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NEW TRENDS IN STORE ATMOSPHERE:

AN APPLICATION TO THE TELECOMMUNICATION SECTOR

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II. Abstract

Store atmosphere is increasingly becoming an area of interest in Marketing studies. Despite the exponential growth of internet use for all purposes (including online shopping), going to physical stores is still consider as essential to consumers. The aim of the present dissertation is to understand new store trends on the market, and their impact on store atmosphere when applied to the telecommunication industry. To achieve the research objectives a literature review was developed followed by an empirical research. This qualitative research allowed the investigation of four types of store trends' impact on telecommunication's stores: *store mood zones*, *retailtainment*, *co-creation* and *interactive screens*. Several cues related to these trends were presented to a sample of consumers as a way of studying its influence on consumer's perception and behaviour within the store. Overall, the findings revealed that the above presented trends are valuable to improve the consumers' interest on visiting physical stores. Nevertheless, its influence on consumer behaviour may vary according to which sort of idealization and implementation is used. As so, marketeers must understand the relationship among several stimuli, and its effect on consumers to adapt to each circumstance and target audience.

Keywords: Marketing, Store Atmosphere, Trends, Telecommunication

JEL – classification system

M31 – Marketing; **L96** – Telecommunications; **O3** – Innovation.

II. Resumo

A atmosfera das lojas tem-se tornado, cada vez mais, uma área de interesse em estudos de Marketing. Apesar do crescimento exponencial no uso da internet para todos os fins (incluindo compras on-line), deslocar-se às lojas ainda é considerado essencial para os consumidores. O objetivo da presente dissertação passa por perceber as novas tendências das lojas no mercado e o seu impacto na atmosfera das mesmas, nomeadamente, no setor das telecomunicações. Com o intuito de atingir os objetivos deste estudo, desenvolveu-se, primeiramente, uma revisão de literatura seguida de uma parte empírica. Esta pesquisa qualitativa permitiu assim a investigação do impacto de quatro tipos de tendências em lojas de telecomunicações: *store mood zones*, *retailtainment*, cocriação e ecrãs interativos. Vários estímulos relacionados com essas tendências foram apresentados a uma amostra de consumidores de forma a estudar a sua influência na perceção e comportamento do consumidor dentro da loja. De uma maneira geral, os resultados revelaram que as tendências apresentadas previamente são valiosas para fazer crescer o interesse dos consumidores em visitar lojas, presencialmente. Não obstante, a sua influência no comportamento do consumidor pode ariar consoante o tipo de idealização e implementação utilizadas. Deste modo, o marketeers devem procurar perceber a relação entre os vários estímulos e os seus respetivos efeitos sobre os consumidores para se conseguirem adaptar a cada circunstância e a cada público-alvo.

Palavras-Chave: Marketing, Atmosfera das lojas, Tendências, Telecomunicações

JEL – Sistema de classificação

M31 – Marketing; **L96** – Telecomunicações; **O3** – Inovações.

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1. INTRODUCTION

The present study aims the understanding of new store trends on the market, and their impact on store atmosphere when being applied to the telecommunication industry. The scope of the research is integrated with a project with one of the Marketing Future Cast Lab partners, Portugal Telecom. To achieve objective results and reduce the length of the study, a Portuguese audience (Portugal Telecom clients) was targeted.

1.1 Theme

Over the years, several authors have focused their empirical studies towards understanding the impact of store atmosphere on consumers' attitudes, perceptions, emotions, and behaviours. By doing so, they aimed to perceive its influence on companies and brands (image, reputation, and quality of services), gaining the ability to create appropriate marketing strategies and correctly managed it (Farias *et al.*, 2014). Thus, store atmosphere is influenced by a vast number of variables. Kotler (1973) firstly introduced the sensory domain, where visual, olfactory, auditory, and tactile cues where consider as the main variables on a store that sent stimuli to consumers. Subsequently, several researchers have developed frameworks to complement this approach, introducing many other variables, such as human and social variables (Turley and Milliman, 2000).

Further investigations are now focusing their attention on new trends in this field that can create entirely new store concepts, building up new customers' experiences. Hence, the current study will approach several trends that its use may be considered in physical telecommunication's stores such as *retailtainment*, *interactive screens*, *new payment methods*, *co-creation*, *reverse channels*, *storytelling*, *store mood zones*, *hybrid stores*, and *revolving decors*.

According to Lai *et al.* (2009), nowadays the telecommunications sector faces extreme competition. Its direct relationship with technological advances makes their constant update on these trends even more fundamental. Since this dissertation faces the study of innovative and advanced concepts, a vast number of researches are still required to appropriate results on the impact of these trends in the store atmosphere and consumers' behaviour. The present research will only approach the ones that might have a greater impact on this industry and might have already been successfully used by other businesses which will be clearly justified.

1.2. Research Problem

There is limited research concerning future store trends, and even shorter the ones applied to the telecommunication industry. Hence, a wide range of trends should be studied and applied to this industry. Since this would imply a vast research and use of resources, this dissertation will only employ some of them. Nevertheless, for a broad approach to the topic, four main trends will be the focus of analysis: *retailtainment*, *co-creation*, *interactive screens* and *store mood zones*.

Due to the gap in the literature regarding these topics, the scope of the research aims to understand the most significant impacts of these new store trends on consumers' perceptions, attitudes, and behaviour, when applied to telecommunications' stores. It focuses on understanding the acceptance that certain trends would have in this industry and exploring the reason why they might only be accepted in other businesses.

Hence, the research problem is to ascertain the influence and acceptance of *store mood zones*, *retailtainment*, *co-creation* and *interactive screens* in physical stores from telecommunication industry.

1.3. Objectives

In line with the previous, the main objective of this dissertation is to have a strong understanding in the theme of store atmosphere and how it can influence the brand through consumer behaviour.

It aims to have a deep approach to what are the new trends in this field and how they can be correctly applied to different industries. This research results may provide crucial guidelines for managers to follow in order to improve their services and brand's reputation.

1.4. Structure

The first chapter will introduce the key topics related to the present issue with the purpose of identifying the most relevant literature, its limitations, and shortcomings. In this literature review, it is essential a strong comprehension on the subject, focusing on which variables have greater influence the store environment, and what are their outcomes. Indeed, this part will comply not only with the scientific literature on this subject, but also with professional sources that focused on what is happening on the market, and what are the new successful trends in store atmosphere.

Subsequently, the methodology will be presented regarding the appropriate research methods for a better exploration of the research problem. As so, this chapter will allow the understanding of the impact of such trends and their acceptance by actual consumers.

A complete analysis of the results, based on the methodology options will be conducted to provide trustworthy and reliable insights of the framework developed.

Finally, the present dissertation will clarify which managerial implications, must be withdrawn from the study findings, followed by the assessment of all limitations the project was presented with. Afterwards, considering the research findings, its implications and limitations, it will be proposed some suggestions for further researches on store atmosphere trends.

2. LITERATURE REVIEW

Physical stores are unquestionably suffering large transformations, remodelling their appeal and operations to meet customer's demands and company's needs and obligations (Backstrom and Johansson, 2017). This change is highly influenced by the rapidly growth of e-commerce prominence, that is shaping how companies behave to thrive in the current competitive environment (Lee *et al.*, 2017; Hagberg *et al.*, 2017).

In this light, to complement their online businesses companies are starting to implement new concepts and retail formats to reinforce the position of physical store in consumer's life (Hagberg *et al.*, 2017).

2.1. Store atmosphere – Concept and its importance

In marketing, the atmospherics were first defined by Kotler (1973: 50) as "the *effort to design buying environments to produce specific emotional effects in the buyer that enhance his purchase probability*". Although this term only appeared in 1973, there were several previous studies that address manipulated components in the environment, such as Cox, 1964, 1970; Smith and Curnow, 1966; Kotzan and Evanson, 1969; Frank and Massey, 1970; and Curhan, 1972 (Turley and Milliman, 2000). Additionally, Turley and Bolton (1999) in Rayburn and Voss (2013) strengthened the concept stating that store environments should be prudently moulded to a specific target market. Similarly, Farias *et al*. (2014) suggest that store atmosphere refers to both tangible and intangible traits of a store that generate an effect on consumers and is currently described in sensory terms by the main channels: vision, hearing, smell and touch.

With the current competitive business world, customers are seeking for unique shopping experiences and products, choosing from the best offers. The growth of product's parity made it crucial for retailers to have an exclusive offer to maintain customers interested and increase competitiveness (Kumar and Kim, 2014). This exclusive offer implies focusing on customer experience instead of the products (Puccinelli *et al.*, 2009 in Spence *et al*., 2014). This finding was consistent with Babin and Attaway (2000: 91) argument that "g*iven the shaky ground many retailers inhabit, success driven retailers must find ways to maintain stability and grow in order to survive.*" Some authors such as Kotler (1973) and Chebat and Dubé (2000) suggest this must be done by creating a store atmosphere that influences the customers' thoughts and feelings.

Cues presented by Bitner (1992) and revised by Turley and Milliman (2000) added the importance of atmospherics planning as a differentiation factor between success or failure. The planning of the environment should not be conducted in an intuitive way since it is related to the company's marketing strategy, and when doing so, managers should be attentive to the difference between "desired atmosphere" and "perceived environment" (Farias *et al.*, 2014). Other authors, with a purpose of creating consistent customer's experiences, approached store's concepts as a brand which integrated store atmosphere and merchandise image (Kumar and Kim, 2014). Nevertheless, store atmospherics strategy has no ideal model to be followed (Farias *et al.*, 2014), but it is a topic to be considered in the marketing strategy of exchange sceneries (Turley and Milliman, 2000).

In marketing literature, several types of research have been approaching the effects of store atmosphere on consumer behaviour. Although results slightly differ, overall studies go in line with the Mehrabian-Russell's model – Stimulus-Organism-Response (S-O-R) paradigm (Kusumowidagdo *et al.*, 2012). When applied to retail, stimuli (S) is the store environmental signals that influence customer' internal states, the organism (O) is the customer, and response (R) is the approach-avoidance behaviour that consumers experience through all the process (Kumar and Kim, 2014).

This model has been applied in some atmospheric studies with a highlight on Donovan and Rossiter (1982) research, the first on this issue. The modified model suggests that store atmosphere can influence customer's emotional responses in two significant states, pleasure and arousal, eliminating a third state present in previous literature - the domination emotional state. According to these authors "*simple affect, or store-induced pleasure, is a very powerful determinant of approach-avoidance behaviours within the store, including spending behaviour*" (Donovan and Rossiter, 1982: 54). As so, frameworks led to the notion that store environment physical cues can engender both emotional impacts and consumer's behaviours. In fact, a great extent of retail researches have been focusing on the impact of specific stimuli, such as colour, music, lighting, scents, sounds and crowding in consumer behaviours such as impulsive buying, consumer's perceptions, time spent in the store, or sales (Turley and Milliman, 2000).

Several authors suggest that atmospheric cues are important to create impact in all four phases purposed by Donovan and Rossiter (1982) of consumer approach to the store: firstly, the basic level of consumer's process of approaching and avoiding the store, secondly, the process of search and explore the store, thirdly, the interactions of customers with employees, and finally repurchase frequency and amount of money spent during the visit to the store (Kusumowidagdo *et al.*, 2012). According to Kotler (1973) cited by Olahut *et al*. (2012: 319), these cues affect consumer behaviour by "*creating attention, by communicating an image and level of service to actual or potential visitors, and by stimulating affective responses*". Thus, retail atmospherics not only create attention which invites customers to the store but also have an impact on the perceived store image and quality, thereby influencing consumer decision-making and shopping intentions (Mishra *et al.*, 2014). Besides that, Olahut *et al.* (2012: 320) characterization of atmospherics as "*emotionally oriented design of space*" is perhaps based on its effect on consumer's feelings, emotions and behaviours, that consequently can trigger changes in customer's satisfaction and mood, amount of resources and time spent in the store, repeated purchases, impulsive buying, sales, among others. In fact, the influence of varied atmospheric cues on the previously mentioned variables has been largely studied throughout the years leading to a positive relationship (Babin and Attaway, 2000; Olahut *et al.*, 2012; Mishra *et al.*, 2014). Limited research even suggests a positive correlation elements of store atmospherics and store loyalty (Muhammad *et al.*, 2014).

With the growth of experiential marketing, defined as "*customers' developing recognition of and purchasing goods or services from a company or brand after they experience activities and perceive stimulations*", store atmosphere cues, both internal and external, gain even more importance (Mishra *et al.*, 2014: 93). It became essential to build an environment that can create unique customer experiences, creating the link between an experiential view of consumption and the traditional approach to decision making (Farias *et al.*, 2014). The same authors emphasize the focus of experiential marketing concept on holistic and eclectic experiences that enhance customer's hedonic consumption. Indeed, this tactic can influence customer within the store shopping behaviour due to its multi-sensory aspects, not only accordingly to the number and type of cues, but also based on their combined effect, creating an overall positive impression on consumers in the store (Mishra *et al.*, 2014).

2.2. Dimensions of Store atmosphere

2.2.1. A sensory approach

Atmospheric dimensions were primarily explained by Kotler (1973) through a sensory approach. Since then, human senses have been studied by several authors to verify its individual or combined influence in-store atmosphere ambience and respectively effects on consumer's behaviours and buying intentions. Indeed, Babin *et al.* (2003), proved, among other researchers, that it is the complexity of sensations and their combination with each other that result in main effects on consumers, and in how they respond to the store concept and products. Thus, managers should come up with an optimal stimulation for their target audience and achieve the best outcome possible (Spence *et al.*, 2014). As so, Spence *et al.* (2014: 473) argue that "*customers feel better, are more satisfied, and/or show more favourable behaviour as a result of a given sensory cue*" and for that reason, stores can benefit from that when consumers create associations between certain products/services and those atmospheric cues.

<u>Visual variables</u>

According to Spence *et al.* (2014), visual atmospherics cues often incite direct impact on purchase behaviours, considering they can produce certain associations that facilitate consumer's decision-making. It may embody elements such as colour, brightness, size, and shapes (Kotler, 1973). Several studies concerning the effects of colours showed they are likely to convey meaning, which may differ from countries, regions and throughout time (Spence *et al.*, 2014). Also, the change in environment' colour can influence its effect on the consumer, for example, Babin *et al.* (2003: 542) research shows that "*the short (long) wavelength colours are preferred (not preferred) leading to a linear association between affective tone and wavelength*". However, it is the colours combination with other environmental features that might change consumer's perception of one store.

Thus, not only colour but also the store brightness can influence client's stimulation and have an impact on a person's emotions and mood (Evans, 2002, and Lehrl *et al.*, 2007, in Spence *et al.*, 2014). Accordingly, Babin *et al.* (2003) study demonstrated that certain categories require specific combinations of lighting and colour to be more easily assimilated in consumer's mind. As so, these achievements proved that the right choice of the lightning and colour is a very complex subject when creating the appropriate store ambiance. It may not only immediately influence consumers when entering a store, but also become a direct association in consumer's mind to that specific store, retailer or even brand. Other studies have been made concerning visual atmospherics, for example, Chebat and Morrin (2007) study on décor schemes in a mall, which suggest that visual cues influence consumer's perception on the quality of the mall and its products.

Aural variables

According to Spence *et al.* (2014), music is an easy element to control and adjust, and for that reason, it should be manipulated to create an appropriate background for a desirable atmosphere. Studies performed through the years indicate that choosing the proper music has a direct impact on consumer behaviour, contributes to the overall store image (Farias *et al.*, 2014) and may even "*powerfully signal its brand positioning*" (Spence *et al.*, 2014: 476). Due to music ability to create emotional bonds with consumers, it is necessary to create a fit between the chosen music and company's values (Morrison and Beverland, 2003).

Nevertheless, it is necessary to understand which music's characteristics have influence in overall store performance. Most of the studies suggest that presence of music has a positive effect on consumer patronage behaviour (Garlin and Owen, 2006; Andersson *et al.*, 2012). However, in some specific environments as in Linsen (1975) study on supermarket shoppers, silence is preferred (Spence *et al.*, 2014). On the other hand, not only the type of music is relevant and may influence customer' choices but also its tempo (Milliman, 1982). Generally, researchers argue that musical tempo influences the perceived time spent in the store, for example, familiar music with quiet and slow tempo may influence the customers to stay longer in the store (Garlin and Owen, 2006), influencing also their move speed inside the store (Milliman, 1982). Likewise, other studies focused on music volume levels and music modes suggesting its positive impact on sales. This volume's adjustments potentially allow retailers to manipulate the number of customers and their movements within the store (Spence *et al.*, 2014).

In line with the previous, it becomes relevant to carefully select the music and its characteristics when choosing store's background. When correctly executed, this can influence consumer's stimulation level as also their mood and emotions, prompting social interactions among consumers and staff (Spence *et al.*, 2014). Also, it can generate significant effects on their behaviour, it can "*increase sales; influence purchase intentions, increase the time to buy and hold; decrease the perception of buying time and waiting, influence the rate of consumption of a meal in restaurants; influence consumer perception of a store; and facilitate consumer official interaction*" (Farias *et al.*, 2014: 91).

Olfactory variables

The ambient fragrance of a store environment can vary within its intensity or its pleasantness among consumers, and it is a sensory cue that has commonly hedonic charged. Yet, several authors argue that its effects on consumers' behaviour and perceptions may occur unconsciously, without them be aware of it (Spence *et al.*, 2014). To exemplify, studies from Parsons (2009) suggest that placing fresh flowers near the cash registers may be a trigger that enables the sales process.

Although olfactory cues may elicit specific behaviours due to appealing scents, researchers argue that there is a greater impact when they are engendered by associations with products, specific environment or previous memories. For that reason, Spence *et al.* (2014) propose that retailers may use this type of cues to induce specific thoughts in consumer's minds about their products and services. Ideally, store managers should ascertain their scent signature in a way that can be both pleasant and compatible with the identity of the store/brand (Bosmans, 2006; Parsons, 2009). Adding to this, Chebat and Michon (2003) suggest that product's scent may influence consumer's perception of its quality and attributes. However, it may be the scent from the product itself or one from the environment.

As previously said, certain scents can trigger specific memories and emotions exerting a strong influence on consumer's behaviour. For that reason, Farias *et al.* (2014) argue that it should be managed in a way that does not create incompatible associations with the store and its products. Several studies suggest that the accurate olfactory stimuli in a store may influence consumer time spent in the store (Spence *et al.*, 2014).

Tactile variables

In 1973, tactile atmospherics potentials were described by Kotler (1973) in terms of its softness, smoothness, and temperature. Studies in this field proved that the likelihood of customers purchasing products increases after they touched them (Spence *et al.*, 2014), and this is a differentiator factor in their willingness to pay more for it. However, although clients like to touch products, the same authors argue that they do not like to purchase those who may be touched by others. Nevertheless, having part of the product available for customers to try is proven by these authors to be a way for brands to engage their clients through this sense.

Another relevant trait when study tactile atmospherics is the in-store temperature. Some researchers suggest that a colder atmosphere temperature leads to a more emotional decision making while the opposite to a more cognitive decision making and utilitarian choices (Spence *et al.*, 2014).

Finally, it is important to refer that some consumers might associate specific tactile stimuli with certain colours: "*smoothness, softness, and roundness is associated with greater luminance and chroma*" (Ludwig & Simner, 2013 in Spence *et al.*, 2014: 478).

Taste variables

Taste is one of the most subjective senses, and its complexity makes its use demanding in store atmospherics. For taste inherent concept, it is commonly used in food-related retailers, and according to Spence *et al.* (2014), some of this type of retailers make tasting as an essential part of their product offering. Stores may use this element since it influences consumer behaviour even if unconsciously. Certain types of food, for example, chocolate, may stimulate chemically based euphoria. However, other food tastings might cause negative reactions in consumer's memory developing subsequent actions with similar products (Garcia *et al.*, 1955 in Spence *et al.*, 2014). Therefore, this type of cues may enhance both positive and negative reactions.

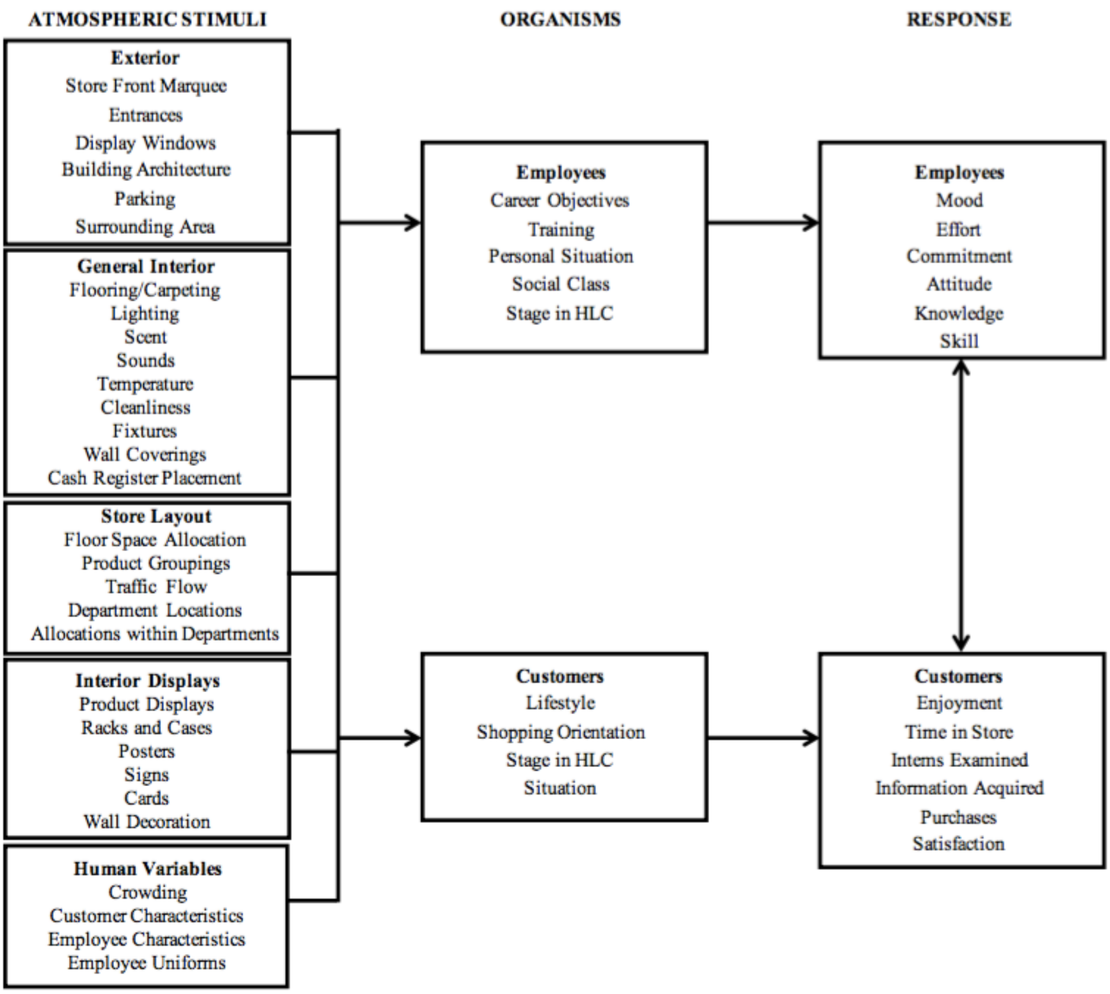
Some other findings also suggest that, for example, offering some sort of products at the store entrance might influence customers to a more favourable interest towards buying the product. Nevertheless, product tasting should be prepared together with disclosure of product's information, and the order of these events might also have an influence on its results. Wilcox *et al.* (2011) research in Spence *et al.* (2014:579) showed that "*when the information was provided after the tasting experience, the information was contrasted resulted in less positive assessment than the less positive information*".

Conclusively, it is understood that the use of combined atmospheric cues is valuable when creating a store environment that provides clients an immersive experience. Although initial researches indicated that visual cues dominated over others, continuous studies in this field showed that the most outstanding results emerge when using certain combinations of atmospheric cues (Calvert *et al.*, 2004). This theme initiated the multisensory approach referred in several other studies. Olahut *et al.* (2012) suggest that this approach is linked to the customer's holistically view of the store, combining the stimuli instead of perceiving them as individual elements.

2.2.2. Turley and Milliman model

Although the sensory approach has been the research focus by several authors, other atmospherics cues have been studied developing different categorizations through the years. Bitner (1992) divided them into three categories, but already in 1995, atmospheric stimuli were divided in four categories: the exterior of the store, the general interior, the layout and design variables, and the point-of-purchase and decoration variable (Berman and Evans, 1995). In 2000, studies of Berman and Evans (1995) were revised by Turley and Milliman (2000) in which they added a new category, human variables. According to Olahut *et al.* (2012: 322), this is "*the most complex classification of atmospheric variables*" in retail context for the inclusion of human variables.

Figure 1 *- Turley and Milliman Model*



Source: Adapted from Turley and Milliman, 2000.

According to the authors, this division "*allows managers to begin to identify and tailor appropriate atmospheric elements in order to communicate a desired image or environment to a particular shopper segment or target market and induce a desired result from shoppers.*" (Turley and Milliman, 2000: 194). As so, the use of these cues leads to cognitive affect in consumers and consequently in a behavioural response.

This model suggests that physical environmental cues influence consumer responses in two ways. First, it gives the possibility that one individual's response to a stimulus may be completely different when presented to another individual or group of individuals. Secondly, these cues may influence interactions among customers and between them and staff members (Turley and Milliman, 2000).

As showed in Figure 1 model, Turley and Milliman (2000) divided the atmospheric stimuli into five categories as the following:

External Variables

Although external variables are the first cues that a customer face when approaching a store Olahut (2012: 325) claims that these elements are "*the worst represented atmospheric elements in marketing literature*". Nevertheless, Turley and Milliman (2000) propose that this dimension include stimuli such as the storefront, marquee, entrances, display windows, building architecture, the surrounding area, and parking. Olahut (2012) argue that these elements visual appeal is the key to create the store's first impression on customers and encourage them to enter the store, indeed, Turley and Milliman (2000) suggest that these must be managed in a way to induce consumer behaviour.

General Exterior

This category was in the centre of several other researches since it is characterised by the aforementioned sensory cues such as flooring/carpeting, lighting, scents and sounds, temperature, cleanliness, wall textures, and colour usage. Throughout the years, various authors have studied how these elements have a positive impact on consumer behaviour, and the authors of these model, Turley and Milliman (2000) give special attention to elements such as music, aroma, and lighting.

Store Layout

Turley and Milliman (2000) presented this dimension as including elements such as fixture, allocation of floor space, product groupings, traffic flow, department locations, and allocations within departments. According to Olahut (2012), researches by Iyer (1989) and Iyer, Park and Smit (1989) were the most relevant studies of these elements. The first suggesting that "*unplanned purchases were higher in low knowledge, no time pressure conditions*" (Olahut, 2012: 330), and secondly, that unplanned brand switching and purchase volumes might be influenced by store knowledge and consumer's time availability. The author also mentioned Smith and Burns (1996) in their results on how "*configuration of smaller numbers of products at larger quantities conveyed lower prices that did having a greater variety of products with lower quantities*" (Olahut, 2012: 330).

Interior Displays

This category was also referred by the model's authors as the point-of purchase and decoration dimension that comprise stimuli such as product displays, point-of-purchase displays, posters, signs, cards, Teletext messages and wall decorations. According to the authors, and reinforced by Olahut (2012), the self-space effects – "*the effects of the amount of space allocated to a product, the effects of shelf location, or the effectiveness of a product display*" (Turley and Milliman, 2000: 197) - were studied by several authors with diverse results, in which some suggest self-space positive influence on sales (e.g. Doyle and Gidengil, 1977).

Turley Milliman (2000) also mentioned other authors that propose a significantly influence of product displays on sales, such as Curhan (1974) and Gagnon and Osterhaus (1985). The first one, for example, argues that "*the impact of merchandising and temporary promotional activities is dependent on the product category*" (Olahut, 2012: 331). Although exist some contradictory researches, the in-store signing was mostly mentioned as having an effect on consumers and sales, especially when combined with price information or when placed with a special display (Turley and Milliman, 2000).

Human Variables

Human variables are comprised in the new category that emerged in Turley and Milliman (2000) model, a complementary research to Berman and Evans (1995) studies that embodies elements such as customer crowding or density, privacy, customer characteristics, personnel/employee characteristics, and employee uniforms. The authors also subclassified the category in two areas: the influence of other shoppers and the influence of retail employees on shopping behaviour.

Regarding the influence of other shoppers, several studies focused on crowding effect, not only in the one generated by actual shopper density but also the perceived crowding. Mostly, the results showed the negative impact of crowding on consumer's evaluation of the shopping experience, satisfaction, number of purchases, decision to postponed shopping, changing stores excitement and also quality perception. However, it is also argued that consumer's perception of crowding might be influenced by the consumer's motives (Turley and Milliman, 2000).

Regarding retail employees, it was their appearance that was suggested as a crucial factor for transmitting company's values and attributes (Solomon, 1984 in Turley and Milliman, 2000). Also, these authors mentioned Baker, Grewal, and Parasuraman (1994) regarding the importance of social cues in-store environments, suggesting that "*the store with the prestige-image social factors were perceived as providing of higher service quality that did the store with the discount-image social factors"* (Turley and Milliman, 2000: 206).

Dependent Variables

Finally, the dependent variables of the model which are very relevant to the present study. Sales, time spent in the environment and the approach-avoidance behaviour have been the most commonly dependent variables examined. Accumulated evidence shows that "*the retail environment can exert a strong influence on sales and consumer purchasing behaviour*" (Turley and Milliman, 2000: 206). Time spent in the stores, however, was studied through different methods which lead to different outcomes. For that reason, both time spent in the store and the atmospheric variables were stated as complex and not universal. Finally, although researches regarding approach-avoidance behaviour appear to show results in very specific contexts, it is suggested that "*retail environments exhibit a strong influence on consumers' approach-avoidance behaviour*" (Turley and Milliman, 2000: 207)

2.3. New Trends in Store Atmosphere

Retailers are becoming more and more interested in experiential marketing by looking at customers as emotionally involved individuals that prefer immersive experiences instead of the mere logical purchase of goods and services (Spena *et al.*, 2012). Latest trends have been the focus of brands' attention and on how they contribute to create appropriate store environments and immersive customer's experiences. They can be executed by providing the best entertainment, customer involvement, and interactivity with the store through the most recent technologies available.

In light with the previous, the following chapter will introduce the most recent trends in retail store's environments complementing with real examples that explore each concept. For the purpose of this study, examples of this trend in telecommunication stores will be preferred, whenever possible, even if the concepts are not fully achieved.

2.3.1. In-store co-creation

Prahalad and Ramaswamy (2004) introduced DART model to explain *co-creation* experiences whereas dialogue, access, risk/benefit and transparency are its support, based on the interaction between both parts – consumer and company. All these attributes allow voluntary interaction between both parties as also their engagement and access to the needed information/knowledge. It emphasises the value perception, its risks, and benefits for both parts enhancing a culture of transparency. Other researchers also try to explain co-creative experiences as results of consumer social and relational resources (Cova and Salle, 2008; and Prahalad and Krishnan, 2008 in Spena *et al.*, 2012). Although it is a process initiated by the company, it is the consumer that dictate its outcomes. Consumer's involvement with the company and its products and services' development enhance their shopping experience mainly by offering them customized products. Indeed, *co-creation* results in meaningful and memorable experiences that may differ from one individual to another. Several authors give emphasis to the interaction between customers and producers, and how this can play a major role in the dimension of experience, highlighting the "*active role of the consumer as a co-producer, co-marketer and co-creator*" (Spena *et al.*, 2012: 23). These authors argue that the cornerstone of *co-creation* is the cooperative work between consumers and companies able to create joint value and value extraction. Collaboration is the core of value creation.

Indeed, some authors stress the role of consumers as not only co-producers but also "*sources of new product and services ideas*" (Zhang *et al.*, 2016: 294). These authors believe that co-creating products and services with customers provide to the company market insights and information to the development of innovations. Therefore, this integration of customers not only brings value to the company but also helps it to satisfy customers demands in a customized experience.

An example of this concept application is *O Bag* company in which customers, when entering the store, can customize their fashion accessories according to their preferences. The brand offers additional parts that can be mix and match according to "*an outfit, preference, or mood on the day*" (OBag website, 2016).

Although not physically in the store, *Orange* telecommunication store is already implementing *co-creation* with their clients in order to respond their demand and launch innovative products. This was concretized in a six-week project where clients and the company came together to explore and refine service ideas (Hessan, 2013).

Accordingly, the present research will study in-store *co-creation* in a very simple way by giving customers the possibility to personalize their phone's cover instantaneously in the store. Thus, this practice should respond to **Research Question 1 (RQ1)**: How engaged would customers be in co-creating their devices accessories with the firm during their visit to the store, in an environment created for this purpose?

2.3.2. Hybrid Stores

Malin (2014) considers hybrid stores as one of the top trends used by retailers to create immersive customers' experiences. This concept is based on the offer of distinct services from different business areas within the same store. These services' combination may be complementary or not, but when together they create the type of experiences to consumers that overtake simple transactional purchases. Diversification within the store may attract and engage potential customers, encourage impulsive buying and can lead to increase in sales (Tatum, 2016).

Dolce&Gabbana Barbieri applied this concept very effectively by combining the finest Italian tailoring with traditional Italian barbershop (Dolce&Gabbana website, 2016). Similarly, Baeta-Café implemented this strategy by introducing a barbershop concept and tattoo parlour, in their coffee shop business (Guerreiro, 2015). By doing so, both brands can offer their clients additional services but always maintaining their brand positioning. An example of a wide-ranging hybrid store is Her Majesty's Pleasure Company which combines a space with beauty salon, café, boutique, and cocktail bar (Her Majesty's Pleasure website, 2015, and Venerayan, 2014).

2.3.3. New payment Methods

Payment methods have been changing continuously over the years. According to Ting *et al.* (2016) and Kerviler *et al.* (2016), contactless payments are the newest trends, giving customers a "*mobile wallet*" that allows payments with their smartphones. Therefore, these new methods are transforming cash payments and may even eliminate them in the future (Oliveira *et al.*, 2016).

The new Samsung Pay is an example of contactless payment using credit cards. This type of payments requires partnerships with major banks, and services with participating wireless carries, in which the use of a near filed communication (NFC) technology enables the contactless mobile payments. According to Gerstner (2016: 46), the payment process of these devices is simple and there is no need to navigate on the app, you just "*hover your phone over the payment terminal and verify the transaction on your phone with your fingerprint or a passcode*". Retailers may benefit from mobile payments in many ways, as for example the Shopping Cart Concierge that allows self-serve checkouts to supermarkets clients, facilitating and enriching their shopping experience (Gutsche, 2007).

Mobile payments are going a step further in companies such as Amazon and MasterCard that started introducing the "*pay by selfie*" technology in function of facial recognition to authorize transactions. This result in a secure process giving consumers comfort and security (Rao, 2016). To conclude, these in-store contactless payments bring advantages to retailers which allows the development and strengthen of their loyalty programs (Kerviler *et al.*, 2016).

The previously mentioned new payment methods that mainly incorporate contactless payments are supported by this industry – telecommunications. Although this plays an important role of how this trend is evolving, its appliance on telecommunication's stores is not necessarily innovative and crucial.

2.3.4. Retailtainment

Retailtainment is the ability to provide new experiences to engage consumers through entertainment in the retail environment (Mathur and Chhibber, 2016). It is a way to attract new customers and maintain loyal ones, increasing their time spent in the store and promptness to buy (White, 2010). *Retailtainment* is also a way to oppose consumer's tendency of online shopping, turning retail environments more appealing and exciting (Coifman and Kennard, 2014) "*to drive traffic from consumers less enamoured about buying discretionary goods*" (White, 2010: 2). Nevertheless, store entertainment must be in line in what the company stands for and its product and services offerings, developing a concept that creates curiosity and engages consumers (Mathur and Chhibber, 2016).

Bull (2011) gives insights on this trend exemplifying with the new Disney Store in London's Oxford Street. This shop has the purpose to give their clients an interactive and cheerful experience by providing several features such as houses animated treed, cartoon whizzing across the walls and even the mood music adjusted during the day. Using *retailtainment* makes all the sense for this brand once that it is all about entertaining their clients around their brand idea – magic.

O2 store in Berlin is also a starting example of how *retailtainment* can be used in the telecommunication industry. Due to customer's need to touch and test the products, this brand starts by offering in-store panel discussions, workshops, concerts, and thematic event that is also a source of entertainment to their clients (Retail design blog, 2014). Another example of how to apply *retailtainment* in a simple way is Sim Free Smart Cellular Shop (Retail design blog, 2014) that offers a bench as interactive-waiting-station with speakers and multimedia system that allows clients to connect their phones to watch videos, play video games, among other entertainments.

To investigate this trend, the research will use as reference a Portuguese telecommunication brand – MEO - secondary associations, such as music and festivals. As so, answers to the following questions should be achieved:

- **RQ2**: How does live concerts and shows inside telecom stores impact clients experience?
- **RQ3**: What do clients valorise in a specific store area to the exhibition of recorded *MEO Sudoeste* concerts?

Additionally, this trend will also be merged with *interactive screens* by using the company's commercializing products such as smartphones or tables to entertain clients. This entertainment can be provided by games, photo applications, social media, among other options. Therefore, it is meant to answer **Research Question 4:** How will the use of commercialized digital devices for consumer's in-store entertainment impact their experience within the store?

2.3.5. Reverse Channels

Traditional distribution channels move products and services from producers to customers, which may or not pass through other intermediaries. Reverse channels, on the other hand, the products flow in the opposite direction, moving from consumers to producers (Flygansvaer *et al.*, 2008). Jahnre (1995a) in Flygansvaer *et al.* (2008: 9) argue that this type of channels involves two main activities: "*Collection is the process of making returned products available for reprocessing, and reprocessing is the process by which materials are made into substitutes for primary materials*".

Reverse channels allow consumers to make their no longer used products reach their producers, other consumers or beneficiaries with the purpose of recycling, repair or remanufacturing them. This type of channels may have solidarity, commercial or environmental purposes. However, it is its environmental conscious character that has been receiving increased attention by companies, due to the pressure from its corporate stakeholders, communities, and government authorities (Jayaraman *et al.*, 2003).

Several brands such as H&M, TerraCycle, and Decathlon are starting to adopt this retail strategy. Decathlon, for example, has an event called Trocathlon in which there is a possibility to buy and sell used sports equipment. This is an initiative that gives new uses to products that customers no longer used, promoting it on its website and social networks (Decathlon website, 2016).

2.3.6. Storytelling

According to McGregor and Holmes (1999) in Gilliam *et al.* (2014: 232), Storytelling "*may be one of the more effective communication tools available for persuasion and building rapport*". It is a narrative used by companies to communicate an idea to a target audience. This approach comprises several tools and patterns that should correctly manage to be suitable to each business purpose (Denning, 2006).

Storytelling is recognized as a relevant tool due to its ability to create personal stories that enhance company-consumer relationships through similar ideals, status, among others. For an effective implementation of this concept, brands need to deliver reciprocal stories in conversations (Gilliam *et al.*, 2014). Lundqvist *et al.* (2013) research suggest that storytelling can be more persuasive to their customers than facts, and for that reason, it increase brand trust and awareness. Similarly, Gilliam *et al.* (2014) argue that stores using this type of approach may increase their brand evaluation by showing its personality and creating positive emotions on consumers. Therefore, storytelling becomes relevant to stores once it may influence customer's purchase intentions in single sales encounters, in which product and entity stories effect clients' attitudes towards products and salespeople, respectively (Gilliam and Zablah, 2013).

Store atmosphere plays a major role in the way stories are delivered and how they connect with the complete brand experience (Lundqvist *et al.*, 2013). Build-a-Bear Workshop store gives us insights of how this strategy can be perfectly implemented. Although their main business is the commercialization of teddy bears, their offer goes beyond that to deliver a completely new customer experience. The whole buying process tells a story - the life story of the teddy bear is going to be bought. It goes from the choice of the teddy bear type, then its sound (voice), name and dress, among many other features. The story is told in every detail, starting with a heart given to the teddy bear, and finishing with his house (instead of a plastic bag to take it home). As so, this brand gives its clients a personalized stuffed animal appropriate for each client, giving it "*life*" in the store. Storytelling is influenced in the way it can coordinate its environment with the brand strategy, from its visuals, staff behaviour and appearance, and every other surrounding (Build a Bear Workshop, 2016).

Stancu and Meghisan (2014: 1534) findings in mobile telecommunication operators suggest that consumer's buying decision is generally influenced by "*operator's identity, history of the relationships with the operator and customer care relationship*" and that their choices might be an outcome of the previous contact with the brand. As so, this research suggests that it is important for brands in this industry to create a connection with their clients. Storytelling might be a way to do so in their stores.

Telecommunications companies already use storytelling through their advertisements and social media posts, for example, *TrueMove H* in their "*Giving*" viral video that tells a story of a young boy (Chung, 2014). However, this technique is not being totally explored in stores of this industry. Some brands such as *AT&T* and *MEO* (PT website, 2016) might be trying to do so by eliminating cash registers, counters and terminals to communicate and create a side-by-side personalized experience with their clients. *AT&T* started to implement this idea because previous researches suggest that customer enter the stores because they want "*to learn, to experience, and to speak to a person*" (Gallo, 2013), if not for that, clients buy their products online. Their "*lifestyle merchandising*" and division of the stores by different zones might also be a differentiation factor of storytelling. They no longer only showcase the products, but they place them according to their future use in consumer's home (Gallo, 2013). Although this is not a clear example of storytelling, it is a good starting point to follow the trend and captivate customers, and for its success, it should be explored in this sector.

2.3.7. Store Mood Zones

The creation of *store mood zones* has the purpose to encourage customer's positive mood minimizing the negative ones. It is implemented by mapping the store and design each key zone exploiting consumer's insights. This approach may change client's mood and make them feel more connected and comfortable within the store. As so, happy and confident customers feel the willingness to explore and spend more time at the store (Novikova, 2015).

Studies concerning music and sound are extremely relevant to support this trend. Indeed, Yalch and Spangenberg, 1993) argue that playing the appropriate music for each department has an influence on customers and their willingness to buy products, once customers would prefer the department with more desirable characteristics for them.

Umpqua Bank new store concept brings to the table an excellent example of how the integration of different store zones is successfully implemented. They provide to their clients five different zones named: community spaces, app wall, mobile service, local blends and library, and local spotlight (Marous, 2015).

Regarding telecommunication industry, their stores are typically divided into several areas according to the service they are offering. Carulli (2016) refers to the *Telecom Italia* as having different types of communication messages according to the area of the store, and it claims that this store has areas in which the focus is brand promotion, others the special offers, and some for their current services. However, exhibits in these different areas sometimes require synchronized displays to transmit a unique communication.

Nar store in Azerbaijan and Telecom New Zealand Ltd are other example of stores with different divisions' areas. The first one offers a "comfort" space for customers to relax, designed in a way that can create a sensory experience with the combination of elements to create a warm, innovative and de-cluttered retail spaces. This store also allows the interaction of the customers with the latest products and encourages people to meet the experts and collect a greater insight on their purchases (Shopworks website, 2016). The second one uses *store mood zones* as the pillar of their new store offering five different designed areas, called "*Home-Sweet-Home*", "*Work and Play*", "*On the Move*", "*Let's Talk*", and "*Help is Here*", to create a unique and memorable experience to their clients (Retail Design Blog, 2011).

Store mood zones is a complex trend to analyse since it is influenced not only by the results of specific individual areas but also their acceptability as an integrated concept. The following research will analyse this concept by creating an assortment of store zones based on: (1) business services of this industry; (2) successful concepts used by other stores; and (3) innovative character of this research.

Firstly, a service area will be developed without cash registers in line with the brand idea already implemented in some of *MEO* stores (Portugal Telecom website, 2016). Then an area for children, a concept already used by shopping malls and many other stores all over the world. According to Mathur (2016), this area should be attractive, colourful and safe to allow parents to be unpreoccupied while visiting the store. In light of the study of *retailtainment* and co-*creation*, this fictional store will also have an area of entertainment, using the same concept of display recorded music concerts from *MEO Sudoeste* festival, and an area of smartphones covers customization. Additionally, a self-service area where clients can drink free coffee or tea while waiting, and finally, an area for animals – one of the most innovative concept on this type of stores - to explore its acceptability in the Portuguese market.

Thus, *store mood zones* will analyse store areas separately to afterward infer the results of its combination through the following research questions:

- **RQ5**: How will impact the customers an indoor place where their animals can stay while they shop?
- **RQ6**: How would clients describe the importance of a children's area inside this type of stores?
- **RQ7**: How would clients describe the importance of a self-service coffee area inside the store?

2.3.8. Revolving Decors

In line with the importance of creating new experiences for customers, stores are starting to create environments that can be easily adapted and updated to keep it fresh, relevant and updated. According to Lachut (2010), this type of store's displays and decorations are chosen and designed to allow their mobility and flexibility to adapt to different contexts or different uses. Nike's pop-up store in London already uses this type of decoration and has special wheeled units looking like tiered stadium bleacher that can be used for seats during events or arranged in a different way to create a multi-level table-top for merchandising use. This decorations' flexibility is what turns the store decoration into Revolving Decors.

Although there is no specific example in telecommunication stores that uses revolving decors, it has been showed by several companies such as *Vodafone* and *O2* that original designs are a differentiator factor in their stores. *Vodafone* store in Prague interior design was carefully planned to give clients a unique experience, using atypical designed tailored furniture (Retail Design Blog, 2014). For that reason, revolving decors might be an important factor to continue their innovative designs, and to study its influence on consumers when applied to a store in this sector might be relevant.

2.3.9. Interactive Screens

With the increased use of technology in consumer's daily basis, retailers must use it in their favour. Touchscreen devices already provide a platform for businesses interactions and transactions, however, these *interactive screens* can also be platforms to enrich their retail experience, mainly by the sensorial role of touch in consumer behaviour (Zhu and Meyer, 2017).

According to Whisbi website (2016), interactive displays are an emerging area where companies are "*discovering the opportunities of screens, windows and kiosks*". This type of technologies can be delivered for different uses, from inventory display, digital storytelling, to simple customer entertainment. Their ability to provide brand promotion, information disclosure, customer data collection, among other advantages, make it necessary to be user-friendly and accessible to clients.

Interactive screens started being part of telecommunications stores all over the world. It all started with touched ticket screens but now the concept has gone much further than that. *Zain*, a Telecom provider company in the Middle East and Africa, is an example of a brand that implements multiple *interactive screens* in its Bahrain store. These technologies go from motion sensor screen that changes images when clients walk by, to the called "*lift triggers"* to display information on products through consumer's mobile devices, or several other LCD screens to create interactive environments with their clients (Zain website, 2009). Similarly, *Nar* store in Azerbaijan also uses motion sensor windows detecting passengers-by and invite them to enter the store. Inside the store, this brand also presents customers with a "*selfie wall*" that encourage them to upload photos on social media platforms (Shopworks website, 2016). According to Carulli (2016), Italy's leading Telecom operator, *Telecom Italia*, also follows the trend by the implementation of kiosks, interactive applications, and video walls, with multiple digital displays throughout its flagship store at Rome's International.

To analyse *interactive screens* in telecommunication industry the following research will use a full store approach to analyse the impact on the four phases of client's approach to the store purposed by Donovand and Rossitier (1982) in Kusumowidagdo *et al.* (2012). This means that it was proposed several types of *interactive screens* to fulfil different company's and customer's needs. According to Lange *et al.* (2016), store windows creativity positively influences the consumers' willingness to visit the store. In this light, one of the *interactive screens* in study will be on the storefront with the purpose of influence consumer behaviour. The other concepts propose the digitally delivery of product information instead of traditional platforms, the possibility of autonomous purchases, and a final one that facilitates consumer's feedback. Thus, the investigation aims to answer the following research questions:

- **RQ8**: What would be clients' response when facing a store front interactivity with movement sensors?
- **RQ9**: How much consumers prefer digital product's information displays where they can freely navigate, instead of traditional platforms?
- **RQ10**: What will be customers' response when having available self-service *interactive screens* that allow them to make their purchases after stores closure?
- **RQ11**: What is customer's willingness to provide feedback when facing simple and straightforward *interactive screens*?

2.3.10. Trends interconnectivity

Although the previously mentioned trends have different concepts and purposes, it is relevant to mention that some might have blurred boundaries, what make it possible to be applied simultaneously. An excellent example of this can be achieve is Pizza Hut new initiative revealed by Zolfagharifard (2014).

The latest interactive trend in restaurants - the Pizza Hut interactive touch-screen table concept – is a great example on how the following trends can be merged: *retailtainment*, *interactive screens*, and *new payment methods*. This table allows customers to choose every ingredient of its ordering easily according to their preference and still get entertained by playing games while in the waiting time. This table also has a mobile recognisable technology that allows the company to collect customer data, but also provide a simpler payment method Zolfagharifard (2014).

2.4. Telecommunications Stores

2.4.1. Market Overview

In the last years, the telecommunication industry has suffered massive transformations, with disruptive competition and customer's demanding needs (EY report, 2015). Being in the centre of technology changes make their competition even more intense (Lai *et al.*, 2009). PWC report (2017) on *2017 telecommunication trends*, describes telecommunication biggest competitors as over-the-top players (OTT) highlighting their ability to drive change on demand through offering apps, streaming content, and core communication services via the internet directly to consumers. According to EY 2015 report, OTTs had a growth of 10% on their share in just a few years. An example of the actors more likely to reshape consumer demand are players, such as WhatsApp, Viber and Apple's iMessage that "*already represent more than 80 percent of all messaging traffic*" (PwC report, 2017: 4), device manufacturers, and web and e-commerce actors, such as Google, Facebook and Amazon (EY report, 2015).

In this light, telecommunication operators are experiencing a decrease in their primary communication services, cited by a PwC report (2017: 4) that many of these companies had a "*drop-offs of as much as 30 percent in SMS messaging, 20 percent in international voice, and 15 percent in roaming*". The response of telecom operators to OTT's strategies varies widely. Some try to match their services, while others learn from their customer's interactions and try to pursuit partnerships, as for example incorporating unlimited music streaming with the acquirement of specific service packages (EY report, 2015).

In 2015, European leading telecommunication operators were *Deutsche Telekom* (Germany), *Vodafone* (UK), *Telefónica* (Spain) and *Orange* (France) with a total of 214.8 million euros of revenue (Statista, 2017). At the national level, and with a total of 908.515 thousand euros in revenues in the first trimester of 2017, the Portuguese telecommunications market has four leading players, namely: *Portugal Telecom*, *NOS*, *Vodafone*, and *APAX Group*. These players represent more than 90% of the market share, with the major players *MEO*, *NOS*, and *Vodafone* holding 40,7%, 31.2%, and 25% of market share, respectively (ANACOM, 2017).

ANACOM, *Autoridade Nacional de Comunicações*, registered in 2016 a total of 69,5 thousand complaints. Indeed, when presenting these statistics in their annual report, the authority mentioned the fact that most these complaints come from the complaints book, and that this number is significantly influenced by problems typically associated with the customer's visit to the store (ANACOM, 2017). This type of store's shortcomings is transversely common among all Portuguese telecommunication stores. As so, it is very pertinent to analyse this propensity when studying telecommunication stores' environment.

2.4.2. Store atmosphere within the sector

With customers that always lived in a digital era, they expect coherent onmichannel interactions (EY report, 2015). Hence, and with this industry technological character, is crucial for players to merge digital and physical channels, even if managed separately. The use of omnichannel might be one possible solution for "*redefine their relationship with customers, providing high-quality, reliable treatment*" (Whisbi website, 2016). In line with the previous, this source suggests new solutions such as the showcasing of actual devices from the stores or showrooms via live video to integrate both online and physical channels.

However, limited researches have been focusing on the study of store atmosphere applied to this sector, and in how atmospheric cues might influence consumer's behaviours in its stores.

Hafsia *et al.* (2008) research, aim to study the influence of background music in the emotional state of consumers and their behavioural responses in a commercial agency in the telecommunication sector. Its findings suggest different results from the ones performed in retail, shop or restaurant contexts. It shows a relationship between the perception of time and the consumer's mood when in the presence of an unknown background music, where the waiting time is better appreciated than when it is in the presence of a known music. Additionally, the authors also find an influence of the presence of (known or unknown) music in the customer's mood towards the intent to return to the store, strengthening their loyalty, or to recommend it to others. The results do not state a negative influence of silence as previous studies did, and actually proves that the influence on consumer's mood is partially positive. This may be extremely relevant since some studies, present in Qudini website (2016), proved that majority of telecommunications sectors customers leave the store as a result of long waiting times.

Other researchers such as Cambra-Fierro *et al.* (2014) study, focuses on customer engagement by analysing front-line employees influences in consumer satisfaction. These findings concerning mobile phone operators suggest that the way employee-customer interaction is managed might be relevant and sufficient to enhance customer engagement by its reinforced in consumer's satisfaction. In this sector, a services sector, this element becomes extremely important once "*companies should strive to highlight the tangible aspects of their services and demonstrate their ability to meet customer expectations*" (Cambra-Fierro *et al.*, 2014: 74). By doing so, their customer's loyalty increases and which might generate future cash flows and strengthen the company's reputation and potential recommendations to others.

Regarding the newest trends in this field, some examples were already explored during this chapter. In sum, the store atmosphere trends that are being applied worldwide, even if in an initial phase are *interactive screens*, *store mood zones*, *storytelling*, and *retailtainment*.

2.4.3. Future Trends to be tested

From the broad previous approach in future store trends, it was noticeable that some of them are more suitable to implement in the current telecommunication stores. The initial developments of these trends by some worldwide telecom brands were the core for its study in the present research.

It is relevant to emphasise one of them, *interactive screens*. Especially in this industry, the adoption of digital technologies is crucial, and all the business channels and consumer contact must be interconnected digitally, meaning online, mobile and physical stores. This allows the company to uphold a single consumer database, optimizing time and resources (PWC report, 2017). Therefore, in-store *interactive screens* might be used not only for customer data retrieving but also to stimulate their relationship with the stores an enhance new technologies. In an era where customers are "data-hungry" and media and video represent almost 50% of the traffic (EY report, 2015), retailers should use these technologies to their advantages. SEDCO website (2016) considers *interactive screens* as a great opportunity for this industry and suggests the use of self-service kiosks inside or outside the stores, for a better accessibility and use of their services by their clients.

Interactive screens may do the link to another trend, *retailtainment*, for their ability to prompt in-store digital entertainment to clients. Additionally, its successful implementation in *O2* stores made it one of the fundamental trends to study.

Finally, two more trends will be underlined in this study. In-store *co-creation* to explore similar ideas as *O2* store and bring the concept inside the store. And *store mood zones*, for its already existing acceptability in telecom stores and its possible implementation of several of previously discussed trends, as will be further explained.

3. METHODOLOGY

A research can be constructed based on three essential approaches: descriptive, exploratory, or explanatory (Richey and Klein, 2007). Since no previous research has been developed on this exact research problem, the study was based on exploratory methodologies. Indeed, the aim of this methodology "*is not to marshal strong statistical evidence but to discover and learn from the data*" (Jebb *et al.*, 2017: 267). To reach the validation of the study it was gather primary data and secondary data. The secondary data is present on the literature review through published and non-published investigations. The primary data will be presented in the following chapter based on the mentioned exploratory methodologies.

3.1. Research Approach

With the purpose of studying new trends in retail stores, this research aims to elucidate the influence of implementing experiences such as *retailtainment*, *interactive screens*, *co-creation*, and *store mood zones* in stores from the telecommunication industry.

To obtain an answer to this research question, exploratory research methods were applied having in mind the customers and stores of *Portugal Telecom* – partner company that conceded and collaborated with the following methodologies. Firstly, a focus group discussion was undertaken with *Portugal Telecom* consumers to assess the significance of applying new types of entertainment and digital interactivity in these industry stores. Afterwards, a virtual reality test proceeded by in-depth interviews was conducted in one of *Portugal Telecom*'s stores (*MEO* store) with customers in the waiting line. This final study had the purpose of validating the influence of different *store mood zones* in customers' interest and satisfaction.

Although data collected from these two methods aim different study purposes, the likelihood of an existing link between them, made it worthwhile to use the second approach for validation of the first one. Therefore, interviews' findings were further exploited to support some results obtained by the focus group discussion, allowing mutual analysis of both methodologies to achieve robust inferences.

Henceforward, these methodologies will be the pillar to answer the research problem of ascertaining the influence and acceptance of *store mood zones*, *retailtainment*, *co-creation* and *interactive screens* in physical stores from telecommunication industry.

3.1.1. Research Questions

Trends this dissertation propose to study have a wide extent of applicability, which makes it not possible to fully address all of them. From the information retrieved in the literature review regarding telecom industry and these four trends, the methodology's concept was designed in order to explore the type of business and its brand - *MEO*. Namely from the use of brand's festival (*MEO Sudoeste*) or the use of its commercialized products (telephones, tablets, etc.). Attempting a wide approach on these concepts, the methodology was channelled to answer the research questions presented in the literature review. In sum, the research questions this dissertation attempts to answer are structured as showed in the following Table 1.

***Table 1** – Research Questions*

RESEARCH QUESTIONS	TRENDS IT ATTEMPTS TO STUDY
RQ1: How engaged would customers be in co-creating their devices accessories with the firm during their visit to the store, in an environment created for this purpose?	*Co-creation* *Store Mood Zones*
RQ2: How does live concerts and shows inside telecom stores impact clients experience?	*Retailtainment*
RQ3: What do clients valorise in a specific store area to the exhibition of recorded *MEO Sudoeste* concerts?	*Retailtainment* *Store Mood Zones*
RQ4: How will the use of commercialized digital devices for consumer's in-store entertainment impact their experience within the store?	*Interactive Screens* *Retailtainment*
RQ5: How will impact the customers an indoor place where their animals can stay while they shop?	*Store Mood Zones*
RQ6: How would clients describe the importance of a children's area inside this type of stores?	*Store Mood Zones*

RQ7: How would clients describe the importance of a self-service coffee area inside the store?	*Store Mood Zones*
RQ8: What would be clients' response when facing a store front interactivity with movement sensors?	*Interactive Screens*
RQ9: How much consumers prefer digital product's information displays where they can freely navigate, instead of traditional platforms?	*Interactive Screens* *Store Mood Zones*
RQ10: What will be customers' response when having available self-service *interactive screens* that allow them to make their purchases after stores closure?	*Interactive Screens*
RQ11: What is customer's willingness to provide feedback when facing simple and straightforward *interactive screens*?	*Interactive Screens*

3.2. Methods for Data Analysis

A research based on trends presumes the study of undeveloped or non-existent practices. This makes it necessary to provide stimuli to the target audiences and explore their opinions and points of views to infer possible outcomes of implementing these trends. Thus, an exploratory research based on qualitative data was conducted to elucidate concepts in this domain. It was undertaken through a focus group discussion and the use of virtual reality experiments followed by in-depth interviews.

3.2.1. Qualitative Method – Focus Group

The first method used was a focus group discussion for analysing judgemental store trends – *retailtainment* and *interactive screens*. Focus group is a qualitative tool where a moderator conducts a small group discussion related to a specific topic, by encouraging them to share their ideas, experiences, perceptions, and attitudes towards it (Keown, 1983; Marrelli, 2008).

According to Marrelli (2008), the synergy character of this methodology allows participants' opinions to stimulate and shape on other's way of thinking, and this flexibility provides unexpected problematic point of view. Thus, it is obtained a broader perspective about the theme.

3.2.1.1. Group Size

A convenient sample of ten respondents was selected to participate in the focus group discussion. According to Marrelli (2008), between five to twelve people is the ideal number of members to create an appropriate dialogue among them, providing a variety of opinions without the group size being prejudicial.

3.2.1.2. Sample Characterization

The group was composed by male and female from different ages and job occupations. To avoid restraining or manipulating members' opinions and comments, no participant with prior professional association with this type of business or area was chosen. The sample demographic characteristics are available in Appendix 1.

Attending to their potential contributions, the selected respondents were clients of the Portuguese telecommunications operator brand, *Portugal Telecom*. However, with the course of the conversation, it was noted that majority of the sample uses more than one operator at the same time for different uses, mainly *Vodafone* and *NOS*.

3.2.1.3. Focus Group Development

The moderator introduced the purpose of the study followed by a brief warm up questions related to purchase behaviours and type of clients present in the room. To conduct the focus group, *Round Robin* facilitation technique was used throughout the discussion. According to Marrelli (2008), this technique allows equal speaking opportunities for all participants by the facilitator asking the same questions, in turn, to all members. Yet, they were also encouraged to informally share their ideas and opinions.

The discussion flow was generally underway with open-ended questions, but with occasionally direct questions to encourage all members to share their standpoints on the topic.

For a successful focus group, the discussion was moderated by a qualified facilitator, with no direct relation with telecommunication business. As so, the facilitator can lead correctly the group, asking opportune questions aside from the guidelines, to provide the data needed.

As proposed by Keown (1983), the discussion took place in a quiet room in ISCTE-IUL. It was provided an environment to record the conversation to be documented for further data analysis, and with an existence of a one-way mirror that allows the presence of *Portugal Telecom* representatives. The participants were properly informed about the purpose of the research related to a master's thesis in a partnership with *Portugal Telecom* Company and asked permission for audio record of the session assuring their confidentiality.

Throughout the conversation, audio-visual material (images and videos) was used to a better explanation of the concepts and stimulation of members' point-of-view.

3.2.2. Qualitative Method – Virtual Reality and In-depth Interviews

A future store concept model was developed in immersive virtual reality to analyse the influence of different zone's purposes within a store. According to Ford (2001), virtual environments are becoming more immersive giving users the opportunity to be more active with it, and so, more effective for those who use it. Hence, it was created a store with six distinct areas as showed in the figure below (Figure 2): (1) an area where client's dogs can stay when their owners are visiting the store; (2) an area for children to play; (3) an area where clients can drink free coffee, tea or snacks; (4) an area to showcase the products with an extent that allows clients to customize their smartphones covers; (5) an entertainment area where customers can watch concerts from the brand's festivals; and lastly, (6) the service area with a more personalised approach of service counters. This method also embodied avatars for a more realistic test.

The whole model intends to illustrate the concept of *store mood zone* to customers in a realistic way, to withdraw conclusions for its implementation at telecommunication's stores. A virtual store with these characteristics will provide a platform to confirm some of the focus group results concerning *retailtainment* and *interactive screens* and also study one example of how to implement *co-creation* in telecommunication's stores.

Figure 2 *- Future Store as Virtual Reality Model*

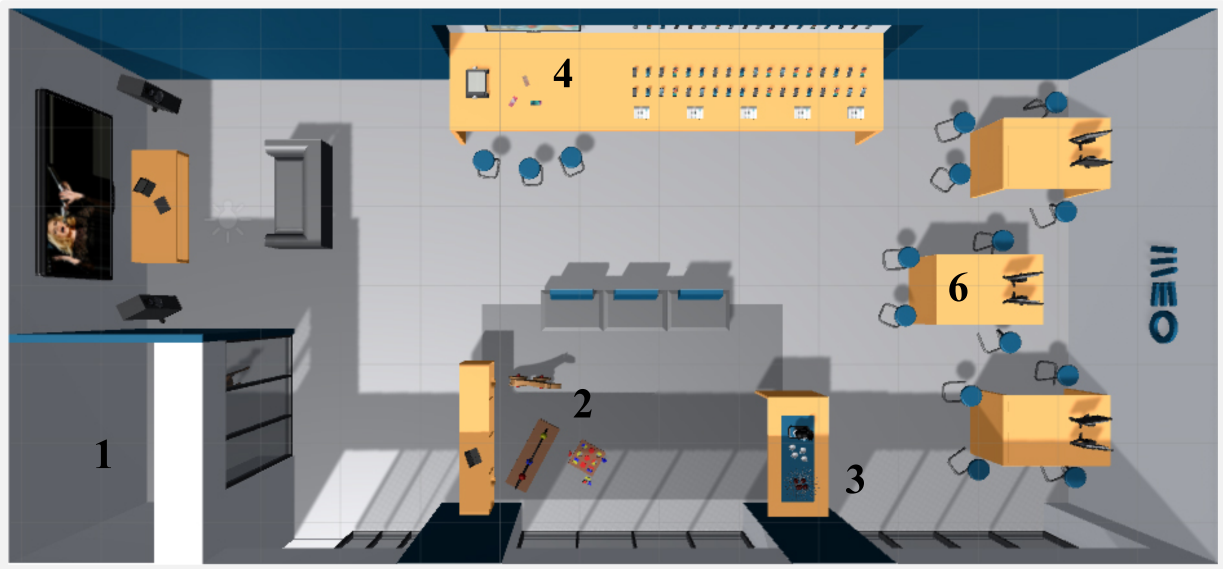


Figure Caption:

1. Animal's area;
2. Children area;
3. Bar Area;
4. Customization area;
5. Entertainment area;
6. Service area.

For a proper analysis of this developed model, in-depth interviews were conducted to understand how the sent stimuli were interpreted by consumers. This type of interviews allows the participants to give their opinions about the topic in the study, with the possibility of being asked additional question according to the flow of the conversation. Therefore, this methodology gives a deeper understanding of the subjects discussed.

3.2.2.1. Group Size

A convenient sample of 15 respondents was invited to participate in this experiment as a representation of the population of *Portugal Telecom* clients.

3.2.2.2. Sample Characterization

In line with the purpose of the test, it was gathered a sample of *Portugal Telecom* clients that frequently or not visit their stores. Respondents were male and female from different ages and job occupations, visiting the store with different purposes. They were approached to voluntarily participate in the study while waiting for attendance. At the end of the test, the company offered headphones and a notebook to the participants.

3.2.2.3. Experiment Development

The experiment was conducted during one day in a *MEO* store in *Forum Almada*, where several clients were approach and invited to participate in the study. This experiment was developed on a week day, Thursday 28^{th} July 2016 between 14h00 to 18h30. There were present two facilitators among which the architect-developer of the Virtual Reality model, Ricardo Miguel.

To an immersive experience of Virtual Reality, customers were asked to use the appropriate *Oculus Rift* goggles for the experiment, while the facilitator guided them throughout the virtual store, explaining each zone concept (Figure 3). While and after the experiment in the virtual store, respondents were asked several questions for a further inference on the acceptance of the new store concept. Besides demographic questions, open and close-ended questions were asked to ascertain how each zone was perceived by customers in terms of interest, convenience, and their likelihood of exploring it in the future.

Figure 3 *- Participants of Virtual Reality Test*

After the test, interviews results were used to infer conclusions about the use of these six different zones within a store, along with specific uses of *retailtainment* (exhibition of concerts and shows), *interactive screens* (providing products and services information) and *co-creation* (instant customization of customer's smartphone covers). Furthermore, the existence of *retailtainment* and *interactive screens* in the conceptualization of this store may allow the reinforcement of conclusions withdrawn from the previous methodology - focus group discussion.

4. ANALYSIS

An initial investigation was conducted in terms of existing findings and latest trends of store atmosphere on the market related to the research problem. However, since this study is focused on futuristic store environments it was found a gap in the literature required.

The following chapter will present the results obtained by the retrieved and analysed data, from qualitative methodologies. The section **4.1** will contain the findings from focus group analysis, and in the section **4.2** the results from in-depth interviews associated with immersive virtual reality test. The following Table 2 summarizes the trend's applicability used and which methodology will analyse each one of them.

Table 2 *- Trends Applicability*

TREND	APPLICABILITY	METHODOLOGY
Retailtainment	Live concerts and shows	Focus group
	Recorded festival concerts	Focus group and virtual reality
	Entertainment interactive screens	Focus group
Interactive Screens	Products and services information display	Focus group
	Entertainment screens	Focus group
	Autonomous purchase	Focus group
	Provide feedback	Focus group
Co-creation	Smartphone covers customization	Virtual Reality
Store Mood Zones	Animal's area	Virtual reality
	Entertainment area	Focus group and virtual reality
	Customization area	Virtual reality
	Children's area	Virtual reality
	Bar area	Virtual reality
	Interactive information screens	Focus group and virtual reality

4.1. Focus Group Analysis

The focus group discussion attempts to offer insights regarding the use of different forms of *retailtainment* within a telecommunication store, as also which type of *interactive screens* are worthwhile applying in this type of stores.

The following analysis will describe the course of focus group discussion while analysing and interpreting the group's contributions. Firstly, will be approached several issues related to the buying behaviours and type of consumers this industry has. Afterwards, an approach to both trends in study – *retailtainment* and *interactive screens* - and how their combination could be used in this type of stores.

4.1.1. Consumer Behaviour regarding telecommunications Brands' Stores

Most participants stated to be clients of different telecommunications brands at the same time or throughout varied periods of time. However, it was understood that, when satisfied with the services, this is a type of industry where people prefer to maintain loyal to a brand.

In fact, this is an industry that is almost mandatory for all people be a client of, due to the disruptive technological era we are living. *Portugal Telecom*'s brand, *MEO*, is a brand with many consumers all over the country, however, the group reflected that customer's satisfaction with their products and services have a wide variation. Some are completely satisfied and very loyal to the brand, such as 61 years old professor that quoted "*their service is good, the cell phone operator works beautifully*". However, others complain about the customer service, as for example a young woman psychologist that says "*sometimes I was calling them and I felt they did not make the effort to understand my problem. Specially with the telephonic service, not in the store*". Still, negative comments regarding the store were also brought to the table by an adult nursing woman student saying that "*is too much waiting time in all of their stores!*". The Wi-Fi and TV connection quality is also considered a problem, mentioned by 61 years' old professor that "*the TV and Wi-Fi service at my home is very complicated, always with problems*", a very common complaint in rural regions. Complementarily, it was pointed out the negative aspect of the company's persistent telephone promotions - "*I ask them to only call after some hour and 5 minutes later I have another phone*" argue a 36 years old analyst, among others. Thus, when asked to evaluate their satisfaction with the brand from 1 to 20 values where 1 relates to "terrible products and services" and 20 signifies "excellent products and services", the evaluation varied between 14 to 17, with an outlier stating his satisfaction with the brand was below 5.

In what concerns the reason why customers visit the store, people motives are diverse but may be divided into two main groups. Customers that go with the purpose of changing or solving current problems with the products and services (including complaints), and the ones that visit the store with the purpose of getting information and/or purchase new products and services. Yet, entering in a telecommunication store is becoming less usual, since people are solving their problems through the telephone, there were even some respondents that cited *"there are fewer the times we go to a store, we solve our problems by the telephone*" (37 years' old engineer). Indeed, an adult woman nursing student stated to "*avoid it*" when possible. This argument was reinforced by all the other participants claiming that the waiting time associated with visiting a store is overdone. In line with this fact, the major discontent with the overall store environment that participants confirmed was linked to this waiting time of crowded stores.

Although some participants compliment the new concept of *MEO* store with larger and more relaxed spaces, the majority of them criticize the quiet environment with lack of seats, and even compare it with a "*hospital environment*", as young woman psychologist stated: "*It does not have music, that looks white and blue, sometimes it looks like we are inside a hospital. Also, there are almost no seats (...) it is uncomfortable*". As a strength, it was mentioned by some participants the qualified staff that meet the consumers at the entrance of the store to forward them to the appropriate place in the store, 36 years' old analyst woman gave the example that "*if it is a simple problem they solve it right way instead of having to wait in line to my turn*".

Complementarily, the concept of having two environments in the store to separate clients with complaints with the rest was brought to the table. A young retail consultant argued that he was "*it must exist two different types of stores, one for showcasing all products and other for complaints. There is nothing worse than enter in a store and listen to someone complain about a product that I was about to buy*". However, other participants like a 36 years' old analyst woman opposed the idea of two environments within the store by explaining that "*I look for the store that is more near us, our work or a place of easy access. We do not look for stores to solve a specific problem*". At the end of the discussion, it was concluded that it is the best option to integrate different areas within the same store instead of having separated ones, explained by a young manager that "*there is only a need to create, inside the same store, areas with special environments but with specific services*".

4.1.2. Retailtainment inside telecommunications stores

4.1.2.1. Live Concerts and Shows within the store

As it was mentioned previously, crowded stores are perceived by customers as unpleasant. Some respondents stated this as a reason to avoid the store: "*I choose another time to enter the store*" (36 years' old analyst woman). Nearly empty stores are considered as more attractive in this industry. Nevertheless, there is one situation where people consider entering in a crowded store – if an event is underway – expressed by the same participant that they would enter the store "*only if there is a sign indicating that there is some event, promoting something special happening within the store*". Therefore, this leads to explore the use of different events within the store. It was not only commonly agreed that it would be a reason to enter the store – "*our immediate reaction is to enter the store and see what is the idea*" - but also a pleasant way to entertain clients during the waiting time. This type of initiatives may also change the consumer's mood in a better way, even when their purpose of going to the store was to complain about their services. In terms of converting this initiative to sales, some participants stated that this would be an initiative that could create a more relaxed environment, argued by a technical assistant woman that "*it is a more relaxed environment without all the stressed people around me*", that may provide a closer approach to the buying decision. Yet, the crowding effect is still considered relevant even when an event is integrated into the environment. If the place is too crowded, it may be a reason for clients to not get in the store.

4.1.2.2. Recorded Brand Festival Concerts

Then it was investigated a different approach to *retailtainment*, the use of recorded concerts of *MEO Sudoeste* in the store through virtual reality or normal screens. All participants agreed that this would be an excellent type of entertainment. A 37 years' old woman engineer promptly said: "*it would help to overpass the waiting time*" and that clients "*can watch and listen to festival concerts that didn't have the opportunity to go to, and to artists that we like*". However, when analysing which kind of concerts would be offered to clients, it was pointed out as a problem since people have different music preferences and tastes. A 36 years old woman analyst respondent argued this point of view with an example, "*it is a good initiative but what if I want to hear D.A.M.A, and you want to hear Bruce Springsteen, how do we solve the problem?*". The solution found within the group was to provide separated headphones and screens to each client.

4.1.2.3. Entertainment interactive screens

Inside the store, a mandatory issue was brought up – the experimentation of the devices. Supported by everyone, a 30 years' old technical assistant affirmed that "*nowadays, nobody buys this type of technological devices without experimenting them first*". Not only related to the buying intention but the entertainment character of this type of devices (smartphones, tablets, etc.) was stated as relevant. Some participants expressed that "*if while the waiting time we have something for our entertainment, such as experiment the gadgets on the store, listen to music, (...), it would be excellent*" (27 years' old psychologist).

Therefore, the discussion proved that not only the gadget experimentation is an essential factor to a posterior buying decision, but also that its playful character is valued by the customers since it would be a company initiative to entertain their clients in the waiting time. This way, both sides benefit from it by enriching customer's experiences.

4.1.3. Interactive Screens Receptiveness in telecommunications Stores

As mentioned in the previous chapter, different types of *interactive screens* with different purposes were approached in the focus group discussion.

4.1.3.1. Store Front Interactive Screens

The use of store-front *interactive screens* with the ability to give client's attention and attracting them into entering the store was commonly considered as a differentiator factor to the store. Participants commonly agreed that this type of initiative would stop them to look and experience the interactivity. A young analyst expressed her feeling saying: "*I would do exactly want they want, stop and start moving to experience the interactivity*". Still, this factor was not strong enough for them to suggest that it would change their willingness to enter the store.

4.1.3.2. Products and Services Information Display

It was also proposed the use of *interactive screens* for display of products and services information, in a platform where clients could navigate by themselves. Participants claimed this as an essential initiative not only for this type of stores but for all industries, since it would show company's transparency and openness in an easy access to information – "*it shows more transparency in what they are selling, and that the only thing needed is to be managed is the marketing and the good presentation of the products*" (Technical woman assistant). Also, this initiative was mentioned as very useful by allowing customers to do pre-selection of the products they want to buy without having to ask staff for help. Indeed, a 27 years' old psychologist affirmed: "*I prefer to first see the product information and then contact the staff for a second opinion*".

The complementarity of both *interactive screens* and help from the staff is perceived as the correct way to operate to a store differentiation. It would give consumers all the technical information they need but with assertive help from staff that would give a more personal and convincing experience. Nowadays world provides unlimited information to everyone, for that reason, the participants argued that most customers go to the store already with the information they need, only looking for a more personal contact and help from the staff. Thus, staff opinion is still perceived as an important factor in the decision-making process, and for that reason, the playful character of *interactive screens* would be more appreciated by the clients instead of showing products information.

This client–staff relationship built the discussions little further by analysing which type of staff approach customers favour. Although stores are trying to get closer to their clients by eliminating the service desk, participants argue that it depends on the clients' purpose on visiting the store. A young woman engineer argued that sometimes the use desk service is more effective and efficient: "*I confess that does not bother me at all the service counter approach, maybe for its practical character*". Nevertheless, when clients are looking for news and innovations in the store, this available mobility might be considered as more interesting.

4.1.3.3. Entertainment Interactive Screens

Similar to feedback given regarding entertainment provided by commercialized products (section **4.1.2.3**), the participants agreed that the use of another type of *interactive screens* for customer entertainment is an excellent initiative, as for example kiosks. Interestingly, participants use the example of other industries (e.g. McDonalds), where these devices are often used for entertainment of children within a store.

4.1.3.4. Autonomous Purchases Interactive Screens

Interactive screens are already being used in other industries for autonomous client's purchases. When asked about the possibility to apply this concept in telecommunication stores when these are closed, participants were not entirely receptive. They claimed to be a good initiative to promote the brand and new products, also to make reservations but not for actually purchasing them. In this light, a 23 years' old retail consultant affirmed: "*it is a marketing initiative to promote the brand but it is not practical*".

Hypothetically implementing this concept, it was mentioned the need of having a clear differentiation between this approach and online shopping. Additionally, the lack of privacy of this kind of purchases was also a factor that would make them not use the screen, with some participants arguing that "*it depends on the type of product that I want to buy because there is no privacy*" (Woman analyst, 37 years old). In sum, it was commonly suggested that it is a good marketing approach but not with this use - purchases – due to its lack of commodity. It could be correctly used for showcasing the products.

4.1.3.5. Feedback Interactive Screens

Finally, the discussion was focused on feedback, both positive and negative. Although all agreed on this to be a very important practice, there were few the ones that regularly admit on giving positive feedback. These types of assessments are very important for both company and clients. Accordingly, part of the sample stated that if there is a place to give this type of feedback, it is one step further for it to happen - "*The easiness to give feedback and receive it back would make it easier to regularly give feedback*" (Manager, 53 years' old). An interactive screen to transmit positive and negative opinions to the company was perceived as relevant if it has a practical and transparent character. Indeed, some mentioned the fact that it could be easier to approach machines instead of a person on these issues. Another relevant subject was brought to the table, the bidirectional feedback. This means that some people feel the need of, for example, monthly, receive the results of its feedback.

Users' feedback is largely used by other consumers to draw conclusions from products and services quality. In this light, it could be valuable for companies to make this customer's feedback available in the store to other clients, creating a moment of *co-creation* with them. Notwithstanding is crucial to reinforce the need of these devices practicability to not take too much of client's time.

4.2. Virtual Reality Test and In-depth Interviews Analysis

The results of the in-depth interviews during and after the virtual reality will be presented according to each area of study, starting with animal's area, entertainment area, customization area, children area, bar area, and finally, the results concerning the use of *interactive screens* followed by some additional findings.

4.2.1. Animal's Area

This was the area of the virtual store that more discordant opinions engendered. Overall, there was an inclination among respondents to appreciate the initiative to incorporate a specific area of the store especially dedicated to client's pets, more particularly, dogs. In every two-interviewed stated that this would be the area that would take more of their attention and interest. Even clients with no domestic pets argued its convenience and utility for dog's owners that have the daily task of taking their pet for a walk, expressed by a 63 years' old worker as "*It's a very interesting initiative for those who have dogs and need to take them outside once in a while*". Nevertheless, certain respondents raised their concerns and expressed their interest in the quality and good conditions of this space as a decisive factor of using it or not.

Although the majority of the responses were positive, three interviewed dog owners argued that this area is not function and claimed that it would not be the appropriate place to take an animal to.

4.2.2. Entertainment Area

Despite the possibility of different idealization for this area, its implementation was completed by placing an extent where customers could assist to recorded *MEO Sudoeste* shows and concerts. An overall agreement was reached in terms of considering this initiative as an important asset to the store and brand. On a scale of 1 to 10 where 1 indicates a "completely unattractive" area and 10 means "extremely interesting" areas, there was a preponderance evaluation with equal or greater than 8. Additionally, one participant said: "*after taking my service ticket, an area where I could watch concerns would be the one that I would head myself firstly to*" (Administrative, 47 years' old).

Contrarily, two respondents weighted the area with 5 and 3 points, explaining that, when visiting this type of store, they want immediate service, and that is their main concern. As so, this would not be the area where they would firstly head for, but it would depend on the waiting time they are in the store.

4.2.3. Customization Area

A moment of *co-creation* with the customers that allowed the customization of mobile phone covers, was also studied in this methodology and strongly identified as a competitive advantage for the company.

Over 80% of the participants assessed this area as one of their major interests, arguing its level of convenience and value. A young 19 years' old worker respondent acknowledged this by stating, "*I think that this would be a great new service if it existed in one of these stores I would certainly have personalized my cell phone cover. Actually, it probably would be the sector of the store that would get my first attention and I would visit first*". It is relevant to note that 1/3 of the sample evaluated the area with their maximum interest. Additionally, overall positive assessments came from female participants which set a trend.

Conversely, weaker reviews suggest that this area would have an increasing interest towards a younger target, a 46 years old male participant specifies, "*This would be a great area for young girls or hesitant and unsure people, but not for me*". The group of disaccording respondents even justified their discontent with this area because of the existents of so many other platforms that allow this type of service, such as Internet. This way, it turns the area unattractive to exist within the store.

4.2.4. Children Area

Apart from one response, the children area was considered an excellent advantage to entertain young people during the waiting time and service of their relatives. Even though not all respondents have children or younger relatives, the overwhelming majority emphasizes the usefulness character of this new area and importance for the families visiting the store. A respondent visiting the store with a younger relative, supported this point of view stating that "*on a scale of 1 to 10 how important I consider a kids' area within a telecommunications store? 20!*".

4.2.5. Bar Area

A section of the store that offers free coffee, tea or snacks was reinforced as one on the areas that 1/3 of the respondents gave more attention to, commenting that it would be the first place of the store they would get to – *"a coffee area would be perfect! Something completely different* *wants this business usually offers and that never existed before*" (businessman, 38 years' old). Correspondingly, over 50% of the sample gave the maximum evaluation to this new service.

4.2.6. Interactive Information Screens

Even though it is not a specific zone, this model allowed the study of the effect of *interactive screens* within a store. *Interactive screens* may have several functionalities, but in this test, it was only ascertained the influence of those which allow to distinguish and compare all the products' information.

All respondents believe that in nowadays words, have the information available on screen more appropriate and desirable than traditional brochures. An advantage for both company and clients. Nevertheless, three respondents consider this an unnecessary practice that may even be irrelevant since all this type of information is available online. These participants justify their opinion by stating that, when a person goes to this type of store, they look for personal service from the staff since they can obtain prior information in their homes.

Concluding, and comparing with traditional flyers, five respondents gave the maximum review to the use of these *interactive screens*.

4.2.7. Additional Results

Although it was not possible to realistically study the impact of background music due to technical problems, participants were asked their opinion relative to this issue. They claimed that it would be a good initiative since it could change the client's mood by creating a more relaxed environment.

In sum, the trend *store mood zones* showed strong acceptability from the audience, with emphasis on the valuable use of these different zones for entertainment or leisure while clients wait for staff attendance. The specific type of zones used in the concept had overall positive feedback, but it is important to have in mind that these must always be in line with the target audience the company wants to reach.

4.3. Global Results Analysis

The results achieved by the methodologies, focus group discussion and in-depth interviews, provided valid inputs to the underlined concepts and strong insights on the research problem. By gathering all the information analysed is possible to draw some conclusions towards answering the initially established research questions.

In line with Research Question number 8 (**RQ8**), store-front *interactive screens* showed a positive impact on consumer's behaviour since the concept calls client's attention, enhancing their interaction with the store, even though it may not change their willingness to enter the store. Similarly, *interactive screens* designed for self-service purchases were perceived as a good initiative to also call customer's attention outside the store, but did not show strong correlation with buying intention which answers **RQ10**.

A satisfied outcome also concluded **RQ11** since clients are undoubtedly willing to provide feedback through the interactive screen, only conditioned by its practicality and intuitive commands. Indeed, the results showed that digital platforms are preferred against others. Contrarily, the undertaken assumptions regarding **RQ9** did not show customers robust receptiveness to the digital display of product's information forasmuch as staff-consumer information exchange is valued in this industry. Notwithstanding, it was appreciated the independency character that this concept gives to consumers.

The use of *MEO*'s for sale smartphones or tablets as an in-store entertainment was analysed by both methodologies proposing a positive impact on client's store experience and consequently, it might influence their mood and satisfaction during their visit. This concept may also influence customers buying decision since it allows the previous experimentation of the product they are about to buy. Therefore, the **RQ4** purpose is successfully fulfilled answered and achieved.

Although **RQ3** is not fully answered since the results of this concept would depend on the platforms used to exhibit the concerts, the initiative was positively evaluated by both methodologies, by the given opportunity to attend concerts they could not previously. Hence, it showed some evidence of a positive correlation with consumer's satisfaction and mood, enhancing an enjoyable in-store experience. Likewise, live concerts and shows within the store demonstrated a positive impact on costumer's mood, satisfaction, and even their willingness to enter the store – answering **RQ2**.

Finally, to assess the trend *store mood zones*, **RQ1**, **RQ5**, **RQ6**, and **RQ7** were solved in addition to the already presented result on **RQ3**. The importance of areas as children's area and bar' area was highly evaluated in response to **RQ6** and **RQ7**. Nevertheless, it is important to emphasize that results of Research Question 11 might be skewed by the offer of free products (coffee, tea, etc.). In response to **RQ5**, the animal's area would provide convenience to animal's owners but brought up hygiene/health and inopportuneness questions mainly to non-animal friendly customers. Lastly, **RQ1** was positively evaluated as one of the areas of most customer's interest, but strongly targeting young females for its type of service. Clients engagement on co-creating products within the store diminished, but not significantly, by the existence of online platforms with the same purpose

5. CONCLUSIONS

Retailers face daily challenges on differentiating their stores to succeed in the present competitive business world. Modelling its atmospherics has proven to be a way to attend their customers' needs and demands, by focusing on customer experience instead of their products or services (Spence *et al.*, 2014).

The manipulation of store atmosphere cues may engender an impact on satisfaction, time spent in the store, impulsive buying, sales, and repeated purchases (Turley and Milliman, 2000; Babin and Attaway, 2000; Olahut *et at.*, 2012; Mishra *et al.*, 2014). However, it is its impact on customer's satisfaction that managers should take special attention when considering stores of this industry. A report developed by ANACOM (2017) and reinforced by *Portugal Telecom* managers, suggest that customer's visits to telecommunication stores are often associated to product and service's complaints, and by the ones that the visits entails. As so, the project partners stated the satisfaction of these type of clients as one of their biggest challenges.

Henceforth, telecommunication companies have two type of clients that enter their stores: the ones that go with the intention to complaint and the ones that aim the potential purchase of its products and services. Through the present study, it is understood that managers should, as suggested by Rayburn and Voss (2013), consider these two different targets when planning their store environments, having in mind both of their interests.

In the course of this dissertation, ***retailtainment*** has proven to bring, to telecom stores, new entertainment experiences that engaged their customers as suggested by Mathur and Chhibber (2016). Going into a deeper detail, it was considered a valuable and differentiating initiative to incorporate live concerts and shows within the store to attract potential customers. This research shows that this industry requires mostly empty spaces, however, crowded ones are accepted if an event is underway. Yet, it is interesting to notice the different reality between the acceptance of crowded places regarding this industry and others, as for example, restaurants. The crowding effect that these initiatives can carry may further create a negative impact on customer experience, satisfaction, number of purchases and even influence quality perception as proved by Turley and Milliman (2000) research. Notwithstanding, it is relevant to mention other factor suggested by these authors that might influence the negative impact of crowding - customer's motives in visiting the store. As previously mentioned, telecom stores have mainly two types of clients, and the ones that go to the store intentionally to complaint are more propitious to prompt the negative impact of crowding. Therefore, although live concerts and shows indicated positive results, its planning must target specifically these types of customers to successfully address this trend and improve their satisfaction.

To achieve a less crowded environment, the virtual concerts were perceived as an appropriate initiative to entertain and change customers' mood within the store. From time to time, in order to create a moment of brand activation and attracting potential clients to the store, the research suggest that small live shows and concerts may occur in larger telecommunication stores. Indeed, the use of concerts as *retailtainment* can be linked to the influence of aural variables in store atmosphere investigated by several authors through time. As mentioned in the literature review, music is a factor that can influence consumers mood and emotions when correctly selected (Spence *et al*., 2014).

Satisfying customers within the store can be as simple as using company's own products as entertainment gadgets. Firstly, this use of tactile senses defined by Kotler (1973) increases customers' willingness to buy by allowing them to experience and touch the products, a positive correlation that was also suggested in Spence *et al.* (2014) research. Other authors such as Zhu and Meyer (2017) also emphasise the relevance of this sense on consumer behaviour. As so, this practice not only may increase customers' likelihood to purchase, but can also provide clients fun entertainment within the store. Similarly, telecommunication companies sell smartphones, tablets, and other digital devices that can be used as ***interactive screens*** and likewise create a great platform to provide playful environment to clients from all ages. Indeed, the study evidenced that the most appealing *interactive screens* for this type of industry are the ones that intend to entertain the clients. By doing so, it is in line with Mathur and Chhiber (2016) research that argue that *retailtainment* must be related to company's product and service offerings, and what it stands for.

Other uses of entertainment *interactive screens* such as the one used in storefronts was proved to be important to captivate clients' attention, and an opportunity to promote their products and services. These results comply with Turley and Milliman (2000) and Olahut (2012) researches that underline the influence of external variables and its visual appeal on consumer behaviour. However, outside *interactive screens* with a different purpose such as autonomous purchases were not perceived as relevant for stores in this industry.

Products and services' information is often exposed in stores through paper documents or delivered to customers by the staff. Both methodologies present in this research have proven that the use of *interactive screens* to showcase these types of information is perceived as an advantage to the company but not considered essential by the clients. Actually, this industry's customers still value the interaction with the staff which goes in light with Turley and Milliman (2000) study indicating the importance of in-store social interactions.

Store mood zones is a wide comprehensive concept that entails a combination of several variables. Considering the specific store zones created for this study, the implementation of this trend was undoubtedly considered an interesting and innovative practice to apply in store of this industry, in line with the successful implemented concepts of stores presented in literature review (*Nar*, *Telecom Italia*, and *New Zealand Ltd* stores). Store layout was a store atmosphere variable mentioned in Turley and Milliman model (Turley and Milliman, 2000) that had an indisputably influence on how this trend was developed and analysed in the present dissertation, supporting its results.

Despite the positive results regarding the area for animals, the concept of bringing pets inside stores is still very recent to Portuguese citizens. Thus, its implementation may require a deeper and detailed investigation to study customer's willingness to start bringing their pets with them, and the most appropriate approach to the store space to avoid hygiene problems and animals' conflict.

Many examples of hybrid stores are adding to their business the concept of bars or restaurants, that has proven to be successful (Her majesty's Pleasure website, 2015; Guerreiro, 2015). The integration of a small bar in a telecommunication store is not consider as a creation of a hybrid store since it does not add a new business to the company, there is no increase on the revenues. However, this offer of free drinks and snacks has confirmed to be important advantage to the store allowing customers to wait inside the store instead of going to another shop to get it. It is also relevant to mention that the results might be influence by the Portuguese culture, since it is a culture that regularly drinks coffee, or for its free character.

Implementing a kid's zone in the store has been proved by several other industries to be a competitive advantage that adds value to the business. This research proved that this concept is necessary in this type of stores due to the long time that clients are obliged to wait inside the store. Not only it is an excellent initiative to help the families but also to minimize the noise of impatient children.

Finally, **in store *Co-creation*** is becoming increasingly essential to every business. Although the research did not comply with a deep study on *co-creation*, it was possible, through the second methodology, prove that it is a relevant practice to this industry. The offer of a specific section in the store do customize customer's cell phone covers and accessories allow a live experience to consumers given them a closer relationship with the brand. Not only this practice may improve customer shopping experience, but also allow companies to create value with its clients (Spena *et al.*, 2011). Nevertheless, it is important to mention that is important the instant creation of these accessories to differentiate the section in the store from online purchase.

In sum, positive outcomes came from implementing this new stores' concept. The use of *store mood zones* combines also experiences of *retailtainment*, *co-creation* and *interactive screens*, and for that reason, it should be valued and considered by telecommunication companies.

6. IMPLICATIONS LIMITATIONS AND FUTURE RESEARCH

6.1. Managerial Implications

From the research findings and literature review, it is withdrawn that companies must definitely consider stores and its atmosphere as a key point when planning their marketing strategies (Turley and Milliman, 2000).

Telecommunication stores currently face strong challenges with customer's satisfaction within their store, most commonly associated with clients' disappointment with the excessive waiting time faced every time they enter their stores. This must be the main concern of managers: decreasing customer's waiting time through the improvement of their services and operations, or by getting new and updated ways to entertain and fulfil their client's expectations on their visit to the store.

Resembling stores such as *O2* and *Sim Free Smart Cellular* (Retail Design blog, 2014), the research findings revealed that introducing live or virtual concerts and shows inside the stores is a good initiative to implement in this industry. Yet, there are many other forms of *retailtainment* that managers should study and explore to give to their client's unique experiences. Stores are no longer a mere platform for products and services transaction, and it is the use of these concepts such as *retailtainment* or *co-creation* with the customer that can increase the store a brand value.

Using several zones in the store was also proved to be a good initiative to create a more welcome environment and decrease people's discomfort and impatience inside the store. Stores such as *Nar Azerbaijan*, *Telecom New Zealand Ltd* and *Telecom Italia* are examples of companies that are already implementing this trend successfully (Retail design blog, 2011; Shopworks website, 2016; Carulli, 2016). Based on these stores experience and the present study results, managers should use this trend in their favour when changing their store atmosphere concept.

Finally, technological advancements proved to be, once more, in the customers' mind. Managers should use *interactive screens* in their advantage as a platform to communicate, entertain and co-create with their clients. As benchmark, manager can use examples such as *Zain Bahrain store*, *Nar Azerbaijan*, and *Italia Telecom* that have already implemented successful diverse *interactive screens* (Zain website, 2009; Carulli, 2016; Shopworks website, 2016).

6.2. Theoretical Implications

Although store atmosphere and manipulation of its variables have been widely study throughout the years by different authors, there is few studies with scientific evidences regarding new store atmosphere trends. Indeed, since these trends are very recent concepts and even some of them are just now being introduced in the market, the data collected concerning them is not based on scientific researches.

The present dissertation comes in this light to fill the gap on the literature by collecting data that gather, in the same research, the study of several new store trends in a specific field. Therefore, the theoretical implications of this dissertation are based in a specific industry and target context, studying a Portuguese audience in the telecommunication industry. For this reason, further researches must continue this investigation among other contexts. Notwithstanding, despite the limitations regarding the research contexts, its outskirts are vague and its conclusions may potentially be used to apply these trends not only in different countries and industries, but also in different retail setups.

The breakdown of previous literatures relevant to the issue endorsed the use of the current new trends on the market and helped narrowing the relevant concepts and results with impact on them. The followed use of two different qualitative methodologies allowed the investigation of different store atmosphere trends and its impact on both consumers and brands, to gather scientific evidence. Hence, this research was developed with the aim of constructing basis on these topics to support future investigations.

6.3. Limitations of Research

Despite the efforts to obtain the most reliable conclusions and inferences, this research contains, as any other, some limitations. Hence, interpretations of the outcomes must have in mind its restrictions and shortcomings.

From the beginning, the first limitation of the present dissertation was the time constraint in which the whole project was develop counteracting a deeper approach to each issue of the research approach. The dissertation was insert in a project with the deadline on the end of July 2016, which give a deliver timeline of four months.

The second issue to arise was the lack of published literature on store atmosphere trends, restricting the information extend of each concept and its influence on consumers' perceptions and attitudes. Indeed, it narrowed the length of previous literature available to exploit in the present study, since it was not provided trustworthy and scientific finding about these subjects. For that reason, the present study has a large component of non-scientific papers.

Thirdly, the gather of a convenience sample instead of a random one. The research must be considered as an exploratory approach.

In line with the previous, the methodologies selected are in default of quantitative data which could have brought more vigorous and robust outcomes to a better validation of the research question. Collecting qualitative data is essential on studying new concepts but require further corroboration of the results through quantitative data.

Notwithstanding, the use of virtual reality allowed a very realist approach to one of the dissertation issues, creating reliable feedback from the sample.

6.4. Suggestions for Further Research

As previously mentioned, there is a long list of new store atmosphere trends on the market that helps increase stores' competitiveness. The present research only analysed some of them for two main reason. Firstly, because it was needed a taper of the diverse trends to achieve more precise results, and secondly because it is an applied research to the telecommunication industry. The left-out issues should be considered in future researches, not only regarding this industry but also others.

Further investigations should continue the purpose of the present dissertation and analyse quantitatively the trends retailtainment, *co-creation*, *store mood zones*, and *interactive screens*, in the telecommunication industry. Nevertheless, not only is needed quantitative data to support the results, but also a more broader approach should be conducted to explore other extents of the concepts. For example, to analyse the trend *retailtainment*, the current research only complied with practices regarding shows, concerts and entertainment through *interactive screens*, but there are many other ways to employ it. As so, it is crucial to understand which practices are better for each industry, and the purpose of using them. Going into a more detail, the current findings suggest that using concerts in telecommunication stores is considered one correct type of clients' entertainment, however, deeper researches must comply with the understanding of what is the correct type of music to play, and what is the concert aim (if it aims to attract new consumers to the store, increase reputation, increase sales, among other possibilities).

Although it was proposed several sections within a store to study the concept of *store mood zones*, there are many other options to apply, in which further researches must pay their attention to. Regarding the six areas present in the study, the pets area must be focus of a deeper analyse to verify its acceptance by Portuguese consumers. Besides that, different approaches of *co-creation* may also be ascertained to integrate in these stores and improve their clients' experiences.

After understanding the purpose of each trend in telecommunication stores as also its best practices and outcomes, researchers should focus on study them when applied to other industries. Studying their level of acceptance by customers, as also in terms of their perceptions, attitudes and satisfaction towards the brand.

Finally, it is important to mention that although these four trends are the ones selected to be investigated in this study, it does not mean that other new trends do not have strong potential to be implemented in this industry. As so, future researches should study other store atmosphere trends not only in telecommunication industry in other industries as well.

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V. APPENDIX

Appendix 1 - Focus Group Participants

N	GENDER	AGE	OCCUPATION
1	Female	27	Startup secretary direction
2	Male	61	Teacher
3	Female	37	Nursing student
4	Male	23	Retail consultant
5	Female	37	Financial analyst
6	Female	35	Technical assistant
7	Female	30	Technical assistant
8	Male	53	Public administration manager
9	Female	36	Financial analyst
10	Male	21	Insurance manager

Appendix 2 - Focus Group Guidelines

CONSTRUCTS	QUESTIONS	SUPPORTS
1. Clients' identity and demographic profile		
1.1 Identity	a) For how long are you a PT client	
	b) How often do you visit one of this company's store (MEO)?	
	c) What is the reason for you to go to a MEO store?	
	d) Why are you PT client?	
	e) Are you satisfied with this brand?	
	f) Did you ever consider to change to another brand?	

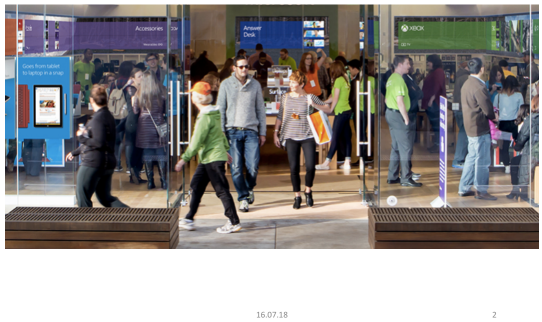
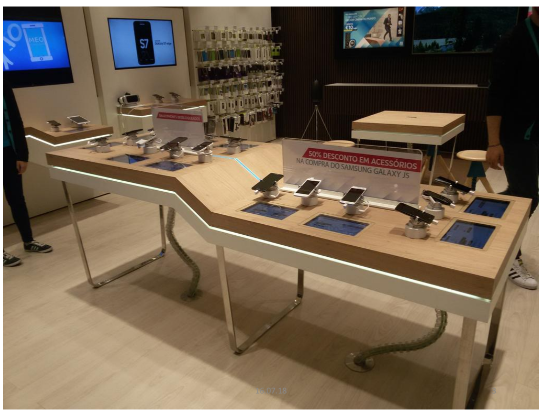
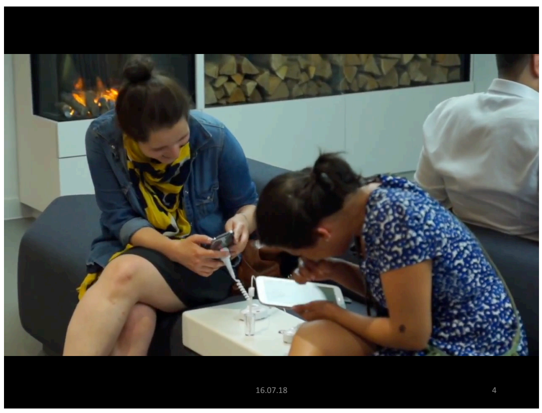
1.2 Gender and Age	a) In your household who visits this type of stores more often? What are their ages?	
2. Retailtainment		
2.1. Client's mood and disposition	a) What was the reason for your last visit to a MEO store?	
	b) How to you characterize the store environment?	
	c) Do you remember how was your mood when you enter the store? (angry, happy, bored, impatient, indifferent, etc.)	
	d) Do you consider your mood changed after a while inside the store? If so, what was the reason?	
	e) Facing a storefront as showed in the image, how would you feel? Would you enter the store?	Image (Slide 2)
	f) Facing a storefront as showed in the image, how would you feel? Would you enter the store?	Image (Slide 3)
	g) The amount of people in the store influence you predisposition to enter the store?	
	h) Do you consider the regular waiting time too long?	
2.2 Response to the waiting time	a) When facing a waiting time greater than 15 minutes, what do you would do with this free time?	
	b) What would make you leave the store before being served?	
2.3. Response to concerts and shows	a) If you notice a concert taking place inside the store did you stop for a second or even enter the store?	Video (Slide 4)

	b) How would you feel if a concert took place while you are in the waiting line?	
	c) How do you feel if a show as the one in video took place while you wait?	Video (Slide 5)
	d) What choice do you prefer?	
	e) Would it be for you a differentiator factor a store with concerts/shows?	
	f) Would your satisfaction or mood change with this initiatives?	
	g) Do this initiative would change your perception of the brand? Why?	
2.4. Response to entertainment through products	a) If the products in the store were available to play games and entertainment activities would you use them?	Images (Slide 6)
3. Interactive Screens		
3.1 Store Front Screen	a) If a MEO storefront had this type of interactive screen would it capture your attention? Would you enter the store?	Show the video explaining it with MEO campaign (Slide 7 or 8)
	b) Do you think this approach suitable for this type of store?	
3.2. Products and services information screens	a) Do you look for PT product's information digitally? Where?	
	b) Do you look for product's information in other physical forms? Which ones? (Magazines, flyers, etc.)	

	c) Do you look for products' information near other people? Who? (Staff, friends, social media, etc.)	
	d) Do you consider valuable an interactive screen with products and services' information in the store?	Video (Slide 9)
3.3. Entertainment Screens	a) Do you usually *online* magazines and news papers? How often?	
	b) If this sources where put available in the store through a tablet would you use it?	Image (Slide 10)
	c) Would you use interactive screens for other uses? (Games, social media, etc.)	
	e) Do you have interest in screens such as the one showed in the video?	Video (Slide 11)
3.4. Autonomous Purchases Screens	a) Did you ever went to a MEO store to buy a new product?	
	b) Would you buy products autonomously through an interactive screen outside the store? Why?	Video (Slide 12)
	c) Would your level of satisfaction with the store/brand change?	
	d) What consequences do you think it would cause to the company's service?	
3.5. Co-creation Screens	a) Did you ever provide products and services feedback to the company? How?	
	b) Did you ever had a feedback to give to the brand but no opportunity to do so?	
	c) Did you ever visit a MEO store to complaint or give feedback?	

	d) Would you give feedback through a interactive screen instead of speaking directly to the staff? Why?	

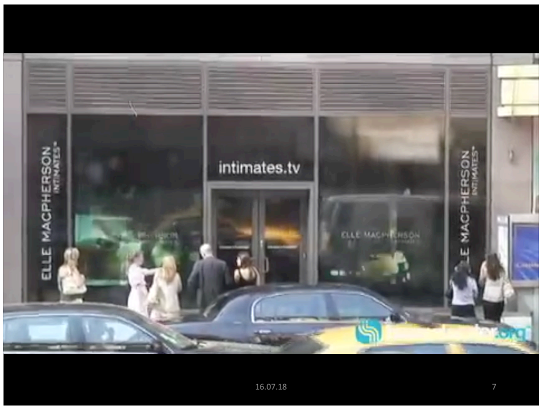
Appendix 1.1 – PowerPoint Support

SLIDE 1	**SLIDE 2**
	
SLIDE 3	**SLIDE 4**
	 https://www.youtube.com/watch?v=8pMSd8rqe2Q
SLIDE 5	**SLIDE 6**

https://www.youtube.com/watch?v=8qwxazPmZfM

SLIDE 7

SLIDE 8



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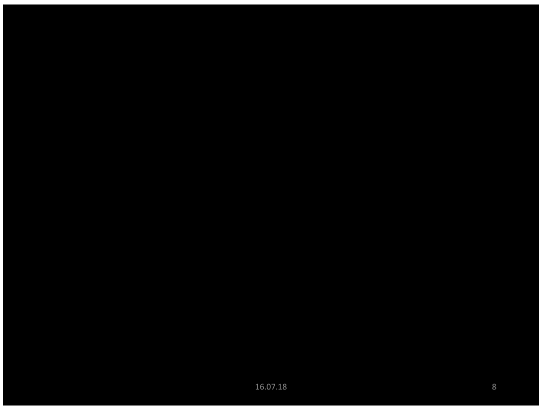
SLIDE 9



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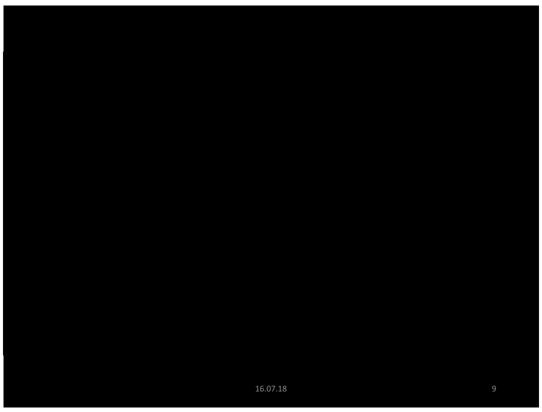
SLIDE 10



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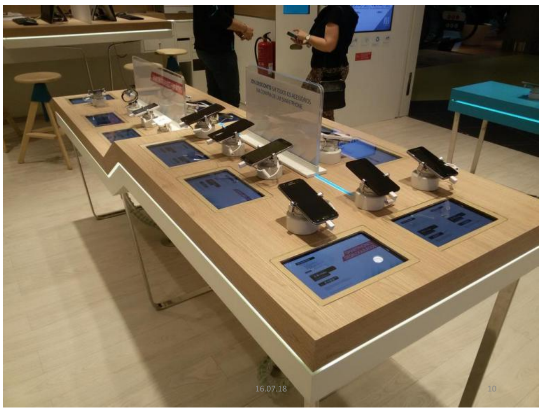
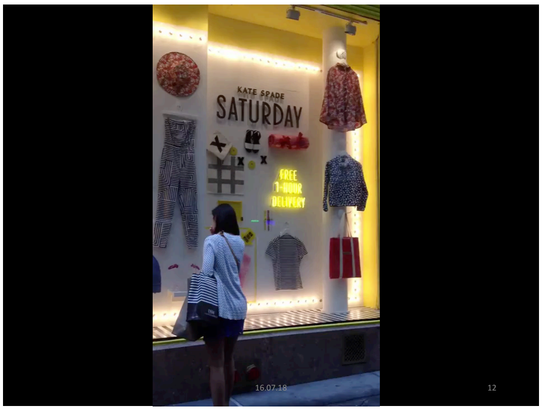
SLIDE 11



SLIDE 12

https://www.youtube.com/watch?v=SisKBDhlC1M



https://www.youtube.com/watch?v=lMsFDwdB2L0

Appendix 3 - Virtual Reality Interview Guidelines

<u>Virtual Reality - Interviews</u>

Gender

- ☐ F
- ☐ M

Age: ____

Job Occupation: ____

Question before the experiment

1. What is the reason you visit the store today?

Questions during the experiment

1. What did you observe with the virtual glasses?
2. What did you draw more attention/ interest to? Why?
3. What store division did you would head first where entering this type of store? Why?

Questions after the experiment

1. Evaluate from 1 to 10 how interesting it would be for you to have available virtual glasses or screens to watch *MEO Sudoeste* concerts? Justify.
2. If while waiting for your turn to underway a complaint, you face this type of store, do you think your satisfaction would change? What about your mood? Why?
3. Do you have pets?
   a. If yes, did you ever take them with you to a store? Would you do it if there is a specific space for it? Why?
   b. If no, do you consider a pets' area a good initiative to these types of stores? Why?
4. Evaluate from 1 to 10 how interesting it would be for you to exist a specific area in the store where you could customize your accessories, for example, cell phone covers? Justify.
5. Do you have children of younger siblings?
   a. If yes, how interesting it would be for you to exist one area inside the store where children could stay and play?
   b. If no, do you consider a good initiative to place an area inside the store where children could stay and play?
6. Evaluate from 1 to 10 how interesting it would be for you to have an area within the store where you can get coffee, tea or snacks for free? Justify
7. Do you think environment music make sense to use in these types of stores? Why?
8. Did you ever try before Virtual Reality glasses? Do/Did you like the experience?