THE STORE ENVIRONMENT OF JO MALONE LONDON

Final Project

Jane Cruden

12091359 ES4

Mr. E. van Weperen

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The Hague University of Applied Sciences

Faculty of Management & Organisation

European Studies

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Executive Summary

According to CBS (2017), over the last ten years the number of physical shops declined by 5 percent. In the meantime, the number of web shops were fivefold (CBS, 2017). Now, due to the declining of shops and the increasing of online sales it is now even more important to have a good store environment especially those who are new on the Dutch market. One of the new retailers, on the Dutch market is; Jo Malone London. Now, in a preliminary survey it became apparent that the brand Jo Malone London is unknown to a substantial part of their potential target group, which is consumers from 25 to 45 years old. In addition, they are not familiar with the products and services of Jo Malone London. Because of this reason, this study was focused on improving the boutique environment of the British lifestyle brand Jo Malone London. Hence, the research question of this study is as follows: "*How can Jo Malone London improve their boutique environment?*"

It follows that, different theories about a store environment are presented in the second chapter: 2. Theoretical Framework. In addition, the best theory for this research was chosen and an operationalization table was made in order to create the questions for the questionnaire. What is more, this chapter answered the first sub-question of this research: *What are the characteristics of a good store environment?*

Furthermore, the questionnaire was distributed in the two Jo Malone London boutiques in Rotterdam and in total 131 consumers participated. The results of the questionnaire were presented in chapter 4. Results and has led to answer the second sub-question of this research; which is as follows: *How does the target group of Jo Malone London experience its shop environment?*

Now, the research question of the study was answered due to the results of the sub-questions. Moreover, it is concluded that changes should be made regarding the store atmospherics; store communication and the exterior and interior store design. Finally, the following recommendations were given: play jazz music in-store; provide an in-store scent; improve the cleanliness of the store; provide a pet-friendly image; make the current store sign more visible; make the shopping windows more attractive; place the product displays in sight and create more space at the waiting line.

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1. Introduction

1.1 Statement of the Problem

According to CBS (2017), over the last ten years the number of physical shops declined by 5 percent. In the meantime, the number of web shops were fivefold (CBS, 2017). To be more precise, CBS (2017) states that the number of physical shops in The Netherlands were 89 470 in 2016. Which shows a decrease because in 2007 there were 94 215 physical shops in The Netherlands (CBS, 2017). As for the web shops, CBS (2017) claims that the number of web shops highly increased between 2007 and 2016. In 2007 there were more than 5 000 web shops and in 2016 the number of web shops were more than 32 0000 (CBS, 2017). Emerce (2018) adds that the number of consumers that visit the physical shops keeps decreasing. In a research, commissioned by ABN AMRO, it became apparent that 32 percent of the 1 881 participants claims to visit the physical shops much less whilst in 2015 it was 21 percent (Customer Talk, 2018). They state that in this time it is most important for shopkeepers to give the consumer a reason to visit their shops (Customer Talk, 2018). In addition, the research also shows that the shopping experience and expertise are the life buoy of the physical shops (Customer Talk, 2018). Shopkeepers can create this experience by offering consumers the possibility to try, fit or test products; whilst creating an environment which puts the focus on the shopping experience and expertise (Customer Talk, 2018).

Now, due to the declining of shops and the increasing of online sales it is now even more important to have a good store environment. Especially because research shows that still three quarters of the Dutch consumers still like to visit the physical shops. Hence, in an international research which was commissioned by Mood Media it appears that three quarters of the Dutch population still likes to do their shopping in the physical stores (Emerce, 2019). They claim that the reason of visiting the physical store is due to the right combination of music, atmosphere, image and smell (Emerce, 2019). In addition, this research was performed by Walnut Unlimited and conducted among more than 10.000 consumers in ten countries worldwide (Emerce, 2019). These countries are: Australia, China, France, Germany, Spain, United Kingdom, United States and the Benelux (Emerce, 2019). Now, this research shows that Dutch consumers attach a lot of value to the tangible aspect as to offline shopping (Emerce, 2019). In fact, 39 percent states that the most important reason to visit the physical shop is to bring a product home directly (Emerce, 2019). The second reason is the ability to touch and try the product (Emerce, 2019). Also, a nice ambiance and eye for detail seems to be an important aspect when it comes to visiting the physical shops (Emerce, 2019). This includes having the right combinations of the following, in order to create a good atmosphere; music, images, touch and smells (Emerce, 2019). Furthermore, 76 percent of the Dutch consumers claims to rather

visit the physical store if there is a good atmosphere (Emerce, 2019). As mentioned before, Dutch consumers find it very important to have the ability to touch, feel and smell the products; 27 percent declares that it is the most important factor as to having a pleasant shopping experience (Emerce, 2019). What is more, music seems to have a significant impact because 51 percent of the Dutch consumers says that their mood improves if they hear music that they like (Emerce, 2019). Also, a quarter of the Dutch consumers will stay longer in the store or will gladly revisit the store if they provide the right music (Emerce, 2019). Smell also seems to be an important factor to the Dutch consumers; 64 percent claims to have noticed certain shops where the smell was pleasant and inviting (Emerce, 2019).

1.2 Background and Need

According to Kotler (1973-1974), "One of the most significant features of the total product is the place where it is bought or consumed. (p.48)" Kotler (1973-1974) also adds that the place, in particular the atmosphere, is in some cases more influential than the product itself in the purchase decision (Kotler, 1973-1974, p. 48). Thus, in order to compete in today's market; it is important to have a good in-store environment. Walnut Unlimited (2018) states that the world of retail has changed significantly in the recent years because nowadays consumers can choose to get their product online, in-store or via their mobile devices. Because of this reason, it is important for retailers to motivate consumers to visit their store by offering them an experience which they cannot receive via another channel (Walnut Unlimited , 2018). Walnut Unlimited (2018) also claims that the in-store experience is still the first thing that consumers have in mind when it comes to thinking about a retailer. Therefore, retailers need to create an in-store environment which is different from their competitors and makes the trip to their store more attractive than shopping online (Walnut Unlimited , 2018)

In this time, a good store environment appears to be a crucial aspect for retailers. Because of this reason, it is necessary to research the store environment of current retailers; especially those who are new on the Dutch market. One of the new retailers, on the Dutch market is; Jo Malone London. Hence, this study will be focused on improving the boutique environment of the British lifestyle brand Jo Malone London.

1.3 Purpose of the Study

Jo Malone London is known for its unique fragrances and luxury products for the body, bath and home. Jo Malone was created in 1988 by Joanne Lesley Malone; with having just 12 clients who bought her homemade skin creams (Jo Malone, 2016). Her clients received her Nutmeg and Ginger Bath Oil as a thank you gift and as a result, the orders began to flood in (Niven, 2008). In 1999, Jo Malone decided to sell her company to the big cosmetic giant Estée Lauder; however, Jo Malone was still in charge as she was the chairperson and creative director (Jo Malone, 2016). Until Jo Malone decided to sell the company entirely to The Estée Lauder Companies Inc. in 2006 (Niven, 2008). After the brand changed its name to Jo Malone London. The brand expanded into new markets including China, Korea and Brazil. Now, Jo Malone London is in 47 markets with 573 doors worldwide (The Estée Lauder Companies Inc., 2017b).

In June 2013, Jo Malone London opened their first shop-in-shop in the Bijenkorf, The Hague (Swiers, 2013). In May 2014, Jo Malone London opened their second shop-in shop that was also in the Bijenkorf, however this time in Amsterdam (Parafianowicz, 2014) Now, in 2017, the British company is expanding their business further on the Dutch market by opening several shop-in-shops in new and existing department stores in the Netherlands. However, in a preliminary survey it became apparent that the brand Jo Malone London is unknown to a substantial part of their potential target group, which is consumers from 25 to 45 years old. In addition, they are not familiar with the products and services of Jo Malone London. The objective therefor is to improve Jo Malone London's boutique environment.

This leads us to the central question, which is as follows:

> "*How can Jo Malone London improve their boutique environment?*"

In order to answer this central question; it is first of importance to establish what the characteristics are of a good shop environment. Hence, the first sub-question is:

1. What are the characteristics of a good store environment?

Also, it is important to know how a good boutique environment is perceived; which is most likely through experience. Therefore, the second sub-question is:

2. How does the target group of Jo Malone London experience its shop environment?

2. Theoretical Framework

As mentioned in the introduction, over the last ten years the number of physical shops declined by 5 percent. In the meantime, the number of web shops were fivefold (CBS, 2017). Due to the declining of shops and the increasing of online sales it is now even more important to have a good store environment. Now, the purpose of this study is to improve the boutique environment of Jo Malone London; which is a British lifestyle brand and one of the newest retailers on the Dutch market.

The theoretical framework will address two areas of research related to store environment. Firstly, all the different theories regarding a good store environment and its characteristics; shall be discussed. Secondly, the best theory shall be chosen for this research and will also help to answer the first sub-question which is: What are the characteristics of a good store environment? Lastly, the chosen theory shall be presented in an elaborated manner and will serve as a foundation for the operationalization table. In addition, the operationalization table shall display the questions for the survey based on the chosen theory.

2.1 Atmospherics

Kotler (1973-1974) defines the meaning of store environment by stating that it is "the effort to design buying environments to produce specific emotional effects in the buyer that enhances his purchase probability" (p. 50). In addition, he also states that "one of the most significant features of the total product is the place where it is bought or consumed" (Kotler, 1973-1974, p. 48). Furthermore, it appears that the store interior and exterior can have an important boosting effect on purchase (Kotler, 1973-1974, p. 50). Now, both Kotler (1973-1974) and Ebster and Garaus (2011) mention the term atmospherics in their theory. According to Kotler (1973-1974) atmosphere is received through sense. Moreover, he claims that the main sensory channels for atmosphere are sound, sight, scent and touch (pp. 50-51). Ebster and Garaus (2011) add that retailers often refer to the term "atmospherics" or "store atmosphere" when they speak about how to influence shoppers through the five senses. Furthermore, Kotler (1973-1974) describes that there are several dimensions of an atmosphere (p. 51). Hence, these dimensions are:

- Visual dimensions: colour, brightness, size and shapes
- Aural dimensions: volume and pitch
- Olfactory dimensions: scent and freshness

- Tactile dimensions: softness, smoothness and temperature

(Kotler, 1973-1974, p. 51)

The fifth sense, which is taste, does not directly apply to the atmosphere (Kotler, 1973-1974, p. 51).

Moreover, Kotler (1973-1974) states that in some cases the atmosphere of the place is more influential than the product itself, in the purchase decision. He also claims that the atmosphere is, in some cases, the primary product (Kotler, 1973-1974, p. 48). Ebster and Garaus (2011), agrees by stating that the store atmosphere is directly more effected on the consumer's in store behaviour compared to other marketing tools and techniques (p. 116). Bitner (1992) also agrees and adds that each individual visits a service organization with a purpose or goal and this can be hindered or aided by the setting (p. 60). Additionally, Kotler (1973-1974) explains that there are several propositions whereas atmosphere is important. Hence, these propositions are as followed:

1. "Atmospherics is a relevant marketing tool mainly in situations where the product is purchased or consumed and where the seller has design options."
2. "Atmospherics becomes a more relevant marketing tool as the number of competitive outlets increase."
3. "Atmospherics is a more relevant marketing tool in industries where product and/or price differences are small."
4. "Atmospherics is a more relevant marketing tool when product entries are aimed at distinct social classes or lifestyle buyer groups."

(Kotler, 1973-1974, pp. 52-53)

What is more, both Kotler (1973-1974) and Ebster and Garaus (2011) explain that retailers should be aware of how the atmosphere is intended and perceived by their customers. According to Kotler (1973-1974) "An important distinction exists between the intended atmosphere and the perceived atmosphere. The intended atmosphere is the set of sensory qualities that the designer of the artificial environment sought to imbue in the space. On the other hand, the perceived atmosphere may vary for different customers" (p. 51). Bitner (1992) adds that "Managers continually plan, build, change and control an organization's physical surroundings, but frequently the impact of a specific design or design change on ultimate users of the facility is not fully understood" (p. 57).

2.2 Communication

Ebster and Garaus (2011) state that the store atmosphere is an essential part of the store environment and it consists of a number of elements (p. 137). Some of these elements are

easy to control whilst others are harder; thus, those that are easy to control within a store environment are: music, scent, lighting, colour and density (Ebster & Garaus, 2011, p. 137). In addition, Ebster and Garaus (2011) mention two approaches for retailers to pursue as to perceiving the atmosphere. Thus, these approaches are as followed:

1. "Make sure that shoppers are able to experience the intended store atmo- sphere". Moreover, retailers should not only focus on creating a pleasant (internal) store environment but also on the external environment.

2. It is important to show consideration to the employees of the store because the store atmosphere influences more than just shoppers. Thus, every person that is present in the store is influenced and therefore particular focus should be given to the sales staff. Furthermore, the employees of the store are an important factor as to determinate a pleasant store environment because it is their interaction with the shoppers which puts them in the key position to influence them Thus, if the store atmosphere has a negative impact on employees then it will be passed on to the customers.

<div align="right">(Ebster & Garaus, 2011, pp. 117-118)</div>

Ebster and Garaus (2011) also mention in their theory that communication is a factor regarding to the store environment. Bitner (1992) agrees by stating that the environment can be viewed as a form of nonverbal communication (p. 62). Moreover, Ebster and Garaus (2011) mention that there are numerous ways to communicate with the customer by using the store environment. One of the ways of communicating with the customer is through the pavement in front of the store (Ebster & Garaus, 2011, p. 58). The pavement can be done in different materials, distinct colours or by putting the logo of the company on the pavement; if the law permits it (Ebster & Garaus, 2011, p. 58). They also mention the following approaches, in order to attract the customer's attention:

- Flowers: These can be placed in front of the store and serve as an eye-catcher but also contribute to the atmosphere.
- Lights: Can serve as a decorating tool and be used to attract customers all year round.
- Benches: Best to be placed in front of the store and facing the store; thus, when anyone takes a seat at the bench, they will look at the store with or without intention.
- Pet-friendly image: A pet friendly-image will attract pet lovers to the store because of the care for the well-being of their pets. An example is to provide a dog water fountain.

- Cleanliness: The condition of the sidewalk in front of the store should be in pristine condition which means no leaves, trash, or snow should be in front of the store.

(Ebster & Garaus, 2011, p. 58)

2.3 Servicescapes

Now, Bitner (1992) describes another theory; which is the theory of servicescapes. Bitner (1992) developed this theory because she stated that there should be a theory whereas the organization's environment supports the needs and preferences of both service employees and customers simultaneously (p. 58). In addition, Bitner (1992) developed a framework that describes how to build an environment that affects both consumers and employees in service organizations; which she refers to as the ser-vicescape (p. 58). The framework shows a variety of objective environmental factors that are perceived by both employees and customers and that both groups may respond cognitively, physiologically and emotionally to the environment (Bitner, 1992, p. 59). Moreover, Bitner (1992) states that the store environment is very influential as to communicating the firm's image and purpose to the customers; and that is has the ability to influence behaviours and to create an image (p. 57). Kotler (1973-1974) agrees by stating that the atmosphere can have an effect on purchase behaviour, in at least three ways (p. 54). These three ways are as followed:

1. Attention creating medium: to create attraction by using colours, noises and motion in order to make his or her establishment stand out.
2. Message creating medium: using the atmosphere to express various things about the establishment to potential and actual customers.
3. Affect creating medium: colours, sounds and textures of the establishment that directly arouse visceral reactions which contributes to purchase probability.

(Kotler, 1973-1974, p. 54)

Furthermore, Bitner (1992) states that the store environment can lead to two forms of behaviour: approach and avoidance (p. 60). The approach behaviour includes all positive behaviours that may be directed at a specific place; for example, the desire to stay, explore, work and affiliate (Bitner, 1992, p. 60). As for the avoidance behaviour, it reflects the opposite which is a desire not to stay, explore, work and affiliate (Bitner, 1992, p. 60). Ebster and Garaus (2011) also state that the shopper's behaviour is influenced by the store environment; however, they claim that this influence is not direct (p. 118). To be more precise, the environment influences the emotions and mood of a shopper which in turn will influence the behaviour of

the shopper; which is the approach behaviour or avoidance behaviour (Ebster & Garaus, 2011, p. 118).

In addition, Bitner (1992) claims that there has been a study of consumers in retail environments and the study showed that the approach behaviours in that setting were influenced by perceptions of the store environment (p. 60). In addition, Bitner (1992) explains three dimensions that can lead to these internal responses or behaviours. Hence, these three dimensions are:

1. Ambient conditions: "Ambient conditions include background characteristics of the environment such as temperature, lighting, noise, music, and scent. As a general rule, ambient conditions affect the five senses. However, sometimes such dimensions may be totally imperceptible" (Bitner, 1992, p. 66).
2. Spatial layout and functionality: "Spatial layout refers to the ways in which machinery, equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationships among them. Functionality refers to the ability of the same items to facilitate performance and the accomplishment of goals" (Bitner, 1992, p. 66).
3. Signs, symbols and artifacts: "Signs, symbols, and artifacts are particularly important in forming first impressions, for communicating new service concepts, for repositioning a service, and in highly competitive industries where customers are looking for cues to differentiate the organization" (Bitner, 1992, p. 67).

2.4 Theory for this research

It became apparent that all the theories do have a lot of similarities. All the theories were carefully chosen by its appropriateness, ease of application and explanatory power. Furthermore, all the theories add value to this research, however one of those theories entails the most factors that are also mentioned in the other theories. Hence, the theory of Ebster & Garaus appears to be the broadest theory compared to the other theories. In their theory they also address explicitly the stores; which is totally compliant with this research. Also, their theory seems to be the most extensive one and includes clear categories. What is more, it explains every factor of a store environment in detail and also discusses new factors that can be applied for this research.

Because of this reason, this research shall be focused on the theory of Ebster & Garaus. The theory shall be further explained in the next subsections. Firstly, the exterior design will be explained which is followed by the interior design and the store atmospherics. Lastly, an operationalization table shall be presented which is based on this theory.

2.4.1 Exterior Design

One of the main factors of a store environment starts with the design of the store. Now, the first thing that customers see is the exterior design of a store. Because of this reason, it is important to make a good first impression; especially, due to the fact that consumers decide within a few seconds whether or not to enter a store (Ebster & Garaus, 2011, p. 54). Thus, the aim of the exterior design is to attract the consumer's attention in order to persuade them as to entering the store (Ebster & Garaus, 2011, p. 54). Now, there are multiple ways to attract the attention of a consumer by using the store environment. One of the ways is by communication; which was mentioned before in

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One of the ways of communicating with the customer is through the pavement in front of the store . The pavement can be done in different materials, distinct colours or by putting the logo of the company on the pavement; if the law permits it . They also mention the following approaches, in order to attract the customer's attention:

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- Cleanliness: The condition of the sidewalk in front of the store should be in pristine condition which means no leaves, trash, or snow should be in front of the store.

2.3 . Another way is to use a good store sign. In addition, Ebster & Garaus (2011) state that "good signage is still one of the most effective and least costly methods of advertising a business" (p. 60). They also state that a study showed that 46 percent of first-time customers, of various businesses, decided to enter a store because of the sign outside of the store (Ebster & Garaus, 2011, p. 60). Moreover, when choosing and placing a sign; the following points should be taken into consideration:

- Take local zoning regulations into account
- Make sure that your sign is easily recognizable
- Adjust your sign to the neighbourhood
- Make your sign brand your business   (Ebster & Garaus, 2011, p. 61)

It follows that, shopping windows also have the potential to be one of the least costly and most efficient methods as to presenting and advertising a business (Ebster & Garaus, 2011, p. 62). To be more precise, shopping windows can tell shoppers what they can find inside the store and it can also provide them additional information about the products; for example, how to use them (Ebster & Garaus, 2011, p. 62). Now, with a shopping window it is possible to achieve certain goals. Therefore, it is necessary to determine what goal should be pursued by the use of the shopping window. Ebster & Garaus (2011) mention the two following goals:

1. Maximize store traffic: Display affordable mainstream merchandise in the store window in order to maximize store traffic

2. Conveying an exclusive image: If this is the main goal then display innovative and upscale merchandise in the store window   (pp. 62-63)

In addition, according to Ebster & Garaus (2011) the following guidelines should be considered when it comes to designing the store window:

- Communicate to the shoppers exactly what is going on in the store at that moment. For example, if there is a theme then display the theme in the shopping window.
- Change the displays in the windows at appropriate time intervals. Consumers crave variety and it is easier to attract them with different designs.
- Avoid empty store windows. An empty store window does not produce a good image.
- If possible, change a few things in the store window on a daily basis. For example, by presenting the product of the day or a discount of the day.
- If applicable, use lifelike mannequins because it helps shoppers to imagine how the clothes will look on them.
- Use a background wall in the window if there is a need of additional space as to present the merchandise.
- Provide a good overview of the products that are available in the store.
- Use affective or emotional stimuli as "hidden persuaders". For example: plants, animals or any other signs of nature because it will unconsciously attract shoppers. (Ebster & Garaus, 2011, pp. 63-64)

The last factor of the exterior design is an appealing and effective store entrance. Ebster & Garaus (2011) mention the following aspects of good entrance:

- Clearly indicate where to enter. An entrance that looks like the rest of the storefront can make it difficult for shoppers to find.
- Make the entrance barrier free: this includes physical as well as physiological barriers. An example of a physiological barrier is an entrance that does not offer a view into the store.
- Welcome the shopper. Shoppers should feel welcome from the first moment that they enter the store. This can be achieved by a warmly welcome and welcome signs. Similar messages can be used for the exit by placing thank you signs or have a safe trip home.
- Provide an overview of the store. Let consumers have a clear overview of the store as soon as they enter the store. For example, use presentation tables or low shelves.

(Ebster & Garaus, 2011, p. 65)

2.4.2 Interior Design

The second factor that consumers will notice is the interior design of the store environment. In addition, there are many aspects when it comes to the interior design however the first contact that consumers will have with the store is usually with their feet (Ebster & Garaus, 2011, p. 67). Hence, floor covering is one of the aspects of the interior design. In addition, touch is one of the senses which influences the consumers' buying behaviour (Ebster & Garaus, 2011, p. 67). Because of this reason, it is advisable to use floor covers strategically. Ebster & Garaus (2011) claim that shoppers walk considerably more slowly on soft floors than on a hard one and also tend to stop more frequently as they are stepping from one type of floor onto the next (p. 68). For this reason, a soft floor can be used in certain areas where shoppers should spend more time; for example, at merchandise presentations (Ebster & Garaus, 2011, p. 68). It follows that, hard floors can be used at areas where shoppers should pass through faster such as zones after the checkout area (Ebster & Garaus, 2011, p. 69).

Another aspect of the interior design is displays. Ebster & Garaus (2011) mention that shoppers often decide in a few seconds whether they should take a closer look at the merchandise (p. 72). Because of this reason, there should be information about the products visible at first sight and should be presented in an efficient and easy manner (Ebster & Garaus, 2011, p. 72). One option to capture the shoppers' attention is by using point-of-purchase (POP) displays, which is a flexible unit that is used to present merchandise (Ebster & Garaus, 2011, p. 72). Moreover, displays can fulfil the following functions:

- Create demand for specific products
- Enhance the store image
- Enhance shopping convenience
- Control in-store traffic movement   (Ebster & Garaus, 2011, p. 85)

The next aspect of the interior design is ceilings. Ebster & Garaus (2011) state that ceilings can enhance the shoppers' overall perception of a store (p. 77). In addition, they claim that experimental research showed that the ceiling height influences the shoppers' processing of information if they are aware of the height of the ceiling (Ebster & Garaus, 2011, p. 79). Moreover, it appears that consumers pay more attention to the details of a product in stores with a high ceiling than in stores which have a low ceiling (Ebster & Garaus, 2011, p. 79).

Additionally, Ebster & Garaus (2011) state that the following factors should be considered when deciding which ceiling to use:

1. Performance: This refers to visual aesthetics, acoustical performance, light reflection and durability.
2. Design: In combination with lighting, store fixtures, walls and varying ceiling heights.
3. Ceiling height: Individuals seem to feel better in stores with high ceilings than in stores with low ceilings.   (pp. 77-78)

Mirrors are another aspect of the interior design. Many fashion stores use the trick of flattering mirrors that are created with the right combination of a thin piece of glass, natural light projected from the front to soften unflattering shadows and warm wall colours in the fitting room (Ebster & Garaus, 2011, p. 79). Furthermore, mirrors can also be used to visually enlarge a store especially when the space is limited; mirrors can be placed on both sides of the shop in order to enhance the perceived size of the store (Ebster & Garaus, 2011, p. 79). Additionally, Ebster & Garaus (2011) claim that mirrors have important implications on product assessment (p. 79). To be more precise, shoppers will see themselves making "yes" movements with their heads when looking up and down (Ebster & Garaus, 2011, p. 79). As for horizontal mirrors, shoppers will see themselves making no movements as they look in the mirror (Ebster & Garaus, 2011, p. 79).

The last aspect of the interior design is checkout counters. Checkout counters have a lot of influence for example, customers can evaluate a store atmosphere negatively when they expect that they will have to wait in the store (Ebster & Garaus, 2011, p. 80). In addition, the next questions should be considered as to designing the checkout counter:

- How many checkout stations or checkout counters need to be provided?
- How much space need to be considered for waiting lines?
- How can you keep the customers happy while they are waiting in line?

                                      (Ebster & Garaus, 2011, p. 80)

Now, Ebster & Garaus (2011) mention the following options in order to make the consumers perceive the waiting time as short as possible:

- Distract customers during wait time, which can be easily done by drawing the attention to frequently bought products nearby.
- Ten items or less lines. This can increase the convenience of a shopping trip for consumers.

- Self-scanning checkouts. Shoppers appreciate a fast alternative as long as it does not entirely replace the service.
- No candy checkouts. Providing candy at the waiting line can be stressful for certain consumers. Especially for families with children and because of this reason it is recommendable to provide a waiting line without offering candy.
- Stress reducing atmosphere. For example, green or blue colours can evoke calm and relaxed feelings in the waiting line.   (p. 81)

2.4.3 Store Atmospherics

As mentioned before in 2.2 Communication, the store atmosphere is an essential part of the store environment and consist of a number of elements (Ebster & Garaus, 2011). In addition, these elements are as follows: music, scent, lightning and colour (Ebster & Garaus, 2011). Now, the most important factors of these elements shall be briefly explained.

- Music: It appears that, slow music is an important tool to make customers spend more time in a store; which can result into a rise in purchase rates. In addition, the intensity of communication between the salesperson and consumer can be influenced by playing slow tempo music and low-arousing music. What is more, there are multiple ways to introduce music into a store and these ways are as followed: Turning on a radio station, purchasing or renting specialized in-store music CDs or MP3s, subscribing to satellite stations that transmit background music or by running your own in-store radio station.
- Scent: This is a stimulus that has an even stronger effect on human moods. In addition, the olfactory sense has the strongest influence on emotions; because of the olfactory bulb that is directly connected to the limbic system and is responsible for immediate emotional reactions. Furthermore, scents can be used to brand a store, improve a shoppers' mood and differentiate a store from its competitors. Lastly, products that are presented in a scented setting are more positively evaluated and because of this reason it is recommendable to use simple ambient scents.
- Lighting: The first impression of a consumer is often influenced by the lighting. In fact, lighting influences the in-store behaviour, regulates the shopper's arousal level and also acts as a cue. In addition, a bright light setting increases impulse purchases and increases honesty. It also had positive effect on items being handled and can be used to highlight merchandise. Finally, there are five various possibilities when it comes to planning the illumination of a store. These possibilities are as followed:
  1. General lighting

    2. Linear lighting system: to help consumers find their way

    3. Lighting for highlighting products

    4. Baffled lighting: in order to flatter merchandise

    5. Specialty lighting: the fixture which is used for the presentation of merchandise

- <u>Colour:</u> You can use colour to differentiate a store from its competitors; it allows a retailer to transfer certain associations to the store and it can be used to influence a shoppers' mood and behaviour. Also, it influences the shoppers' pleasure and arousal level.

<div align="right">(Ebster & Garaus, 2011, pp. 126-144)</div>

2.5 Operationalization Table

Table 1 displays the operationalization table and is based on the theory that was used for this research. Firstly, the main criteria of a store environment are presented followed by the sub criteria. Then examples are given of the sub criteria which leads to the questions; these questions are used for the questionnaire which can be found in Appendix 1.

Table 1: Operationalization table

	Main criteria	Sub criteria	Examples of sub criteria	Questions based on examples
Improving Jo Malone London's Shop Interieur	2.4.3 Store Atmospherics	- Visual dimensions - Aural dimensions - Olfactory dimensions - Tactile dimensions	- Colour and lightening - Music and volume - Scent and freshness - Temperature	1. What kind of store colours do you prefer? 2. What would be the ideal in-store lighting for you? 3. Do you prefer to hear in-store music in the Jo Malone London boutiques? 4. What kind of in-store music do you prefer? 5. Do you prefer to smell the Jo Malone London fragrances in-store whilst shopping for a product? 6. Have you ever bought a product of Jo Malone London because it was the in-store scent? 7. What do you think of the overall atmosphere?
	2.2 Communication	The use of aspects of the store environment; in order to communicate with the consumers	- Pavement - Flowers - Lights - Benches - Pet friendly image - Cleanliness	8. Which of the following aspects of the store environment do you find most important? 9. Do you have any pets? 10. Would you like to bring your pet to the store? 11. How would you rate the cleanliness of the store exterior?
	2.4.1 Exterior Design	Signs	Store sign	12. Do you find the store sign easily recognizable? 13. What do you think of the shopping windows of the Jo Malone London boutiques?
		Windows	Shopping Windows	

	2.4.2 Interior Design	Floors	- Hard floors (wooden) - Soft floors (carpet)	14. Which kind of floor do you prefer in the Jo Malone London boutiques?
		Displays	- POP displays - Visibility	15. Do you find the product displays easily visible?
		Ceilings	- Height - Design	
		Checkout Counter	- Amount of Checkout counters - Space at the waiting line	16. Are you satisfied with the current amount of checkout counters? 17. Do you find that there is enough space at the waiting line?

3. Methodology

This chapter addresses the different methods that were used in order to answer the central question and sub-questions of this research. Hence, the central question of this research is: How can Jo Malone London improve their boutique environment? In addition, the following sub-questions were formulated in order to answer the central question:

1. What are the characteristics of a good store environment?

2. How does the target group of Jo Malone London experience its shop environment?

Furthermore, the research design that was used for this study was a descriptive research design. This descriptive research design entails a survey; which was used to collect quantitative data.

Now, the next sections will address the setting of the study; the measurement instruments and the data analysis.

3.1 Setting

The research was conducted at several research sites. Firstly, a lot of data was collected in 2017 to 2019; during the Jo Malone London meetings for boutique managers and update trainings for employees. At that time, I was one of the boutique managers and because of that reason I was able to attend the meetings and trainings. The meetings usually took place at one of the headquarters of Estée Lauder Companies Inc., which is located in Maarssen (Utrecht). Secondly, most data was collected at the Jo Malone London boutiques in Rotterdam. To be more precise, all boutiques were located in department stores. The first boutique was situated at Hudson's Bay, which nowadays no longer exists. The second boutique was located at the Bijenkorf and the last boutique was located at Douglas. Lastly, the final research site was my home office. A lot of research could be done from my home office due to the accessibility of internet and telephone.

3.2 Measurement Instruments

The major aim of this research was to find out how Jo Malone London can improve their boutique environment. In addition, it is important to find out what the characteristics are of this particular character. According to Shashi & Shanti (2017), the objective of a descriptive research is to find out the characteristics of a particular condition, character or a grouping (p.

2). Because of this reason, this research can be termed as a descriptive research. Furthermore, it appears that a descriptive research entails a survey and fact-finding investigation of different kinds (Alok & Mishra, 2017, p. 2). Hence, one of the measurement instruments that was used for this study was a survey; which is a research made instrument (Bui, 2014). The title of the survey is: The Boutique Environment of Jo Malone London and it refers to the central question of this research. In addition, the aim of the survey was to get the insight of the current consumers and employees regarding the present boutique environment of Jo Malone London; and how it can be improved. The survey consisted of two demographic questions; 7 multiple choice questions; 9 close ended questions; 1 rating question and 1 open question. The aim was to conduct the survey with 100 consumers of the Jo Malone London boutique in Douglas Rotterdam and 100 consumers of the Jo Malone London boutique in The Bijenkorf Rotterdam. The survey was conducted from 7-28 February 2020 between 10:00 and 18:00. In addition, the participants could fill in the survey anonymously without any time limit; however, the average amount of time spend was around 5 minutes.

As for the participants, the [1]sampling plan that was used for this research was a non-random sample. To be more precise, a convenience sample was chosen for this research; which means that the individuals were selected by availability and accessibility (Bui, 2014). In addition, the participants that were chosen to partake in this study were the consumers of the two Jo Malone London boutiques in Rotterdam. The study included 131 participants in total. Moreover, the participants that partake in the study were different in age, gender and language. To be more precise, from the 131 participants; 42 were male and 89 were female. As for the age groups:

- 11 participants were between the age of 18-24
- 54 participants were between the age of 25-34
- 39 participants were between the age of 35-44
- 16 participants were between the age of 45-54
- 7 participants were between the age of 55-64
- 4 participants were between the age of 65-74

Lastly, 109 participants filled out the survey in Dutch and 22 participants filled out the survey in English.

Another measurement instrument that was used for this research was data collecting. Which means that the data was already collected, or it already exists (Bui, 2014). In addition, most

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[1] Sampling plan: "refers to the process of selecting participants for a study" (Bui, 2014)

secondary data was gathered by educational books, reports, journals and websites. To be more precise, the educational books and several reports were retrieved from the online bookstores Scribd or purchased by Bol.com. The Jo Malone London journals and reports were directly retrieved from Jo Malone London; because they were distributed during the meetings and trainings. As for the websites, they were selected on the basis of validity and reliability.

3.4 Data Analysis

The aim of all the collected data was to answer the research questions of this study. Now, the theoretical framework included different theories that were focused on the characteristics of a good store environment. Moreover, the secondary data collecting method helped to answer the first research question of this research: *What are the characteristics of a good store environment?* In addition, the first handed quantitative data was collected by the questionnaire and was used to answer the second research question: *How does the target group of Jo Malone London experience its shop environment?* What is more, an operationalization table was presented in the Theoretical Framework. This table presented the chosen theory which entails the characteristics of a good store environment. In addition, questions were formulated from this theory and were presented in the questionnaire. Thus, the questions of the questionnaire were as followed:

1. What is your gender?
2. What is your age?
3. What kind of store colours do you prefer?
4. What would be the ideal in-store lightening for you?
5. Do you prefer to hear in-store music in the Jo Malone London boutiques?
6. What kind of music do you prefer?
7. Do you prefer to smell the Jo Malone London fragrances in-store whilst shopping for a product?
8. Have you ever bought a product of Jo Malone London because it was the in-store scent?
9. What do you think of the overall atmosphere?
10. Which aspects of the store environment do you find most important?
11. Do you have any pets?
12. Would you like to bring your pet to the store?
13. How would you rate the cleanliness of the store exterior?
14. Do you find the store sign easily recognizable?
15. What do you think of the shopping windows of the Jo Malone London boutiques?

16.   Which kind of floor do you prefer in the Jo Malone London boutiques?

17.   Do you find the product displays easily visible?

18.   Are you satisfied with the current amount of checkout counters?

19.   Do you find that there is enough space at the waiting line?

20.   Do you have any tips or comments regarding the current store environment?

Before analysis all the gathered data was prepared. All the data was checked for missing information. For example, originally there were 136 participants; however, 5 participants did not fill in the form totally therefore these 5 surveys were not included in the results. Moreover, the data was analysed by using Microsoft Excel.

3.5 Ethical Implication

During this research it was of importance to follow ethical considerations especially regarding the chosen research method; which is a questionnaire. In addition, the use of a questionnaire means that there were participants involved and therefore the following ethical considerations were followed:

- The protection of the privacy of the participants, as to this research, were ensured;
- The participants were treated with respect as well as their chosen answers;
- The given answers of the participants were fully confidential;
- Full consent was obtained from each of the participants, before filling in the questionnaire;
- The participants remain anonymous; thus, no personal information was obtained for this research;

To conclude, the participants could decide to stop with the questionnaire at any time. For example, originally there were 136 participants however 5 participants did not continue to fill in the questionnaire. Because of this reason, there answers were not included in this research. Hence, if the participants decided not to continue with the questionnaire then their answers were not included in this research and immediately destroyed.

4. Results

This chapter will display the results of the conducted survey and the next chapter will provide a thorough analysis of these results. Now, the aim of the survey was to answer the second sub-question of this research. Hence, the second sub question is as follows: *How does the target group of Jo Malone London experience its shop environment?*

4.1 Participants' Characteristics

As mentioned before in the Methodology, the study included 131 participants in total. The participants were consumers of the two Jo Malone London boutiques in Rotterdam and were different in age, gender and language. The survey included two questions that were related to the characteristics of the participants. These questions were as followed:

1. What is your age?
2. What is your gender?

As for the first question, the participants only had to select their age group. Figure 1 displays the outcome of question 1 of the survey. In addition, the majority of the participants are between 25-34 followed by the age group 35-44. It follows that, 16 participants are between the age 45-54 and 11 participants are between the age 18-24. The minority of the participants are between the age 55-64 and 65-74.

Figure 1: Age group of the respondents
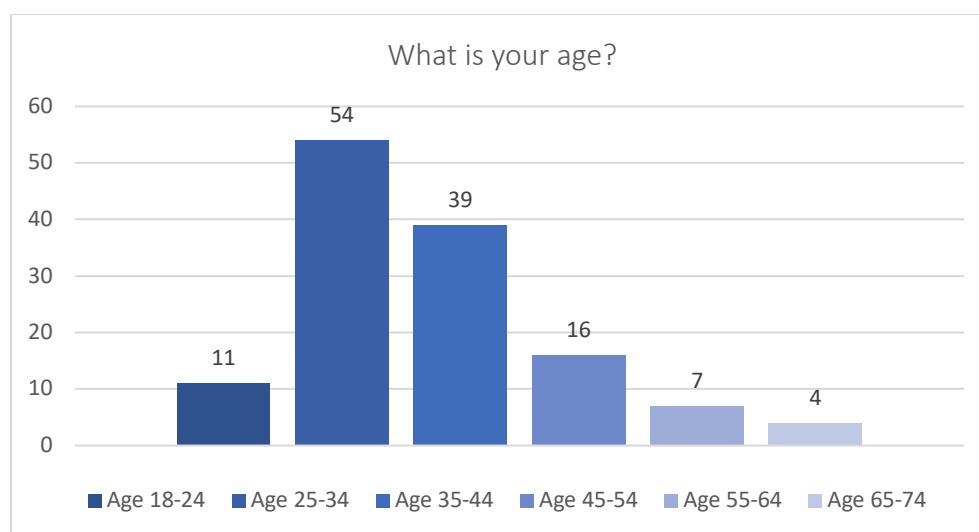
As for the second question of the survey, 89 of the participants were female and 42 of the participants were male.
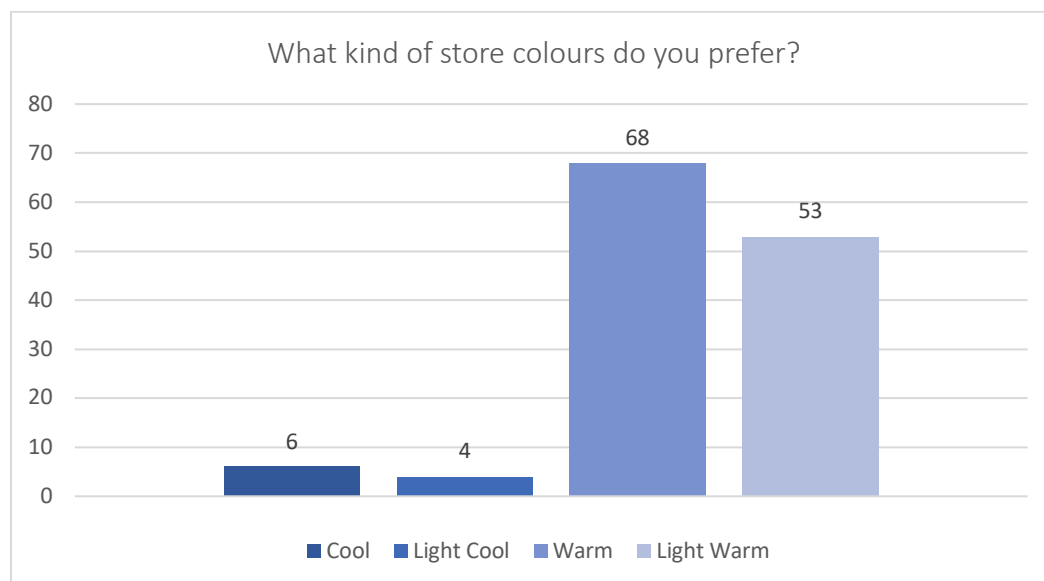
4.2 The Participants' Response as to the Atmospherics of the Jo Malone London Boutiques

This section will present what the participants really think about the current shop environment of the Jo Malone London boutiques. All the questions in this section are derived from 2.5 Operationalization Table and are based on the theory of Ebster & Garaus. Moreover, the second sub-question of this research; *How does the target group of Jo Malone London experience its shop environment? ,*can be answered by the outcome of these questions. Firstly, the outcome of all the questions related to the store atmospherics shall be presented followed by the results of the store communication, exterior and interior design.

4.2.1 Store Atmospherics

The first question related to the store atmospherics was about the preference of store colours. Figure 2 shows that most respondents prefer warm in-store colours followed by light warm store colours. Only 6 respondents prefer cool colours and 4 respondents chose light cool in-store colours. Furthermore, a picture of a colour palette was shown to the respondents in order to answer this question (see picture 1).

Figure 2: Store colour preference of the respondents

Picture 1: Colour Palette

The second question is about the ideal in-store lighting. 92 respondents prefer a lighting that is light bright. 27 respondents prefer dimmed in-store lighting and 12 respondents desire a bright in-store lighting. Furthermore, the third question of the survey shows that 128 of the total 131 respondents prefer to listen to music whilst visiting the Jo Malone London boutiques. Now, figure 3 shows what kind of music style they wish to hear in-store. It appears that, most of the respondents would rather listen to pop music and jazz music than classical music and none of the respondents would like to listen to rock music in-store.

Figure 3: The in-store music preference of the respondents
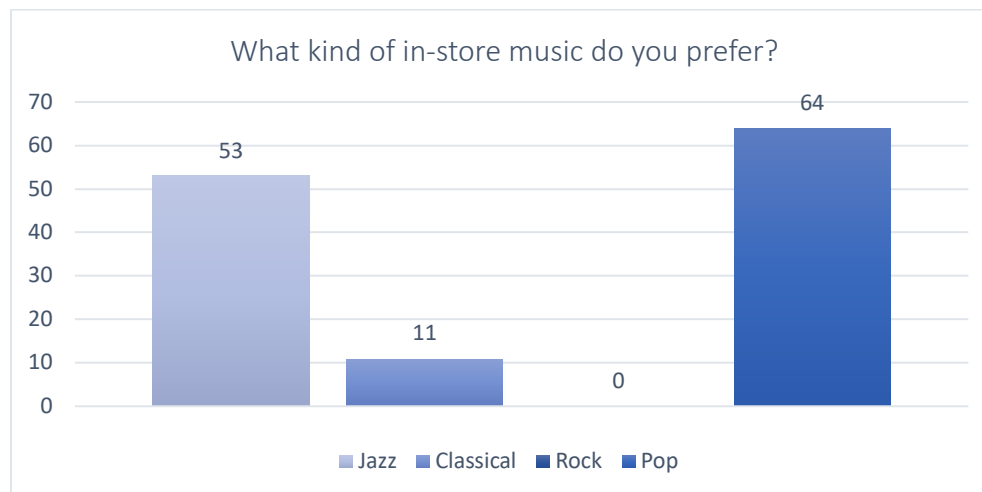
The next two questions on the survey, related to the store atmosphere, are about the in-store scent. Figure 4 presents the following outcome: all the participants would like to smell a fragrance of Jo Malone London whilst shopping for a product. In addition, more than half of the participants bought a product of Jo Malone London because it was the in-store scent. To be more precise, 62 participants; from the total 131 participants, bought a product of Jo Malone London because it was the in-store scent.

Figure 4: The respondents' desire to smell the Jo Malone London fragrance in-store and the effect

The last question, related to the store atmosphere, is about the overall atmosphere of the Jo Malone London boutiques. Figure 5 demonstrates the opinion of the respondents regarding to the current atmosphere of the Jo Malone London boutiques. It appears that, more than half of the participants find the atmosphere average and 26% participants think that the current atmosphere is good. 23 of the total 131 participants think that the current atmosphere is bad, and 4 participants find it terrible. In addition, none of the participants find the current atmosphere very good.

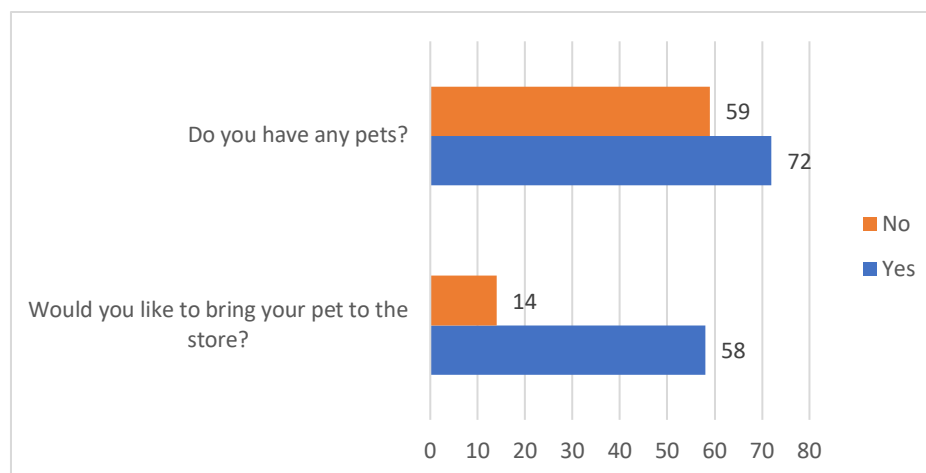*Figure 5: The respondents' opinion of the overall atmosphere*
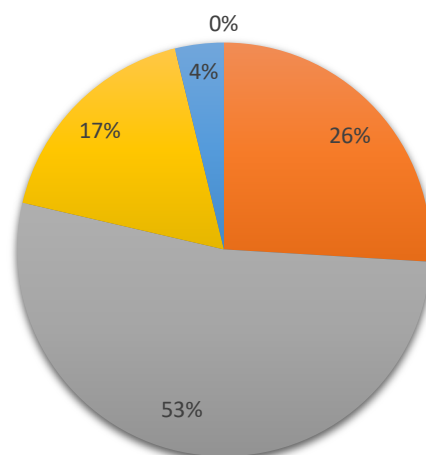
4.2.2 Communication

There are in total 4 questions that are related to the store communication. The first question is as follows: *Which of the following aspects of the store environment do you find most important?* Figure 6 displays the outcome of this question and it shows that 78 participants find cleanliness the most important aspect. 41 participants choose a pet friendly image and 12 participants choose decoration (such as flowers and balloons) as the most important aspect.

Figure 6: The most important store environment aspect for the respondents
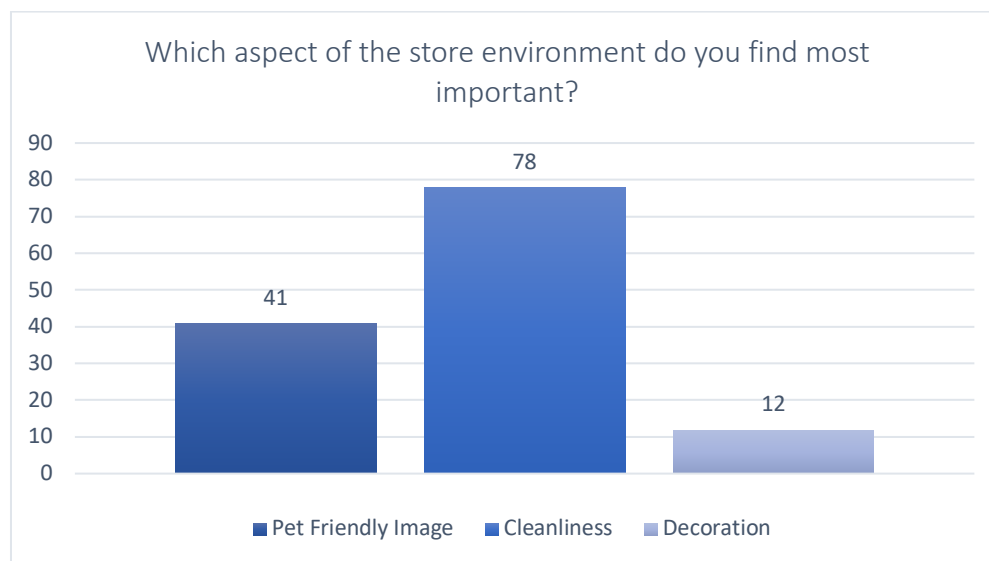

The next two questions are about the need for a store that is pet friendly. Figure 7 displays these two questions. Firstly, 72 participants of the total 131 participants are pet owners. Secondly, 58 participants from the 72 participants; that are pet owners, would like to bring their pet to the store.

Figure 7: The respondents' desire to have a pet friendly store

The last question, as for the store communication, is a rating question regarding the cleanliness of the current store exterior. Figure 8 displays the current opinion of the respondents' view about the cleanliness of the current store exterior. The majority of the participants rates the current cleanliness, of the store exterior, a 7.

Figure 8: The respondents' view regarding the current store exterior
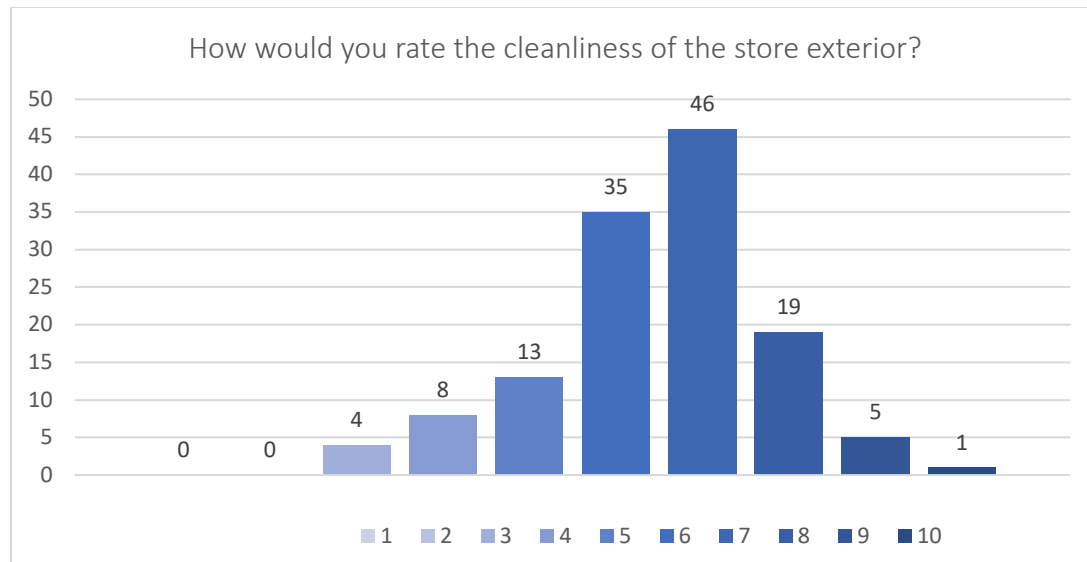
4.2.3 Exterior Design

The survey entails two questions that are related to the exterior design. Figure 9 presents the first question which is the respondents' opinion about the recognizability of the current store sign. It appears that, more than half of the participants find the store sign easily recognizable. In addition, 52 of the total 131 participants did not find the current store sign easy recognizable.
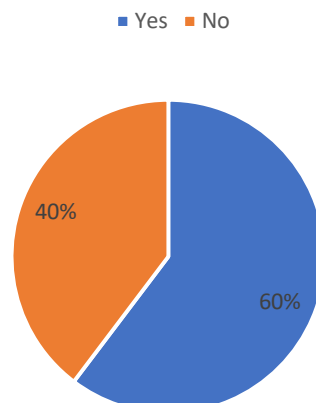
Figure 9: Recognizability of the current store sign

Figure 10 displays the second question, regarding the exterior design, which is about the current shopping windows. The majority of the participants find the current shopping windows attractive or average followed by 16 participants who find it boring. 3 participants think that the current shopping windows are very attractive, and 5 participants claim the shopping windows to be unappealing.

Figure 10: The respondents' opinion regarding the current shopping windows

4.2.4 Interior Design

The following four questions of the survey are related to the interior design. Figure 11 shows what kind of store flooring the participants prefer. Moreover, the participants prefer mostly wooden floors in-store, followed by tiles and carpet.

Figure 11: The respondents' preference as to the in-store floor covering
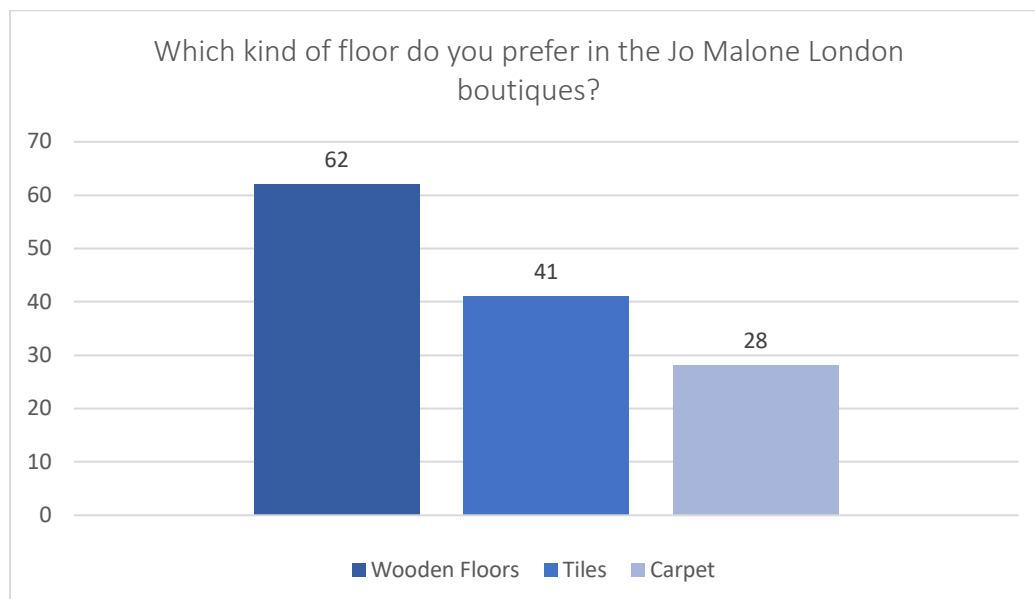
The second question related to the interior design is about the product displays. Figure 12 shows that the majority find the current product displays easily visible. In addition, 59 participants of the total 131 do not find them easily visible.

Figure 12: The respondents' insight regarding the product display visibility

Do you find the product displays easily visible?
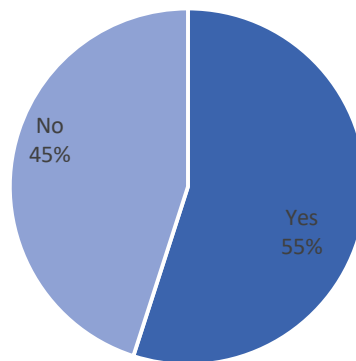
Now, figure 13 demonstrates the last two questions that are related to the interior design. It appears that, 98 of the total 131 participants are satisfied with the current amount of checkout counters. Moreover, 63 participants of the total 131 participants do not find that there is enough space at the waiting line.

Figure 13: The respondents' opinion of the current amount of checkout counters and waiting line
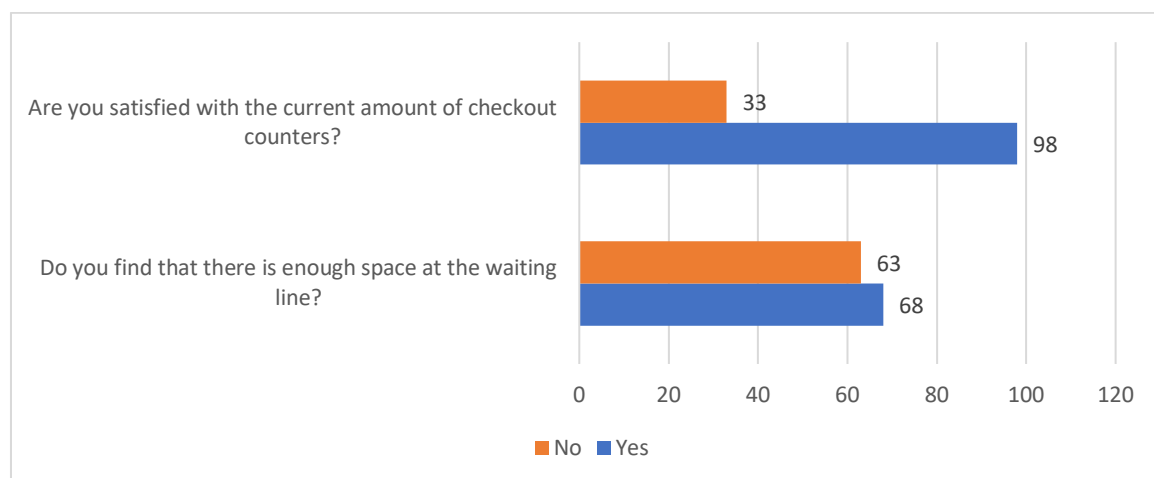
Finally, the respondents were asked to answer the following open question: *Do you have any tips or comments regarding the current store environment?* 48 of the total 131 participants filled in this last question. To be more precise, there were in total 13 participants that suggested to change the current store visibility. They claimed that the current Jo Malone London boutiques are hard to find or hard to recognize. Now, the majority of the 48 participants; that filled in this question, wrote tips or comments regarding the current atmosphere. To be more precise, 17 participants stated that they have experienced an unpleasant shopping moment at the Jo Malone London boutiques, due to the lack or incompetence of personnel. Additionally, 4 participants find the current atmosphere unattractive because of the temperature. They find it often too cold in the boutiques. Moreover, 2 participants stated that the boutiques are often very quiet. The rest of the participants had comments/recommendations regarding the communication, for the Jo Malone London boutiques. They suggested a better communication between the store and customer; especially regarding sales, discounts and/or special offers.

5. Analyse

As mentioned earlier, over the last ten years the number of physical shops declined by 5 percent whilst the number of web shops were fivefold (CBS, 2017). Because of this reason, it is now even more important to have a good store environment. Now, in a preliminary survey it became apparent that the British brand; Jo Malone London, is unknown to a substantial part of their target group. Therefore, the objective of this research is to improve Jo Malone London's boutique environment.

Now, the results of the conducted survey will be discussed in the following sections. In addition, the results shall be discussed in the same order as they were presented in the previous chapter: 4. Results.

5.1 Participants' Characteristics

In total, there were originally 136 participants; however, 5 participants did not fully complete the survey and therefore their surveys were not included in this research. Thus, finally there were 131 participants. Now, the majority of the participants are female and are between the age 25-44 (fig.1).

5.2 The Participants' Opinion as to the Store Environment of the Jo Malone London Boutiques

Firstly, the participants were asked about the atmospherics of the Jo Malone London boutiques. As mentioned before in 4.2.1 Store Atmospherics, most of the participants prefer to see warm in-store colours or warm light colours (fig. 2). What is more, almost all participants prefer an in-store lighting that is bright light. As mentioned before in 2.4.3 Store Atmospherics, a bright light setting increases impulse purchases and it increases honesty (Ebster & Garaus, 2011). Furthermore, 128 of the 131 participants prefer to hear in-store music and the pop and jazz music seems to be the favourite music genre of these participants (fig. 3). In addition, jazz music can be categorized as slow music; which is an important tool because it makes customers spend more time in a store and that can result into a rise in purchase rates (Ebster & Garaus, 2011). As for scent, all the participants would like to smell a fragrance of Jo Malone London whilst spending time in the boutiques. At this moment, it is already possible to smell the products of Jo Malone London in-store. This could have been a result of the next outcome; which is that, more than half of the participants bought a product of Jo Malone London because it was the in-store scent (fig. 4). Moreover, as mentioned before in the results chapter, more

than half of the participants find the current atmosphere of the Jo Malone London boutiques average and none of the participants find the current atmosphere very good (fig. 5).

Secondly, the participants were asked about the store communication. It seems that cleanliness is the most important aspect for the majority of the participants followed by a pet friendly image (fig. 6). Additionally, figure 7 displays that the majority of the participants are pet owners would like to bring their pet to the store. This could be related to the previous question and can explain why a pet friendly image is the second most important store environment aspect for the participants. Moreover, the majority of the participants rates the current cleanliness of the exterior a 7 followed by a 6.

It follows that, questions were asked regarding the store exterior and interior design. Figure 9 shows that almost half of the participants find the store sign, of the Jo Malone London boutiques, not easily visible. As mentioned before in 2.4.1 Exterior Design, one of the most effective and least costly methods of advertising a business is a good signage (Ebster & Garaus, 2011). Also, Ebster & Garaus (2011) state that a study showed that 46 percent of first-time customers decides to enter a store because of the sign outside of the store. What is more, according to the majority of the participants are the current shopping windows; of the Jo Malone London boutiques, attractive or average (fig. 10). Almost none of the participants find them very attractive while a very attractive shopping window can achieve certain goals. In 2.4.1 Exterior Design, it is mentioned that it is possible to reach the following goals with shopping windows: maximize store traffic and conveying an exclusive image (Ebster & Garaus, 2011). As for the interior design, figure 11 shows that the opinions; regarding the store flooring, are really divided. However, most of the participants prefer wooden floors in-store followed by tiles. In addition, almost half of the participants find the current product displays not easily visible, see figure 12. As mentioned before in 2.4.2 Interior Design, information about the products should be visible at first sight and presented in an efficient and easy manner because shoppers often decide in a few seconds whether they should take a closer look at the merchandise (Ebster & Garaus, 2011). Apparently, the current displays; in the Jo Malone London boutiques, are not visible enough. Figure 13 shows that the majority of the participants are satisfied with the current amount of check-out counters; however, the opinions are almost equally divided when it comes to enough space at the waiting line. As previously mentioned in 2.4.2 Interior Design, check-out counters have a lot of influence because customers can evaluate a store atmosphere negatively when they expect that they will have to wait in the store (Ebster & Garaus, 2011).

5.3 Limitations

During this study, some limitations occurred. The first limitation was as follows: there was no possibility to adjust the survey. To be more precise, the survey was created in January and conducted throughout the month of February. The aim was to conduct the survey with a minimum of 200 consumers in the Jo Malone London boutiques. However, February appeared to be a slow month and the survey was eventually conducted with 131 participants. After the results were collected, it became appaerent that the survey could have been more extensive. Nevertheless, it became impossible to adjust and conduct the survey again due to the closing of shops regarding Covid-19. This leads us to the second limitation of this study which is: there was no possibility to have a bigger sample size. 131 participants was the biggest sample size which I could achieve in the month of February. If this study should be conducted again then I would suggest conducting the survey in a month when there is more in-store traffic, for example: December. Furthermore, all the respondents that participated in this study are current consumers of Jo Malone London and therefore their answers are reliable to this study. However, the validity of the results can be questioned because the 131 participants do not represent all the consumers of the Jo Malone London boutiques. Also, the conducted survey did not cover the whole theory of Ebster & Garaus, although it covered the most important aspects regarding store environment.

6. Conclusion

Firstly, it was important to answer the sub-questions in order to answer the research question of this study. Now, the first research question was: *What are the characteristics of a good store environment?* This question was answered in 2. Theoretical Framework, by presenting the different theories that describe a good store environment. The second sub-question was: *How does the target group of Jo Malone London experience its shop environment?* It follows that, an operationalization table was made; including questions for the questionnaire that were based on the chosen theory of this research. As a result, the questionnaire helped answering the second sub-question of this research. In addition, chapter 4. Results shows how the target group experience the shop environment of the Jo Malone London boutiques.

Finally, it is possible to answer the research question of this study; which is: *"How can Jo Malone London improve their boutique environment?"* In addition, three major conclusions can be made from this study; which answers this research question. Hence, the first conclusion is regarding the store atmospherics; no changes have to be made as to the current store colours and lighting since the current Jo Malone London boutiques already consist of warm colours and bright light. However, changes can be made as for the current in-store music and in-store scent. To be more precise, figure 3 showed the favourite music genre of the participants; which is pop and jazz. At this moment, jazz music is not part of the in-store music and therefore this can be changed. What is more, it is already possible to smell the products of Jo Malone London in-store although an in-store scent is not presented on the daily basis. The second conclusion is regarding the store communication; cleanliness and a pet-friendly image are both important aspects for the current consumers of Jo Malone London, yet the current cleanliness of the store is rated a 7 followed by a 6 and because of this reason there is room for improvement. The third conclusion is regarding the exterior and interior design of the store environment. As for the exterior design, the current store sign of the Jo Malone London boutiques is not easily visible to a large part of the current consumers (fig. 9) and the current shopping windows are not seen as very attractive (fig. 10). Thus, these aspects of the exterior design can be improved. As for the interior design, the store flooring does not to be improved because the Jo Malone London boutiques already have wooden floors or tiles. However, the current product displays are not easily visible (fig. 12) and there appears to be not enough space at the waiting line (fig.13). Hence, these aspects of the interior design can be improved.

In conclusion, Jo Malone London can improve their boutique environment by applying all the changes that are mentioned above in the three major conclusions regarding the store atmospherics; store communication and the exterior and interior store design. Now, the next chapter will provide a clear overview of the recommendations.

7. Recommendations

As mentioned before in the previous chapter, Jo Malone London can improve their boutique environment. In addition, changes should be made regarding the store atmospherics; store communication and the exterior and interior store design. This chapter shall address these changes because they are recommendations as to how Jo Malone London can improve their boutique environment.

The first recommendations are for the store atmospherics and are as follows:

- Jazz music should be part of the in-store music and it is advisable to play it regularly;
- There should be an in-store scent presented on the daily basis, for example burn one of the Jo Malone London candles every day in-store;

The next recommendations are for the store communication and are as follows:

- Improve the current cleanliness of the store;
- Provide a pet-friendly image, for example by a sign which shows that pets are welcome and/or by offering a drinking bowl for pets;

The last recommendations are for the exterior and interior design of the store environment:

- Make the current store sign more visible, for example try to place it differently or if necessary place an extra sign;
- Make the current shopping windows more attractive, for instance change the shopping windows regularly. Small changes can be made by presenting everyday a different product. In addition, big changes can be made by adjusting the shopping windows to a theme, season or holiday;
- Place the product displays always in sight. If necessary, place more product displays;
- Create more space at the waiting line;

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De Winkelomgeving van Jo Malone London

Bij voorbaat dank voor het invullen van deze enquête. De enquête gaat over de winkelomgeving van de Jo Malone London boetieks en is volledig anoniem. Het betreft 20 vragen en het duurt circa 5 tot 7 minuten om deze in te vullen. Alle antwoorden zullen alleen gebruikt worden voor mijn scriptie.

1. Wat is uw geslacht?
   - Man
   - Vrouw
   - Anders…………………

2. Wat is uw leeftijd?
   Selecteer a.u.b. een leeftijdscategorie
   - 18-24
   - 25-34
   - 35-44
   - 45-54
   - 55-64
   - 65-74
   - 75 of ouder

3. Wat is uw voorkeur qua winkel kleuren?
   Zie afbeelding 1
   - Cool
   - Light Cool
   - Warm
   - Light Warm

Afbeelding 1:

4. Wat is volgens u de ideale winkel verlichting?

    o   Helder

    o   Licht helder

    o   Gedimd

5. Wenst u graag muziek te horen in de boetieks van Jo Malone London?

    Indien ja, ga dan door naar vraag 6. Indien nee, ga dan door naar vraag 7.

    o   Ja

    o   Nee

6. Wat voor soort muziek prefereert u?

    o   Jazz

    o   Klassiek

    o   Pop

    o   Rock

7. Wenst u graag de Jo Malone London geuren in de boetieks te ruiken terwijl u aan het winkelen bent?

    o   Ja

    o   Nee

8. Heeft u ooit een product van Jo Malone London gekocht omdat de geur in de winkel werd gedemonstreerd?
    o Ja
    o Nee

9. Wat vindt u van de algemene atmosfeer?
    o Erg goed
    o Goed
    o Gemiddeld
    o Slecht
    o Vreselijk

10. Welk aspect m.b.t. de winkelomgeving vindt u het belangrijkste?
    o Diervriendelijk
    o Schoon en netheid
    o Decoratie (bijvoorbeeld bloemen en ballonnen)

11. Heeft u huisdieren?
    Indien ja, ga dan door naar vraag 12. Indien nee, ga dan door naar vraag 13.
    o Ja
    o Nee

12. Zou u graag uw huisdier mee willen nemen naar de winkel?
    o Ja
    o Nee

13. Wat voor cijfer geeft u de buitenkant van de winkel, m.b.t. netheid?
    1 is het laagst en 10 het hoogst

1	2	3	4	5	6	7	8	9	10

14. Vindt u het uithangbord van de Jo Malone London boetieks makkelijk herkenbaar?
    o Ja
    o Nee

15. Wat vindt u van de winkel etalages van de Jo Malone London boetieks?
- o Erg aantrekkelijk
- o Aantrekkelijk
- o Gemiddeld
- o Saai
- o Onaantrekkelijk

16. Wat voor soort vloer prefereert u in de Jo Malone London boetieks?
- o Houten vloer
- o Tegels
- o Tapijt

17. Vindt u de product displays makkelijk herkenbaar?
- o Ja
- o Nee

18. Bent u tevreden met de huidige aantal kassa's in de boetieks?
- o Ja
- o Nee

19. Vindt u dat er genoeg ruimte is bij de wachtrij?
- o Ja
- o Nee

20. Heeft u enige tips en/of commentaar m.b.t. de huidige winkelomgeving?

Bedankt!

The Boutique Environment of Jo Malone London

Thank you for taking the time to fill in this anonymously questionnaire, regarding the current store environment of the Jo Malone London boutiques. This questionnaire entails 20 questions and it takes about 5 to 7 minutes to complete. All the answers will be solely used for my thesis.

1. What is your gender?
   - o   Male
   - o   Female
   - o   Other…………………

2. What is your age?
   Please select an age category
   - o   18-24
   - o   25-34
   - o   35-44
   - o   45-54
   - o   55-64
   - o   65-74
   - o   75 or older

3. What kind of store colours do you prefer?
   See image 1
   - o   Cool
   - o   Light Cool
   - o   Warm
   - o   Light Warm

Image 1: Store colours

4. What would be the ideal in-store lightening for you?
    - ○ Bright
    - ○ Light Bright
    - ○ Dimmed Light

5. Do you prefer to hear in-store music in the Jo Malone London boutiques?
    If your answer is yes, then continue to question 6. If no, then continue to question 7.
    - ○ Yes
    - ○ No

6. What kind of music do you prefer?
    - ○ Jazz music
    - ○ Classical music
    - ○ Pop music
    - ○ Rock music

7. Do you prefer to smell the Jo Malone London fragrances in-store whilst shopping?
    - ○ Yes
    - ○ No

8. Have you ever bought a product of Jo Malone London because it was the in-store scent?
    - o   Yes
    - o   No

9. What do you think of the overall atmosphere?
    - o   Very good
    - o   Good
    - o   Average
    - o   Bad
    - o   Terrible

10. Which aspect of the store environment do you find most important?
    - o   Pet friendly
    - o   Cleanliness
    - o   Decoration (such as flowers and balloons)

11. Do you have any pets?
    If your answer is yes, then continue to question 12. If no, then continue to question 13.
    - o   Yes
    - o   No

12. Would you like to bring your pet to the store?
    - o   Yes
    - o   No

13. How would you rate the cleanliness of the store exterior?
    1 being the lowest and 10 the highest

1	2	3	4	5	6	7	8	9	10

14. Do you find the store sign easily recognizable?
    - o   Yes
    - o   No

15. What do you think of the shopping windows of the Jo Malone London boutiques?

- o Very attractive
- o Attractive
- o Average
- o Boring
- o Unappealing

16. Which kind of floor do you prefer in the Jo Malone London boutiques?

- o Wooden floors
- o Tiles
- o Carpet

17. Do you find the product displays easily visible?

- o Yes
- o No

18. Are you satisfied with the current amount of checkout counters?

- o Yes
- o No

19. Do you find that there is enough space at the waiting line?

- o Yes
- o No

20. Do you have any tips or comments regarding the current store environment?

Thank you!