

MANAGING RETAIL CONSUMPTION

Barry J. Davies and Philippa Ward

Cheltenham and Gloucester College of Higher Education



JOHN WILEY & SONS, LTD

CONTENTS

Preface	ix
Acknowledgement	xi
1 Introduction	1
About this Book	1
Our Approach	3
How this Book is Structured	3
Part 1 – Introduction and Context: the Role and History of Retail Consumption	4
Part 2 – Management of the Arena of Retail Consumption	5
Part 3 – The Retail Enterprise in Context	9
Part 4 – The Retail Future	11
Central Theme	12
 Part 1 – Introduction and Context: the Role and History of Retail Consumption	
2 Retailing History	17
Introduction	18
The Rise of Formal Retailing	18
The Market	21
Shops and Shopping Spaces	24
The Emergence of Modern Retailing	26
Non-Store Retailing	33
Internationalization	39
Shopping Centres and Malls	42
Non-Formal Retailing	44
Conclusions	45
3 The Birth of Modern Consumption	48
Introduction	48
The Roots of Consumption	49
From Separation to Modern Consumption	51
Conclusion	67
4 Consumption, Signs and Symbols	70
Introduction	70
“Why We Consume in the Way That We Do” – Some Theoretical Explanations	71
Expressiveness in Context	84
Conclusions	88

Part 2 – Management of the Arena of Retail Consumption

5	A Dramaturgical View – Elements of the Drama: a Question of Perspective	95
	Introduction	95
	So, What is a Metaphor?	96
	The Metaphor of Theatre in Retailing	97
	Conclusions	107
6	The Servuction Model and its Extensions	111
	Introduction	111
	The Development of the Servuction Model – a Brief Historical Context	112
	The Servuction Model Itself	117
	Extensions to the Servuction Model	122
	Conclusions	125
7	The Physical Environment	128
	Introduction	128
	External Physical Location	129
	The Generic Brand Proposition	129
	Behaviour and the Effects of Environment	132
	Factors That Shape Environments	137
	A Conceptual Framework	138
	The Senses	141
	Personal Characteristics	144
	Conclusions	147
8	Merchandise	151
	Introduction	151
	Locating Merchandise within the Servuction Model	152
	Store Image and Merchandise	152
	Retail Buying and Merchandise	153
	Display and Merchandising	156
	Merchandise range and Consumer Response	159
	The Current State of Merchandise Management and Customer Response	164
	Merchandise and Space Planning	166
	The problem of Merchandise-Related Research	168
	Locating Merchandise Within the Benefit Bundle	169
	Conclusions	171
9	Atmosphere and Image	174
	Introduction	174
	A Focus on Store Image	175
	Store Atmospherics	179
	Variation in Perceived Store Image Dimensions	182
	The Relationship Between Store Image, Store Choice and Patronage	183
	Store Image and Loyalty	188
	Store Image, Brand and Differentiation	189
	Conclusions	190
10	The Social Dimension	195
	Introduction	195
	Social Surroundings	196
	Other Users	200
	Visitors	202
	Service Employees	204
	Conclusions	212
11	The Temporal Dimension	215
	Introduction	215

	The Temporal Dimension and the Development of Relationships	216
	Time-Rich versus Time-Poor	219
	Orientation: Past, Present or Future	224
	Conclusions	226
12	Customers' Psychological State	228
	Introduction	228
	Pleasure, Arousal and Dominance (PAD)	230
	Planned Intention	233
	Previous Experience	239
	Perceived Risk	240
	Risk-Reduction Strategies	243
	The Decision-Making Process	247
	Conclusions	252
 Part 3 – The Retail Enterprise in Context		
13	The Strategic Context	259
	Introduction	259
	Strategy and Policy – the General Perspective	260
	Strategy and policy – Retail Applications	261
	Other Perspectives – in General and in Retailing	265
	The Strategy Process in the Arena of Retail Consumption	272
	Conclusions	278
14	Service Characteristics and Context	281
	Introduction	281
	Service Characteristics	282
	Classification of Service and Retail Contexts	286
	Classifying Service Types	290
	Sources of Quality Measurement	291
	Measuring Service Quality	294
	Service Quality and Customer Satisfaction	297
	Conclusions	298
15	The Locational Context	301
	Introduction	301
	The Layers and Dimensions of Retail Location	302
	Levels or Tiers of Analysis	303
	Pico-Level Considerations	303
	Micro-Level Considerations	304
	Meso-Level Considerations	309
	Macro-Level Considerations	311
	Managing Spaces and Places of Consumption	313
	Conclusions	315
16	The Social and Ecological Context	317
	Introduction	317
	Corporate Ethics and the Impact of Macro-Economic Factors	319
	The Broadening of Ethical Issues	324
	The Dawn of Ethical Retailing	326
	Fair Trade	328
	Environmental Issues	331
	The Reality of Ethical and Social Responsibility in Retailing	333
	The Key Role of the Customer	334
	Conclusions	335

Part 4 – The Retail Future

17	Conclusions and Prognosis	341
	Introduction	341
	Managing the Consumption Arena	342
	The Future of Retail Provision	348
	Index	351