002:14). LSM groups 5 to 8 represent the middle to higher income groups who apparently more frequently experience time pressure because of job commitments (Haupt, 2002:3) and would consequently be more critical of poor CS.
- Pretoria East is a more affluent urban area. It has been reported that consumers with higher discretionary incomes are generally more aware of their consumer rights are more intolerant of poor CS (Samson & Little, 1993:390). More affluent consumers are apparently also more willing to pay for good CS and even demand good CS (Arnold, 2003:78).
- Pretoria East has various shopping centres and major supermarkets within a relatively

small radius that allows for *shop hopping* and exposure to, and experience with various supermarkets.

- Pretoria East is a fast growing geographical area where it was relatively easy to find participants of different age, gender and racial groups.
- The selection of stores (Shoprite, Checkers, Checkers Hyper, Pick ‘n Pay, Pick ‘n Pay Hyper, Spar, Super Spar, OK, Woolworths, Woolworths Foods) was based on two broad definitions in literature. *A **supermarket** is defined as any large, departmentalised retail establishment that primarily sells food items* (Marshall *et al*, 2001:42; Zikmund & d’ Amico, 2001:658) *while a **department store** (e.g. Woolworths) is a large retail unit with extensive assortment (variety and range) of goods and services that are organised into separate departments for purposes of buying, promotion, customer service, and control* (Thang & Tan, 2003:196). *This may include foods and groceries.* Having done the focus group discussions, it was decided to include Woolworths with the other supermarkets because many of the participants admitted to buying their groceries at these outlets.

Sampling

Snowball sampling, a *convenient sampling* method, was used to recruit participants, mainly because of time and financial constraints. The decision was however supported by the fact that various similar consumer studies have implemented this method successfully in the past (Areni, 2003:266; Leong *et al*, 1997:233; Bitner, 1992:62). Data was gathered from *convenient yet randomly selected* consumers who were willing and able to take part in the study.

Because of the risks involved in convenient sampling, the recruitment of potential participants was done in a planned and structured manner (Neuman, 1997:204). The same criteria that were specified for participation in the larger research project were used to select participants for phase one, the focus group discussions. Snowball sampling (chain referral) was used to gather information from participants during the second phase of the study where structured questionnaires were involved (Babbie & Mouton, 2001:175). Four well-trained field workers conducted the fieldwork in Pretoria during August 2004: 500 questionnaires were distributed of which 386 were returned. Questionnaires were handed out so that participants could complete them at home in their own time. Completed questionnaires were collected after three days. When required, participants were allowed to complete the questionnaires in the presence of the field workers.

DATA COLLECTION

Data collection phases

Data was collected in *two phases* for the purpose of triangulation and to enhance the authenticity of the data. Focus group discussions were implemented as phase 1 (qualitative technique) where after a quantitative technique in the form of a survey (a structured questionnaire) was used.

Phase 1: Focus group discussions

Definition A focus group is defined as the assembly of a small group of people to take part in a discussion about a certain topic (Neuman, 1997:253; Plug *et al*, 1997:108). Focus group discussions have certain disadvantages, such as imposing social influences and conformity pressures. Very successful data collections via focus group discussions have however been reported in several other studies. Fern (1982:444) states that group discussions create an excitement that encourages participants to expose their own ideas. Focus group discussions also provide group members with a form of security that reduces the feeling of identifiability, which is a common problem in an individual interview (Babbie & Mouton, 1998:293). Participants in a focus group are often more willing to volunteer information than during a personal interview because they feel less inhibited to share their experiences, and in so doing encourage others to expose their ideas. Focus groups are ideal to evoke spontaneous discussions that will illuminate a limited number of issues that might need some clarification (Babbie & Mouton: 1998:292). It can also serve as opportunity for triangulation (Macun & Posel, 1998:118–120; Stoltman *et al*, 1989:390; Woodruf, 1997:141).

Motivation Focus group discussions were included as a pre test to assist in the construction of the final scales of the questionnaire, with the intention to identify shared thoughts and issues of importance to the majority of participants during spontaneous interaction of participants (Babbie & Mouton, 2001:292; Fern, 1982 in McQuarrie & McIntyre, 1988:582, 584). While a thorough literature review was used to provide a theoretical framework for the study, the focus group discussions allowed for inclusion of additional information that might not have been taken into consideration already. It also gave an indication of those elements and constructs that were accounted for in theory but did not surfaced during discussions. Focus group discussions minimize

the role of the researcher as opposed to personal interviews where the researcher's presence may be inhibiting (Macun & Posel, 1998:116-124). This technique further uncovers everyday knowledge and everyday language that is not necessarily revealed in theory (Calder in Fern, 1982:449).

Approach The focus group discussions followed a *phenomenological approach*. Attention was given to the inclusion of brief warming up sessions where informal interaction was stimulated to encourage active participation during the discussions. Differences in social status were neutralized through the inclusion of individuals who are socially and intellectually compatible (Fern, 1983:121-125). Only ten participants were included per focus group to provide enough *airtime* for each participant to express his/her views without stretching the length of the session (Babbie & Mouton, 2001:291). Simultaneous participation of friends, spouses and family was not allowed (Babbie & Mouton, 2001:292; Cook, 1982:62).

Venue Focus group discussions were held at a private home that enabled a relaxed and informal atmosphere which was conducive to group interaction (Keim *et al*, 1999:445). A comfortable seating arrangement was made to ensure proper eye contact and unrestrained interaction (Lautman, 1982:54).

Procedure Two group sessions were facilitated. Willing participants were invited to the venue. After a brief warming up session, the researcher facilitated the discussion by introducing certain discussion themes, which guided the focus towards the research objectives (Neuman, 1997:253; Plug *et al*, 1997:108; Lombard *et al*, 1991:182;). The participants were informed that the study was concerned with the customer service in supermarkets. No mention was made of specific characteristics of certain stores. Following Garrison and co workers' recommendations (1999:430), the sequence of questions evolved from general to specific and open-ended questions were used to encourage discussions of specific personal experiences. Before closure, participants were encouraged to make any additional contributions. Group discussions were tape recorded, with the consent of all the participants, to ensure accuracy of transcriptions that were done afterwards (Babbie & Mouton, 2001:277). Refreshments and a small gift in the form of a recipe book were given to participants as token of appreciation.

Discussion themes The following questions/statements represent examples of the cues that were put to the groups to stimulate discussions:

- There are a number of supermarkets within close proximity in the east of Pretoria. Do you generally do grocery shopping at one specific supermarket or do you patronage different stores? Explain.
- Do you *prefer* certain supermarkets and *avoid* others when doing your **major** grocery shopping? Explain.
- Do you *prefer* certain supermarkets and *avoid* others when doing **fill in** shopping?
- How would you describe an excellent supermarket? Explain.
- If your favourite/preferred supermarket in your area were to close down tomorrow for some reason, would you: (Discuss)
 - *Simply change to another store without regret, sorrow;*
 - *Go to another store feeling cheated, unhappy, disappointed;*
 - *Go the same store in another suburb, further away.....* Explain your actions.
- What do you expect of a supermarket in order to give it your continual support?
- Do the supermarkets in your area provide the same service?
- Under what circumstances would you describe a supermarket as unacceptable?
- How do the major supermarkets compare?
- On what basis do you decide that a supermarket is good enough for you to patronage or not?
- Do you ever discuss the different supermarkets in your area with friends, colleagues? In terms of what?
- When would a supermarket impress you?
- How can supermarkets improve in general?
- Which aspects of customer service in supermarkets are often neglected?
- Which aspects of customer service do you regard as essential for your continued support?
- If you were in charge of providing customer service in a supermarket, how would you do it?
- Both of the focus group discussions were eventually completed in Afrikaans because participants were quite comfortable to contribute in the language.

(See Appendix 1 for the transcribed text version of both discussion groups).

Phase 2: Questionnaire

Motivation A structured questionnaire was chosen as the data – collection method for the quantitative part of the research. A well-structured questionnaire produces quantifiable results that were required for structural equation modelling, the statistical procedure that was recommended by the statistician beforehand (Neuman, 1997:233). Also because information is relatively easy to obtain in this manner and the results are easy to process. The questionnaire was only finalized after the focus group discussions to ensure that all the relevant elements and attributes were covered with reference to the research objectives. Predominantly closed, structured questions were included because these type of questions provide greater uniformity of responses and are more easily processed - especially when large numbers of participants are involved (Babbie & Mouton, 2001:233). According to Neuman (1997:261), participants also find it quicker and easier to answer closed questions. Two open ended questions were however also included (See Appendix 2, Section C).

Structure The content of the questionnaire was structured in terms of the study objectives and multiple questions on certain aspects were included for the purpose of triangulation. The questionnaires was translated and made available in Afrikaans as well as English. Questions was initially translated from English to Afrikaans and then translated back to English to confirm the content of the questions. The length of the questionnaire was limited so that a maximum of ten minutes was required to complete it in the hope that individuals would then not be discouraged to participate (Zikmund & D'Amico, 2001:146; Leong *et al*, 1997:233).

The questionnaire consisted of six sections (See Appendix 2):

- Section A:** Demographics and general buyer behavior
- Section B:** Questions pertaining to elements of customer service (*Objective 1 & 2*)
- Section C:** Questions pertaining to interpretation of service quality in terms of elements of CS (*Objective 3*)
- Section D:** Questions pertaining to satisfaction with service quality and store loyalty (*Objective 5*)
- Section E:** Questions pertaining to satisfaction with service quality (*Objective 4*)
- Section F:** Questions pertaining to store loyalty (*Objective 5*)

DATA ANALYSIS

Two sets of data were generated: the *layered* research process was designed to address the primary and supporting research objectives. The first layer phase consisted of exploratory focus group discussions with the intention to finalize the content of the questionnaire in terms of the inclusion of all relevant constructs, referral to all the supermarkets that were patronized for grocery shopping and furthermore to adapt the concepts and constructs in terms of everyday language.

Focus group discussions

The researcher personally transcribed the recordings of the two focus group discussions. It was done after every session. *Conceptual analysis* as well as *relational analysis* was applied. Content analysis and open coding was done firstly, to tag transcribed text according to the objectives of the study. Conceptual analysis implied the colour coding of text. Codes were therefore objectively and systematically assigned beforehand through the association of characteristics (that came to the fore in transcriptions) with familiar constructs/elements of CS (that supported the literature review) (Babbie & Mouton, 2001:492). Initial analysis of data involved the reduction of the text to familiar categories and constructs that were relevant to CS and service quality. Content was carefully scrutinized for additional concepts that could be incorporated/acknowledged in terms of the study objectives.

During relational analysis, links between the categories/codes were identified. After the initial coding, concepts were thus recoded according to themes that coincided with the theory, for example QUALITY OF PRODUCTS was recoded in terms of its relevancy to PRODUCT related issues. This was done by cutting and pasting of segments of text to index cards that were created for each theme.

Questionnaire

Design and content The second phase of the layered data collection procedure entailed the implementation of a structured questionnaire that was only finalized in terms of content and wording after the analysis and interpretation of the focus group discussions was completed and after the approval of the statisticians who were involved in the study, was given. .

Descriptive statistics were implemented to illustrate visually, basic frequencies and tendencies for certain sections of the data. According to Cooper and Schindler (1998:427-430), descriptive statistics refer to measures of location (mean, median and mode), dispersion of variability (variance, standard deviation, range and quartile deviation) and measures of shape (skewness and kurtosis). In terms of this study it included the organisation and summation of the data in a more comprehensible format, which included graphs, frequency, means and percentage distributions (Mouton, 1997:163).

Inferential statistics refer to a detailed interpretation and representation of data with regards to the study objectives. The main aim of the inferential statistics was to view and discuss all of the underlying correlations, combinations and interactions between different attributes and elements of customer service that would typify excellent customer service and ultimately, store loyalty. Inferential statistics for this study also included the Chi – square test (Bless & Kathuria, 1993:187) that is based on a null hypothesis, i.e. the assumption that no relationship between certain variables exist (Babbie & Mouton, 2001:481). The chi-square test investigated the correlation of categorical data: it tested whether the observed or actual frequency of a phenomenon (CS element) corresponded to the frequency, which should have been recorded (the expected frequency). The chi- square test is based on a comparison between *observed frequencies* (attributes of CS) and *expected frequencies*. The larger the difference between the actual cell frequencies and the expected - assuming *no relationship*, the larger the value of chi square will be and the more likely that the relationship does exist (Mouton, 1996:166). When a chi-square value is reported as being statistically significant, one actually states that it is highly unlikely that the results that have been obtained were due to some form of sampling or random error (Mouton, 1996:166).

Factor analysis was done to determine the relative importance and significance of various attributes of customer service and service quality. Factor analysis is done to identify the interrelationships among a large number of variables. A data matrix may have a large number of variables (e.g. test scores, test items, questionnaire responses), and these items may be related to one another. When variables are related to each other, a set of underlying dimensions that support one another, are created. Factor analysis therefore looks for patterns among the variables to discover if an underlying combination of original variables (a factor) can summarize the original set (Cooper & Schindler, 1998:560). A correlation matrix is therefore eventually generated from the original set of data (Davis, 2000:482). *Principal component analysis* is done more often (Cooper & Schindler, 1998:577): a set of

variables is transformed into a new set of composite variables (or principal components) that are not correlated with each other. These linear combinations of variables, called factors, account for the variance in the data as a whole. The best combination makes up the first factor. The process is continued until all the variance is accounted for. Correlation coefficients between the factor and the variables are called *loadings*: factor loadings greater than approximately 0.50 were considered significant. Factor analysis is not a true multivariate technique because it is not used to predict a dependent variable/s. Factor analysis should rather be regarded as an interdependence technique that considers all variables and their apparent inter relationships. Factor analysis can be used to *summarize data*, i.e. factor analysis then derives the underlying dimensions/factors (e.g. elements of CS) that describe the data in a smaller number of concepts than the original variables. This was the procedure that was followed for this research project. Factor analysis can also be used for *data reduction*, i.e. scores are calculated for each factor and these scores are then substituted for the original variables (<http://www2.chass.ncsu.edu/garson/pa765/factor.htm>). Factor analysis is ideal for *exploratory purposes*, i.e. factor analysis may be used to search for a possible underlying structure in the variables, e.g. *to identify elements of customer service that are regarded crucial in terms of service delivery*.

QUALITY OF DATA

The aim of any research should be to provide data that is valid and reliable, i.e. to have confidence in the findings; to understand whether the findings will also apply to other contexts; to ensure that the findings will be confirmed if the study would be replicated and to ensure that the findings emerge from the context and the respondents rather than from the researcher's pre conceived ideas and intentions and whether participants have shared information that is true (Lincoln & Guba, 1985 in Otnes & Mc Grath, 2001 :115). Mouton (1996:109) describes validity as the *best approximation of the truth*. Different dimensions of validity may apply to different stages of the research process and it is essential that all the elements of validity are considered through out the whole research plan in order to describe the truth as closely as possible (Mouton, 1996:111).

The following was done to limit error and to enhance the validity and reliability of data during the research process:

Conceptualisation: Theoretical validity

Concepts provide the primary building blocks of scientific knowledge and refer to both the clarification and the analysis of the key concepts. It also indicates the relevance between the concepts (Mouton, 1996:109; 181). If concepts are poorly planned and conceptualized, the research, however carefully executed, will fail.

To enhance the theoretical validity of this study, all the key concepts pertaining to CS, SQ, store loyalty and consumer satisfaction were identified through a thorough literature review beforehand (Chapter 2) and especially before the compilation of the questionnaire. This was further supported/confirmed by focus group discussions to ensure that nothing relevant were overseen or omitted or incorrectly labelled, left vague or complex. Special; attention was given to the language used during focus group discussions that referred to specific theoretical concepts.

To support theoretical validity, a wide variety of sources were consulted in order to identify the attributes of CS and SQ that are relevant with regards to consumer expectations, -satisfaction, and -loyalty. Two experts in Consumer Sciences as well as two statisticians evaluated the questionnaire in terms of content as well as measurement validity.

Operationalisation: Construct validity

Construct validity refers to the extent to which a scale index measures the relevant construct and not something else (Mouton, 1996:128). More than one method was used to identify relevant constructs and appropriate terminology: a thorough literature as well as focus group discussions was used.

A Likert type scale was used as major means of measurement in the questionnaire, based on its success in similar studies in the past and because they are easy to understand, especially in lengthy questionnaires (Danaher, 1997:243).

Sampling: Representativeness

A sample has to faithfully represent the populations from which it was drawn in order to represent

the population from which it was drawn (Mouton, 1996:136). To ensure that the sample provided valid information that could be referred to the larger population, participants were selected by means of a convenient selection but according to pre determined criteria and were later compared to the population profile of the metropolitan of Tshwane. The relatively large sample reduced smaller sampling error (Babbie & Mouton, 2000:191). By ensuring that only participants who were eager and willing to participate, were included, it was assumed that their responses would be truthful.

Data collection: Reliability

The key criterion for validity in data collection is reliability (Mouton, 1996:144). This refers to the degree to which the variables that were measured were indeed free from errors of measurement to the extent that when the same test is repeated on other subjects, the same results would be obtained (Plug *et al*, 1997:43). Reliability was enhanced by a combination of data collection methods.

To reduce possible error during *focus groups discussions*, the following precautions were taken (Katzner *et al*, 1982:64):

- Focus group discussions were arranged to suit participants, with regards to time & location.
- Focus group discussions were held in a neutral environment to enhance open communication between participants. A maximum of ten willing individuals was included to allow each participant with enough time to voice their individual feelings, perceptions and experiences.

To reduce possible sources of error during data collection by means of the *questionnaires*, the following precautions were taken:

- A cover letter was attached to the questionnaire to emphasise the purpose of the survey; the researcher's affiliation; to promise confidentiality and anonymity
- The questionnaire was constructed in such a manner that it did not take long to complete; the questions were easy to understand and were relevant to the topic
- The questionnaire was submitted to a pre test or trial run by means of a pilot test.
- Informed and trained assistants conducted surveys and only willing individuals were included.

Data analysis: Inferential validity

The assistance of a professional statistician was used to ensure that the questionnaire was structured correctly and that the data was analysed correctly in terms of the statistical procedures that were chosen and in terms of the objectives of the study.



Chapter 4

RESULTS

This chapter presents an exposition of the results of the study, commencing with the demographical data, followed by data pertaining to participants' general shopping behaviour and store patronage. The findings are thereafter presented in terms of the specific research objectives. Results are presented in both table and graphical format.

DEMOGRAPHIC DATA

No specific criteria were used to select participants, apart from them being adults over 25 years of age who resided in a specific geographical area in Tshwane and who would be willing to participate. The age limitation was merely to ensure that participants would have had a memorable amount of experience with supermarket shopping.

Gender

The number of gentlemen who were willing to participate when they were approached, may be an indication of a shift towards a more egalitarian approach in supermarket shopping in general, as suggested in recent publications (Levy & Weitz, 2001:482).

TABLE 4.1: GENDER OF THE PARTICIPANTS ($n = 386$)

	Gender	
	Frequency	Percentage
Male	99	25.65
Female	284	**73.58
Missing	3	0.78
Total	($n = 386$)	100.00

** Majority

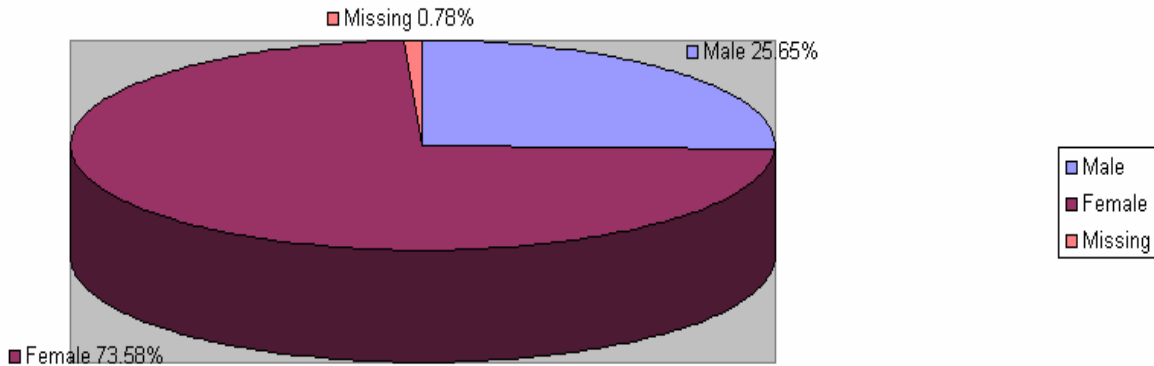


FIGURE 4.1: GENDER OF PARTICIPANTS

Table 4.1 and Figure 4.1 reflect the gender distribution of the participants in this research project. The majority was female, which supports the general belief that women are usually held responsible for the majority of grocery shopping. During focus group interviews that were held in the initial stage of this study, most married men indicated that the primary responsibility for household tasks such as buying of groceries still belonged to their wives. Many authors are however of the opinion that gender roles are changing (i.e. that women are no longer held responsible for the purchasing of household groceries) and that the sharing of responsibilities is a characteristic of modern society (Levy & Weitz, 2001:482; Shiffman & Kanuk, 1997:468; Asseal, 1993:115). This could perhaps be further investigated in terms of gender roles in the RSA context.

Age

The minimum age for participation in the study was 25 years. Almost half of the participants were between the ages of 25 and 34 (Table 4.2; Figure 4.2). This was then compared to the population of Tshwane, where the study was done to determine whether a deliberate effort should be made to recruit additional participants from a specific gender. Figure 4.3 illustrates the age distribution for the Tshwane province, which clearly indicates the age group of 35 years or lower, to be the majority. It was then decided to accept the sample as is.

TABLE 4.2: AGE OF THE PARTICIPANTS ($n = 386$)

Age group	Frequency	Percentage
25 -34	177	45.85
35 - 44	79	20.47
44 -55	63	16.32
55+	63	16.32
Missing	4	1.04

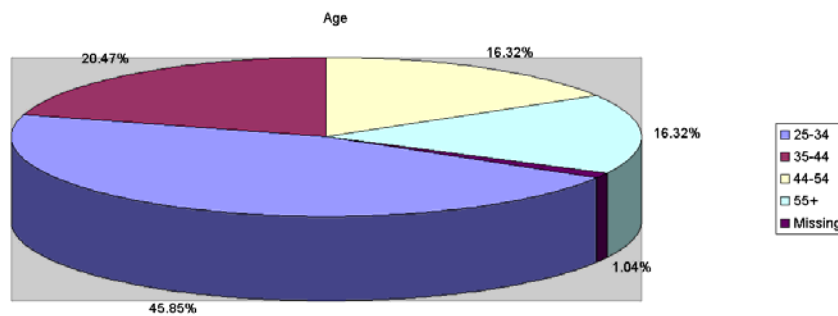
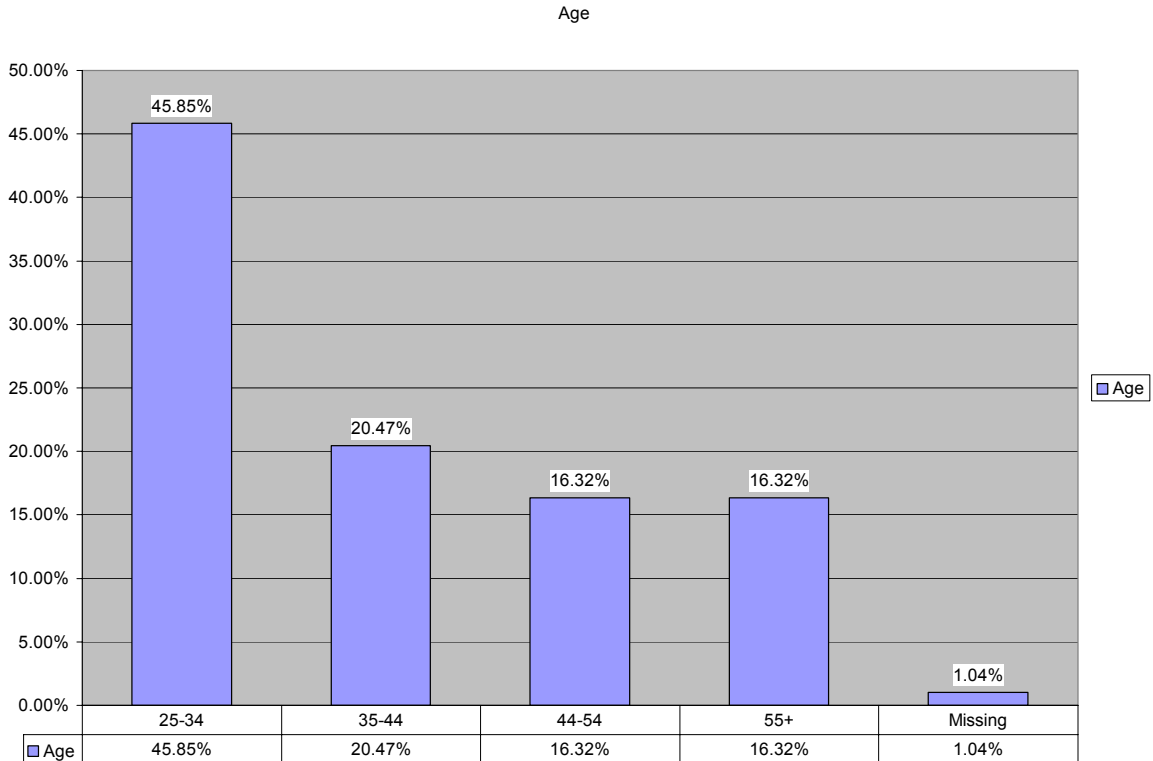


FIGURE 4.2: INDICATION OF THE AGES OF PARTICIPANTS

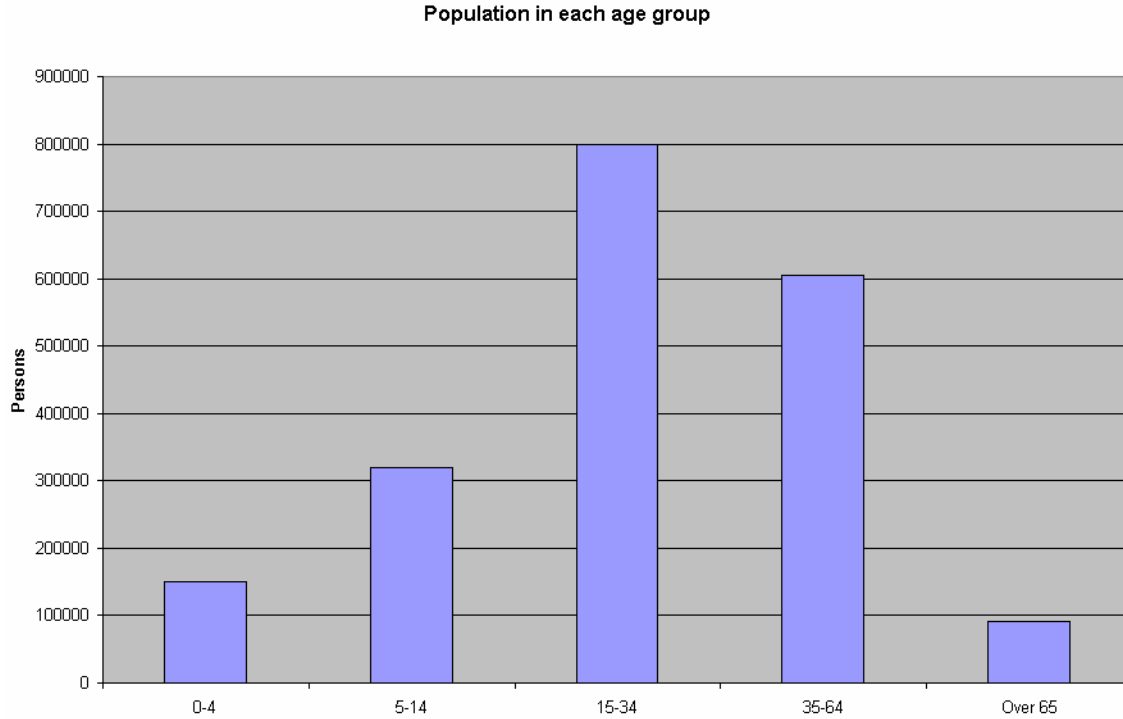


FIGURE 4.3: AGE DISTRIBUTION FOR POPULATION OF TSHWANE (www.statssa.gov.za/cityoftshwane)

Geographical Area

The initial idea was to include only participants who resided in the area known as Pretoria East. It was later found that some of the participants resided elsewhere but worked in and consequently shopped in the area of Pretoria East because it was convenient. It was then decided to include all individuals that shopped in Pretoria East irrespective of their place of residence in Pretoria.

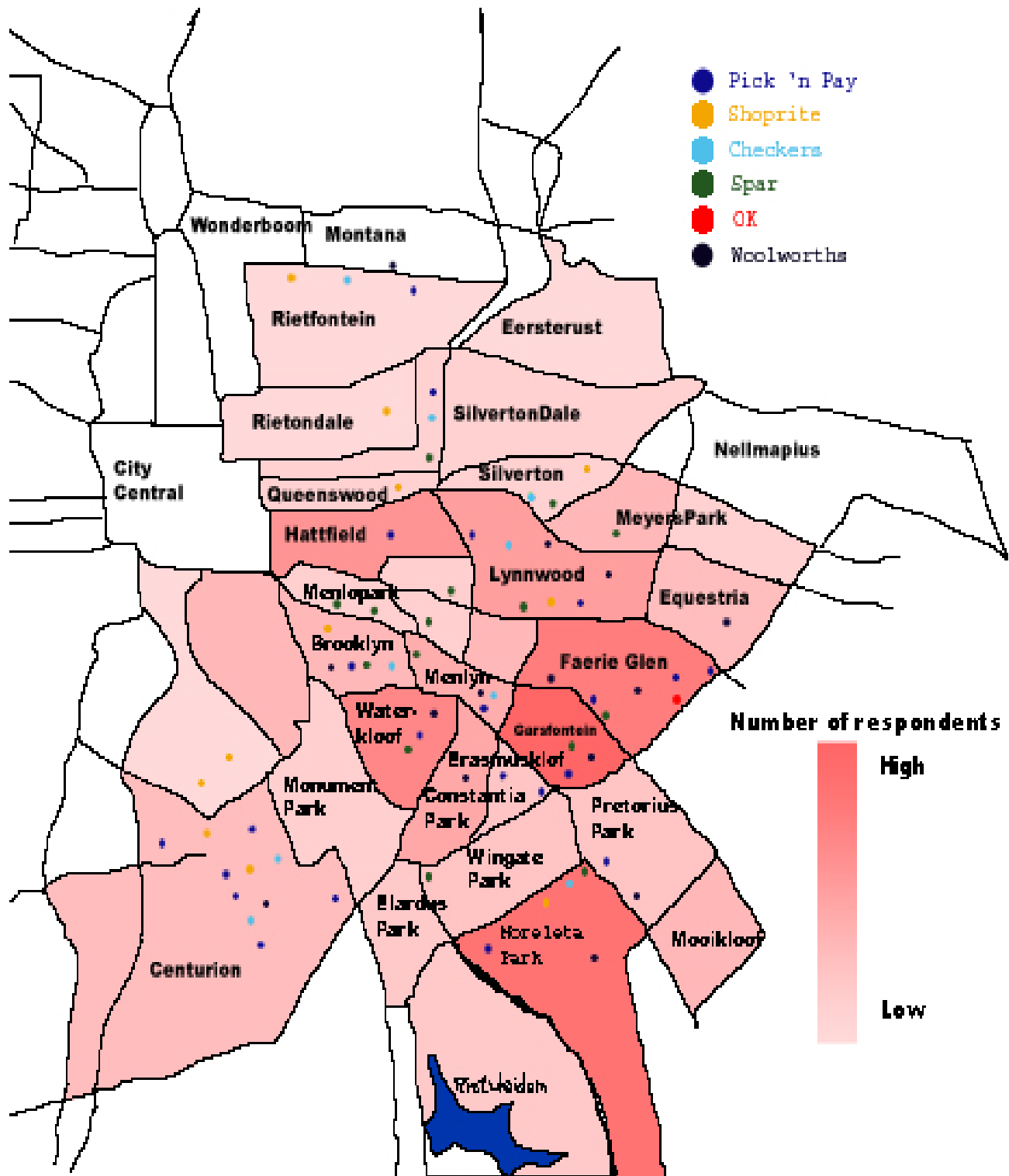


FIGURE 4.4: AN INDICATION OF THE DISTRIBUTION OF SUPERMARKETS IN THE GEOGRAPHICAL AREA

PARTICIPANTS' PATRONAGE OF DIFFERENT SUPERMARKETS IN THE GEOGRAPHICAL AREA

Frequency of shopping at various supermarkets

Figure 4.4 shows the distribution of supermarkets (coloured bullets) and of participants (shaded areas) in the geographical area per their most frequently visited supermarket.

Figure 4.5 indicates participants' frequency of shopping at the various supermarkets. C and B seemed to be the most frequently visited supermarkets. Almost 70% of the participants visited C or B at least 2-3 times per month. Some mentioned that although they would have preferred to do the majority of their grocery shopping in A, they could not afford to do so.

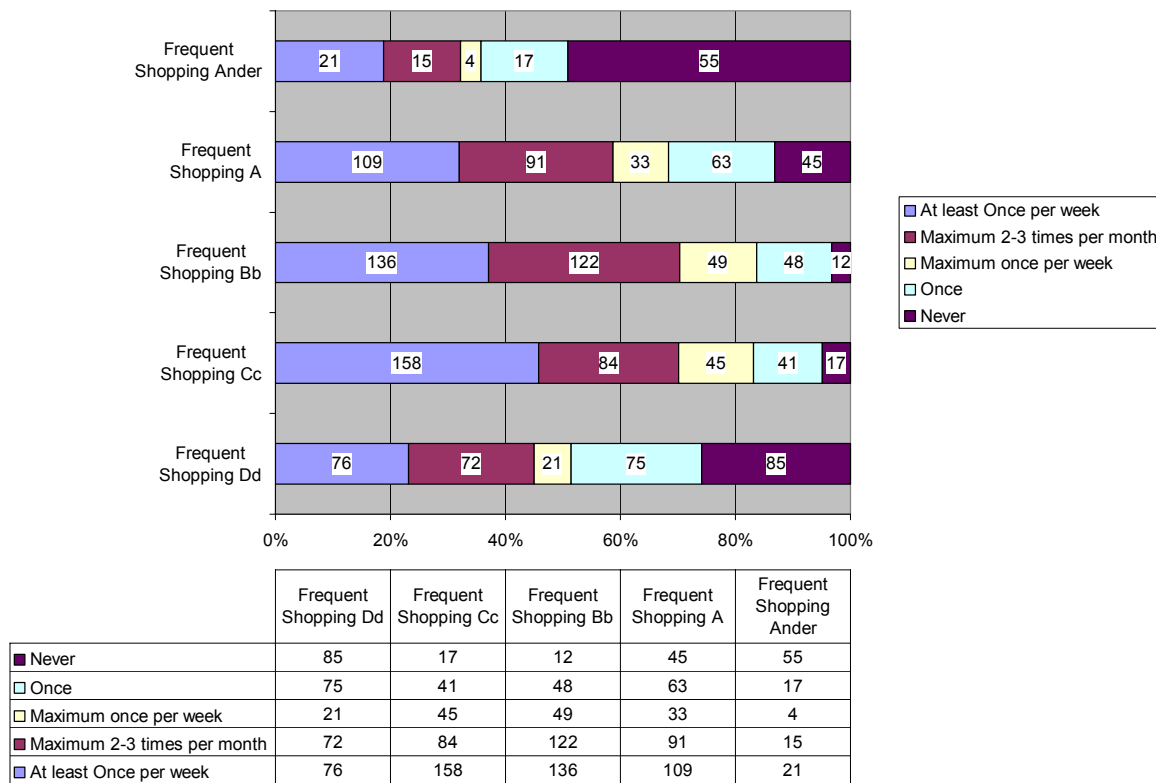


FIGURE 4.5: PARTICIPANTS' PATRONAGE OF DIFFERENT SUPERMARKETS

Family members’ involvement in supermarket shopping

Table 4.3 and Figure 4.6 illustrate family members’ involvement in supermarket shopping. The majority indicated that their households do their shopping on a weekly basis and participants (predominantly female) indicated that they generally did it themselves. Children as well as the significant others (wife/husband or partner) in a household seemed to do shopping only on an occasional basis. Very few participants indicated that someone else did their shopping for them.

TABLE 4.3: FAMILY MEMBERS’ INVOLVEMENT IN SUPERMARKET SHOPPING

(n=386)

	Shopper – Participant (self)	Shopper – husband/ wife/ partner	Shopper: Children	Shopper: Other
Monthly	89	28	8	7
Weekly	175	52	4	14
Daily	59	21	3	1
Occasionally	21	49	34	2
Missing	42	236	337	362

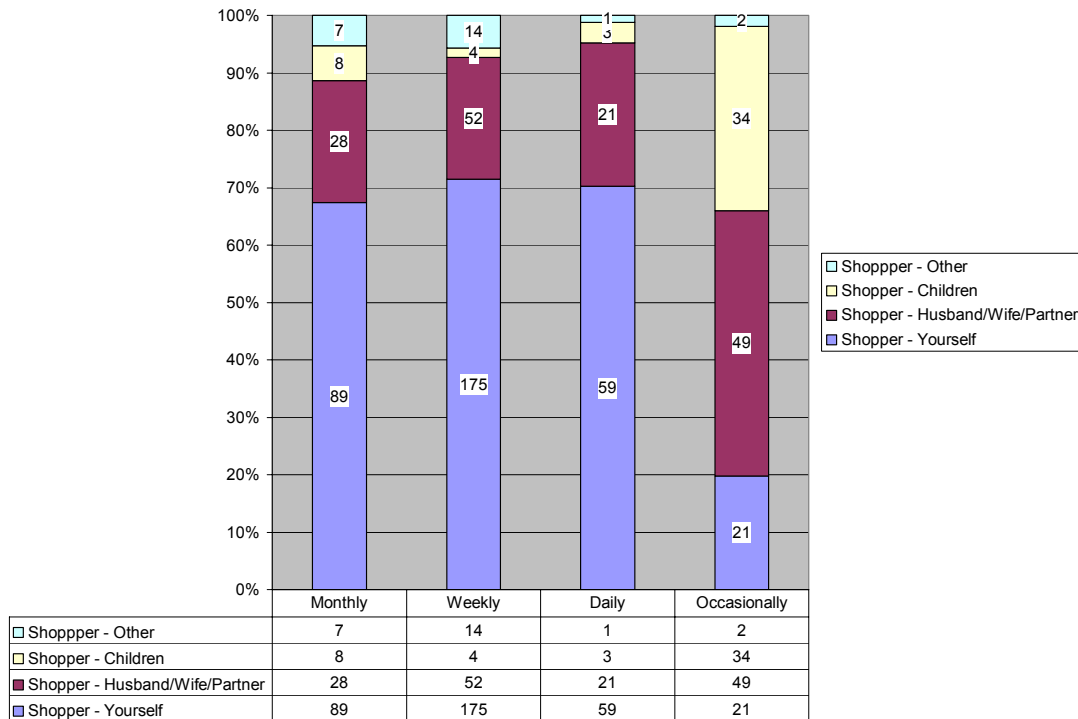


FIGURE 4.6: FAMILY MEMBERS’ INVOLVEMENT IN SUPERMARKET SHOPPING

(n=386)

IMPORTANCE OF INDIVIDUAL ELEMENTS OF CUSTOMER SERVICE WITH REGARDS TO SERVICE QUALITY

From a literature point of view (*Objective 1.1*)

The importance of elements of customer service with regards to service quality from a literature point of view was discussed in Chapter 2. The constructs identified through a study of the various sources, were used to structure the initial content of the final questionnaire in terms of attributes that represent certain elements of customer service (See Appendix 2).

From participants' point of view (*Objective 1.2*)

Importance of various attributes of service quality as indicated in focus group discussions

Focus groups discussions were held prior to the finalization of the questionnaire to allow for inclusion of new and additional constructs that might have been excluded/overseen during the literature review. This part of the research project was qualitative in kind: the fully transcribed text is attached in Appendix 1.

Although the focus group interviews generally confirmed the theoretical content in terms of constructs that were already included in the questionnaire, certain additional constructs that appeared to be more typical of the South African situation came to the fore. These were added to the questionnaire, e.g. definite referral to *safety issues*. These will be highlighted and discussed during the interpretation of data collected through the questionnaire (Sections B and E) where participants had the opportunity to react to a wide range of statements and questions and where all elements and attributes had an even chance to be rated in terms of importance whether they were literature based or identified through focus group discussions. The focus group discussions were thus only used to identify new constructs and not necessarily to rate them in terms of all the others were already acknowledged.

Aspects/attributes that came to the fore during focus group discussions that were not included beforehand, were:

- Safety aspects with regards to the area
- Personal safety in the stores
- Poor service of employees/salespeople
- Inefficient personnel

Importance of various attributes of service quality as indicated in the questionnaires

This part of the research was quantitative in kind because of the intention to quantify data. In Section B of the questionnaire, each participant had to rate 34 attributes of CS in terms of their importance regarding the eventual service levels in supermarkets (Table 4.4; Figure 4.7). More than 90% of the participants indicated 20 out of the 34 attributes that were listed, to be *important* or *very important*. Only two attributes were rated *less important* or *unimportant* by more than 30% of participants.

TABLE 4.4: THE IMPORTANCE OF VARIOUS ATTRIBUTES OF CUSTOMER SERVICE IN SUPERMARKETS ($n=386$)

	Un important	Less Important	Un-certain	Important	Very Important	Missing
Comfortable in-store Temperature	2	7	17	177	183	0
Store Layout	0	2	7	105	*270	2
Clear/visible Signage to indicate product location	1	7	19	116	*241	2
Practical, logical shelf layout	0	9	15	138	223	1
Security in the store	1	14	29	102	*235	5
A pleasant store atmosphere	0	13	19	179	173	2
Well located parking bays	1	6	11	138	224	6
Easy access to parking area from road	1	10	20	123	227	5
An aesthetically appealing in store environment	3	34	40	175	131	3
A clean store	0	1	4	51	*326	4
The store must be located in a safe place	0	4	12	145	222	3
The store must appear modern	15	64	54	150	99	4
Store must be conveniently located	0	9	16	152	206	3
A large product variety	1	4	17	141	221	2
Products of excellent quality	0	2	3	79	*301	1
Availability of new products	2	15	20	142	205	2
Strict control of freshness of products	0	4	4	47	325	6
Friendly, enthusiastic staff assistance	2	4	15	123	*242	0
Short queues at the cashiers; minimum waiting time	1	5	9	75	*296	0
Well trained / knowledgeable staff	1	14	19	121	*230	1
Efficient staff assistance	2	10	18	127	229	0
Uniformly dressed staff	4	34	39	146	163	0
Managers that are approachable	5	26	23	117	213	2
Efficient packers at the cashiers	4	37	28	164	150	3
Managers that show interest in client	3	50	53	126	149	5
Regular promotions / demonstrations	29	115	68	101	73	0
Regular advertising of store specials	16	64	56	137	110	3
Bargains in store on a regular basis	6	47	64	148	117	4
Lowest prices, cheapest products	5	52	62	132	129	6
Clean Trolleys	0	9	6	125	*245	1
Provision of free plastic carry bags	33	75	60	87	127	4
Availability of credit/debit card facilities, in store ATM	7	21	21	103	*230	4
Plastic carry bags must be strong	16	28	29	109	200	4
Access to internet shopping	80	99	76	61	63	7

** Attributes identified as highly significant in terms of CS during factor analysis*

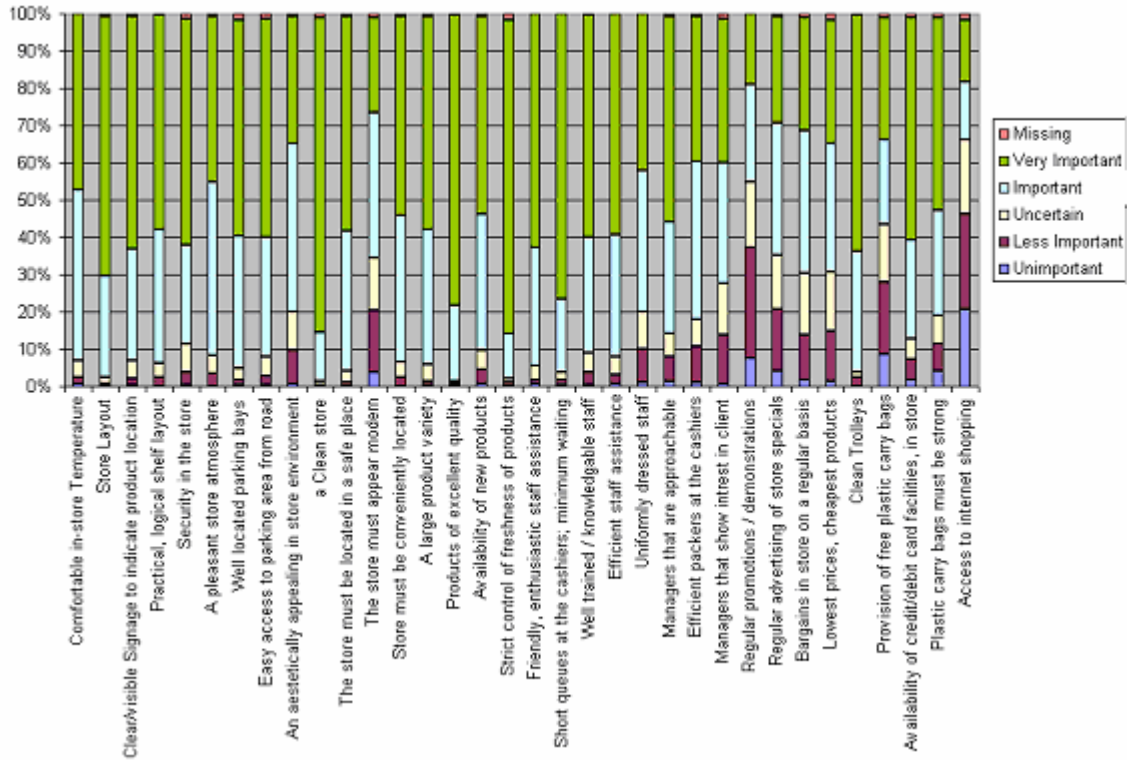


FIGURE 4.7: THE IMPORTANCE OF VARIOUS ATTRIBUTES OF CUSTOMER SERVICE IN SUPERMARKETS ($n=386$)

In terms of attributes that were considered *very important*,

- those mentioned by **more than 80%**, were:

PLACE RELATED: *a clean store*

PRODUCT RELATED: *strict control over the freshness of products.*

The same indication was given in focus group discussions where the cleanliness of stores was discussed very excitedly. Cleanliness/perceived hygiene was indicated as a reason why consumers preferred to patronage A, the only store that was apparently perceived as a *clean store*.

- attributes mentioned by **more than 70%** of participants were:

PLACE RELATED: *store layout;*

PRODUCT RELATED: *products of excellent quality* and

PROCESS RELATED: *minimum waiting time at cashiers* to be very important.

- attributes mentioned by **approximately 60%** or more, were:

PLACE RELATED: *clear signage in store; safety/security; convenient and well-located parking facilities; good access to the parking area; location of the store in a safe area;*

PERSONELL RELATED: *enthusiastic staff; knowledgeable staff; efficient staff;*

PRODUCT RELATED: *large product variety*

PROCESS RELATED: *clean trolleys; availability of credit card facilities.*

- attributes mentioned by **approximately 50%** or more, were:

PLACE RELATED: *practical shelf layout; convenient location of the store;*

PRODUCT RELATED: *availability of new products;*

PERSONELL/PROCESS RELATED: *approachable managers*

PROCESS RELATED: *the provision of good quality plastic bags for shoppers.*

The aspects considered least important, were *in store demonstrations* and *access to internet shopping*. The latter, although a new tendency in supermarket shopping world wide, is currently apparently *not* considered highly regarded, or for that matter, a local priority yet.

Intolerable attributes of customer service

As a cross check, the importance of store attributes was confirmed through Section C of the questionnaire, where participants were asked to indicate those aspects of CS (poor service) they currently considered unacceptable to the extent that it would result in their *leaving a supermarket without buying anything*. This was an *open-ended question* where participants literally could write down anything that came to mind that were considered intolerable. Table 4.5 and Figure 4.8 illustrate participants' responses.

TABLE 4.5: INTOLERABLE ATTRIBUTES OF CUSTOMER SERVICE IN SUPERMARKETS ($n=386$)

Rude / untrained staff	*271
Lack of product variety	*199
Dirty trolleys	*197
Long queues at tills	142
Poor quality of products	130
Expensive pricing	123
Distance to store	104
Crowded store	51
Unsafe areas	41
Unorganized Store	33
Poor parking facilities	32
Poor directions	25
Poor access for disabled persons	22
Unpleasant store atmosphere	21
Poor management	19
Bad smells	18
Uncomfortable Temperature	15
No debit/credit/Koopkrug/ Pretorium Trust facilities	14
Poor marketing	13
No assistance available	12
Poor store layout	10
Bad reputation	10
Shop too big	4
Lack of bargains	4
Annoying car guards	4
Poor shop hours	2
No internet facilities	1

** The majority of participants*

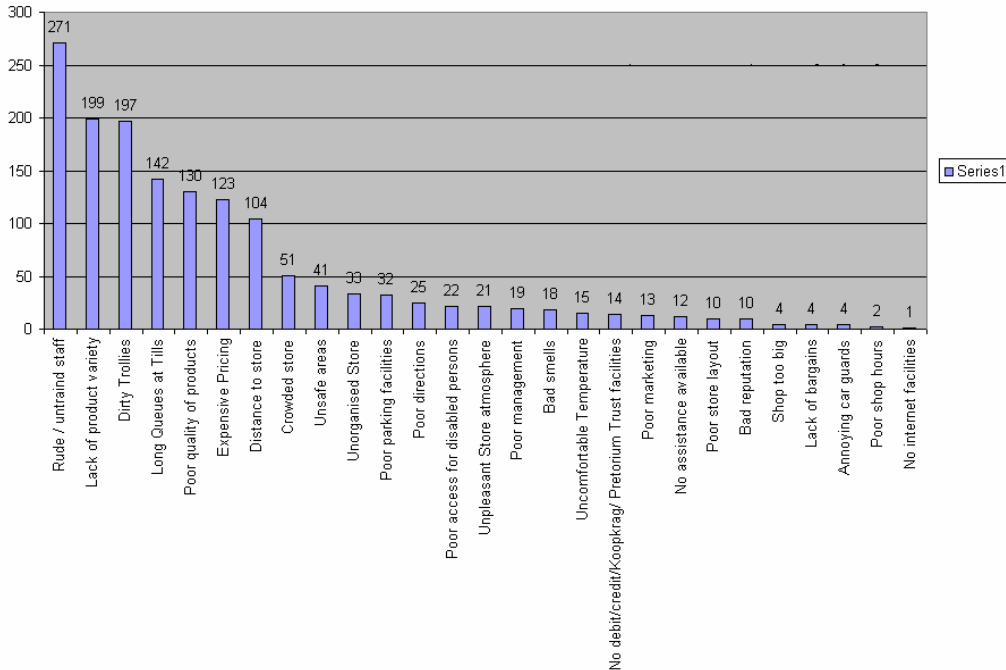


FIGURE 4.8: INTOLERABLE ATTRIBUTES OF CUSTOMER SERVICE IN SUPERMARKETS ($n=386$)

The majority (**more than 50%**) indicated that the following THREE attributes were considered intolerable in terms of customer service:

- PERSONNEL/PROCESS RELATED: *rude or untrained staff* (70%);
- PRODUCT RELATED: *poor product variety* (51.5%);
- OTHER: *dirty trolleys* (51.0%).

The other attributes that were identified as intolerable by a significant percentage of the sample, were:

- PERSONNEL/PROCESS RELATED: *long queues at pay points* (36.8%);
- PRODUCT RELATED: *poor quality products* (36.0%);
- PRICE RELATED: *expensive products* (31.8%);
- PLACE RELATED: *distance to the store/location* (26.9%).

The rest of the attributes listed as being intolerable, were only mentioned by 13% or less of the participants.

PERSONNEL and PROCESS RELATED attributes were singled out as the most intolerable in terms of poor customer service, followed by PRODUCT RELATED issues, more specifically quality related attributes of products. *Unacceptable price* (expensiveness) was mentioned by less than a third of the participants.

The congruency between so-called “very important” and “intolerable” attributes of customer service (Objective 2)

The most prominent attributes mentioned in the previous sections were tabled to indicate the congruency between participants' expectations of customer service (Section B: Questionnaire) and whatever they considered intolerable (Section C: Questionnaire). It should be kept in mind that Section B provided the cues participants had to respond to, while Section C was an open-ended question. Responses in the latter were thus expected to be lower (Table 4.6).

TABLE 4.6: THE CONGRUENCY BETWEEN “VERY IMPORTANT” AND “INTOLERABLE” ATTRIBUTES OF CUSTOMER SERVICE

<p>Customers’ expectations (based on data collected from Questionnaire, Section B): <i>Supermarkets should provide ...</i></p>	<p>Intolerable aspects of customer service (based on data collected from Questionnaire, Section C): <i>It is unacceptable for supermarkets to.....:</i></p>
<p>(Mentioned by more than 80%):</p> <p>PLACE RELATED: a clean store</p> <p>PRODUCT RELATED: strict control over the freshness of products</p>	<p>PROCESS RELATED: dirty trolleys (51.0%)</p>
<p>(Mentioned by more than 70%):</p> <p>PLACE RELATED: good store layout;</p> <p>PRODUCT RELATED: products of excellent quality</p> <p>PERSONNEL/PROCESS RELATED: minimum waiting time at cashiers</p>	<p>PRODUCT RELATED: poor quality products (36.0%);</p> <p>PERSONNEL/PROCESS RELATED: long queues at pay points (36.8%);</p>

<p>(Mentioned by approx 60% or more):</p> <p>PLACE RELATED:</p> <p>clear signage in store; safety/security ; convenient and well located parking facilities; good access to the parking area; location of the store in a safe area;</p> <p>PERSONNEL/PROCESS RELATED:</p> <p>enthusiastic staff; knowledgeable staff; efficient staff</p> <p>PRODUCT RELATED:</p> <p>large product variety; clean trolleys</p> <p>OTHER ASPECTS:</p> <p>availability of credit card facilities</p>	<p>PERSONNEL/PROCESS RELATED:</p> <p>rude or untrained staff (70%)</p> <p>PRODUCT RELATED:</p> <p>poor product variety (51.5%)</p> <p>PRICE RELATE:</p> <p>expensive products (31.8%)</p>
<p>(Mentioned by approx 50% or more):</p> <p>PLACE RELATED:</p> <p>practical shelf layout; convenient location of the store</p> <p>PRODUCT RELATED:</p> <p>availability of new products</p> <p>PROCESS RELATED:</p> <p>the provision of good quality plastic bags for shoppers</p>	<p>PLACE RELATED:</p> <p>distance to the store/location (26.9%)</p>

More or less the same attributes and elements came to the fore in terms of what were mentioned to be “very important” and the contrary in terms of what were indicated as “intolerable”. This confirms the validity of participants’ responses and indicates that the attributes mentioned, should be

considered relevant and worth taking notice of.

The data was later statistically analyzed through factor analysis.

PARTICIPANTS’ IMPRESSION OF AND SATISFACTION WITH THE CUSTOMER SERVICE IN SUPERMARKETS (*Objectives 3 & 4*)

Satisfaction with various supermarkets

In Section D of the questionnaire, participants had to indicate their satisfaction with the customer service of the various supermarkets in the geographical area as an indication of how *differently* or *similarly* they experienced different supermarkets in general. It was assumed that the higher the level of customer satisfaction experienced, the greater the probability would be for the customer to frequently visit that supermarket.

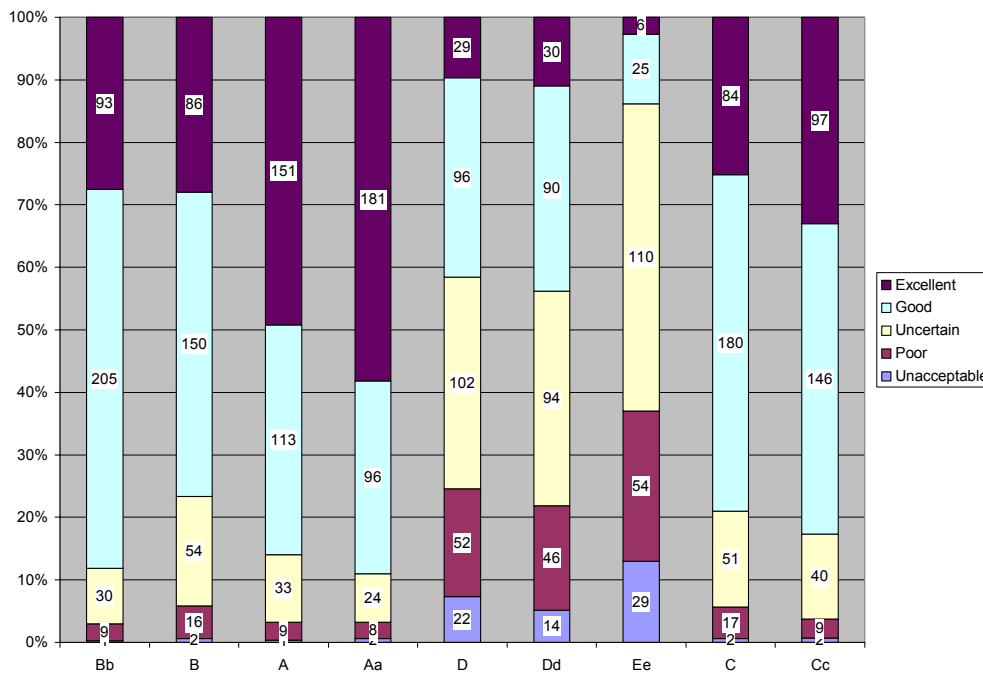


FIGURE 4.9: PARTICIPANTS’ SATISFACTION WITH VARIOUS SUPERMARKETS IN THE AREA (*n=386*)

Figure 4.9 indicates participants’ satisfaction with the customer service of various supermarkets they were familiar with.

In terms of excellent customer service, both of the A options performed better than the other supermarkets; followed by C and both B options. The supermarkets that participants were *least satisfied with*, were D and F: some even indicated the latter to be unacceptable. Noteworthy also, is the number of participants who were *uncertain* of the customer service in these three stores: this probably indicates uncertainty due to *non-patronage* of these supermarkets (based on the formulation of the question). These supermarkets therefore have a problem with less satisfactory customers service and (consequent) poor reputation in the sense that the customer service of all of the other supermarkets are rated significantly better.

Satisfaction with supermarkets however not necessarily ensures store patronage on a regular basis. During focus group interviews, participants indicated that they would have preferred to shop at A on a regular basis, but that regular patronage was simply unaffordable. This was later confirmed in the responses to Section C of the questionnaire where participants indicated that high prices would cause them to leave a store without making a purchase (Table 4.6).

Satisfaction with specific attributes of CS of supermarkets (*Objective 4*)

In Section E of the questionnaire, participants were given the opportunity to indicate their satisfaction with *specific attributes of CS* (as indicated in literature as well as in focus group interviews as the specific denominators of the elements of CS). This was done with the intention to transliterate all the attributes of CS that were rated highly or poorly, in terms of *elements of CS*. Table 4.7 and the visual presentation in Figure 4.10 therefore indicate participants' satisfaction with the various attributes of customer service, more specifically of the supermarket/s they patronized on a regular basis.

TABLE 4.7: SATISFACTION WITH ATTRIBUTES OF CUSTOMER SERVICE

ATTRIBUTE OF CS	Highly dissatisfied	Somewhat dissatisfied	Un certain	Satisfied	Highly satisfied	Missing
Condition of the trolleys	2	9	40	146	97	92
In store temperature	1	14	38	*248	80	5
Store layout	2	16	37	*244	83	4
Friendliness of staff	10	38	71	182	81	4
Availability of bargains	4	33	99	186	58	6
Signage of product location in the store	4	33	68	191	87	3
Shelf layout	2	27	53	*223	75	6
In store security	5	41	98	169	68	5
Queues / waiting time at cashiers	17	84	57	177	47	4
Store atmosphere	0	18	74	*222	64	8
In store / promotions /demonstrations	1	36	117	177	51	4
Knowledge of staff	12	69	81	166	54	4
Product variety	4	23	41	*220	93	5
Efficiency of staff assistance to solve problems	12	65	97	150	56	6
Appearance of staff	5	19	65	*225	68	4
Quality of products	0	13	28	219	122	4
Availability of new, interesting products	2	26	79	197	78	4
Assistance of managers in the stores	12	41	127	140	63	3
Prices	12	41	70	217	39	7
Location of parking bays	3	26	33	231	90	3
Efficiency of packers at the cashiers	14	40	82	195	51	4
Assistance and interest of managers	11	49	108	152	61	5
Appearance of stores inside	1	9	47	*271	54	4
Cleanliness in stores	4	22	30	*230	96	4
Safety of the environment	3	14	51	*250	64	4
Modern stores	1	12	65	*241	63	4
Quality control of products	1	21	58	219	83	4
Quality of plastic carry bags	5	37	77	195	65	7
In store credit & debit card facilities, ATM	6	21	40	189	125	5
Convenient location	1	5	20	*229	126	5
Plastic carry bags must be strong	7	21	60	185	107	6
Regular advertising of specials in the media	4	26	86	185	80	5
Access to internet shopping	21	36	183	95	40	11

* Attributes identified as highly significant in terms of customer satisfaction during factor analysis

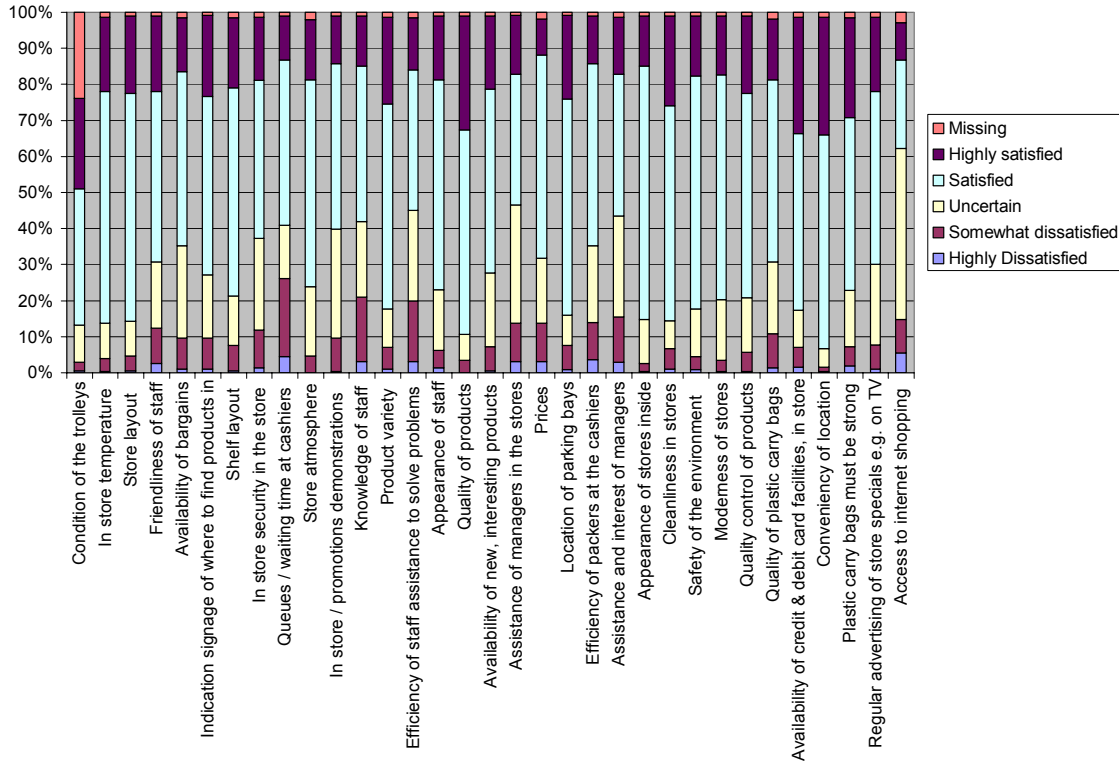


FIGURE 4.10: PARTICIPANTS' SATISFACTION WITH SPECIFIC ATTRIBUTES OF CUSTOMER SERVICE IN SUPERMARKETS (n=386)

In terms of satisfaction with specific attributes of CS,

more than 75% of the participants were *satisfied* or *highly satisfied* with the following:

- PLACE RELATED: *in store temperature* (85%); *in store layout* (85%); *location of parking bays* (85%); *convenience of store location* (97%); *cleanliness of store* (85%); *store appearance* (85%)
- PRODUCT RELATED: *quality of products* (85%)

Between 20 and 30% indicated that they were *dissatisfied* or *highly dissatisfied* with:

- PERSONNEL/PROCESS RELATED: *waiting time in queues* (27%); *knowledge of staff* (21%); *assistance of staff* (20%)

Between 10 and 15% indicated their *discontent* with:

- PERSONELL/PROCESS RELATED: *friendliness of staff* (12%); *assistance of managers* (13%); *(in)efficiency of packers* (12%); *interest of the managers in the customers* (16%);
- PLACE RELATED: *security in the stores* (11%);
- PROCESS RELATED: *quality of plastic bags* (10%); *access to internet shopping* (15%).

Customers appeared to be mostly dissatisfied with PROCESS RELATED aspects of CS that were PERSONELL in kind: a noteworthy percentage indicated that assistance and efficiency of both general frontline staff as well as management are not up to par. Participants appeared to be generally satisfied with PRODUCT RELATED and PLACE RELATED attributes. This could be due to the fact that most supermarkets stock the same goods and that differentiation between supermarkets therefore are contributed to other attributes.

To make more sense out of this information it was necessary to also consider general customer service with regards to supermarkets that consumers not only frequently visit but also recommend to friends and family, in order to determine whether these problems might be related to certain supermarkets.

Recommendation of specific supermarkets as an indication of store loyalty (*Objective 5*)

Supermarkets A, B, Bb, C performed better than E and F in terms of stores that would be recommended to others. Aa received the most **YES** votes while E and F received the most **NO** votes. F received many **UNCERTAIN** votes, which might reflect limited experience of the store in general. Almost all of the participants had an opinion on A and Aa: the majority indicated that they would recommend A and Aa to friends. A noticeable difference was observed in the number of yes votes for Bb versus B. Less people would recommend the latter (a Hyper store) despite its lower price levels. This confirms the importance of other attributes of customer service in terms of store patronage and store loyalty. Customers are apparently willing to pay a little more for their goods when they receive better customer service.

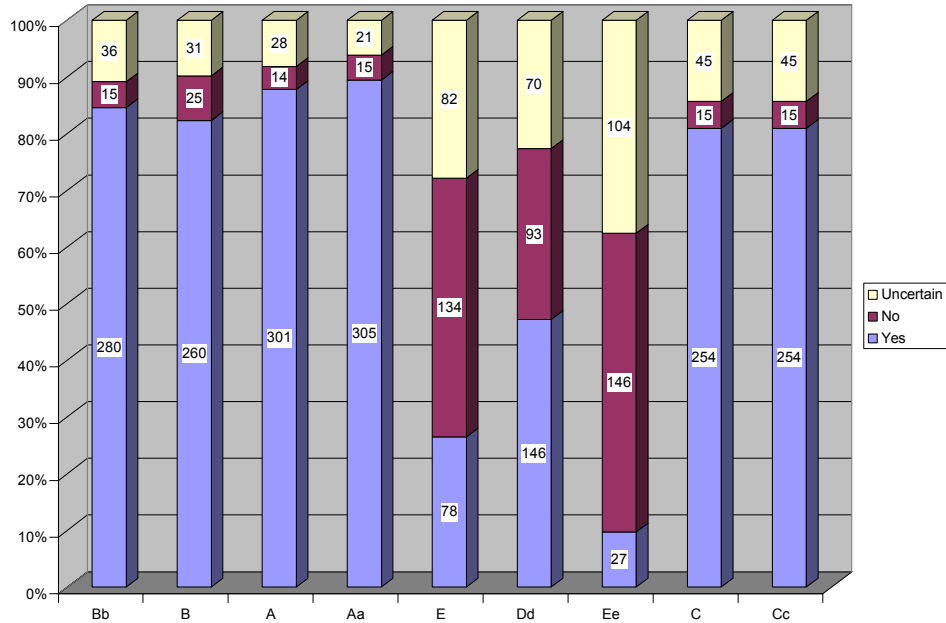


FIGURE 4.11: SUPERMARKET RECOMMENDATION BASED ON POSITIVE CUSTOMER SERVICE

TABLE 4.8: SUPERMARKET RECOMMENDATION BASED ON POSITIVE CUSTOMER SERVICE ($n=386$)

Supermarket	Yes ($n=386$)	Yes %	No %	Uncertain	Missing
Aa	305	79.0	15	21	45
A	301	77.9	14	28	43
Bb	280	72.5	15	36	55
B	260	67.4	25	31	70
Cc	254	65.8	15	45	59
C	146	37.8	93	70	77
D	78	20.2	134	82	92
E	27	0.7	146	104	109

- Aa, A and Bb would be recommended by more than 70% of participants.
- B (the Hyper version of B), Cc and C would be recommended by 60 - 69% of participants.
- D, E and especially F seem to have a lot to improve on. The latter would not even be recommended by 10% of the participants.

TABLE 4.9: A COMPARISON OF THE RECOMMENDATION OF SUPERMARKETS

SUPERMARKET	Variable	n	Mean	Std dev
Aa	V69	311	4.4340	0.7959
A	V68	307	4.3159	0.80511
Bb	V66	338	4.1243	0.6950
Cc	V74	294	4.1122	0.7995
B	V67	308	3.9805	0.8501
C	V73	334	3.9790	0.8143
D	V71	274	3.2774	1.0322
Dd	V70	301	3.1927	1.0658
E	V72	224	2.6652	0.0324

When supermarkets were compared in terms of their customer service,

- Aa was rated significantly better ($p \leq 0,05$) than *all* of the other supermarkets while A, the larger counterpart of Aa, was rated significantly ($p \leq 0,05$) better than B, C, Cc, D, Dd and E.
- B was rated significantly better ($p \leq 0,05$) than D, Dd, E.
- Both A and Aa was rated significantly better ($p \leq 0,05$) than Bb
- No significant difference could be found between supermarkets B (a Hyper store), C and Cc.
- Both C and Cc was rated significantly better ($p \leq 0,05$) than D, Dd and E.

From the above, it could be concluded that one specific group of stores, namely A and Aa apparently succeed in providing CS that impress and exceed the service provided by most of the other stores. This same group was however, described as too expensive to patronage regularly. It also seems as if the CS of the so-called hyper stores are rated less favourably than the smaller stores in the same retail chains. Two of the groups of supermarkets, namely D, Dd and E did not perform well in terms of the judgment of their service delivery.

CS is described as a *means-to-end process* based on a series of activities by which a business interacts with its customers. All of the various interactions/*moments of truth* are interrelated parts/elements of a total experience. Good CS is about getting all the elements of the process right because, like in any chain, *the service is only as strong as its weakest link* (Rhee & Bell, 2002:227; Woodruff, 1997:142). The above thus indicates that supermarkets D, E and F are not doing certain things right and that these attributes need to be identified and attended to. Berry (1980), in an earlier study (stated in Mentzer *et al*, 1993:43), reported that services are different from products in many ways because CS is firstly regarded an *experience* that differs from merchandise because it is intangible and inconsistent (Levy & Weitz, 2001:587). This intangibility makes it difficult to objectively evaluate CS. If CS is evaluated in

terms of service quality (SQ), it would imply an evaluation in terms of the so-called defects that are present because *quality is understood as zero defects* (Maynes 1985, in Mentzer *et al*, 1993:43). Abudu (2003:7) explains SQ as *the ability to get the DESIRED services* from the chosen provider at the right price. Any store that is entered may be considered a chosen provider at a specific point in time. The pre requisite there after, would thus be to get the desired services (what ever they may be) at the right price (affordability thus comes into play). It was therefore important to identify those elements and attributes of CS that are considered crucial in terms of service quality.

CONSUMERS’ SATISFACTION WITH CS AND SQ (Objective 4)

Customer satisfaction was tested by means of Section E in the questionnaire. Participants had to indicate whether or not they were satisfied with a list of attributes of the elements of customer service.

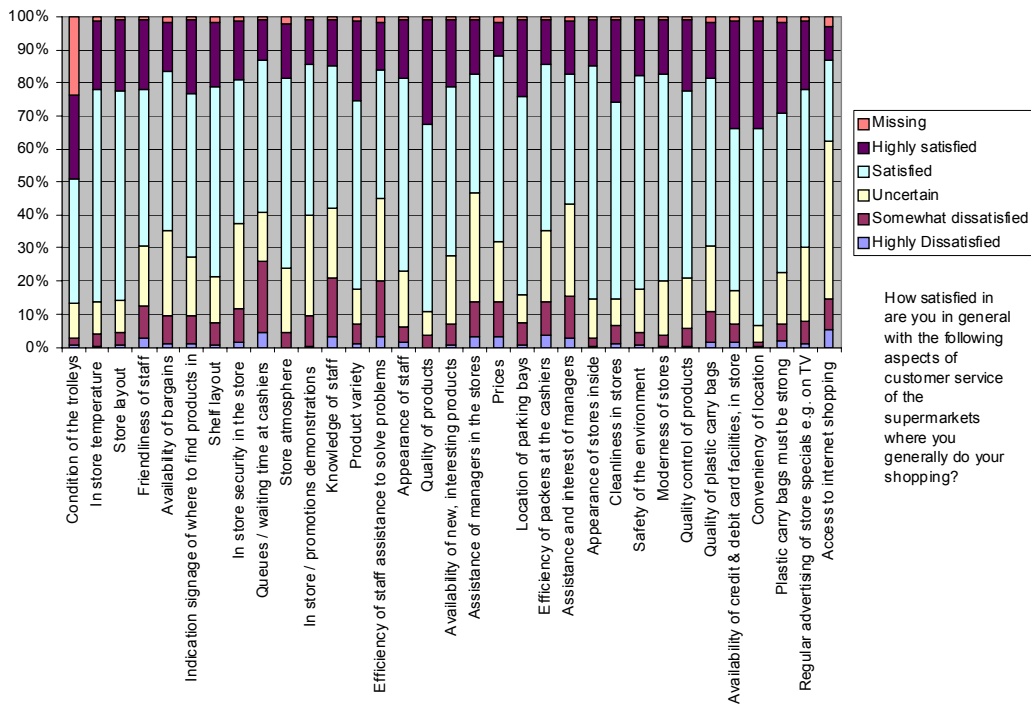


FIGURE 4.12: IMPORTANCE OF INDIVIDUAL ELEMENTS OF CUSTOMER SERVICE WITH REGARDS TO CUSTOMER SATISFACTION AND STORE LOYALTY

Figure 4.12 indicates that in general, the quality of products and the location of the supermarkets are up too par (PRODUCT and PLACE RELATED ATTRIBUTES). Elements that apparently have room for improvement are *queues at the cashiers; staff efficiency and staff’s knowledge level*; surprisingly also

managers' assistance and the *availability of bargains* (PROCESS RELATED and PERSONNEL RELATED).

SPECIFIC ELEMENTS OF CS THAT ARE CONSIDERED CRUCIAL IN TERMS OF THEIR INDIVIDUAL AND COLLECTIVE CONTRIBUTION TOWARDS SQ AND CONSEQUENT STORE LOYALTY (OBJECTIVE 5)

When confronted with attributes of CS and consequently, the elements of CS, participants indicated their view and consequently gave an indication of most important attributes (Tables 4.4; 4.5; 4.6). To determine the elements of CS and the relevant attributes that are considered *crucial for service quality*, factor analysis was applied to the findings of Section B of the questionnaire (Tables 4.6 & 4.7; Figures 4.10; Appendix 2).

Factor analysis procedures

Factor analysis was performed on the data using the computer software programme SAS.

Determining the optimum number of factors (elements of CS)

Responses to the 34 item question were subjected to an exploratory factor analysis using squared multiple correlations as initial communality estimates with direct oblimin rotation. A Scree test suggested three meaningful factors (elements of CS) and only these were used for rotation. Numerous methods could be applied to determine the optimum number of factors/elements. The decision however remains a subjective one. Care must be taken to not allow the researcher to influence this decision to a pre-determined value because of pre conceived ideas, personal experience or involvement during data collection. An independent statistician therefore made the decision. In interpretation of the rotated factor pattern, an item was said to load on a specific factor when the loading was 0.3 or greater for that factor and less than 0.3 for the other. Sixteen items thus loaded on the first factor, nine on the second factor and three on the third factor. Questionnaire items and corresponding factor loadings are presented in Table 4.11. Because good CS is *about getting all the elements of the process right and* because a *service is considered only as strong as its weakest link* (Rhee & Bell, 2002:227; Woodruff, 1997:142) any of the attributes mentioned here, might thus be detrimental in terms of SQ if consumers' expectations are not met.

TABLE 4.10: NEW ELEMENTS AND RELEVANT ATTRIBUTES OF CS CONSIDERED CRUCIAL FOR SERVICE QUALITY AND CUSTOMER LOYALTY, REVEALED THROUGH FACTOR ANALYSIS

Attributes relevant to Factor/Element 1 –		Attributes relevant to Factor/Element 2 –		Attributes relevant to Factor/Element 3 –	
V14	Clean Trolleys	V18	Bargains in store on a regular basis	V17	Friendly enthusiastic staff assistance
V15	A comfortable in – store layout	V24	Regular promotions/ demonstrations	V25	Well trained, knowledgeable staff
V16	Well organized store layout	V28	Uniformly dressed staff	V27	Efficient staff assistance
V20	Practical shelf layout	V32	Lowest price, cheapest products		
V21	Security in store	V40			
V22	Short queues at cashiers	V42	Provision of free plastic carry bags		
V23		V45	Plastic bags must be durable		
V26	A large product variety	V46	Regular advertising		
V29	Products of excellent quality	V47	Access to internet shopping		
V33	Well located parking bays				
V34	Easy access to parking area from road				
V35	Efficient packers at cashiers				
V38	A clean store				
V39	Location of store is safe area				
V41	Strict control of freshness of products				
V44	Location of store convenient				

The three groups of attributes had to be identified/labelled in terms of their denominators (relevant attributes). It was decided to identify them as follows:

1 Processes

The sixteen attributes that cohered apparently all refer to hassle free shopping and minimizing of consumer efforts.

2 Value for money

Nine attributes that have relevance to the image of the supermarket in terms of providing customer orientated/ good value for money shopping, cohered.

3 Personnel

Three attributes that evolved around the personnel in terms of their interaction with customers cohered.

In stead of the seven elements of CS that were discussed in the literature review, one new, and two familiar elements of CS were thus identified as being influential in terms of consumers’ evaluation of the CS of supermarkets. Table 4.11 represents the factor loadings that were calculated.

TABLE 4.11: FACTOR LOADINGS FOR THE THREE GROUPS OF ATTRIBUTES THAT WERE IDENTIFIED THROUGH FACTOR ANALYSIS

Variable	Element 1	Element 2	Element 3
V14	0.402	0.034	0.120
V15	0.332	0.092	0.028
V16	0.242	0.041	0.136
V20	0.368	0.104	0.124
V21	0.374	0.187	0.157
V22	0.398	-0.151	0.076
V23	0.376	0.136	0.074
V26	0.311	0.110	0.259
V29	0.399	0.078	0.152
V33	0.663	-0.037	-0.057
V34	0.629	-0.061	-0.109
V35	0.360	0.144	0.182
V38	0.329	-0.025	0.246
V39	0.526	0.141	-0.015
V41	0.394	-0.030	0.193
V44	0.498	0.132	-0.112
V18	-0.094	0.733	0.007
V24	-0.017	0.663	0.062
V28	0.090	0.299	0.190
V32	0.219	0.453	-0.194
V40	0.244	0.376	-0.038
V42	0.079	0.504	0.003
V45	0.162	0.332	0.125
V46	-0.189	0.886	0.058
V47	0.033	0.504	0.033
V17	0.024	0.061	0.697
V25	0.113	0.009	0.621
V27	0.022	0.038	0.822
Cronbach Alpha	0.813256	0.799169	0.794026

Linear regression was done and Pearson correlation coefficients were calculated to determine whether the newly identified factors (elements of CS) could be used to predict eventual *satisfaction with CS* and customers' *willingness to recommend* supermarkets to others (Table 4.12). A significant, yet small correlation was found between element 1 (PROCESSES) and consumer satisfaction; in the same way a significant yet small correlation was found between element 2 (VALUE FOR MONEY) and consumer satisfaction; no significant correlation could be found between element 3 (PERSONNEL) and consumer satisfaction, however. The first two factors/elements of CS, namely PROCESSES and VALUE FOR MONEY thus revealed a significant contribution in terms of customers' *satisfaction with supermarkets*. The relationship was not strong, however ($r^2= 0.1130$ respectively). None of the elements of CS revealed a significant contribution in terms of customers' recommendation of supermarkets to others (Table 4.12).

TABLE 4.12: PEARSON CORRELATION COEFFICIENTS FOR ELEMENTS OF CS VERSUS CUSTOMER SATISFACTION AND STORE RECOMMENDATION

	Factor/element 1	Factor/element 2	Factor/element 3
satisfaction	0.28303 <0.0001	0.360469 <0.0001	0.10814 0.10814
recommendation	-0.06111 0.2742	0.02719 0.6268	0.04922 0.3787

Correlation coefficients further revealed that VALUE FOR MONEY seem to be of greater significance to consumers than PROCESSES. The findings are presented in terms of a model (See Figure 5.1).



Chapter 5

CONCLUSION

Concluding remarks in terms of the findings are provided in terms of the objectives for the research. Recommendations for further research are suggested..

INTRODUCTION

The main objective of this research was to examine the various elements of customer service in supermarkets in terms of their individual and collective contribution towards service quality and to determine which elements/attributes of customer service are considered crucial in terms of repeat purchase behaviour and probable store loyalty. The research was done within the quantitative research paradigm. Although the research did include a qualitative research technique (focus group discussions), this was only done to validate and support quantitative measurements. Data collection was done through a survey, using a structured questionnaire. The analysis of the data and interpretation of the results were done in accordance with the objectives that were formulated for this study (Chapter 2). Argumentation was done within the systems theory approach, incorporating the basic principles of cognitive theory to describe the influence of experience and frame of reference in terms of the interpretation of customer service.

ELEMENTS OF CUSTOMER SERVICE (CS)

Elements of CS that may contribute to service quality, from a literature point of view

(Objective 1.1)

A thorough literature study was done to identify the elements of customer service that may be relevant to service quality in supermarkets. This was reported in Chapter 2 and was used to structure the basic questionnaire as well as the discussion framework of the focus group discussions.

Elements of CS that may contribute to service quality, based on consumers' expectations

(Objective 1.2)

Focus groups discussions were held upon completion of the theoretical overview to identify additional constructs or elements that might not have come to the fore through the literature review and to acknowledge the every day jargon of consumers, before finalising the questionnaire (see Appendix 1).

The congruency between elements of CS that may contribute to service quality, that were identified through the literature review and those that were based on consumers' expectations

The content of focus group discussions largely supported and confirmed the theoretical content of the literature overview. It became evident that constructs pertaining to *safety and security issues* and *hygiene* (PROCESS and PLACE related) as well as the *competence and attitude of personnel* (PERSONNEL and PROCESS related) were frequently mentioned and discussed during the focus group discussions. These remarks were therefore accommodated in the questionnaire so that the relevance of these service attributes could be quantified.

ELEMENTS OF CS PRIORITISED IN ACCORDANCE WITH CUSTOMERS' EXPECTATIONS OF SERVICE QUALITY (OBJECTIVE 2.1)

Preferred attributes of CS

Attributes of customer service that were considered *very important* by *more than 80%* of the participants, were predominantly PLACE RELATED (a *clean store*) and PRODUCT/PROCESS RELATED (*strict control over the freshness of products*). The same indication was given in focus group discussions where the cleanliness of stores was discussed enthusiastically. Cleanliness/perceived hygiene was indicated as a reason for consumers' preference for supermarkets A and Aa - the only stores that were apparently perceived as being *clean*.

Attributes mentioned by *more than 70%* of participants as *very important* were PLACE RELATED (*store layout*), PRODUCT RELATED (*products of excellent quality*) and PERSONNEL/PROCESS RELATED: (*minimum waiting time at cashiers*).

Attributes considered by *approximately 60%* as *very important*, were PLACE RELATED (*clear signage in store; safety/security; convenient and well located parking facilities; good access to the parking area; location of the store in a safe area*); PERSONNEL/PROCESS RELATED (*enthusiastic staff; knowledgeable staff; efficient staff*); PRODUCT RELATED (*large product variety; clean trolleys*). Other PROCESS RELATED issues such as *availability of credit card facilities were also mentioned*.

Attributes mentioned by *approximately 50%*, were PLACE RELATED (*practical shelf layout; convenient location of the store*); PRODUCT RELATED (*availability of new products*); PERSONNEL/PROCESS RELATED: *approachable managers and the provision of good quality plastic bags for shoppers*.

The aspects apparently considered LEAST IMPORTANT, were *in store demonstrations* and *access to internet shopping*. The latter, although a new tendency in supermarket shopping world wide, is currently apparently *not* considered highly regarded, or for that matter, a local priority yet.

It therefore seemed as if PLACE related and PRODUCT related attributes and more specifically *a clean, well organised store with good quality products* were considered of utmost importance while PERSONNEL/PROCESS related aspects such as *knowledgeable, efficient staff* were regarded highly in terms of service quality. The majority of participants made mention of *safety issues* (PROCESS RELATED) and *convenient parking facilities* (PLACE RELATED) as well as a *good variety of products* to choose from.

Intolerable attributes of CS

As a cross validation, participants were asked to specify elements of customer service that they regarded intolerable. *Rude, inefficient staff, lack of product variety* and *dirty trolleys* were mentioned by the majority while *long queues at pay points* and *poor quality of products* were also mentioned by a significant percentage of participants. PROCESS RELATED aspects that implied the attitude and service provided by personnel were singled out as the most intolerable aspects of customer service, followed by PRODUCT RELATED issues, more specifically *quality related attributes* of products. Despite a notion that high prices (affordability) might be considered highly important, *unacceptable prices* was mentioned by less than a third of the participants. These responses confirmed the importance of PROCESS/PERSONNEL related, PLACE related as well as PRODUCT related attributes of CS in terms of service quality.

PARTICIPANTS' EVALUATION OF THE SERVICE QUALITY OF SUPERMARKETS (OBJECTIVE 2)

Matters of concern

The findings disclosed several problems that contributed to customers' dissatisfaction with the customer service of supermarkets in general. Attention was drawn to *rude/inefficient staff, dirty trolleys, long queues* (PROCESS RELATED); *lack of product variety, poor product quality* (PRODUCT RELATED); as well as *high prices* (PRICE RELATED) as matters that contributed to frustration and that leads to shop hopping. Focus group discussions confirmed these findings (Appendix A).

Evaluation of the service quality of specific supermarkets

During the evaluation of the service quality of specific supermarkets, A and Aa (a larger and smaller version of the same store) performed significantly better than the other supermarkets. No significant

difference was found between supermarket groups B and C, which followed this group of stores while two other supermarket groups were evaluated significantly shoddier than all of the other supermarkets. One of them was actually condemned as being unacceptable during the focus group discussions.

Satisfaction with supermarkets unfortunately not necessarily ensures store patronage on a regular basis: this could be explained within the systems perspective that postulates that satisfaction with one specific element or attribute of customer service e.g. the *cleanliness* of stores A and Aa, which was considered highly preferable, would not necessarily ensure store loyalty. In this research, the same store that was rated best was not patronaged on a regular basis by participants because they found it too *expensive*. This was confirmed through the focus group data where participants indicated that they *would have preferred* to shop at A on a regular basis, but that they simply could not afford to do so. This was later confirmed in the responses to Section C of the questionnaire where participants indicated that high prices would cause them to leave a store without making a purchase (Table 6). Interestingly, PRICE did not feature prominently when participants were asked to rate the importance of CS attributes. Within the systems perspective it can be explained that customer service should rather be judged/attended to holistically because the interactive contribution of the elements of CS is more significant than individual attributes. This suggested that consumers do not apply the compensatory rule where one attribute could compensate for others that are unacceptable. Instead, the lexicographic rule seems more relevant: consumers prioritize the elements of CS (this was apparent from the findings that indicated that certain attributes were more important than others) and they then compare the various stores to eventually select one that performs best (Schiffman & Kanuk, 2000:456). The systems perspective also postulates a *hierarchy of elements* where some elements are considered more important than others and where certain elements would undoubtedly be more crucial in terms of a final decision to patronage a store or not. It therefore seemed imperative to consider the importance of certain elements of CS in terms of the interactive effect of these elements in terms of eventual store loyalty.

PARTICIPANTS' EVALUATION OF SPECIFIC ATTRIBUTES OF THE CS OF SUPERMARKETS (OBJECTIVE 4)

In Section E of the questionnaire, participants were given the opportunity to indicate their satisfaction with *specific attributes of CS*. This was done with the intention to transliterate all the attributes of CS that were rated highly or poorly, in terms of *elements of CS*. The attributes of the elements of CS were identified through the literature review and focus group interviews as specific denominators of the elements of CS.

Findings revealed several, specific problems which included complaints about *poorly trained staff, long queues at pay points, the condition of trolleys* (PROCESS RELATED), *product variety, product quality* (PRODUCT RELATED), as well as *high prices*. (PRICE RELATED). Participants seemed to be dissatisfied with CS in general: this was apparent from the findings of the questionnaires as well as the focus group interviews, which imply negative disconfirmation of customers' expectations and consequently explains a general manifestation of dissatisfaction with CS of supermarkets.

ELEMENTS OF CS CONSIDERED CRUCIAL FOR SQ IN TERMS OF THEIR INDIVIDUAL AND COLLECTIVE CONTRIBUTION TOWARDS SQ AND CONSEQUENT STORE LOYALTY (OBJECTIVE 3)

Up to this point in the research, participants had reacted to specific questions and tasks and had to list or prioritise elements and attributes of CS that they regarded important or unacceptable. This assisted in identifying the importance of specific attributes/elements of CS, which seemed to be predominantly PLACE, PROCESS as well as PERSONNEL related although PRICE also came to the fore occasionally. It became evident however, that only *certain* attributes of the elements of CS (PROCESS; PERSONNEL; PRODUCT, PRICE) were mentioned repeatedly.

Factor analysis was therefore done to identify the possibility of the interplay of new elements in terms of CS and SQ in supermarkets. The main aim with factor analysis was to explore and reveal significant, alternative relationships between attributes of customer service that could perhaps be identified as new identities, i.e. new elements of CS. Three new groups of attributes were identified as prominent in terms of participants' judgment of CS in terms of service quality, namely:

- 1 **PROCESS RELATED** issues. Attributes specifically listed in this regard included *clean stores and -clean trolleys; a comfortable in-store experience; good store and shelf lay-out; safe stores with in-store security; short queues at pay points; large product variety of excellent quality and freshness; well located stores with convenient access.*
- 2 Attributes pertaining to **VALUE FOR MONEY**, which suggested the importance of several attributes that would affect the image of a supermarket as an affordable, empathetic store that is concerned about its customers to the extent that it would be worth the while to be loyal to the store. This became evident from denominators such as the need for *uniformly dressed salespeople (probably to be easily identifiable when needed); availability of bargains on a regular basis; regular promotions and low prices made public through regular advertising; a request for the provision of durable, free plastic carry bags;* as well as *access to internet shopping.*
- 3 The importance of **PERSONNEL** related attributes that pertain to *inter personal relations* was expected because of regular referral to personnel related issues in both sets of data. Attributes that were identified to represent the third element that would signify/contribute to service quality included referral to *friendly, enthusiastic and well-trained, efficient, knowledgeable staff.* This evidently included front line as well as managerial staff.

A diagram was assembled to illustrate the interactive contribution of the newly identified elements of CS that were identified in this research project as crucial in terms of SQ and probable store loyalty.

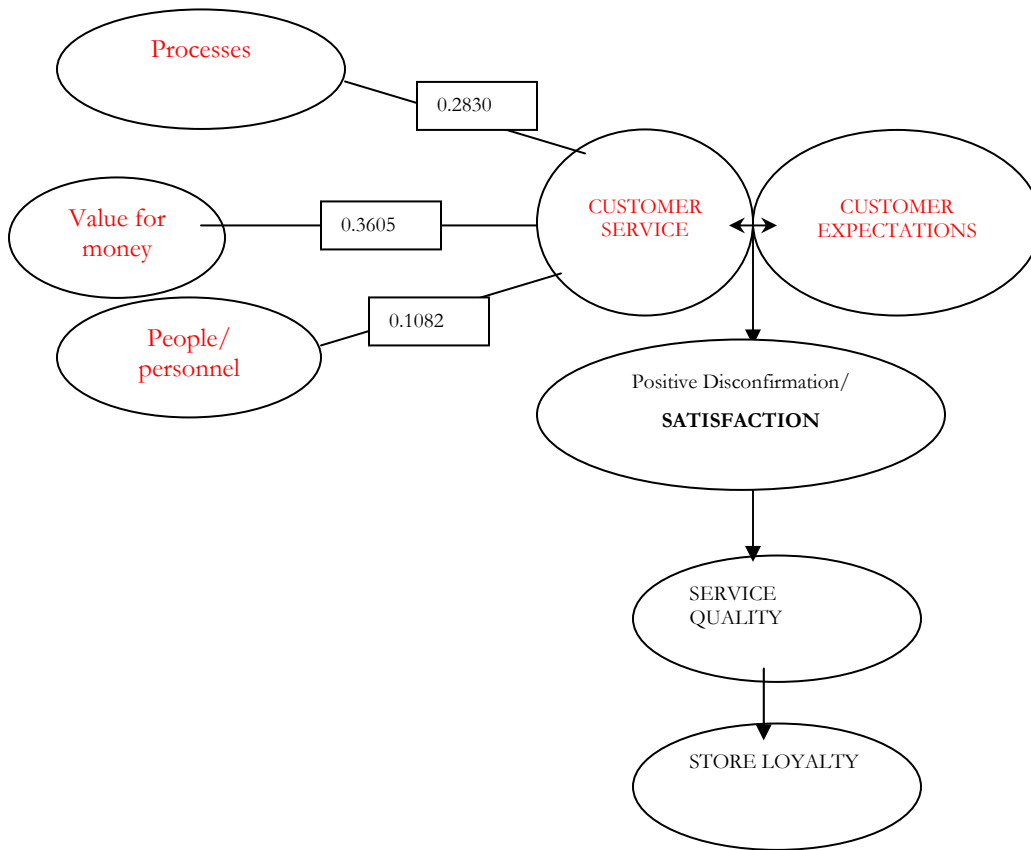


FIGURE 5.1: PATH DIAGRAM OF THE NEWLY IDENTIFIED ELEMENTS OF CUSTOMER SERVICE THAT WOULD ENHANCE SERVICE QUALITY AND ULTIMATELY STORE LOYALTY

CONSUMERS' SATISFACTION WITH CS AND SQ IN GENERAL (OBJECTIVE 4)

Participants were quite satisfied with certain attributes of customer service, e.g. certain PLACE RELATED attributes such as *in store temperature; shelf and store layout, general atmosphere, store safety and store appearance* were commended upon favourably. Certain PRODUCT RELATED attributes such as *product variety* were evaluated positively which confirmed the notion that most supermarkets stock the same goods anyway while other PRODUCT RELATED attributes were profusely condemned: unpleasant odours seemed to be a major concern. PERSONNEL RELATED attributes were criticized: this included the assistance and efficiency of general frontline staff as well as management. Stores A and Aa and to a certain extent B were mentioned as supermarkets that provided the most satisfactory CS in terms of SQ. Three supermarkets Dd, D, and E apparently have a lot to improve on. Interestingly, participants admitted that despite their concerns, they still tolerated and therefore shopped at these supermarkets because these supermarkets were *conveniently located, stocked an excellent product variety* and were often *more affordable* than the other, *more acceptable* stores. Within the systems perspective it could be explained by the principle of equifinality: consumers' satisfaction could eventually be based on other denominators. In this instance, *store location, product variety* and – *availability* and ultimately, *lower prices*, seem to make up for the less acceptable attributes.

CUSTOMER SERVICE EXPLAINED WITHIN THE SYSTEMS PERSPECTIVE

Inputs

Through factor analysis three prominent elements that would enhance CS were identified. Of the three elements, two were known elements, namely PROCESSES and PEOPLE, while VALUE FOR MONEY was added as a new construct. These elements of CS encompass tangible as well intangible attributes of CS that will apparently incite a consumer consciously or subconsciously to *act* or to *withdraw* (Aseal, 1993:90; Shiffman & Kanuk, 2001:444; Thang & Tan, 2003:194). Although CS and more specifically SQ is influenced by several elements/variables (PRODUCT, PRICE, PLACE, PERSONNEL, PROCESSES, PROMOTION and POLICIES) (See Chapter 2), this study revealed that some of the elements are more prominent/influential in terms of how a consumer would eventually interpret SQ. When judged individually, certain elements may be rated highly but when all the elements of CS are *collectively interpreted* in terms of store patronage and store loyalty, a definite hierarchy of influences became apparent. PERSONNEL and PROCESS related attributes (*cleanliness*

of stores and *competence of staff*) were for example discussed intensely during focus group discussions and were also rated very important in the questionnaires. Later on, participants however admitted that they tolerate *not so clean stores* for the sake of *affordability* issues

Transformation of inputs

Thang and Tan (2003:194) describe the transformation process as an intervening internal process during which consumers convert the stimuli (perceived attributes of CS) into meaningful information and apply it to comprehend the environment before making any judgement. Essentially, it consists of perceptual physiological, feeling and thinking/cognitive activities. Per definition consumer satisfaction is based on a *predictive expectation* based on *experience-based norms* that confirms the contribution of cognitive theory in the interpretation of stimuli/elements of CS. When a consumer enters the retail environment he/she inevitably relies on internal resources (prior experience and knowledge) to make sense of the situation and to guide the decision making process (Shiffman & Kanuk, 2000:445). Consumers would then typically accept conditions or would leave the store without buying anything. Belch and Belch (1998:104) explain that external stimuli provoke consumer needs but that a consumer's interpretation of these stimuli (elements and attributes of CS) provokes the decision to buy or to refrain from buying. The cognitive perspective assumes that consumers long for consistency in their evaluation of CS on the basis of their individual perceptions.

Consumers are influenced by elements and attributes of CS, but interpret/transform these cues in terms of a mental framework whereby cues are prioritised and evaluated in terms of an output that would best serve their needs. The lexicographic decision rule perhaps best describes consumers' evaluation of the elements of CS in terms of repeat purchase behaviour. Although participants clearly indicated their concerns about the SQ of well-known supermarkets, they admitted to supporting them because of affordability issues. No wonder then that VALUE FOR MONEY was identified as a new, important element of CS that is highly regarded in terms of store loyalty.

The systems theory postulates that change of one element (e.g. store location) would affect the interpretation of other elements of CS (e.g. price) in terms of how the stimuli/elements are eventually interpreted. This was supported in the findings because participants confessed to patronizing two of the supermarkets of which certain elements of CS were described as POOR and even UNACCEPTABLE, because they were *affordable* and *conveniently located*. When discussed

individually, certain elements were thus accentuated and debated strongly although they were not necessarily crucial in terms of the final decision to buy or not.

CS that would encourage repeat purchase behaviour and store loyalty may therefore not necessarily derive from the individual elements of CS that represent excellent CS and SQ which explains why some of the supermarkets that are severely criticized, remain in business.

Findings revealed that a majority of the participants experienced negative disconfirmation of expectations.

Outputs

Retailers are advised not to relax when a favourable output, good sales and store patronage is achieved. Considering the ultimate objective, namely to attract and attain a competitive advantage and be sure of consumers' loyalty, attention should be given to **feedback** (the post purchase reaction to purchase behaviour) because post purchase evaluation affects consequent purchases and contributes to an internal frame of reference that determines future evaluation of supermarkets as well as inter personal communication about CS. If consumers are satisfied with the consequences of a purchase experience, the chance of repeat purchase behaviour increases. During focus group discussions participants mentioned that they would not only patronage stores on a regular basis when they are satisfied, but they would also recommend the supermarket to their friends and family members. Subsequently the same can be interpreted of the opposite: dissatisfaction would probably result in negative word of mouth communication and non-purchase behaviour. Participants even indicated that they would explicitly discourage friends and family to visit stores where they have experienced poor CS. Feedback should thus be considered of the utmost importance when searching for ways to improve SQ and to attain customer loyalty.

THE RESEARCH IN RETROSPECT

Introduction

It is always important that a researcher evaluates the research objectively at the end of the investigation in terms of the reliability of the study and whether all the objectives of the study have been addressed satisfactorily.

In Chapter 3 the measures that were taken to ensure reliability and validity were discussed. The reliability of the study was further enhanced by structuring the research in terms of a theoretical perspective right from the planning stages of the study. Different methods of data collection (questionnaires & focus group discussions) were used which complemented each other and consequently served as cross validation to ensure the reliability and trustworthiness of the study (Mouton, 1996:156). By using a cover letter to accentuate the purpose of the study, the researcher's association with the University of Pretoria and the guarantee that the information would be confidential and anonymous, another measure was taken to ensure reliability of participants' responses (Mouton, 1996: 149:157). It became apparent that most of the participants were more willing to participate and give a true reflection of their shopping experience when they understood that the researcher was not affiliated to any of the relevant retailers in question. The fact that the participants who participated did so out of their own free will also increased the reliability of the responses. Due to the fact that questionnaires were delivered to consumer's homes and left for them to complete at their own time, it was assumed that participants would feel less rushed and would be more at ease.

Achievement of the objectives set out for this research study

The researcher is confident that all the objectives were attended to and addressed satisfactorily. It was possible to make relevant conclusions based on the data that were generated in terms of all the objectives that were set. The questionnaire did not produce any unexpected problems along the way.

LIMITATIONS OF THIS STUDY

The following are regarded as the most important limitations of the study.

- Because the study was done in an affluent suburb in an urban area where all of the popular supermarkets are located within close proximity, it was assumed that these stores would more or less represent *the best of what these retailers could provide*. In this context, the study referred to *South African* supermarkets. It must be understood, however, that the customer service in the same supermarkets elsewhere in the country, could be worse rather than better because of logistics and because of socio economic variables. More complaints could thus probably have come to the fore, had the study incorporated supermarkets in other geographical areas as well. Time and financial constraints however, did not permit this.
- Participants in lower LSM groups were not included which means that certain PROCESS RELATED attributes (e.g. consumer complaint issues; availability of specialized products) might not have surfaced in this study because they were not relevant or applicable to this sample.

SUGGESTIONS FOR FURTHER RESEARCH

Based on the researcher's experience gained during the project and the findings of the study, the following are suggested for future research:

- A qualitative study where the attributes that were identified in this research project as crucial in terms of SQ and customer loyalty, are further explored.
- A study of gender roles in South African households with regards to purchasing of groceries to determine whether there is a difference in terms of how the sexes interpret and evaluate CS and SQ.
- A study to determine the knowledge and competence of personnel in supermarkets in terms of what is expected in terms of optimal service delivery.
- A study to determine the attitude of salespeople and other personnel in supermarkets and to determine their perception of their contribution in terms of CS and SQ.

RECOMMENDATIONS FOR RETAIL

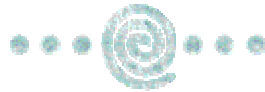
The findings of this study confirmed that consumers' patronage of supermarkets and their store loyalty extends beyond the purpose of acquiring merchandise:

It seems as if Crosby's definition (1979, in Mentzer *et al*, 1993:43) that quality (translated here in terms of SQ) is understood as **zero defects**, perhaps best describes the desired attributes of the CS of supermarkets. Any so called effect may thus result in a customer exercising the option to rather go to another supermarket close by when they are not satisfied with the CS of a specific supermarket. Consumers therefore find it very easy to compare the CS of different supermarkets and in so doing, might even be/become highly critical. Supermarkets will therefore have to determine how customers evaluate specific elements of CS in their supermarkets in order to improve so that CS as a whole could be more acceptable or even great. It has been found in this research and is postulated in the systems perspective that over emphasis on one element such as price, might not necessarily convince consumers to become loyal customers. Only when consumers perceive the CS as a whole to be acceptable, might they become loyal. The findings of this probably study suggest the implementation of the **lexicographic decision rule** by consumers (Schiffman & Kanuk, 2000:453) because it appears as if one attribute (e.g. clean store) cannot compensate for an unacceptable attribute (expensive products) but that consumers do prioritize the CS elements (this was obvious from the findings and confirms the systems perspective that postulates an order and a hierarchy of elements) and that consumers then compare alternatives (supermarkets) and select the supermarkets that apparently performs best.

Abudu's (2003:7) explanation that SQ is *the ability to get the desired services from the chosen provider at the right price*, might perhaps best describe the challenge that retailers are faced with. The findings of this study identified certain shortcomings in CS in supermarkets, it became evident that certain supermarkets deliver better service than others and that customers are not particularly store loyal: the majority of the participants admitted that they did shop hopping on a regular basis.

CONCLUDING REMARKS

In an article in the Sunday newspaper Rapport (17 April May 2005), a list of the ten South African companies who spent most on advertising in the country during the previous financial year, included four of the five supermarket groups that were included in this study. Interestingly the group that performed the best in this study, was not included, which means that formal PROMOTION might not necessarily be of their most prominent focuses in CS. One of the two worst supermarkets (according to this study in terms of CS and SQ), was indicated the top spender on advertising. A thorough scrutiny of the content of the advertisements of these supermarkets revealed an excessive emphasis on PRICE while this specific element of CS was not identified as one of the most important determinants of CS that was expected by customers. The money spent on PROMOTION of PRICE (two of the familiar elements of CS) could perhaps be invested better in terms of programmes that would enhance the knowledge and competence of PERSONNEL that were strongly criticized through out the study.



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Appendix 1

FOCUS GROUP TRANSCRIPTIONS

Fokusgroep – Transkripsie

8 April 2004

Nadene: *(Inleiding) Baie dankie dat u gekom het om ons met hierdie navorsing te help. My studie handel oor Kliënte diens en diens kwaliteit as 'n determinant vir verbruikers se lojaliteit teenoor inkopie winkels.*

Tanja: OK nou nie studente taal

Nadene: *Basies gaan dit daaroor hoe kliënte diens of "customer service" gaan beïnvloed of jy na 'n winkel toe sal terug gaan of nie u lojaal teenoor 'n winkel kan word. Die doelwitte van die studie is – wat beskou jy as verbruiker as KD en ook hoe jy dit "rate" / evalueer. Vandag se fokus groep gaan ons net eers 'n bietjie praat en sien wat beskou julle as KD en dan volgende week gaan ons kyk hoe julle dit evalueer. Nou goed een van die eerste goed waaroor ons net 'n bietjie kan dink en kan praat is wel meeste van ons – almal van ons bly in Pretoria OOS en daar is 'n groot verskeidenheid van inkopie winkels (ONDERBREKING) voor dat ons verder gaan hierdie gesprekke gaan op band opgeneem word... (verduidelik dat lede anoniem sal bly en dat die transkribering vir hulle beskikbaar is indien verlang word).*

Goed om terug te kom – in die PTA OOS area is soos gesê 'n verskeidenheid van inkopie sentrums ek wil hê dat julle bietjie daarvoor sal dink – koop julle almal by dieselfde winkel as julle nie – ons noem dit shop hopping – as u dus shop hopping doen – dit is bv. As u sekere goedere by een winkel koop en ander goed by 'n ander winkel - doen jy dit? en verduidelik asb hoekom doen u dit? AS ons net daarvoor in die algemeen kan begin praat. Praat ook asb duidelik vir opname doeleindes.

Tanja: (Steek hand op)

Nadene: JA?

Tanja: Ek gaan shophopping doen want dit hang af waar ek is en wat ek nodig het en hoeveel geld ek het, en hoe naby ek aan die huis is...

Andri: Mens gaan bv. NIE Menlyn toe as ek haastig is nie want dit is nie maklik om daar uit te kom nie.

Louis: Dit kos geld om daar te parkeer!

Andri: Ja maar dit is tog lekker om Menlyn toe te gaan want al die winkels is daar by mekaar, van jou inkopies kan jy hier kry en van dit kan jy daar kry, maar dit vat lank.

Frits: Maar dit gaan ook nie help om, om Menlyn toe te gaan om net 'n brood te gaan koop – nie dit is absoluut absurd dit is net eenvoudig te duur daar in die eerste plek.

Res: (Beaam die stelling)

Riaan: Wel uit my oog punt – ek doen nou wel nie so baie inkopies nie, maar vir my is dit gerieflik om na die naaste winkel, wat nou 'n Woolworths is, toe te gaan – so ek sal daar gaan koop – maar die Woolworths is weer te duur om by te koop – so ek doen die meerderheid van my inkopies by 'n P – net omdat dit naby is en als wat ek soek is daar – ek sal nie sommer verder ry om my basiese inkopies te doen nie.

Nadene: *Goed – so ons hoor nou basies hier so - waar die winkel geleë is - location met ander woorde, gaan beïnvloed waar ons koop en ook hoe duur die produkte is – die prys klas met ander woorde - wat saamval tot 'n mate - waar die winkel geleë is, is daar enige iets anders wat gaan beïnvloed waar jy iets spesifiek gaan koop?*

Andri: As jy iets spesifiek soek gaan jy dit nie by enige winkel kry nie, jy sal na 'n spesifieke winkel toe ry.

Dalena: Ja want baie keer is daar goed wat jy nie by Woolworths kry nie, maar wat jy net by P'n P sal kry en ook om sekere redes net omdat dit goedkoper is.

Nadene: *Byvoorbeeld?*

Dalena: ummmm, Bv. Soos goeie hondekos

Nadene: *Ok waar sal jy goeie hondekos koop?*

Frits: By lionbridge (ko-operasie) as by P'n P

Nadene: Goed – en as ons nou meer in terme van kruidentersware praat.

Tina: Dan gaan koop ek eerder by die winkel wat goeie en groter verskeidenheid – afdelings winkel

Dalena: Dan gaan – ek Woolworths toe – slegs omdat hulle rakleef tyd van hulle produkte vir my langer is as ander as bv. P'nP. Dit is selde dat dat jy by Woolworths ;n pak sou optel en daar's reeds 3 tamaties wat bederf is.

Nadene: *Ok so die..*

Dalena: Ja die kwaliteit van die produkte verskil van winkel tot winkel.

Nadene: Goed is daar enige iets om by te voeg nog?

Louis: As ek baie goed het om te koop sal ek eerder na 'n P'nP toe gaan, verkieslik een wat baie goed het.

Nadene: *Dus – jy soek 'n groot verskeidenheid van produkte?*

Louis: Ja

Andri: Soos veral daai Faerie Glen Pick 'n Pay

Louis: Ja ek sal eerder soontoe gaan, as om na verskillende winkels toe te gaan. Maar, as ek iets spesifiek soek sal ek eerder na 'n winkel toe gaan wat daar in spesialiseer.

Nadene: *Goed – so die verskeidenheid van produkte op die rakke is ook van groot belang.*

Louis: Ja

Dalena: Ja ek dink dit is hoekom daai winkel sentrum wat hulle daar naby ons gaan oopmaak

Nadene: *goed waar is dit?*

Dalena: Daar in Garsfontein – DeVillebois, - so lekker gaan wees want hy's naby en gaan al die winkels in hê, by voorbeeld Woolworths, P'nP so dit gaan baie lekker wees en dis na aan die huis ook.

Nadene: *So wat ek nou gehoor het wat is dat meeste mense verkies om te shophop?*

Andri: Ja dit werk?

Nadene: *Sal dit verkeerd wees om aan te neem dat geen winkel lewer dieselfde goed / KD presies soos wat*

Tanja: Jy / mens dit wil hê nie, - JA!

Dalena: ja Sekere winkels spesialiseer nie in sekere goed, as mens baie keer interessante, lekkerder goed soek wil mens dalk so 'n draadjie by Woolworths maak.

Tanja: Die ander ding is soos die een Checkers en die ander Checkers, by die een koop jy net die ander een nie, want party van hulle is net "Clumsy" by die tulle

Andri: en hulle rakke is partykeer net so ongeorganiseer dat jy niks kry nie.

Tanja: Ja ons het vandag gaan groceries koop en ek het seker 5 keer terug geloop na die rakke waar ons was, want die goed wat bymekaar veronderstel was om te wees, was eenvoudig nie. Ja en dan pak hulle dit kokaai en dan is daar net een van iets oor, en die goed het al verval en so aan.

Nadene: *Goed, wat ek nou hier hoor is jy beskou die tyd wat hulle spandeer om jou goed op te lui – as 'n persoonlike diens, die verskeidenheid en of daar kwaliteit produkte op die rakke is as komponente van KD.*

Tanja: Ja, en ook hoe die rakke lyk!

Andri: Ja, dis baie belangrik dat die goed, goed gepak is

Tina: en dat die pryse daarop is.

Andri: Ja en dat bv. Dit is dalk nou stupid vb. En meeste winkels is dit tog sodat die pasta souse by die pasta is en nie by die souse nie.

Nadene: *Dat die Merchandising dus behoorlik gedoen is?*

Andri: Ja dat die verdeling van die winkel en rakke goed is.

Dalena: Tanja het net nou iets genoem wat vir my nogal baie belangrik is, en dit is vir my iets wat oplettend is in sekere winkels is dat verval datums nie altyd so duidelik is nie en dat jy baie keer goed op die rakke kry waarvan die verval datum al reeds verlede week was, en dan is dit nogsteeds daar op die rak te koop, en mens let nie rêrig op nie, en partykeer let ek dit eers op as ek by die huis oopmaak, en dan sit jy met dit want jy is nie lus om terug te ry nie, ja so dit is nogal vir my 'n belangrike ding, en dit kom nogal spesifiek voor by sekere winkels.

Thea: so ja mens verwag half dat die mense dit in ag sal neem dit wat verval het en dit sal afhaal.

Dalena: Ja mens vertrou hulle

Frits: Obviously, dit is mos hulle lyn, wat hulle doen, en hulle weet mos as 'n ding verval het – haal dit van die rak af.

Dalena: Ander ding wat vir my belangrik is, is hulle sê in ons land het ons die meeste allergieë, maar daar is rêrig min produkte, en dis nou jammer om te sê maar weereens is Woolworths nogal daar voor in die koor, want agter op hulle produkte sê hulle, hierdie goed is die volgende allergeene, en dan gee hulle die allergeene, want dit is werklik belangrik vir baie mense om te weet wat is in die produk want dit mag dalk vir hulle 'n lewens bedreiging wees.

Nadene: *So produk inligting, voedingswaarde inligting is 'n*

Dalena: baie belangrik deel van die diens ook.

Tina & Frits: ja – mmmm – (Beaam – koppe skud)

Nadene: *ok goed, kan ek vir julle vra - ons het nou gepraat oor hoe die winkels lyk en wat is vir julle belangrik – maar as ek nou vir julle sal vra om die ideale supermark te beskryf as jy nou die idealiste plek om al jou inkopies te doen, hoe sal jy daardie plek beskryf, wat sal in daai winkel wees, hoe moet dit lyk?*

Louis: Hy moet skoon wees om mee te begin

Tanja, Andri & Tina: Beaam – JA!!

Riaan: Jy moet maklik weet waar die goed is, ek wil nie rondloop en soek nie as ek instap moet ek dadelik weet waar die goed is.

Dalena: Maar daar moet, daar moet, dit moet so wees dat daar behoorlike parkeerplek is, en dit moet so wees dat dit naby die ingang is dat mens maklik kan in en uit beweeg, EN DIT MOET VEILIG WEES.

Ja skoon is vir my ook nogal belangrik, ek het al gesien toe ons in Australië was, dan gaan mens daar in 'n winkel in, ons winkels is vir my definitief baie skoner as wat hulle s'n is, dit is vir my ook meer georganiseerd, as jy nou van deurmekaar praat dan gaan jy soontoe.

Ja so goed georganiseerd – en soos Andri ook gesê het, goed bymekaar (beplanning).

Tanja: Die ideale winkel sal daai ou winkels wees waar jy net jou shopping list daar neer sit en die ou oom “struggle” daar agter rond, om als te kry en jy gaan drink jou koffie en as jy terugkom, word dit net in jou kar gelaai, ek soek sulke winkels

Louis: of beter – hulle kom net met 'n karavaan by jou huis om en jy koop daarvan af.

Nadene: *Maar daar is tot 'n mate sulke fasiliteite bv. P'nP home shopping wat dink julle daarvan?*

Tanja: Ja

Tina: NEE!! (Skud kop) ons het dit al eenkeer probeer en hulle het net eenvoudig nie helfte van die goed gebring nie, en helfte gelos, ons het hulle terug gebel, toe moes hulle dit terug bring, maar 'n ou soek nie eers deur al jou inkopies wanneer die ou daar staan nie, 'n ou kyk eers deur as hy weg is en jy't klaar betaal, so dit is 'n ekstra onkoste vir jou om hulle terug te bel. JA, SO DAAR IS EK GLAD NIE BAIE GELUKKIG NIE!

Andri: Ek weet weer van mense wat weer baie gelukkig was met die diens – internet shopping, so dalk was julle net ongelukkig of dalk het daai drywer die helfte van julle goed gesteel of so iets?

Tanja: ek bly maar eerder by pizza deliveries waarmee mense gelukkig is of so iets.

Nadene: *Ok, so ons sien internetshopping is ook 'n deel van KD, om ons nou terug te bring na wat dink julle van finansiële steun van die winkel se kant af? – is dit vir julle belangrik?*

Dalena: hoe bedoel jy steun?

Nadene: *kredietfasiliteit, om met my kaart te betaal, rekeninge...*

Andri: Ja dit is vir my baie belangrik want ek wil nie aan die einde van die maand met 'n rol geld in my handsak gaan inkopies doen nie, dit is half gevaarlik.

Dalena: Rekening by 'n inkopie winkel kan nogal gerieflik wees.

Nadene: *Ok is daar enige iets anders*

Thea: ek wil net terug gaan na nou – nou is daar iets gesê van lang rye, so sou die ideale winkel dus nie iets vir julle wees waar julle nie te lank staan en wag nie?

Louis: O JA VERSEKER

Andri: Ja definitief

Thea: ek persoonlik koop eerder by die Spar ek weet hulle is 'n bietjie duurder maar ek weet ek staan nooit in lang rye nie.

Dalena: Ja hulle werk vinnig

Thea: Ja die tyd faktor maak mens tog op (betaal meer maar werk is vinnig)

Riaan: Ja en daar hoef mens nie te gaan soek vir die pryse nie, ek haat dit as mens in die tou staan en sien daar flikker 'n liggie “dieng – dieng – dieng” en iemand stap rustig om die prys te gaan soek, of nader om te hoor wat die probleem is.

Thea: Ja dit is darem nou al bietjie beter met daai “Barcode” ding.

Dalena: Ja dis vir my ook veral belangrik.

Thea: In dien dit nie op is nie, en winkels gebruik nog die ou prys stelsel sal 'n mens dalk voel dat die diens is nie op standaard nie, en dan moet jy nog daar in die ry staan en wag.

Andri: en een of ander Pietie wat sy tyd vat om die prys te gaan soek.

Frits: en as hulle die til slaan moet hulle nie staan en praat met die pakker agter nie.

Andri: Ja – Ja

Nadene: *goed so hulle moet professioneel wees*

Tina: vriendelik

Andri: en skoon

Tanja: en weet wat hulle doen

Frits: “Da - sy” (Beaam)

Andri: en nie afstootlik teenoor die kliënt wees nie.

Nadene: *Vriendelik, skoon, ja wat het nog gehoor?*

Riaan: Ja verstaan inkopies moet lekker wees ook nog, maar tog vinnig wees jy wil nie lank vat nie.

Nadene: *Ja goed maar wat maak inkopies... (onderbreek)*

Riaan: ek wil my goed vinnig kry en gou betaal ook maklik uit

Tanja: Sien die groot probleem vandag is eintlik dat hulle ons moet lok, om by hulle te gaan koop, maar hulle het hierdie attitude, van kry klaar, want ek wil die winkel sluit ek wil nog vanaand huis toegaan, waar eintlik moet hulle diens so wees dat dit jou moet trek ons doen hulle 'n guns om by hulle te koop nie hulle ons 'n guns nie. Ek weet die een hand moet die ander was maar in prinsiep, die hoe hulle redeneer.

Andri: Ja maar dan weer daar is so veel verskeidenheid, so jy doen niemand 'n guns nie.

Tanja: Ja Maar?

Andri: ja dis soos jy sê hulle doen jou nie 'n guns nie jy doen hulle 'n guns.

Tanja: As ek die winkel eienaar is sal ek wil mense "impress" en sal die diens aan hulle wil lewer, en ek sal nie van hulle verwag om maar net in te stroom in my winkel nie, so die diens moet van hulle kant af kom dit moet, ek stel dit dalk wild, maar dit moet vir hulle 'n eer wees dat ons kies om by hulle te koop.

Riaan: Goed jy gaan 'n manier moet kry, goed sê nou maar daar's 'n klomp Spar's on 'n area, jy gaan 'n manier moet kry om - om die kliënte by joune te gaan kom koop en al hoe dit reg gaan kry is deur jou diens.

Andri: Ja nie deur jou verskeidenheid nie. (Almal het dieselfde stock)

Riaan: Ja

Andri: Ja – bv. My sussie ry verby 2 Spar's en koop net by die 3e een.

Nadene: *Hoekom?*

Andri: want sy wil net daai Spar se goed hê. Want daai Spar se brood is varser en lekkerder

Dalena: Maar kyk bv. Daai Spar daar by ons (in Moreleta), een van die redes hoekom ek daar gaan koop is omdat jy sekere snaakse kruie en goed gaan jy by hom kry terwyl 'n ander Spar hou dit bv. Glad nie aan nie.

Louis: Maar daar's altyd ook 'n bestuurder daarvoor wat soos in "visible" is.

Andri: Ja en daar is altyd 'n klomp tille oop

Louis: en as jy by die til staan in 'n ry sal daai einste bestuurder sommer kom en vir jou sê Hey, skies, daar's 'n till oop gaan gou soontoe.

Dalena: Ja altyd, hy's wakker.

Louis: Ja hy weet wat hy doen, en hy kyk na sy kliënte. Ja en jy kan enige tyd vir hom iets vra – hy lyk sommer toeganklik.

Dalena: Hy't nogal 'n baie persoonlike, geur / kleur aan hom omdat hulle Grieke is, het hulle 'n lekker afdeling van interessante kosse wat hom ook soort van bekend maak daarvoor

Thea: ek wil net gou weer terug gaan oor die betaling – almal het gesê betaling en krediet kaart fasiliteit is belangrik, maar is daar van julle wat betaling doen dmv tjeks, debiet kaarte daai soort van goed, miskien op Koopkrag of Pretorium Trust? Is dit 'n faktor as jy besluit waar om te koop, want hulle is nie oral beskikbaar nie? So sê nou maar as jy volgens koopkrag koop moet jy mos eers volgens die verskaffers koop en daarop is jy al klaar beperk in jou keuse, vir wie is dit ook belangrik? Is daar mense wat so koop hier?

Dalena: Ja ons het op 'n stadium so gekoop, gewoonlik as my man hier is dan maak ons gebruik van Pretorium Trust, maar nie ek eintlik nie.

Louis: Maar ek maak partykeer van debiet kaarte, maar baie winkels laat dit nie meer toe nie – ek weet "Woolies" doen dit nie meer nie - ek weet nie hoekom nie.

Thea: Ja ek weet Checkers Hyper het dit ook vir 'n lang tyd nie gehad nie

Louis: ja party van die winkels het nou opgehou ja.

Riaan: Ja, en as 'n winkel dan nie debietkaart fasiliteit het nie moet hulle net asb die iewers opsit dat dit nie het nie, want baie keer het ek al my inkopies tot by die til, en dan eers sê hulle jou dat hulle dit nie toelaat nie, en dis baie frustrerend.

Thea: Ja dit is en dit is eintlik swak diens

Riaan: Ja

Tanja: Ja wel ons het verlede naweek by 'n winkel – P'n P Lynnwoodridge gaan koop en ons het sakkies ook by gekoop, en ek dink die rekening was R200 of R200,15c gewees. En toe sê die till vrou, ag wat hou maar die 15c, want daar staan ek toe en gee vir haar die R200 noot en ek het toevallig net nog 'n R100 noot gehad so ek moes of daai R100 breek, en toe sy sê nee gaan, toe sê ek nee dit is 'n smart plek. Sonder dat jy weet as dit 'n ander plek gewees het, het ek heel waarskynlik dieselfde gevoel.

Nadene: *Nou dat jy die sakkie storie noem, ons moet mos nou deesdae ons eie sakkies koop, daar's wel winkels wat dit vir ons gee, sien julle dit as 'n bonus of 'n diens.*

Tanja: Ja dit is baie geriefliker

Andri: Ja want partykeer vergeet mens om sakkies saam te vat, of jy vergeet om vir hulle te sê hoor hier ek soek sakkies

en teen die tyd wanneer jy moet gaan dan lê al jou goed die wêreld vol.

Riaan: en dan is dit te veel van 'n verleentheid om dan te vra vir 'n sakkie, dan dra jy nou maar al goed.

Tanja: en by die wat jy sakkies koop – ek weet baie van hulle gee net die sak en dan moet jy self die goed pak. Ja al vra jy vir 'n sakkie gee hulle vir jou dit en plak hom net so op jou groceries, - Daar dat jy gaan.

Louis: Ja van die winkels gebruik dit nou as 'n verskoning om nie pakkers te gebruik nie, van dat die wet in is het party winkels net een voudig nou nie meer pakkers nie.

Dalena: Dit is eintlik vir my interessant want in ons land probeer ons eintlik werk skep.

Andri: Ja dit is baie interessant om te sien hoe baie werk is daar weggeëem van dat die wet ingebring is. BAIE!

Res: Beaam

Riaan: dit sal maak dat jy nie by daai winkel gaan koop nie net eenvoudig omdat daar nie 'n pakker is nie. Dit is tog iets wat almal moet hê.

Andri: En omdat daar 'n hele bedryf is wat later seergekry het

Nadene: *ok goed, soos wat Riaan nou net hier gesê het dit gaan veroorsaak dat jy nie / of wel by daai winkel gaan koop. As ons vinnig net 'n paar goed kan noem, wat verwag jy moet 'n winkel vir jou doen sodat jy definitief terug na daai winkel toe sal gaan.*

Tanja: Wie ook al, by die til sit moet wakker wees, nie die goed 5 keer op lui en dan 'n half uur wag vir iemand om die goed vir jou te kom op pak nie, as by hulle sakkies koop moet die sakkie ten minste hou tot by die huis nie al binne die winkel skeur nie en dan moet jy 'n nuwe een koop nie. Hulle moet die tipe mark vir wie hulle "cater" moet hulle die produkte hê, soos bv, woolies klere moet sokkies hê dis net logies as hulle nie sokkies het nie moet hulle nie klere verkoop nie en woolies kos moet blaarslaai hê.

Andri: melk

Tanja: Ja wat nie verval het nie ja so waarvoor hulle cater moet hulle ook 'n verskeidenheid hê teen 'n redelike prys - ek weet self nie wat 'n blikkie mielies by Checkers en P'nP onderskeidelik kos nie maar dit moet 'n redelike prys wees en ek moet kan weet dat ek nie deur my ore betaal nie, en die plek moet net georganiseer en skoon wees.

Dalena: ek dink georganiseer is nogal belangrik, as 'n ou loop moet jy baie duidelik in 'n goeie skrif kan sien hier in hierdie gang gaan jy dit kry en daai een dat. Ja dit is nogal vir my belangrik. En dat daar iemand is wat die produkte ken en as jy hom vra moet hulle vir jou kan inligting gee.

Frits: op elke ry moet daar 'n ou staan iemand wat verantwoordelik vir die ry is, daar's veronderstel om iemand te wees, maar die ouens staan net eenvoudig nie meer daar nie, hy staan eerder met sy pel en gesels twee rye daarvandaan. En as jy hom loop soek en vra is sy mond dik in elk geval.

Beatrix: ek voel dat as jy in 'n winkel werk en al is jy net verantwoordelik vir een ry dan moet jy nog steeds kennis dra van al die ander rye ook, jy weet dit het al so baie kere gebeur dat hulle sê nee ek werk net in hierdie afdeling of ry. Dit is vir my swak – Checkers Hyper is baie skuldig daaraan. Ek weet dit is 'n groot afdelings winkel maar hulle moet kennis dra van die hele winkel nie net van een ry of een seksie nie.

Dalena: en as daar produkte is wat deur die dag bederf het moet hulle dit weg vat voel ek, want as jy daar kom en daar is goed wat verlep is dan skep die amper half 'n slordige indruk, dit sal goed wees, as hulle mense het wat deur die loop van die dag hierdie goed verwyder

Nadene: *enige iets anders nog? Vat dit dus saam wat julle verwagting is en wat gaan veroorsaak dat jy sal terug gaan na 'n winkel toe?*

Frits: hulle specials moet specials wees, hulle advertent R12.99 mens kom in die winkels dan is die prys R 13 en 99 sent, al is dit net 'n paar sent duurder..

Nadene: *Ja die kommunikasie moet dwarsdeur dieselfde wees*

Frits: Ja

Nadene: *Soms kom mens in die winkel dan het hulle produkte geadverteer maar dan is die produk nie eers in die winkel nie.*

Frits: Ja jy kry dit maar hulle sê baie keer 'n ding is soveel goedkoper of hulle maak 'n scene dat die ding goedkoper is maar dan is dit eintlik nie goedkoper nie, is dieselfde as jy 'n week of twee daarna gaan koop.

Andri: Ja- ja

Tanja: iets wat on opgetel het is my male kom os sê net 'n 2 liter Coke kos R7 argument's onthalt gewone prys daarby hulle, toe kom hulle Pretoria toe ek weet dit is die platteland en die is die stad, toe's hier 'n special aan vir as jy 2x 2liter cokes koop dan kos dit jou R18, en hulle stap daar by ons in die huis in en sê check hierdie special en ons sê ja dit is 'n goeie prys en hulle sê nee hulle betaal gewoonlik R7, so hulle het R4 duurder op 'n special in stad kom betaal en dit op Coke ek meen coke is darem mos 'n algemene produk dis nie asof dit iets weirds is nie.

Nadene: *enige iemand wat nog 'n mening hieroor wil lig? Goed.*

As jy 'n slegte of 'n goeie ervaring in 'n winkel gehad het bespreek jy dit ooit met iemand soos vriende of familie?

Dalena: Ja definitief

Frits: Veral as dit sleg is

Dalena: by word of mouth – is my grootste wapen

Nadene: *By word of mouth ? goed – waarom gesels julle dan, wat is die mees algemeenste onderwerpe?*

Andri: hoe lank jy in die toe gestaan en wag het, hoe deurmekaar die rakke is en hoe vuil die winkel is en

Riaan: hoe ongeskik iemand met jou was

Beatrix: hoe swak die diens was

Tanja: of toe jy dit oop maak was dit vrot

Andri: JA!!!

Riaan: maar then again as 'n plek jou rêrig beïndruk het sal ek dit ook sê! Ek sal terug kom en sê rêrig dit was nou 'n nice plek of iemand was nou rêrig vriendelik met my of het my rêrig mooi gehelp al is dit net 'n klein dingetjie dan sal ek dit vir iemand sê ook.

Louis: of as hulle soos 'n nuwe inisiatief begin het wat oorspronklik is sal jy soos sê ek was by hierdie winkel en dit – dit en dit was / is anders en nice.

Nadene: *Beïnvloed die atmosfeer van die winkel julle ooit*

Riaan: Ja

Andri: Ja definitief, veral die temperatuur in 'n winkel

Tanja: ja dit kan partykeer 'n irritasie raak

Riaan: die musiek

Dalena: sekere kleurskemas is veral wat my afsit van daai Spar daar naby ons (Moreleta) as jy instap is dit daardie vreeslike snaakse kleur wat lyk soos sjokolade wat gesmelt het is, ek weet nie hoekom nie ...

Louis: ja maar dit is waar

Dalena: ja dit voel ongemaaklik

Nadene: *ok, so ons gesels met ons vriende maar meeste van die tyd is dit negatief.*

Andri: Ja maar mens se ervaring in hierdie land is ongelukkig meeste van die tyd negatief

Nadene: *ok, julle soos julle nou sê die ervaring van meeste van die goed is negatief, watter aspekte van KD in supermarkte ervaar julle meeste van die tyd negatief? Noem 'n paar voorbeelde.*

Andri: ek dink spesifiek en ek dink 80% van alle winkels is die spoed waar teen die mense by die til werk

Louis: ja oor die algemeen – Staf

Andri: ek meen tot in Woolworths in Brooklyn staan jy partykeer vir 'n ½ uur

Riaan: maar dis lyk my hulle houding

Beatrix: ja die houding self waarmee hulle werk

Andri: ek kan nie so lank daar staan nie.

Dalena: Al wanneer dit vir my onaantoonbaar is - is wanneer dit spits tyd is en daar's 'n lang tou, ek het toevallig vandag in Kemptonpark gekoop en ook 'n hengse langtyd gestaan en daar was nie al die betaal punte oop nie.

Tanja: en dan is hulle ook so onprofessioneel dan kom jy uiteindelik voor dan is dit die ou se tee tyd en hy voel 'n veer

Thea: maak nie saak of jy 10 – 20 minute al staan nie.

Louis: nou toe..

Andri: ek dink daai ouens is veronderstel om te weet hierdie tyd tot hierdie tyd hier die dae dis my besigste dae, en dan werk almal en dan is niemand op tee jy kan bv. Vir dieselfde rede nie in 'n restaurant in stap en dan is die hoof chef op lunch in rush hour nie. Dit kom op die selfde neer.

Tanja: 'n goeie voorbeeld is Truworths in Menlyn, ek weet nie of julle al daar was aan die einde van die maand nie?

Daai cue is van binne die winkel tot buite toe, en dan is daar net 4 outjies wat al daai mense moet beweeg, maar as net na cosmetics toe gaan dan is daar 'n til en iemand wat dit kan operate, maar nee jy moet loop staan in daardie cue. Dan kom jy by Focini's, dan het hulle gou 9 mense ingespan en daar by die skoene kan hulle jou ook help- kom betaal gou jou rekening hier- dit is soveel so dat ek gaan nie meer na daai winkel toe nie (Truworths) veral as ek net my rekening moet betaal, eerder, dit klink erg maar dan gaan ek eerder na MR. Price, toe waar jy die goed vat jy betaal, dis klaar en verby nie cues en cues en cues en daai ouens gee nie aandag aan die probleem nie.

Frits: Daar's nie meer trots in werk nie

Andri: Nee dit is so mense werk deesdae net vir geld en niks anders nie

Riaan: ek voel al het jy by die til gestaan en die diens was stadig maar hulle het mooi met jou gepraat en was vriendelik en als en het vir jou goed gesê soos het jy jou shopping geniet? En so aan, dan het jy nie ge worry oor hoe stadig dit was nie maar nou is die houding ook negatief en nou maak die spoed ook meer saak en is soveel erger.

Andri: en mens raak nou self so besig, so dat jy net na een spesifieke iemand toe sal gaan ek meen, ek dink meeste van ons is so as jy agterkom dat daai Woolworths of P'nP is vinniger, gaan jy net soontoe gaan al ry jy verder, al ry jy verby 3 ander winkels sal jy na daai

Dalena: JA

Andri: Ja dis dieselfde – ek was vandag in die bank gewees in Waverley want ek moes soontoe gaan, ek sal 3 keer langer

in die tou gewag het by 'n ander bank, omdat sy (die klerk by ander bank) doen dieselfde werk in 'n agste van die tyd, so voel ek oor winkels ook.

Louis: Die manier hoeveel tille daar oop is, is tog ook 'n bestuur's besluit, die bestuurder moet die besluit neem, om te weet dat die tyd van die maand moet ek meer tille oopmaak, hoekom gaan ek by daai winkel koop, want nou kom ek met my produk daaraan en ek het 'n probleem met my produk na die tyd dan moet ek na daai selfde bestuurder toe gaan wat al klaar incompetent is en ek bedoel en ek bedoel nou staan daar 'n lang tou by die winkel, dan gaan daar mense om te koop, dan loop hulle in, sien daar's lang toue dan draai hulle om en gaan na 'n ander winkel toe, so hy verloor klante net so!

Andri: maar hoeveel van julle het dit al gedoen, was in die winkel het jou trollie net daar gelos en geloop.

Louis: ons almal het al.

Andri: ek dink ons almal het al.

Louis: net om nie in daai tou te staan nie.

Andri: of jy het al vir 'n ruk in die tou gestaan en toe besluit, maar nou het ek genoeg gehad

Louis: Presies

Riaan: ek voel partykeer ek wil 'n bordjie op my rug sit maak my wakker as die tou skuif. Thea: goed die wat so hulle goed gelos het, wie het al vir die bestuurder gaan sê of gaan kla

Andri: Nee ek was net te kwaad

Thea: So jy sê nie vir die bestuurder nie, jy gaan sê eerder vir jou vriende.

Riaan: Ja

Thea: en jy sê vir almal

Andri: ek meen jy maak so 'n scene in die winkel iemand moet jou sien?

Louis: Maar as die bestuurder daar gestaan het dan sal hy jou sien

Andri: nee wat hy't anyway ander belange>

Thea: Nee ek't al 'n klag gedoen voor die bestuurder, hy't my gesien en my ook gelos en nou koop ek nie meer by daai winkel nie.

Louis: Dis ook swak

Tanja: Dis nog 'n bewys dat hulle nie na hulle sekuriteit's kameras kyk nie want as iemand daar kyk en hy sien jy

Thea: gooi die teller met die koeksoda - dis wat ek gedoen het – ek het haar gegooi met die koeksoda, want ek het net 'n uur gestaan en ek wou hê die bestuur moes sien wat my reaksie is.

Louis: Dis swak

Thea: Ja dis swak

Dalena: ek ken 'n Joodse vrou wat altyd gesê het on S.A. weet nie hoe om aan te dring op goeie diens nie

Tina: Dis baie waar

Dalena: omdat ons half te lui is om die ding deur te voer, jy't net nie lus vir daai moeite nie.

Nadene: *Ja dit is soos ons vroeër genoem het as jy 'n vrot tamatie in 'n pakkie kry, vat jy dit nie terug nie*

Andri: Ja dis net te veel moeite

Frits: Dis 'n ander saak as jy net om die hoek bly, maar wat as jy bly op die plotte, om 20km terug te ry net vir 'n pakkie tamaties – R5 is nie die moeite werd nie.

Nadene: *ja - maar ek bedoel nou volgende keer as jy daar in die winkel is gaan jy daar oor - "ek het verlede week 'n vrot pakkie)*

Frits: Hulle kry soveel klante, as jy 'n week daarna in die winkel kom tensy hulle jou fisies ken gaan dit nie vir hulle saak maak nie

Riaan: ek dink hier so, is dit nie soos op die platteland waar daar net een Spar is nie, waar 'n ou rêrig nou moet gaan kla by hulle want dit is 'n probleem nie, hier is so baie winkels gaan net na 'n ander winkel toe. Hoekom moet jy nou al daai admin hê om te gaan moun, mens wag lank genoeg by binnelandse sake wil nie nog by ander plekke ook gaan wag nie.

Tanja: en die kans dat as jy by die ou ui kom hy / sy vir jou gaan sê "eeesh" is ook baie goed

Andri: of sorry

Tanja: of wat wil jy hê moet ek daar omtrent doen?

Nadene: *so jy ervaar die staff in meeste van die winkel as incompetent – om jou probleem te hanteer?*

Tanja: nie noodwendig dit nie maar hulle wil nie help nie verstaan, dis vir hulle 'n issue om iets te doen. As dit vir iemand 'n issue is om iets te doen dan doen ek dit eerder self.

Frits: alles is te veel moeite

Tanja: en as jy iets terugvat om te gaan omruil wil jy in elk geval nie 'n uur daar gaan staan en wag nie, om die nuwe produk te kry, en 50 keer vir 7 verskillende mens jou storie te vertel oor die vrot lemoensap nie.

Nadene: Goed ek dink dit is omtrent dit, Thea is daar nog iets wat jy op gemerk het?

Thea: ek wil net 'n konsensus stel, dat sou 'n mens die ideale winkel dan so stel dat hy 'n klagte toonbank kan hê wat

effektief werk? As jy bewus gemaak word dat daar so iets is sal jy dit gebruik?

Andri: Ja nee dit sal goed wees

Dalena: iets wat ek opgelet het is by Woolworths het hulle so dingetjie waar hulle vra vrae dan antwoord jy dit en dis vir my interessant dat mens is selfs daar te lui, en dis waar die probleem by ons self kom dat ons nie onmiddellik info gaan ingee nie, hulle vra baie vra daar jy moet die antwoorde daar intik

Louis: miskien moet hulle 2 verskillende toonbanke maak, party mense kies om by 'n persoon te gaan kla ander kies om nie gesien te word as hy kla nie, eerder intik of op skrif stel.

Dalena: dink daai intik ding werk nogal vir meeste makliker om lyftaal en konflik te vermy.

Louis: maar ander mense hou weer daarvan om by 'n mens te gaan kla, dalk twee hê.

Tanja: Nedbank het mos so 'n dingetjie dan kan jy sê hoe lank het jy in tou gewag, maar ek dink dis ook net 3 of 4 vra, want as dit 9 vra was het jy dit dalk gelos – het nie tyd om in te vul nie.

Dalena: dis nogal waar, want baie van daai goed as ek nou daaraan dink spreek nogal baie van die goed aan wat ons vandag oor gepraat het onder andere hoe lank jy moet wag.

Riaan: of as 'n bestuurder dalk self in die winkel loop en vra, hoorie – het jy 5 min om by my te kla oor enige iets en as jy dit het, en hy vra vir jou dieselfde tipe vrae maar net vinnig, gaan dieselfde goed uitkom wat ons nou noem.

Louis: en jy kry 'n coke daarvoor

Andri: mens skrik jou byna dood as iemand dit doen, on Menlyn hier het die bestuurder eendag na my toe gekom en ek het my byna dood geskrik toe die ou hier langs my begin praat, maar rêrig hy was 3 minute gewees.

Riaan: maar jy het met hom gepraat

Andri: Ja ek het met hom gepraat terwyl ek die papiertjie ingevul het, dit was 3 minute en klaar en ek meen dit help hulle om beter te wees.

Tanja: Ja weet jy wat is ideaal terwyl jy by die til staan en wag om te betaal, want terwyl jy besig is om te shop is jy haastig

Louis: Ja

Tanja: en gaan jy in elk geval niemand wil antwoord nie, maar daar in die ry en piet voor jou is stadig en iemand kom staan langs jou en vra sê gou vir my het jy lank gevat, wat, wat en dan het jy tyd om hom vinnig 4 antwoorde te gee en dan het hy mos jou inligting voor dat jy uit is by die til en as die piet by die till stadig is dan kan jy sommer daai ouens nader trek en sê hoor hier, hier is nog iets waaroor ek wil moun.

Louis: en dan het jy reeds daai kontak gemaak so jy voel gerus om weer te gaan praat.

Tanja: So by the way kyk hoe lank staan ek nou, want as jy klaar betaal het wil jy jou pakkies vat en huis toegaan, jy wil nie nog staan – Ja en Nee nie.

Andri: met ander woorde dit moet nie 'n lang vraelys wees nie

Tanja: dit moet 4 vinnig vrae wees

Frits: dit is die selfde as by Nedbank

Nadene: *Ok dit is dit omtrent vir vandag, dan sien ons mekaar weer volgende keer, baie dankie vir almal se insette.*

Dalena: Hoe laat

Nadene: *watter tyd gaan vir julle pas – 4uur – 4:30?*

Tanja: hierdie tyd was 'n goeie tyd

Nadene: *bevestig - ok 4 uur – 4:30.*

Opname staak

Na die tyd:

Thea: wat van trollies?

Thea: wat van dat jy mandjies nie kan kar toe vat nie,

Tina: en dan is jou goed nie in sakkies nie – nou wat nou?

Thea: Ja, dis waar maar jy mag 'n trollie uitvat. Ja jy kan die trollie uitvat maar jy wil hom ook nie terug vat nie, en as die winkel nie die trollie self terug vat nie wil ek ook nie daar shop nie. Ek is lyk my die demandingste shopper van julle almal?

Andri: ja en die parking attendants is ook belangrik

Thea: Ja dis interessant maar die goed van belang as jy so praat is seker tog maar, die kennis, competence wat die mense nie het nie, en hulle is stadig maar as n' ou rêrig gaan kyk as 'n gang so nou aan mekaar is wil ek ook nie daar shop nie want as 'n vrou met 'n trollie van die kant af kom en ek van die kant af deur met my trollie en sukkel 'n ou ook nog, dan is ek sommer ook kwaad, ek raak rêrig kwaad as iemand my raak ry.

Dalena: Weet jy wat wens ek hulle het hulle gemaak, want ek vind dat die ding wat ek soek sit altyd daar bo, ja

Tanja: ek dink weer die sit daar onder
Dalena: ek het al so gewens hulle kan net iets maak waar op 'n mens kan staan om die goed af te haal
Andri: Tanja ons sal vir jou maar 'n dingetjie moet sit waarop jy kan kniel
Louis: Ja knee-pads
Thea: Die waentjies is darem in 'n beter toestand as 'n paar jaar terug, daai yster waentjies.
Andri: watter een jy ook al gevat het, het eenkant toe gery.
Tanja: maar dis wat ek steeds sê daai winkels waar jy jou shopping list ingee, en sê kyk ek gaan gou koffie drink en ek kom oor 'n uur terug, en as jy daar kom kan jy sommer jou kar se sleutels gee, laai hulle alles in die kar, en dan kan jy net ry.
Thea: het niemand hier kinders nie?
Almal: Nee
Dalena: Nee kleintjies van wat ek weet nie!
Nee want ek sien hierdie stoeltjies in P'nP het dit – dit is net soos 'n kar stoeltjie wat klaar op die trollie is maar ek weet nie of ek my kind in so 'n stoeltjies wil sit nie?
Tina: Ja want hoe vuil is dit?
Thea: Ja dis my eerste indruk – daai stoeltjie lyk vir my bietjie "dodgy", en ek dink as jy kleintjies het en hulle het daai klein trolletjies – dan kan jy nou vir die kleintjie sê vat jy jou trollie dan vat ek myne – P'nP het dit begin.
Louis: NEE dis nie vir my lekker nie want die kinders RAM jou die heelyd daarmee.
Nadene: Ja – dis waar ek dink eerder aan 'n crèche tipe van ding waar jy jou kinders kan los en jou inkopies gaan doen.
Tanja: Ja soos by die Gym
Dalena: Ja P'nP in Atterbury daarbo in die winkel het hulle dit – so speel plek waar daar mense is wat die kinders oppas
Thea: dis sekere ideaal
Louis: Maar, ek sal nie weet nie, hoor, want ek vertrou al klaar nie die staff in die winkel nie en nou moet ek hulle vertrou om na my kinders te kyk – NEE!!
Thea: die stoeltjies – jong dit lyk soos kar stoeltjies maar ek weet nie, ek sal nie my baba daar in sit nie ek wil eerder 'n plek dan hê waar ek my eie stoeltjie kan in hak, netnou het 'n ander tannie haar hond daar in gehad.
Riaan: ek sou 'n stoeltjie, verhuur – verkoop in my winkels wat net op my trollies pas dan moet die mense elke keer na my winkel toe kom.

Fokus groep 2

13 April 2004

Nadene: *Weereens baie dankie dat almal vandag weer hier is, ek sien hier's nog 'n paar mense wat kort maar ek dink ons kan maar solank aangaan. Nou goed – Indien jou gunsteling supermark more sou sluit wat sou jou reaksie wees?*

Andri: soos in sluit verewig?

Nadene: *ja sy deure maak toe.*

Andri: ek kry stuipe

Dalena: ek begin my eie groente tuin

Nadene: *Ok, ons kry stuipe en ons gaan ons eie goed begin kweek, maar as ons aan praktiese voorbeelde kan dink wat is die goed wat ons gaan mis?*

Andri: bv. Groente met 'n hoë rakleef tyd

Dalena: Ja die kwaliteit is net beter

Nadene: *goed, rakleef tyd en kwaliteit*

Anê: spesiale lyne, wat ander winkels nie het nie

Nadene: *bv.*

Anê: bv. Woolworths het sekere chips wat jy net daar kry, bv. Bacon en prawn, en ook by Woolworths is daar op die rakke een produk uiteengesit van spesifieke lyn, wat hulle op vir jou spesifiseer dat dit toets of die yskas behoorlik werk en of die temperatuur nie te erg is nie, dat jy kan weet die res van die produkte is gesond.

Nadene: *O, goed soos die kwaliteit kontrole daar die goed gaan jy mis, enige iets anders nog, wat gaan jy mis mnr? van jou gunsteling supermark?*

Louis: ek het nie 'n gunsteling nie

Dalena: ek gaan mis, die feit soos laas gesê dat hulle die produkte so goed beskryf, en dat hulle op die agterkant van die spesifieke produk spesifiseer oor die produk.

Nadene: *al die inligting*

Dalena: Ja so – dat mense wat allergieë het kan weet

Nadene: Ok

Andri: en dan ook hulle hoë standaard geriefsvoedsel soos hulle soppe en souse, wat jy net nie dieselfde standaard iewers anders vandaan kan kry nie.

Dalena: hulle deli afdeling, is ook net beter as van die ander winkels

Nadene: *hoekom? Sou u sê Woolworths bv, se deli is bv. Beter as Checkers se deli?*

Dalena: Ja hulle hou baie meer oosterse kosse aan as meeste van die ander winkels, wat ek al gesien het aan hou, jy kan bv, hulle verskillende Chinese en Japannese noedels en hulle gemaakte sushi, is alles vars en daar op een rak bymekaar.

Nadene: *Goed is dit nou by die deli afdeling wat van, soos wat ek altyd onder die indruk was – as die deli afdeling is waar jy jou vars brode en gaar hoenders koop sal..*

Andri & Anê: Ja ons ook

Nadene: *sal jy bv. 'n hoender koop by Checkers of by...*

Andri & Dalena: NEE

Nadene: *of by Woolworths?*

Almal: By Woolworths

Nadene: *Hoekom? Verduidelik*

Andri: want jy weet daai hoeder is vars, en jy weet nie hoe lank is Checkers s'n al daar nie

Louis: ek sal sê Woolworths vat verantwoordelikheid vir hulle higiëne

Andri: voedsel veiligheid

Tina: en hulle hoenders is ten minste skoon binne

Louis: as ek instap by 'n Woolworths en ek kla oor hulle kwaliteit dan is dit vir hulle 'n issue, waar by Checkers gaan hulle jou moontlik net so aankyk en sê ja sorry nê.

Anê: Ja vroeër het ek al gehoor by die mense wat daar werk dat die produkte wat hulle gebruik is die hoenders wat se verval datum of gister of vandag / more is.

Nadene: *HMMMM, goed so hulle gebruik swak kwaliteit*

Anê: hulle gebruik hulle produk/ voedsel wat besig is om af te gaan om vir jou hoender te maak, die mense by Checkers self eet nie eers die hoenders nie.

Andri: bv. Kry jy ook by Woolworths – soos wat nou nou genoem is oor die sushi wat jy self kon maak – daai bakkies wat klaar sushi het as jy nou lus het vir middag ete in die Woolies dan kan jy gaan 'n bakkie sushi gaan koop en jy weet ja gaan nie siek word daar van nie.

Nadene: *Goed on hoor, geriefsvoedsel en veiligheid*

Anê: Woolworths het ook 'n dieetlyn,

Dalena: wat ook goed is vir diabeto

Nadene: *ja dis weer dieselfde speisialiteit's lyne waar van ons net nou gehoor het nê?*

Louis: of as jy by Checkers instap en jy soek 'n gaargemaakte hoender dan kry jy een, waar as jy by woolies inloop dan moet jy kies soek jy BBQ, of lemon of ja...

Nadene: *hier's weer die verskeidenheid van belang.*

Anê: Woolworths het 'n beter verskeidenheid, net so is die groente en vrugte ook as jy by Checkers instap dan kry jy aarbeie 250 – 500g waar by Woolworths kry jy groot, medium en small, bessies verskillende soorte bessies, waar jy kry net nie

Anê: Ja jy kry nie sommer by iemand anders sulke goed nie.

Nadene: *Goed as jou winkel nou toegemaak het die dag gaan jy net skuif sonder om ongelukkig te voel of gaan jy probeer, as dit nou 'n ketting winkel was soos Woolworths en daar's bv. Nog 'n Woolworths on Bronkhorstspuit, maar al die Pretoria winkels het toe gemaak.*

Andri: Almal?

Nadene: *Ja Almal.*

Anê: dan ry ek Bronkhorstspuit toe

Andri: ek's in elk geval elke 2e dag in Bronkhorstspuit so ek sal dan daar koop.

Anê: Dis net 40 minute se ry so

Dalena: wel as ek spesiale goed gaan soek, en ek weet net woolies in Bronkhorstspuit hou dit aan, gaan ek 'n ekstra pad Bronkhorstspuit toe kry.

Tina: Nee, ek sal maar hier so 'n plekkie soek.

Nadene: *So jy sal eerder ekonomies wees, petrolgeld spaar en hier so 'n plekkie soek.*

Louis: ja maar – die dig is daar gaan mos nou 'n vraag wees vir hierdie tipe goed, so of daar gaan 'n nuwe winkel oopmaak, of die huidige winkel gaan aanpas.

Nadene: *enige iets anders waaraan julle nog kan dink? Wat moontlik, jou definitief gaan beïnvloed as jou gunsteling winkel gaan skuif, jy dit gaan mis, wat het ons nou al genoem.*

Dalena: Louis het net nou ook genoem dat sekere winkels 'n beter diens, en in baie ander opsigte nie net as jy gaan kla nie dan gee hulle net beter en flinker diens

Ane: ook die skoonheid, as jy bv. In Woolworths inloop dan is die vloere altyd skoon, die vloere blink altyd die groente en vrugte op die rakke jy kan sien, daar's altyd iemand besig om te pak altyd, en die groente en vrugte – produkte – al die voedsel wat perishable is word heeltyd geruil, so jy kan sien hulle kyk mooi daarna, soos die pakkie van elke produk waarmee hulle die temperatuur toets, soos dat die produkte nie gaan vries nie, waar in ander winkels kan jy iemand dood gooi met hulle slaai koppe want hulle is gevries.

Nadene: *Ja goed so jy kom weer terug na daardie kwaliteit's kontrole.*

Wat van die atmosfeer van die winkel?

Dalena: Ja dit is ook altyd lekker, dis altyd lekker om in Woolworths in te kom, jy kry die soort van

Andri: fris en vars gevoel, die temperatuur is altyd lekker en die tipe musiek is lekker

Anê: en die mense is vriendelik

Dalena: ja die mense

Anê: daar's altyd iemand om jou te help

Andri: en die kos ruik lekker

Ane: JA

Dalena: Ja daar's nie 'n slegte ruik on Woolworths nie party keer kom jy in 'n winkel in en dan loop jy daar êrens by die vleis of vis verby dan is daar so visserigheid, ek weet nie of my neus nie lekker is nie.

Tina: veral as hulle vrieskaste die dag op pak

Dalena: Terwyl in Woolworths nooit

Andri: ek het die nog nooit agtergekom nie maar in Checkers het ek dit al agtergekom

Nadene: *Ok so ons het nou gesê die musiek, is belangrik en die kwaliteit is belangrik en die atmosfeer in die winkel is belangrik, in woolies – die lyk sommer net lekker*

Dalena: Ja – Ja

Nadene: *Party winkels bly ook net hulle winkels op gradeer die heeltyd,*

Andri: en die mense wat daar werk lyk sommer ook net opgelei – hulle is nie clueless nie.

Tina: die mense agter die toonbank wat met die kos werk is tenminste met haarnette op

Anê: hulle is tot netjieser agter ook

Tina: gesondheid's bewuste kleredrag

Andri: Woolworths het op 'n stadium nie nou meer nie, agter die kassiere sulke borde gehang dat as jy langer as 'n minuut wag dan kan jy die bestuurder roep, ek weet nie of dit nog so is nie.

Dalena: Dis in Menlyn en ek dink in Brooklyn.

Andri: ek dink dit was, ja in Brooklyn spesifiek

Nadene: *hoeveel minute wag jy dan seker nie net vir een minuut nie?*

Andri: Nee, maar dit was ok, seker 5 minute.

Tina: Ja seker langer as 5 minute

Andri: Dis dat jy nie moet wag en wag en wag nie.

Nadene: *goed as ons 'n bietjie dink ons het nou duidelike voorbeelde gehoor van Woolworths teenoor Checkers Hyper en Spar so as ons nou moet dink hierdie supermark verskaf hierdie tipe diens en hierdie supermark die tipe diens, dan is my vraag nou aan julle julle, verskaf die supermarkte in julle omgewing wat nou Pretoria oos is dieselfde standaard van KD?*

Andri: NEE

Nadene: *As jy nou gesê het nee kan jy vir my verduidelik hoekom?*

Andri: Want gaan jy bv. In Hypermama Menlyn in dan kan jy maar , al die mense as jy nou vir arguments onthalt suiker soek, en jy kry êrens 'n man in die rakke wat besig is om te pak, en jy sê vir hom waar's die suiker dan s^e hy vir jou nee hy weet nie, hy werk nie daarmee nie, jy moet maar bietjie daai kant toe loop.

Anê: nie net dit nie wat ek ook al opgelet het is dat in party winkels, sal j, jy sal in een winkel inloop en daar 'n probleem ondervind dan sal die mense wat daar werk met jou omgekras raak, omdat jy 'n probleem ondervind met hulle produk en hulle sal of jou net heeltemal ignoreer of hulle sal sê dit is nie hulle probleem nie, en dan as jy met die manager gaan praat van daai winkel dan raak hulle ook sommer mislik, en dan op die ou end van die dag dan loop jy maar, dan sal jy by 'n ander winkel in loop wat beter kwaliteit in het van die begin af en jy sal in die eerste plek nie daai probleme kry nie maar as jy daai probleme kry dan is die manager klaar daar jy hoef hom nie eers iewers te loop soek in 'n kantoor waar hy sit en rook binne in die winkel nie maar hy loop fisies rond on die winkel , hy beskikbaar tot jou.

Nadene: *So julle voel hulle lewer definitief nie dieselfde standaard van diens nie en jy het nou hier 'n paar voorbeelde genoem van die bestuurders wat in sekere winkels meer toeganklik is as in ander winkels.*

Anê: Maar dit is ook dat jy in binne dieselfde ketting groep kry jy ook verskille, dat die een baie beter is as die ander een.

Nadene: *hoekom dink jy is dit so?*

Andri: nee dit is maar net hoe die bestuurder en die eienaar wat dit afdwing of nie. Bv. Spar

Ane: Dis by party baie goed party baie sleg,

Andri: Spar – in Garsfonteinweg ek bedoel daai bestuurder is altyd daar, of hy die eienaar, of bestuurder is ek weet nie maar hys altyd daar voor en hy help jou altyd

Anê: Die een by Atterbury ook,

Andri: maar die een in Lynnwood – Glenfair Centre is horrible

Nadene: *bv – ten op sigte van?*

Andri: Mense by die tille is baie vriendelik maar daar's nie 'n manager insig nie? En bv. Die ander mense – O moenie daar probeer brood bestel nie, hulle verstaan wat jy vir hulle probeer sê nie, veral nie oor die telefoon nie.

Nadene: *Goed, Miskien kan ek gou vir jou vra wat nou net hier opgedaag het, ons het nou net bespreek van as jou gunsteling supermark moer sou sluit wat sou jou reaksie wees, en wat se tipe goed gaan jy mis?*

Riaan: MMMM? Gunsteling supermark? Ek dink vir my dalk omdat ek 'n man is gaan dit nie so erg wees nie want ek weet daar's nog een, alhoewel sy standarde klein bietjie laer mag wees, en miskien bietjie verder.

Nadene: *So jy sal na die verder een toe ry ?*

Riaan: Ok dit sal een ding wees wat my gaan pla want my gunsteling een gaan heel waarskynlik die een wees wat naaste aan my is, so nou gaan ek tien teen een moet verder ry , in die verkeer sit en dit gaan my pla.

Nadene: *goed, dankie, en toe het ons vinnig gesels van verskaf supermarkte dieselfde standaard KD en as jy gesê het ja of nee het hulle die verduidelik en hulle het 'n klomp goed genoem soos bv. Daar's nie bestuurders in die winkel nie, daar's nie kwaliteit's kontrole nie ensovoorts.*

Dalena: Dit is nogal een ding van Woolworths jy kry nie sommer 'n swakker Woolworths nie, hulle het 'n standaard wat hulle handhaaf, en maak nie saak nie hulle bly by daardie standaard ek het nog nooit 'n Woolworths gesien wat ek kan sê sjoe maar daai Woolworths is nie lekker nie, hulle standaard is altyd iets wat uitstaan.

Anê: Ja een ding van Woolworths is jy kan by Lynnwood, inloop, Menlyn, Brooklyn, Castlewalk s'n inloop of where ever, as jy by hom inloop, weet jy nie in watter een jy is nie, almal lyk dieselfde as ek dit so kan stel as jy in Lynnwood s'n is kom jy dit nie agter nie – soos dat die pryse goedkoper of waar jy in Checkers sê nou maar in Menlyn inloop gaan jy daar staan en sê nou maar die goed gaan 'n rand of 2 duurder wees as sê nou maar in Gezina Checkers bv.

Andri: Ja dis baie opmerkend in 'n sekere groep

Anê: en die produkte in 'n plek wat die kwaliteit eintlik ek sal sê beter moet maak in 'n sekere s'n, bv. Gezina Waar in die omgewing baie ou mense wat daar bly , so hulle moet vir die mense sorg, of 'n sekere vlak van gesondheid daar in die winkels hê maar jy sal daar inloop en sien dat meeste van die tyd is die winkel vuil en dit lyk asof daar rêrig niemand is

wat na die winkel kyk nie.

Nadene: *So winkel Higiëne is vir jou ook belangrik?*

Anê: Ja want as jy in Menlyn inloop sien jy – net omdat hulle dink die ryk mense gaan daar inkopies doen dan maak hulle die winkels skoon maar as jy nou in Gezina inloop, dink hulle jy weet net omdat Gezina nou Gezina is – ek weet nie ... ?

Nadene: *So Jy voel , as ek dit nou so kan stel dat mense / areas soos Sandton, Menlyn en Brooklyn, dink die ouens dat dit is hoër tipe inkomste groep wat daar bly so hulle “Cater” beter vir hulle?*

Anê: Ja

Nadene: *maar ons verlaag die standaard so bietjie vir mense wat s[^]e nou maar in Gezina bly?*

Anê: Ja dit is definitief so , maar dit is nie hoe dit veronderstel is om te wees nie.

Dalena: Ja maar dit is veral so met ander winkels – DIT IS NIE SO MET WOOLWORTHS NIE!!!

Anê: Nee – Nee Nee, dis wat ek bedoel.

Riaan: party winkels kan dieselfde standaard hou maak nie saak waar jy kom nie

Anê: Ja maar ander doen nie?

Riaan: Maar meeste doen nie!

Nadene: *dis amper asof party winkels afskeep winkels het ?*

Anê: Ja en hulle stuur hulle afskeep goedere eerder soontoe.

Andri: Verstaan, wat ek dink is verskillende produkte word aangevra in verskillende streke, bv. Die mense in Gezina gaan nie dieselfde goed koop as die mense in Sandton en in Menlyn koop nie. Op daai vlak kan ek verstaan,

Anê: Ja

Andri: Maar nie op die netheid en die diens nie.

Anê: Ja maar dis waarop hulle verskil.

Nadene: *Ok,*

Dalena: Ek gee selfs nie om as daar in sekere gebiede ‘n laer prys is op iets nie, alhoewel Woolworths se pryse is deur die bank dieselfde maar, selfs soos ek sê hulle het standaarde wat netheid en diens lewering is , is dit moet dieselfde bly altyd daai selfde standaard daar.

Andri: ek dink al waar hulle pryse laer is, is by hulle fabrieks winkel in Bronkhorstspruit.

Nadene: *Soos bv. Andri, jy het nou nou gesê dat die winkels koop nie dieselfde goed aan nie want die mense in Gezina koop nie dieselfde goed aan nie?*

Andri: Ja

Nadene: *Maar, dink jy nie omdat die mense nie dieselfde goed koop nie, is omdat die winkel nie vir hulle daai diens, jy weet daai verskeidenheid aanbied nie?*

Andri: Goed, kom ons werk nou nie met Gezina nie kom ons werk met Mamelodi, dit help nie rêrig jy gaan in Mamelodi probeer om Prawns te verkoop nie, of dit nou Checkers of P’nP is nie want daai mense soek nie dit nie. En hulle het die geld daarvoor nie. En hulle gaan net sleg voel omdat hulle dit nie kan koop nie.

Dalena: maar , maar hulle moet ‘n behoefte bepaling daarvoor doen?

Nadene: *Maar voel julle, soos u nou net gesê het dat al die winkels doen ‘n behoorlike behoefte bepaling?*

Andri: (LAG) Ja ek dink so tot ‘n mate...?

Nadene: *Nee maar ek is nou ernstig dink jy hulle doen?*

Andri: Ja ek dink so tot ‘n mate – kyk bv. Checkers Brooklyn, hulle het laas jaar eers ‘n vis afdeling gekry, laas jaar, hoe lank is hy nou al in Brooklyn?

Dalena: Ja dis baie snaaks want dit is tog ‘n area waar daar ‘n groter aanvraag is vir so iets?

Andri: Die P’nP in Brooklyn Square het dit gehad maar nie die Checkers nie, en Checkers is baie langer daar,

Nadene: *Goed so jy sê hulle doen dit maar hulle het nou eers ewe skielik*

Andri: Ja, hulle het nou ewe skielik wakker geskrik.

Dalena: Ja dit klink net asof hulle nie hulle huiswerk gedoen het nie.

Andri: Ja die behoefte bepaling ten opsigte daarvan is hulle baie deur mekaar, en dit is baie onaangenaam om daar te koop, baie, ek het bv. ‘n jaar in Brooklyn gewerk en ek het nooit self in daai winkel gaan koop nie.

Nadene: *Hoekom wat het jou afgestoot van daai winkel?*

Andri: dat ek ure in daai toue moet staan en dat jy net nooit nêrens niks kry nie, dis baie deur mekaar.

Dalena: Ja ek dink ook soek

Andri: jy weet ook nie waar om na wat te soek nie, gladnie, dis gladnie op ‘n sekere manier gepak nie.

Nadene: *goed, dis nou juis die volgende area waarin ek wil hê ons moet inbeweeg, om watter omstandighede sal u ‘n winkel as onaanvaarbaar beskryf?*

Andri: wanneer hy vuil is

Anê: wanneer die produkte nie meer van ‘n sekere gehalte is nie?

Louis: ons was eenkeer in Menlyn gewees, toe het ons daar deur die voedsel afdeling gestap, toe was die hele mure toe van die motte

Andri: OEEE, Ja maar Menlyn het 'n plaag

Louis: Die hele winkel sentrum was vol motte gewees, ek het geweier om enige kos daar te kom mens kan mos dan nie kos koop by so plek nie?

Andri: Menlyn het 'n plaag, maar die hele Menlyn deur maar selfs by die Food Hall

Nadene: *Ja ek het dit gesien, die motte het so teen die dakke uitgekruip, dit was verskriklik*

Andri: maar hulle het dit nou redelik onder beheer, hoe sê Gerhard jy kan nou al in die delivery tunnels loop jy voel darem nie meer of die goed jou gaan op eet nie.

Louis: Dit was goed genoeg vir my om my net daar te laat omdraai en weg te loop.

Dalena: Maar dit is 'n ander ding, nou dat sy van die aflewering waens praat, dit is partykeer interessant as mens sien waar sekere aflewering waens van sekere ketting winkels stop, en dit is 'n koel trok en jy weet daai trok moet eintlik iewers goed gaan aflaai, en dit laat mens baie keer wonder of die produkte wat aan die kom is nie êrens al van hulle kwaliteit verloor het nie, omdat die goed nie betyds afgelewer word nie?

Andri: nee dit is ongelukkig dan ook seker so dat die verantwoordelikheid lê op die ou wat die goed aanvaar. Ek dink dit is so dat van die kwaliteit party keer afgaan

Anê: meeste van die trokke het in elk geval deesdae koelkamers in die binne kant so hulle hou die voedsel koud, waar die probleem in kom as die hulle die agter sluis oop maak as hulle by die winkels aan kom en dan is die sluis van die winkels nog nie oop nie en dan gaan die koelte uit en die produkte word vrot of nie dadelik maar hulle kwaliteit verswak.

Nadene: *Ja of hulle stoorkamers*

Anê: Ja hulle Back Up areas, JAAA nog 'n ding is ten opsigte van hulle back up areas on net is en party mal as jy in party winkels loop en jy loop verby die vrieskaste en die mense wat in die afdelings werk maak die deur van die back up area oop dan kom daar so KLANK daar uit en dan kom jy agter dis omdat die vrot vrugte en die nuwe vrugte so saam gestoor word.

Nadene: *Ok, goed so hier het ek nou baie dinge gehoor maar een ding wat prominent deur kom is dat ons wil die winkels vertrou*

Almal: JA

Nadene: *Die winkel moet ons hulle lat vertrou hulle moet bv. 'n koel ketting kan hou en ons wil weet hulle kan hom hou. En hulle moet 'n skoon netjiese winkel hê hulle moet 'n netjiese stoor area hê wat koelkamers in het*

Riaan: Maar tog gaan jy nie die koelkamers sien nie, want jy stap by die voordeure in en jy sien net die rakke en jy gaan nooit weet hoe lyk dit agter nie

Louis: Ja maar as jy kyk daarvoor gaan jy maniere kry om dit sien.

Riaan: ja jy kan, maar jy het nie tyd daarvoor nie,

Dalena: Miskien omdat ons nou inligting kry van ons mense wat self by sulke plekke gaan werk het, is ons dalk meer bedagsaam daarvoor, andersins dink ek ook die oorgrote meerderheid van die publiek weet nie daarvan nie.

Riaan: NEEEEE, kyk jy kan, tien teen sien, kyk as jy in die winkel in stap en jy sien hoe lyk hulle koel afdeling daar binne in die afdeling, dan is dit tog 'n weerspieëling van hulle standaard daar agter ook, as jy sien dit lyk so sleg hiervoor ek wonder hoe lyk dit daar agter? Dit lyk seker nog 10 keer erger

Nadene: *Soos hulle net nou gesê het, 'n Woolworths lyk sommer net varser*

Riaan: so jy dink dat agter lyk hulle seker nog beter ook?

Nadene: *Is daar enige iets anders wat jou sal afstoot van 'n winkel, dat jy gladnie weer soontoe sal gaan nie?*

Riaan: Die manier hoe hulle die kos hanteer as die hanteerders nie plastiese handskoene aan het nie

Dalena: AS hulle die sweet van sy kop af vee en hy gaan da maar net weer so aan.

Riaan: Dis hoekom ek nie meer by 'n Wistle Stop eet langs die pad nie want ek het daar gesien hoe werk hulle met die kos, en dis dieselfde vir my met sekere Supermarkte!

Andri: Ja meeste mense sal skrik as hulle by sekere restaurante in Pretoria in loop

Riaan: Ja maar gelukkig sien ek dit nie

Andri: Glo my, daar's plekke wat ek nooit weer sal by eet nie.

Nadene: *Anê, Anê, jy wou sê?*

Anê: ek dink wat 'n groot rol speel in baie van die supermarkte is die onkunde van die mense in die werk area, as hulle nie geleer is om die produkte reg te hanteer nie, dan gaan hulle hom nie reg hanteer nie? As die mense, of die managers van 'n winkel, ek dink hulle moet hulle mense neersit en vir hulle net so een keer, weet nie hoeveel jaar, of dalk maandeliks vir hulle sê dit is hoe produkte gehanteer moet word, dit is die temperatuur waarby hulle gestoor moet word, want as jy gaan kyk na baie van die winkels ek bedoel ek het net Huishoudkunde op skool gehad en ek weet min of meer dat party van die produkte moet gestoor word op 'n sekere temperatuur en jy kan ook nie gaan en duisende pakkies

mushrooms op mekaar gaan pak en verwag dat die onderste een gaan die selfde kwaliteit bly as die boonste een nie. En wat ek ook al gesien het dat in party winkels wat vir my goed is, is dat hulle sal die goed met 'n verval datum wat nader is as die ander een, sê nou maar die een is 14 Februarie en die ander een is 19 Februarie, sal hulle die 19 Februarie agter pak so dat die een wat baie vinniger gaan veral eerste verkoop, so dat die produk waarde nog langer is.

Dalena: Ja ook as jy na die werkers kyk moet jy die indruk kry dat daar voortgesette op leiding in die werksplek is.

Almal: JA

Anê: ek dink meeste van die tyd weet hulle nie sulke goed nie, en jy sal inligting wil hê van 'n produk en daar's baie kere dat jy in 'n winkel sal inloop en jy sal self nie 'n produk op die rak ken nie, dan sal jy mos nou verwag dat die mense, soos bv. In die groente en vrugte afdeling het ek een dag ingeloopt en daar was so Sweetie pie – sweetie en ek het nie geweet wat die is nie, en nie een van die ander mense wat daar gewerk het het geweet wat die is nie. Want hulle het dit nog self nooit geproe nie.

Nadene: *Goed so dit gaan maak dat jy nie terug gaan na daai winkel toe nie as die mense onkundig is*

Anê: as ek in 'n winkel inloop en die mense gaan vir my sê, jiss dit proe lekker, hy kan dit vir my in engels of in noord Sotho ook probeer verduidelik, hy moet tog net entoesiasies lyk. Hy moet vir my kan sê dit is die lekkerste ding.

Dalena: Ja en dit, dit en dit is die kenmerke

Anê: wat verhoed die manager om vir hulle van die produkte op te sny en vir hulle te verduidelik, en dit is waarvoor dit goed is, ek bedoel net vinnig?

Dalena: Ja so dat daar behoorlike promosies van nuwe produkte wees.

Nadene: *Ok goed so is promosies vir julle 'n belangrike ding*

Almal: JA

Nadene: *ek vra want dit het glad nie verlede week uit gekom nie niks van bemarking was genoem nie.*

Moet 'n winkel bemark?

Andri en Anê: sonder bemarking kan 'n winkel nie voort bestaan nie.

Nadene: *Wat se bemarking is vir jou belangrik?*

Anê: hulle moet soos bv. Promosies. As daar nuwe produkte op die rakke is dan wil mens mos weet waarvoor dit gaan, wat dit vir jou kan doen en of dit gesond is vir jou en of dit oor die lang termyn dieselfde gaan kos? En as dit nie dieselfde gaan kos nie, want sê nou maar, soos mense wat nou, sê nou maar daar kom 'n nuwe Coke uit, soos die nuwe vanilla coke as niemand dit gepromoveer het nie sou niemand daarvan geweet het wat dit was nie. So indirek gaan jy dit nie koop nie want jy weet nie rêrig wat dit behels nie?

Nadene: *en as ons kyk na ander tipe bemarking, promosies is sê nou maar een,*

Anê: Posters, afkondigings in die winkels

Nadene: *Goed posters, wat nog?*

Andri: tydskrifte en op die televisie en so aan is ook so belangrik

Nadene: *is dit alles vir julle belangrik/*

Andri: ja

Nadene: *Ok so as 'n winkel homself nie gaan bemark nie gaan jy nie na hom toe gaan nie?*

Andri: Nee!

Dalena & Andri: Jy gaan nie weet van hom nie, hoe kan jy na iets toe gaan wat jy nie van weet nie? En van al die nuwe goed wat hy het nie, en van hoekom hy beter is as al die ander mense?

Dalena: Ons leef in 'n eeu waar daar so veel maniere is waarmee jy 'n produk kan bemark

Nadene: *is daar enige iets anders wat jou nog gaan afstoot van 'n winkel, dat jy nooit weer soontoe sal gaan nie? Dat jy vir al jou vriende sal gaan sê, hulle gaan nie soontoe nie? Is dit dan omtrent dit ons het nou gepraat van die kwaliteit's kontrole, vriendelikheid van die staff, entoesiasme van die staff, opgeleidheid van die staff, al daai goed is vir julle belangrik*

Dalena: Bemarking!

Nadene: *Bemarking, netheid, skoonheid, al daai goed, ok. Kom ons beweeg aan.*

Hoe besluit jy dat 'n supermark goed genoeg is vir jou voortdurende steun. As ons nou kan dink wanneer verbaas 'n winkel jou

Louis: Askies as ons net gou kan terug gaan, daar's nog een wat van die struktuur van die winkel

Nadene: *ok jy gaan my nou moet help soos bv.*

Andri & Tina: die uitleg

Louis: Nee maar soos fisies die struktuur soos dakke wat inval

Nadene: *veiligheid met ander woorde*

Dalena: O JA

Louis: Ja

Nadene: *m.a.w jy wil veilig voel in 'n winkel?ok, so dit is vir jou ook belangrik so as 'n winkel se dak ingeval het byvoorbeeld, gaan jy nooit weer na hom toe terug gaan nie?*

Louis & Andri: Ja

Riaan: veral as jy self daar binne was

Louis: wel vir 'n rukkie

Nadene: *maar as die winkel nou vir jou 'n mooi brief beskryf het en gesê het hulle is vreeslik jammer en gesê het dit sal nie weer gebeur nie, sal jy dan terug gaan?*

Louis: Ja, maar na dieselfde winkel ketting groep net in 'n ander plek.

Nadene: *veiligheid soos wat ons nou hier gesê het is dit nou net vir julle belangrik in die sin van, dakke wat inval wat nou as hier so 'n man*

Andri: Rowers

Tina: Jou persoonlike veiligheid, ja ek wil nie in die gang afloop en iemand kom van voor af en steel my beursie nie

Tanja: ja en ek gaan ook nie my shopping doen in 'n winkel reg voor 'n taxi rank nie.

Tina: ja die ligging van die winkel

Nadene: *die ligging van die winkel*

Tanja: dit gaan hom ook, onveilig maak, maar kom ons sê hy is in 'n baie goeie area maar iemand kom squad in die parkie daar oorkant, dan gaan ek ook nie sommer daar koop nie.

Frits: dis nie net binne in nie dit is ook as 'n in die parkeer terrein self is, as jy daar uit pak en in pak en iets gebeur as

Dalena: ja jy wil nie hêe jou kar en al jou kruideniersware moet ge hijack word nie

Andri: die pad vat nie, dis interessant dat daar al die kere wat ek daarvan gehoor het veral in Johannesburg ongelukkig was dit elke keer P'nP gewees wat 'n gewapende roof gehad het terwyl daar mense binne was ek ken mense wat binne die een was en dis baie traumaties

Louis: Jy Sien! dis die ding mens tel gou op waar het dit gebeur en watter plekke om te vermy. Ek bedoel ook diefstal en sulke goed gebeur baie, maar sekere plekke se ligging en die opset is net so dat dit gebeur makliker daar.

Nadene: *So dit stoot van die winkel af net die blote feit dat jy daarvan gehoor het*

Louis: Ja ek dink dit kan so erg wees dat 'n winkel sal onder gaan daar van winkels moet maar oppas daarvoor.

Nadene: *ok, enige iets anders wat julle wil byvoeg?*

Dalena: ja die toegang tot die winkel toe, wat vir my nogal baie lekker is van bv. Brooklyn se Woolworths is dat jy daar op daai sekere plek met die hysbak direk tot in die winkel kan ry

Louis: Ja en daar's 'n sekuriteits wag daar binne ook.

Dalena: Ja absoluut, dis baie lekker

Nadene: *Ok Goed so dis vir jou gerieflik en veilig, so jy sal spesiaal daar gaan parkeer en daar gaan koop*

Ok. Ok soos wat ek nou nou gesê het hoe besluit jy dat 'n supermark goed genoeg is vir jou voortgesette ondersteuning? Wanneer verbaas / impress 'n winkel jou nou rêrig?

Tanja: As die nodige lyne daar is

Nadene: *ok goed?*

Anê: as net die basiese goed daar is, as daar hoef nie altyd spesiale, --- no special lines needed if you can rely that what is there will be here tomorrow again!

Nadene: *Ok*

Andri: ja ek voel as mens kan weet dat as 'n winkel bekend is vir 'n sekere produk, mens kan weet dat daai produk altyd daar sal wees, en dat hulle rakke altyd vol is en dan die diens, en die kwaliteit en die netheid en die vlak waarop hulle soos wat ons net nou gesê het waarop hulle werkers op gelei is. Bv. Die mense wat promosies doen in Woolworths weet waar oor dit gaan bv.

Riaan: ek dink dit is al daai punte wat ons nou nou genoem het in een, dit is duidelik dat Woolworths het 'n indruk op ons almal gemaak en hulle is nie rêrig, hulle het nie een of ander spesiale produk wat ander nie het nie, dis net al hulle goed doen hulle net reg.

Nadene: *intendeel ek dink Woolworths het in sekere opsigte 'n kleiner verskeidenheid*

Riaan en Andri: JA – JA

Riaan: maar al daai goed wat ons nou al genoem het doen hulle net reg, jy hoef nie iets heeltemal besonders te doen nie.

Andri: ja dit gaan nie rêrig meer oor die produk in die winkel nie dit gaan meeste van die tyd oor die ander goed in die winkel soos die atmosfeer

Anê: ja en as jy in 'n plek in loop en dis georden

Riaan: Ja

Waar as jy in 'n winkel in loop en die staff wat daar werk gaan koud teen oor jou optree, as jy met hulle gaan praat en hulle gaan nie rêrig met jou wil terug praat nie as jy in die winkel is en jy kan sien dat die verhouding tussen die staff en die bestuur, as jy kan sien hulle kom ook goed oor die weg, kom jy ook agter hulle doen goeie werk anders sal die manager ook met hulle gepraas het die heel tyd.

Riaan: Ja dis soos jy weet hier iewers in die oos van Pretoria is 'n nice P'NP en hy's reg, maar as ry daar na 'n p'np daar iewers in Timbatoe in ry dan weet jy nie rêrig hoe is hy nie? Maar as jy 'n Woolworths sien dan weet jy , jy gaan al weet ja dis nice want hulle prosedures is reg

Dalena: ja dis maar net weer dat dit daar op neer kom dat Woolworths het 'n standaard

Wat vir my ook interessant is, is dat as jy die mense , werkers daar dop hou, hulle los hulle mens en hulle probleme elders hulle is baie professioneel, terwyl jy by baie ander winkels kom em dan kan hulle nors wees en ongeskik en miskien omdat die lewe hulle bietjie druk , maar by Woolworths kry jy altyd 'n professionaliteit

Frits: En 'n SMILE !

Louis: en meeste van die tyd kan jy actually 'n intelligente gesprek met hulle voer.

Nadene: *Ja dis interessant*

Andri: ja al is dit die laagste mens wat in die woolies die till slaan,

Riaan: en hy het nogsteeds 'n trots in sy werk.

Dalena: Woolworths kry iets reg wat die ander nie reg kry nie, en dis om daai werks moraal / trots by sy mense te bevorder.

Nadene: *Goed, so ons het nou min of meer bevestig wat verbaas julle van 'n winkel en dit som ook somer op wat gaan veroorsaak dat jy lojaal teen oor 'n winkel sal word of definitief sal terug gaan na hom toe. As elkeen van julle nou individueel net een of twee goed moet noem wat jy vir jou essensieel is om jou voortdurende ondersteuning te werf wat sal dit wees as ons somer met jou kan begin Anê?*

Anê: Skoonheid van die winkel en kwaliteit van die produkte

Andri: nethheid en diens

Riaan: Ja vir my is net diens en die skoonheid van die plek

Nadene: *goed ek neem aan as julle praat van diens is dit net die persoonlike diens?*

Riaan: Ja diens van die persone wat daar werk.

Andri: en die diens wat die winkel jou bied omdat hy sekere goed het, vir my is dit diens – as 'n globale entiteit.

Nadene: en dit sluit nou in wat?

Andri: verpakking, is die rakke vol gepak , is dit die regte kleur geverf en die mense ook vriendelik.

Nadene: *Goed vir jou is persoonlike diens belangrik, vir Andri is diens meer as net die vrou of die man wat jou gaan help.*

Tanja: Goed

Tanja: kwaliteit van die produkte is belangrik en dat dit waarvoor hulle cater moet hulle hê, soos 'n klere winkel moet my size klere daar hê. En nie net een size nie hy moet 'n verskeidenheid hê. Ja en dan moet die prys goed wees.

Frits: Ja ek is die customer en die customer is altyd reg maak nie saak wat nie.

Louis: Skoonheid en Kwaliteit en hoeveelheid tyd van die huis na die winkel – hoe lank dit vat voor dat ek weer terug is.

Nadene: *Ok so hoe vinnig hulle jou bedien / of kan help?*

Tina: Ok ek sal sê die nethheid van die plek en van die persone wat daar is en dan kwaliteit.

Dalena: Vir my is dit ook belangrik dat die mense wat daar is op gelei moet wees en skoon moet wees en dat die hele winkel daai res van die standaard voort dra, en dan ook dat hulle kwaliteit goed sal wees.

Nadene: *so julle wil kwaliteit produkte hê, dit moet 'n skoon winkel wees en die personeel wat daar werk moet clued up wees omtrent hulle werk?*

Dit gaan nou maak dat julle lekker inkopies doen?

Tanja: JA

Nadene: *indien jy nou in beheer geplaas word van 'n winkel en jy word nou die bestuurder van een, kom ons dink nou aan een of ander vreeslike swak winkel waaraan jy nou kan dink op die stadium jy word nou as bestuurder aangestel wat sal jy doen in terme van KD, ons het mos nou gesien KD is nie net persoonlike diens nie maar ook al hierdie ander goed waaroor ons nou al gesels het, wat sal jy doen om daai winkel te verbeter ten op sigte van sy KD?*

Andri: Moet ek sê watter winkel dit is?

Nadene: *Jy kan maar praat net soos wat jy wil!*

Tina: ek sal eerste my personeel oplei

Nadene: *goed is dit waar jy sal begin?*

Tina: Ja

Tanja: ek sal klim op die vloer so dat ek die klagtes hoor en foute sien en weet wat aangaan in jou winkel sodat jy kan weet wat om reg te maak want dit help nie jy gaan sit iewers in 'n kantoortjie en dink hy's nou die bestuurder van 'n winkel en jy is nou cool nie, nee jy moet fisies daar weer en fisies hoor waaroor hier die ou, ek meen mense loop tog baie keer saam as hulle shopping doen jy moet hoor waaroor hulle kla, ja jy moet sorg dat jy dit eers reg kry.

Nadene: *so jy gaan glad nie gepla wees as ek as die bestuurder van die winkel na jou toe kom en vir jou*

sê het jy lekker inkopies gedoen en of het jy enige probleme

Tanja: Nee, as jy as bestuurder na my toe kom en ek kort nou net iets en ek sê vir jou man kyk tog net as julle volgende keer weer botter koop om tog net die groenes te koop en nie die perses nie dan onmiddellik, daar het ek kontak, en no 2 gaan ek dink jy stel belang

Dalena: ja belang in my behoeftes.

Tanja: ja jy stel belang in wat ek nodig het en no 3 en as ek volgende keer terug kom en sien daai botter is daar gaan ek verseker daar bly shop

Riaan: dis iets wat jy nêrens sal kry nie,

Nadene: *jy't nie daai kontak nie?*

Tanja: Baie mense wil daai kontak hê, met iemand wat actually iets kan doen jy wil nie net gaan kla by iemand wat hoof til slaner is nie jy wil iemand hê by wie jy kan moun en daai ou doen dit dadelik

Anê: ek dink een fout managers in meeste winkels is hulle kyk na hulle winkels as hulle besigheid en hulle worry nie rêrig oor Pietie wat vandag hier in kom en hy wil rêrig baie graag 'n warm brood hê nie, hulle worry net daaroor om dit aan die gang te hou en klaar te werk tot 6 uur vanaand as ons toemaak en more oggend maak ons weer oop en gaan weer aan ek dink hulle moet meer fisies menslik word en as 'n consumer in die winkel rondloop en besef as hulle nou hier in die winkel moes rondloop en hulle soek nou iets spesifiek sou hulle dit baie maklik kry en of hulle in 'n goeie dit in 'n goeie kwaliteit sal kry?

Louis: Hulle moet besef hulle besigheid is die kliënt nie net die syfers aan die einde van die maand nie.

Nadene: *As ons weer kan terug kom hoe julle prakties sal voorstel om die winkel te verbeter wat sal julle doen?*

Andri: meer mense by die kas registers sit, veral tydens spits tye, al die mense wat by die vars vrugte en groente en by die koue vleise en dit sorg dat hulle weet dat hierdie is hoender koue vleis en hierdie vark koue vleis, en as jy 'n groen appel wil hê of een om mee 'n tert te bak het jy eerder daai een nodig as daai een ja net hulle op lei

Dalena: ja jy weet al is daar nie iemand wat jou daar mee kan help nie moet daar ten minste iets wees soos bv. 'n mooi plakkaat met al die nodige inligting wees wat se hierdie is nou so 'n appel en dis die gebruikte, en dan educate jy ook die verbruiker

Andri: Die publiek

Riaan: Ja as die werker dit nie weet nie dan behoort hy die vrymoedigheid te kan hê om na 'n bestuurder toe te gaan om te sê kom help gou hier ek weet nie van geel of groen appels nie maar jy weet, maar meeste van die tyd sê hy net I DONT KNOW of so iets en dan loop hy

Andri: en dan moet hy ten minste weet hoe om daai weeg dingetjie van hom te werk

Nadene: *en hy moet ten minste daar wees.*

Andri: Ja maar hy moet weet hoe om die ding te werk, hoeveel keer het ek al daar gekom en staan die piet daar en daar's 'n verskriklike tou daar want hy kry nie die ding gewerk nie.

Anê: 'n ding wat ek ook dink wat baie belangrik is, is dat die management in die winkels moet ook dop hou en kyk dat die mense wat vir hulle werk die produkte reg hanteer, op die stadium dink ek hulle probeer kyk hoe lank hulle die produkte se rak leeftyd kan uit rek, en hulle kyk nie, soos bv. Die verspreiders soos Freshmark stuur produkte na die winkel toe en dan kom daar komkommers aan en op die komkommers staan daar die produk verval oor 'n week en dan sal Checkers gaan en aan die komkommers voel en dan sal die managers sê, hierdie komkommers kan nog 'n week gaan kom ons rewrap hom gou, en jy kan dit agter kom want die sell by date is nie meer op die produk nie, en die stikertjie wat op die ander produk was is mooi uitgehaal en onder die nuwe plastiek in gesit. Met ander woorde jy kry 'n produk wat al eintlik verval het en meeste van die mense weet ook nie hoe om 'n week kode uit te werk nie en ek dink dit is baie belangrik dat hulle die mense begin inlig hoe dit werk want hulle dink daai kode wat die week en die dag en die jaar op sit is maar net 'n kode wat daar is.

Nadene: *Ok, goed, soos wat ek nou van die meerderheid, almal het wel nou iets genoem is dat vir julle is die mees belangrikste ding van KD, is die persoonlike diens.*

Frits: Of Course, Yes ek is die customer

Nadene: *Goed Ja ek weet, maar ek bedoel nou in terme die persoonlike diens – mens tot mens dit is nou nie, want soos wat ons verlede week gehoor is ons dink dat KD is hoe die winkel geveerf is, en hier's genoem dat die winkel is bruin geveerf en dit sit my af en het die winkel nuwe rakke wat modern is en sulke tipe goed, en het hulle finansiële steun vir jou, en al daai tipe goed is tog onpersoonlik maar dit is tog 'n diens*

Andri: want dit is tog belangrik

Nadene: *Ja goed*

Dalena: Maar kyk weereens vir Woolworths hulle het nou hierdie groot rottang gevlegte mandjies waarin hulle van hulle produkte in sit en dit lyk net so mooi

Andri: veral hulle broede

Dalena: Ja en dit lyk nie vuil, of daar lê nie stukke papier of krummels of verlepte slaablaar in dit nie, dit is netjies en dit

is goed aangebied, dit is ook nogal belangrik, want ek meen hoe jy iets voorsit gaan ook tog mense daarna laat kyk en beïnvloed of hulle dit gaan koop of nie!

Tanja: nog 'n ding van Woolies, is hulle mandjies (dra) het nie iemand se vorige blaarslaai blare daarin nie.

Dalena: Ja

Louis: soos die trollies

Dalena: O – soos die trollies – Ja – Ja

Nadene: *ja dis nou weer waar ons terug kom na die trollies toe*

Dalena: ja dis ook nou weer waar ek al mense gesien het wat lyk my net daar voor aangestel is om daai goed agter toe te vat skoon te maak en dan weer terug te bring.

Nadene: *so julle weet woolies se trollies is skoon 'n ou kan dit maar gebruik en hulle*

Andri: squeeck nie en ry nie in sy eie rigting nie

Riaan: Ja want jy moet tog aan die trollie vat en in die mandjie goed in laai so hy moet skoon wees, as daai dig gaan taai en vetterig is gaan jy nie

Tanja: en as daar 7 avo's lê en jy vat aan die avo's dan het jy daai trollie kieme aan die avo's gesmeer.

Nadene: *is daar enige iets anders wat julle van hierdie onpersoonlike deel van KD dink dat dit is belangrik vir jou getroue ondersteuning ?*

Andri: dis maar weereens soos ons al die hele middag gesê het die netheid is vir my die mees belangrikste

Nadene: *Ja*

Anê: dis ook lekker om in die winkel in te loop en as jy rondloop en jy hoor daar's 'n – nie noodwendig 'n special aan die gang nie maar , maar as daar 'n special aan die gang is en hulle kondig dit af en dit kan dalk 'n produk wees wat jy nodig het en dit is net teen 'n , die een produk is net goedkoper as die ander een, soos bv. Parmalat kan jy vandag baie goedkoper kry as clover nie noodwendig net dit nie, maar die een mushroom is baie goed koper as die ander, jy gaan dit nie noodwendig koop nie maar jy weet darem daar van

Andri: of dit gaan jou convince om iets te koop wat jy nie rêrig in die eerste plek wou gekoop het nie

Dalena: Ja dis natuurlik die groot ding van die winkels om te kyk hoeveel kan hulle aan jou verkoop wat jy nie nodig het nie.

Nadene: *Ok*

Tanja: nog 'n ding wat 'n winkel nice maak is ek weet een van die Spar's het dit deesdae in – is een van daai goed waar jy kan geld trek – wat so cash dingetjie is. Soos wat by die garage is

Nadene: soos a atm is

Tanja: Ja , want jy kan met enige kaart, ok ek weet dit is in elk geval duurder maar dan kan jy geld trek daar want dit is veiliger.

Anê: hulle het dit in die Checkers ook nou.

Tina: ja maar hy moet ook nou weer werk

Nadene: *goed is daar enige iets anders te jy as jy nou in beheer is sal wou verander ?*

Andri: kyk dat jy vir arguments onthou nie net krediet kaarte vat nie, maar dat jy ook Pretorië trust en al daai tipe goeters ook kan aanvaar.

Anê: ja en die geletterdheid van jou mense

Nadene: *O.K, ons het nou basies deur al die vragies gegaan gou – gou, om net gou – gou op te som is daar enige iets wat julle sou wou by sit as jou gunsteling winkel more sou sluit , sy deur toe maak – vir ewig en altyd?*

Wat sou jou reaksie wees en wat is die goed wat jy sou mis,

Tanja: Free parking

Nadene: Gratis parkering

Dalena en Andri: ja ons het nie daar aan gedink nie.

Tanja: en as dit jou gunsteling winkel is gaan jy met een of ander iemand in daai winkel iets mee ge assosieer het en jy gaan daai bond - persoon mis, want dit gaan die een wees wat jou altyd gehelp het of hy het jou altyd gegroet of hy het net altyd vir jou 'n smile ge trek het of hy het jou dalk een keer rêrig gehelp het toe jy 'n krisis gehad het.

Nadene: *goed, is daar enige iets anders ?*

Tanja: Nee

Nadene: *goed, en toe het ons almal of meeste van ons gesê^e as ons gunsteling winkel more sou sluit sou ons eerder na een toe skuif wat 13 myl verder is as om na die kompetisie toe te skuif. Dit is wat ons min of meer besluit het.*

Frits: mmmm – heel eerste vind eers uit by die mense wat toegemaak het waar's daai bestuurder aangestel en dan sal ek gaan na daai winkel toe as hy in die omgewing is

Nadene: *Al is hy by 'n ander winkel aan gestel*

Frits: Ja al is hy, al is hy by die kompetisie, obviously gaan hy sy standarde oor dra na daai winkel toe

Nadene: dit is goeie punt wat jy daar

Dalena: Baie goeie punt

Nadene: *Ja, want ons almal sê nou net die heelyd Woolworths het hierdie standaard, Woolworths het hierdie standaard maar as jy gaan kyk na hulle bestuurders hulle lyk ook sommer baie meer professioneel*

Louis: ja maar dis deel van hulle standaard, ek is seker hulle keur hulle baie strenger en beter as wat ander ketting winkels doen. En ek is seker daar is sekere insentiewe vir hulle dat hulle moet sekere standaarde handhaaf en as hulle dit nie doen nie kry hulle boetes en is seker daarvan

Daar's seker ander winkels behalwe vir Woolworths wat ook goeie kwaliteit het en hulle managers is ook baie netjies. Bv. Spar

Riaan: Dis Woolworths managers wat soontoe gegaan het

Andri: moet wees

Louis: Nee dit is toekomstige Woolworths managers.

Nadene: *Ok goed julle, dan het ons nou gesê die winkels verskaf nie almal dieselfde standaard nie en ons het bietjie gepraat oor wat is vir ons onaanvaarbaar wat stoot ons heeltemal van 'n winkel af en wat verbaas ons impress ons van 'n winkel, en wat gaan ons lojaliteit definitief van 'n winkel hou, goed dit het ons als iets oor genoem,*

En ons het 'n bietjie gesels oor wat gaan ek verander as ek in beheer geplaas word van 'n winkel. Is daar enige iets wat enige iemand nog kan oor dink?

Andri: Nee

Nadene: *Niks.*

Frits: ek kan net onthou dit was n klein ding maar dit was lank terug as my ma haar maandelikse shopping gaan doen het toe dit nog goed koop was het sy 'n boks sjokolades gekry as sy meer as 4 of 5 mandjies vol gekoop het, deesdae kry jy niks meer terug van die mense of al is dit net 'n sjokolade wat sê dankie vir u ondersteuning nou is dit net 'n plakkaat wat daar so al vuil is van die stof wat sê dankie vir u ondersteuning dis al,

Nadene: *Ja P'nP ek kan dit ook onthou het as jy op 'n Sondag vir meer as 'n R100 by hulle gekoop het vir jou die Sondag koerant gegee*

Frits: Da sy

Nadene: *ja en dit was altyd iets nice, of wat hulle vandag vir jou kan doen is gee dan jou sakkies vir jou gratis.*

Andri: Ja

Tanja: weet jy wat kan hulle doen 'n plek soos Menlyn wat soveel geld maak en soveel ouens kry wat daar parkeer, as jy oor 'n sekere tyd daar gestaan het op 'n Sondag vir jou ook die koerant gee, ek meen jy hoef nie fisies iets te gekoop het nie maar net die feit dat jy die sentrum besoek het, beteken jy support hulle mense en hulle maak in elk geval geld uit jou uit deur die parkering

Dan Kan hulle dalk – daai ouens wat elk geval daar staan waar jy jou kaartjie moet insit, en hulle staan en kyk vir jou hoe jy sukkel, en hulle moet jou eintlik assisteer, kan hulle maar net sowel vir jou die koerant in die hand druk

Riaan: want mense love dit om goed verniet te kry.

Almal: Ja

Riaan: en as weet jy kry by hierdie winkel iets verniet en jy gaan anyway oor 'n R100 spandeer gaan jy veel eerder na daai winkel toegaan.

Almal: Ja

Louis: ja en dit is goeie bemerking ook want soos klein kinders soos Frits sê ma ons gaan eerder soontoe want ons kry daar sjokolades, dan moet hulle soontoe gaan

Nadene: *Nou goed dan, baie dankie dat julle my gehelp het, en ons het vir julle elkeen daar 'n resepte boek pakkie en verversings, dankie.*

Opname eindig

Ekstra opmerkings na die beëindiging van opname

Andri, noem van geriefs voedsel wat verhit kan word in mikrogolf in woolies asook eetgerei wat gratis verskaf word, dit is baie gerieflik en net daai ietsie ekstra.

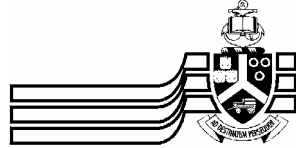
Tanja & Riaan, noem dat hulle vind verlengde winkel ure baie gerieflik en dit beïnvloed definitief waar hulle koop.



Appendix 2

QUESTIONNAIRE





Universiteit van Pretoria

Department of Consumer Science

QUESTIONNAIRE: CUSTOMER SERVICE IN SUPERMARKETS

Introduction and Notification

Dear participant,

This study forms part of a research project for a Master's degree. The intention is to gain an understanding of consumers' patronage of specific supermarkets, and very specifically how consumers evaluate customer service. Through this project we would like to assist retailers to improve their customer service to our benefit. Thank you for participating by filling in this rather lengthy questionnaire. Please give your honest opinion through out. By participating, you immediately stand a chance to win a gift voucher in appreciation of your contribution. The lucky winners will be contacted on 30 August 2004!

All information will be treated as highly confidential and participants will not be identified.

Thank you for your participation!

Nadene Marx & Dr AC Erasmus (Study leader)

Departement Verbruikerswetenskap

VRAELYS : DIENSLEWERING IN SUPERMARKTE

Inleiding en kennisgewing

Geagte respondent,

Hierdie studie vorm deel van 'n navorsingsprojek vir Magistergraaddoeleindes. Die doel is om insig te verkry in verbruikers se ondersteuning van spesifieke supermarkte en hoe verbruikers supermarkte se dienslewering beoordeel. Ons wil uiteindelik voorstelle maak wat kleinhandelaars kan help om hulle dienslewering tot u voordeel te verbeter. Baie dankie vir u deelname deur die invul van hierdie betreklike lang vraelys. Gee asseblief deurgaans u eerlike opinie. Uit waardering vir u bydrae, staan u, deur deel te neem, 'n kans om 'n geskenkbewys by 'n bekende winkelsentrum te wen. Gelukkige wenners sal op 30 Augustus 2004 in kennis gestel word!

Alle inligting sal as vertroulik beskou word en deelnemers sal nie geïdentifiseer word nie.

Baie dankie vir u deelname!

Nadene Marx & Dr AC Erasmus (Studieleier)

**This research project is supported by ECR (Efficient Consumer Response)
Consumer Goods Council of South Africa**

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PLEASE PROVIDE A CONTACT NUMBER FOR THE PURPOSE OF THE LUCKY DRAW

Tel: -----

VERSKAF ASB 'N KONTAK NOMMER VIR DIE DOEL VAN DIE PRYS TREKKING

QUESTIONNAIRE: CUSTOMER SERVICE IN SUPERMARKETS

Please indicate your details with a X in the relevant block. <i>Dui asseblief u inligting aan met X in die toepaslike blokkie.</i>					RESPONDENT NO		V1				1-3
1. Gender (Geslag)				Male/Manlik	Female/Vroulik		V2				4
2. In which suburb do you live in Pretoria East? In watter woongebied in Pretoria-Oos bly u?							V3				5-6
3. Age in years / Ouderdom in jare				25-34	35-44	45-54	55+	V4			7
4. How frequently have you shopped at each of the following supermarkets in the PAST 3 MONTHS? <i>Hoe dikwels het u die afgelope 3 MAANDE by enige van die volgende supermarkte gekoop?</i> (Indicate with an X any of the relevant options)/(Merk met X oral waar van toepassing)											
SUPERMARKET	At least once per week (Minstens een keer per week)	Maximum 2-3 times per month (Maksimum 2-3 keer per maand)	Maximum once per week (Maksimum 1 keer per week)	Once (Een keer)	Never (Nooit)	FOR OFFICIAL USE					
<i>Checkers</i>						V5					8
<i>Spar</i>						V6					9
<i>Pick 'n Pay</i>						V7					10
<i>Woolworths</i>						V8					11
<i>Other/ Ander</i>						V9					12-14
6. Who does the grocery shopping for your household, and how frequently do they do it? <i>Wie doen u huishouding se kruideniersaankope en hoe dikwels doen hulle dit?</i> (Indicate with an x in the relevant boxes) (<i>Dui aan met 'n x in die toepaslike blokkies</i>)											
	Monthly/ Maandeliks	Weekly/ Weekliks	Daily/ Daagliks	Occasionally/ Soms	FOR OFFICIAL USE						
o1 Yourself (<i>Usself</i>)					V10						15
o2 Husband/ wife/partner (<i>Eggenoot/ maat</i>)					V11						16
o3 Children (<i>Kinders</i>)					V12						17
o4 Other: please specify/ <i>Ander: spesifiseer asseblief</i> 					V13						18-20

Section B

How important do you regard the following in your judgment of the service of a supermarket? Hoe belangrik beskou u die volgende in u beoordeling van die diens van 'n supermark?							
Indicate with x in the relevant box (Merk 'n x in die toepaslike blokkie)	Very important/ Baie belangrik	Important/ Belangrik	Uncertain/ Onseker	Less important/ Minder belangrik	Unimportant/		
Clean trolleys / <i>Skoon winkelrollies</i>	5	4	3	2	1	V14	21
A comfortable in-store temperature / <i>'n Gemaklike temperatuur in die winkel</i>	5	4	3	2	1	V15	22
Well organized store layout / <i>Goed georganiseerde winkeluitleg</i>	5	4	3	2	1	V16	23
Friendly, enthusiastic staff assistance / <i>Vriendelike, entoesiastiese hulp van assistente</i>	5	4	3	2	1	V17	24
Bargains in store on a regular basis / <i>Gereelde winskopies in die winkel</i>	5	4	3	2	1	V18	25
Clear/visible signage to indicate product location in store <i>Duidelike/sigbare plekaanwysers vir produkte is in die winkel</i>	5	4	3	2	1	V19	26
Practical, logical shelf layout / <i>Praktiese, logiese rakuitleg</i>	5	4	3	2	1	V20	27
Security in the store / <i>Sekuriteit in die winkel</i>	5	4	3	2	1	V21	28
Short queues at cashiers; minimum waiting time / <i>Kort rye by kasregisters, minimum wagtyd</i>	5	4	3	2	1	V22	29
A pleasant store atmosphere / <i>'n Aangename atmosfeer in die winkel</i>	5	4	3	2	1	V23	30
Regular promotions/demonstrations in store to provide product information <i>Gereelde promosies/demonstrasies in die winkel om produkinligting te verskaf</i>	5	4	3	2	1	V24	31
Well trained, knowledgeable staff / <i>Goed opgeleide, kundige personeel</i>	5	4	3	2	1	V25	32
A large product variety / <i>'n Groot produkverskeidenheid</i>	5	4	3	2	1	V26	33
Efficient staff assistance / <i>Bekwame hulp van winkelpersoneel</i>	5	4	3	2	1	V27	34
Uniformly dressed staff / <i>Personeel in 'n herkenbare uniform</i>	5	4	3	2	1	V28	35
Products of excellent quality / <i>Produkte van uitstekende gehalte</i>	5	4	3	2	1	V29	36
Availability of new products / <i>Beskikbaarheid van nuwe produkte</i>	5	4	3	2	1	V30	37
Managers that are approachable / <i>Bestuurders wat toeganklik is</i>	5	4	3	2	1	V31	38

(Indicate with an x in the relevant boxes) (Dui aan met 'n x in die toepaslike blokkies)	Very important/ Baie belangrik	Important/ Belangrik	Uncertain/ Onseker	Less important/ Minder belangrik	Unimportant/			
Lowest prices, cheapest products/ <i>Laagste pryse, goedkoopste produkte</i>	5	4	3	2	1	V32		39
Well located parking bays/ Goed geleë parking	5	4	3	2	1	V33		40
Easy access to parking area from the road / <i>Maklike toegang tot parking vanaf die straat</i>	5	4	3	2	1	V34		41
Efficient packers at the cashiers / <i>Bekwame pakkers by die kasregisters</i>	5	4	3	2	1	V35		42
Managers that show interested in clients / <i>Bestuurders wat in kliënte belangstel</i>	5	4	3	2	1	V36		43
An aesthetically appealing in store environment / <i>'n Winkel wat mooi is binne</i>	5	4	3	2	1	V37		44
A clean store / <i>'n Skoop winkel</i>	5	4	3	2	1	V38		45
The store must be located in a safe area / <i>Die winkel moet in 'n veilige omgewing wees</i>	5	4	3	2	1	V39		46
The store must appear modern / <i>Die winkel moet modern lyk</i>	5	4	3	2	1	V40		47
Strict control of freshness of products/ <i>Streng beheer oor varsheid van produkte</i>	5	4	3	2	1	V41		48
Provision of free plastic carry bags/ <i>Beskikbaarheid van gratis plastiek dra sakke</i>	5	4	3	2	1	V42		49
Availability of credit and debit card facilities, in store ATM <i>Beskikbaarheid van krediet en debietkaarfasiliteite en outo teller in winkel</i>	5	4	3	2	1	V43		50
Store must be conveniently located/ <i>Winkel moet gerieflik geleë wees</i>	5	4	3	2	1	V44		51
Plastic carry bags must be strong/ <i>Plastieksakke moet sterk wees</i>	5	4	3	2	1	V45		52
Regular advertising of store specials/ <i>Gereelde advertering van winskopies</i>	5	4	3	2	1	V46		53
Access to internet shopping/ <i>Toegang tot internet aankope</i>	5	4	3	2	1	V47		54

Section C

V48			55-56
V49			57-58
V50			59-60
V51			61-62
V52			63-64
V53			65-66
V54			67-68
V55			69-70
V56			71-72
V57			73-74
V58			75-76
V59			77-78
V60			79-80
V61			81-82
V62			83-84
V63			85-86
V64			87-88
V65			89-90

Section D

Indicate your view of the customer service of the supermarket/s **where you generally do your shopping**

*Toon u indruk van die diens van die supermark/te **waar u gewoonlik inkopies doen***

	Excellent/ Uitstekend	Good/ Goed	Uncertain/ Onseker	Poor/ Swak	Unacceptable/ Onaanvaarbaar			
Pick 'n Pay	5	4	3	2	1	V66		91
Pick 'n Pay Hyper	5	4	3	2	1	V67		92
Woolworths	5	4	3	2	1	V68		93
Woolworths Foods	5	4	3	2	1	V69		94
Checkers	5	4	3	2	1	V70		95
Checkers Hyper	5	4	3	2	1	V71		96
OK	5	4	3	2	1	V72		97
Spar	5	4	3	2	1	V73		98
Super Spar	5	4	3	2	1	V74		99
Other/ <i>Ander</i> : Please identify/ <i>Identifiseer asb</i> ----- ----- -----	5	4	3	2	1	V75		100 - 101

Section E

How satisfied are you in GENERAL with the following aspects of Customer Service of the supermarket/s where you generally do your shopping? <i>Hoe tevrede is u in die ALGEMEEN met die onderstaande aspekte van die kliënte diens van die supermark/te waar u gewoonlik inkopies doen?</i>	Highly satisfied / Hoogs tevrede	Satisfied / Tevrede	Uncertain / Onseker	Somewhat dissatisfied / Deels ontevrede	Highly dissatisfied / Hoogs ontevrede	FOR OFFICIAL USE		
Condition of the trolleys/ <i>Toestand van trollies</i>	5	4	3	2	1	V76		102
In store temperature / <i>Temperatuur in die winkel</i>	5	4	3	2	1	V77		103
Store layout / <i>Winkelluitleg</i>	5	4	3	2	1	V78		104
Friendliness of staff/ <i>Vriendelikheid van personeel</i>	5	4	3	2	1	V79		105
Availability of bargains/ <i>Beskikbaarheid van winskopies</i>	5	4	3	2	1	V80		106
Indication/signage of where to find products in the store <i>Aanwysing van waar produkte in die winkel is</i>	5	4	3	2	1	V81		107
Shelf layout / <i>Rakuitleg</i>	5	4	3	2	1	V82		108
In store security in the store / <i>Sekuriteit in die winkel</i>	5	4	3	2	1	V83		109
Queues/waiting time at cashiers / <i>Rye/wagtyd by kasregisters</i>	5	4	3	2	1	V84		110
Store atmosphere/ <i>Atmosfeer in die winkel</i>	5	4	3	2	1	V85		111
In store promotions/demonstrations / <i>Promosies/demonstrasies in die winkel</i>	5	4	3	2	1	V86		112
Knowledge of staff / <i>Kundigheid van personeel</i>	5	4	3	2	1	V87		113
Product variety / <i>Produkverskeidenheid</i>	5	4	3	2	1	V88		114
Efficiency of staff assistance to solve problems <i>Bekwaamheid van winkelpersoneel om probleme op te los</i>	5	4	3	2	1	V89		115
Appearance of staff/ <i>Voorkoms van personeel</i>	5	4	3	2	1	V90		116
Quality of products/ <i>Gehalte van produkte</i>	5	4	3	2	1	V91		117
Availability of new, interesting products/ <i>Beskikbaarheid van nuwe produkte</i>	5	4	3	2	1	V92		118

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Assistance of managers in the stores/ <i>Bystand van bestuurders in die winkels</i>	5	4	3	2	1	V93		119
Prices/ <i>Pryse</i>	5	4	3	2	1	V94		120
Location of parking bays/ <i>Ligging van parkeerareas</i>	5	4	3	2	1	V95		121
Efficiency of packers at the cashiers / <i>Bekwaamheid van pakkers by die kasregisters</i>	5	4	3	2	1	V96		122
How satisfied are you in GENERAL with the following aspects of Customer Service of the supermarket/s where you generally do your shopping? <i>Hoe tevrede is u in die ALGEMEEN met die onderstaande aspekte van die kliënte diens van die supermark/te waar u gewoonlik inkopies doen?</i>	Highly satisfied / Hoogs tevrede	Satisfied/ <i>Tevrede</i>	Uncertain/ Onseker	Somewhat satisfied/ Deels tevrede	Highly dissatisfied/ Hoogs ontevrede			
Assistance and interest of managers/ <i>Bystand en belangstelling van bestuurders</i>	5	4	3	2	1	V97		123
Appearance of stores insidel/ <i>Mooiheid van die winkels binne</i>	5	4	3	2	1	V98		124
Cleanliness in stores/ <i>Skoonheid in winkels</i>	5	4	3	2	1	V99		125
Safety of the environment / <i>Veiligheid van die omgewing</i>	5	4	3	2	1	V100		126
Modernity of stores/ <i>Modernheid van winkels</i>	5	4	3	2	1	V101		127
Quality control of products/ <i>Kwaliteitbeheer van produkte</i>	5	4	3	2	1	V102		128
Quality of plastic carry bags / <i>Gehalte van plastiek drasakke</i>	5	4	3	2	1	V103		129
Availability of credit & debit card facilities, in store ATM <i>Beskikbaarheid van krediet-, debietkaart-, outo teller fasiliteite</i>	5	4	3	2	1	V104		130
Convenience of location/ <i>Gerief van ligging</i>	5	4	3	2	1	V105		131
Plastic carry bags must be strong/ <i>Plastieksakke moet sterk wees</i>	5	4	3	2	1	V106		132
Regular advertising of store specials e.g. on TV and printed media <i>Gereelde advertering van spesiale aanbiedinge op TV, in koerante</i>	5	4	3	2	1	V107		133
Access to internet shopping / <i>Toegang tot internet aankope</i>	5	4	3	2	1	V108		134

Section F

Indicate with an x: Which of the following supermarkets would you recommend to your best friend? / Merk met x: Watter van die volgende supermarkte sal u aan u beste vriend/ in aanbeveel?	Ja Yes	Nee No	Onseker Not certain			
Pick 'n Pay				V10 9		135
Pick 'n Pay Hyper				V11 0		136
Woolworths				V11 1		137
Woolworths Foods				V11 2		138
Shoprite				V11 3		139
Checkers Hyper				V11 4		140
OK				V11 5		141
Spar				V11 6		142
Super Spar				V11 7		143
Other/ander: Please identify/Identifiseer asb				V118		144

GLOSSARY

Consumer satisfaction is the customers feelings in response to evaluations of one or more use experiences with a product (Woodruff, 1997:143). Academic literature postulates that customer satisfaction is a function of the discrepancy between a consumer's prior expectations and his/her perception regarding the purchase (Yi, 1990 in Iacobucci *et al*, 2001:278; Oliver,1977; Tse& Willton, 1988; Churchill & Suprenant, 1982). Satisfaction is also defined as a more specific short-term evaluation whereas service quality is described as a more general and long-term evaluation (Iacobucci *et al*, 2001:278).

Customer service Very few retailers and well-known retailing gurus have the same opinion regarding customer service. All definitions however tend to emphasize the fact that customer service need to add memorable and satisfactory value to the purchasing experience via personal/non-personal interaction.

Service quality Sometimes the terms quality and satisfaction are used interchangeably (both in the industry and academia), as if they are essentially one evaluative construct (Iacobucci *et al*, 2001:278). In this study these two constructs were viewed as different entities. SQ literature maintain that there is a distinction in the standards by which service quality and customer service are evaluated: consumer satisfaction is based on *predictive expectations* that may refer to *experience-based norms* while service quality is judged by what a consumer feels *should be provided*.

Store loyalty Store loyalty will refer to a consumer's loyalty towards a retail store in terms of a commitment to repeat purchase behaviour at a store irrespective of the offerings at other stores (Levy & Weitz, 2001:176). For this research, store loyalty was interpreted as the extent to which customers would recommend specific supermarkets to best friends/family.

Supermarket - A supermarket is defined as any large, departmentalized retail establishment that primarily sells food items (Zikmund & d' Amico, 2001:658) while a department store is a large retail unit with extensive assortment (variety and range) of goods and services that are organised into separate departments for purposes of buying, promotion, customer service, and control (Thang & Tan, 2003:196). This may include foods and groceries. For this study customers were prompted to provide their opinions regarding the supermarket/s were they frequently shop. These then included large departmentalized retail establishments as mentioned and described in the above definition.

