Future Challenges for Brick-and-Mortar Retailers –
An Empirical Study

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Les défis à venir des détaillants traditionnels – Une étude empirique

Résumé :

Au vu de la part croissante de la vente en ligne, se pose la question de ce que les détaillants traditionnels peuvent faire pour rester attractifs. L'objet de la recherche est de mieux comprendre les motivations à l'achat dans les magasins traditionnels. Les données de l'étude proviennent d'un échantillon aléatoire de 504 consommateurs dans cinq villes allemandes différentes. Les résultats montrent également que le sexe et l'âge ont une influence considérable sur les motivations à l'achat. Finalement, les implications théoriques et managériales ont été intégrées.

Mots-clés :

Détaillant traditionnel, Vente au détail, Motivations à l'achat, Comportement des consommateurs.

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Abstract :

In the light of growing online shares the question arises as to what brick-and-mortar retailers can do to remain attractive. The aim of the research is to gain an understanding of shopping motives in brick-and-mortar stores. Survey data was employed from a random sample of 504 consumers from five different German cities. The results show that gender and age significantly influence shopping motives. Both, academic and managerial implications are presented.

Key-words :

Brick-and-Mortar Retailer, Retailing, Shopping Motives, Consumer Behaviour.

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1. Introduction

With the massive increase in Internet usage and the digitalisation of many areas of life, a radical change in buying behaviour has ensued. Online sales are not only generated additionally, but serve often as a substitute to brick-and-mortar retailing. Some product categories are particularly affected. For example, in 2013, 80.1 per cent of total sales of music and videos in the UK were generated online. Consumer electronics had to deal with an online share of about 42 per cent (SAS and Verdict, 2012). For 2020, different forecasts predict an online share of about 25 per cent for the non-food area. Given this development, it is often argued that pure brick-and-mortar retailing has to differentiate itself clearly from the upcoming online retailing or to develop towards a click-and-mortar retailer. As a consequence of this existential development, even the academic literature has taken up this issue.

While online shopping (Foucault and Scheufele, 2002; Moe, 2003; Rohm and Swaminathan, 2004; Bridges and Florsheim 2008; Scarpi, 2012; Martínez-López & al., 2014) and the multi-/ cross-channel theme was at the centre of consideration in the last few years (Alba & al., 1997; Konus, Verhoef and Neslin, 2008; Schröder and Zaharia, 2008; Heitz-Spahn, 2013), papers focusing on the motives for brick-and-mortar shopping have receded into the background, so that their actuality is insufficient against the backdrop of recent developments. The future challenge for brick-and-mortar retail will entail repositioning itself by providing a specific value-added which cannot be gained by pure online retailers. This challenge will be necessary for food retailers as well as non-food retailers. As a result, "large retailers are confronting now productivity problems due to new technologies (…) and new shopping modes" (Cliquet, 2014). Besides perceptions, learning and beliefs, the buying choice of a consumer is influenced by various shopping motives (Westbrook and Black, 1985; Schröder and Zaharia, 2008). Shopping motives were the subject of investigation of early studies like Tauber (1972) or Westbrook and Black (1985), which are arguably amongst the most important. While multisensuality and emotional aspects are in the foreground of hedonic shopping values, utilitarian shopping values focus on efficiency as well as task-orientation, and operate on a cognitive, non-emotional and functional level (Holbrook and Hirschman, 1982; Babin, Darden and Griffin, 1994; Jones, Reynolds and Arnold, 2006; Heitz-Spahn, 2013; Scarpi, Pizzi and Visentin, 2014). Hedonic shopping motives were discussed explicitly and often (Hirschman and Holbrook, 1982; Arnold and Reynolds, 2003; Howard, 2007; Bäckström 2011; Hedhli, Chebat and Sirgy, 2013). Tauber (1972) identified different shopping motives, which can be clustered into personal (i.e., role playing, diversion, self-gratification, learning about new trends, physical activity and sensory stimulation) and social (i.e., social experiences, communication with others, peer group attractions, status and authority, and pleasure of bargaining) motives. Utilitarian shopping motives too were the topic of numerous papers (Babin, Darden and Griffin, 1994; Noble, Griffith and Weinberger, 2005; Jones, Reynolds and Arnold, 2006; To, Liao and Lin, 2007). In the literature, for traditional physical on-site stores, hedonic motives dominate, whereas drivers of online shopping seem to be characterised by utilitarian shopping motives (Eastlick and Feinberg 1999; Childers & al., 2001; Schröder and Zaharia, 2008). In the context of non-physical store purchases, shopping motives like convenience (Chiang and Dholakia, 2003; Rohm and Swaminathan, 2004; Schröder and Zaharia, 2008), price (Noble, Griffith and Weinberger, 2005; Konus, Verhoef and Neslin, 2008; Heitz-Spahn, 2013) and product type (Chiang and Dholakia, 2003) play an important role. Even if rising online sales are forecasted in the next couple of years, facing the lion's share of sales in the brick-and-mortar segment, it is necessary to keep an eye on the specific motives to shop in this channel.

2. Shopping motives

Drawing on several former studies, we identified hedonic as well as utilitarian shopping motives which are considered in this study. These motives do not claim to be exhaustive, but can be seen as the most important ones in the present context.

2.1. Hedonic Shopping Motives

Adventure Shopping

Adventure shopping refers to the feeling of being in another world where consumers experience sensual stimulation, the joy of exploration, and find new and interesting products or environments (Tauber, 1972; Westbrook and Black, 1985; Arnold and Reynolds, 2003; To, Liao and Lin, 2007). While shopping, consumers want to feel the excitement of escaping from daily routine (Close and Kukar-Kinney, 2010).

Idea Shopping

Idea shopping describes consumers' motivation to be "up to date". Therefore, they visit stores and get to know new trends and innovations (Arnold and Reynolds, 2003). The aim of the shopping spree lies in exposure to novel goods or acquiring inspiration (Davis and Hodges, 2012). This motive focuses on satisfying the consumers' desire for knowledge more than the consumers' purchase intention (Close and Kukar-Kinney, 2010).

Social Interaction

Social interaction, as a source of shopping motivation, refers to consumers' desire to communicate with people with similar interests. Alba & al. (1997) stated, that social interaction can affect consumer choice of retail format (i.e., brick-and-mortar, catalogue or online), but past studies also investigated the influence of the social interaction motive on choosing a specific provider within a given retail format (Rohm and Swaminathan, 2004).

Gratification Shopping

Gratification shopping describes deriving positive affects based on self-reward purchases (Wagner and Rudolph, 2010). Targets of this shopping motive can be seen as relaxation, stress relief, reduction of bad moods or negative feelings or rewarding oneself (Arnold and Reynolds, 2003), as well as diversion (Tauber, 1972). Personal wellbeing is improved by personal indulgence (Close and Kukar-Kinney, 2010; Davis and Hodges, 2012). Not the outcome of the buying process is valuable, but rather the buying process itself (Tauber, 1972).

2.2. Utilitarian Shopping Motives

Responsiveness and Convenience Shopping

Convenience has often been used as a shopping motive for distance selling channels like catalogues or the Internet (Ghosh, 1998; Eastlick and Feinberg, 1999; Morganosky and Cude, 2000; Rohm and Swaminathan, 2004). For convenience shoppers, achieving efficiency during the purchase process is the overall objective (Kwon and Jain, 2009), because shopping itself does not automatically have positive associations, but is rather a process that solves problems (Bellenger and Korgaonkar, 1980; Schroeder and Zaharia, 2008). These consumers seek to save time and money during the purchase process (Bellenger and Korgaonkar, 1980; Morganosky and Cude, 2000; Martínez-Lopez & al., 2014). Additionally, the physical and mental efforts should be low (Schroeder and Zaharia, 2008; Heitz-Spahn, 2013). Advantages of physical stores with regard to the convenience aspect can be seen in a simplified return of goods or that consumers can orient themselves better, because shopping in a physical store is a kind of routine and therefore saves time. Furthermore, consumers with very limited knowledge of computers and online shopping, orient themselves better in stores and, when in doubt, have contact people who can give a hand.

Instant Availability and Touch-and-Feel

Since online shopping is a kind of distance selling, the touch-and-feel component is lacking, whereas it is a major shopping motive for brick-and-mortar. Touching and testing (physical) products before the purchase is unique to brick-and-mortar, because of the instant availability

(Kollmann, Kuckertz and Kayser, 2012). Consumers have relative certainty of quality and the perceived product risk is reduced (Peck and Childers, 2003; Gupta, Su and Walter, 2004; Forsythe & al., 2006). Even though the Internet often offers a higher level of product information, the ability to touch and feel the products outweighs the lack of information (Beldad, de Jong and Steehouder, 2010).

3. Demographic Differences in Shopping Motives

Gender

Even today, gender roles with regard to shopping habits are noticeable. Women are still primarily responsible for purchases for a majority of families (Dholakia, 1999; Alreck and Settle, 2002; Kuruvilla, Joshi and Shah, 2009). There are differences between genders in the context of decision making. For males, utilitarian aspects are predominant, whereas females are associated more with hedonic aspects (Shim, 1996). This leads to the insight that gender strongly influences shopping motives (Dholakia, 1999).

Age

Shopping motives are also affected by age, with different groups differing with regard to attitudes toward shopping, which in turn influence shopping motives (Seock and Sauls, 2007). Being up-to-date is a generally prevailing need of younger consumers, so that browsing or idea shopping is a shopping motive that is probably affected by age difference (Cox, Cox and Anderson, 2005). Additionally, young consumers are used to retail formats with self-service, while older consumers often prefer personal service, as they frequently face physical and cognitive limitations (Lumpkin, Greenberg and Goldstucker, 1985). This could impact on shopping motives, especially where social interaction and service levels are encompassed in the process (Cox, Cox and Anderson, 2005).

4. Method

The data used in this research were collected from 540 face-to-face surveys with randomly selected respondents. Cases with a missing value rate of more than 10% were eliminated (Hair & al., 2012). The sample was further screened to exclude respondents who displayed an obviously inconsistent response pattern. Ultimately, a total of 504 cases could be used for the analysis. Care has been taken to fulfil the requirements of the German Federal Bureau of Statistics, so that representativeness is given. The interviews were conducted in the following five different German cities: Cologne, Frankfurt, Mainz, Braunschweig and Homburg/Saar. For the selection of cities, attention was paid to size and commercial density. Therefore, the representativeness in this regard can also be regarded as fulfilled. All item scales are adapted from measurement instruments used in previous studies. Following Anderson and Gerbing (1988), we conducted a confirmatory factor analysis to evaluate the reliability and validity of the scales. After eliminating ten items, the confirmatory factor analysis indicated acceptable results. The remaining 23 items produced by the model are summarised in Annex 1. While the chi-squared test was significant [$\chi^2(df = 213) = 539.9$, $P < .001$], the model produced a $CFI = .97$, and a $RMSEA = .055$, which can be regarded as very positive.

5. Results

Figure 1 provides an initial overview and shows consumers' main objectives in experiencing in-store-shopping. As can be seen, most shoppers state that they go to brick-and-mortar retailers to see, touch and feel the products ($X = 4.29$ on a 1-5 scale). This result is even more notable with regard to the fact that the value is significantly higher ($t = 23.5$; $P < .001$) than the second highest motive "Convenience" (e.g. "I like to go shopping in physical stores, because it makes less effort."). In fact, 83.7% of the 504 consumers responded to agree or strongly agree (value 4 or 5) with these statements (e.g. "I like to go shopping in physical stores, because I can touch/feel/test the products."). The next highest-rated shopping motives were "Convenience" ($X = 3.43$), "Idea Shopping" ($X = 2.86$), "Adventure Shopping" ($X = 2.81$), and "Social Interaction" ($X = 2.63$). Very few consumers reported going to a physical store to gratify or reward themselves ($X = 1.99$). Demographic differences were examined using analysis of variance (ANOVA). With regard to gender, the data reveals women to be more enthusiastic about and more motivated by shopping in physical stores (see Table 1). A significant difference between males and females could be observed for all hedonic shopping motives (adventure, idea, social interaction and gratification).

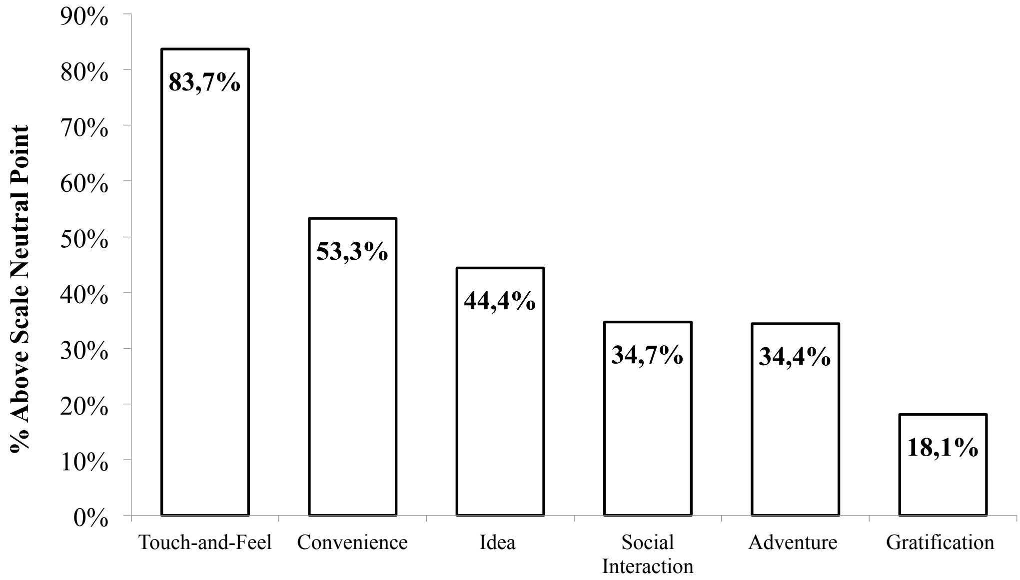

Figure 1. Consumer Enjoyment of Specific Shopping Motives

The difference in gender for utilitarian shopping motives convenience and touch-and-feel was nonsignificant. Our data suggest that elderly consumers (60 and older) can be categorised as utilitarian shoppers. Bonferoni post hoc comparisons indicate that enjoyment of the convenience aspect was significantly higher ($P < .05$) than that in the first three age-groups.

		Shopping Motives					
	n	Adventure	Idea	Social Interaction	Gratification	Convenience	Touch-and-Feel
Gender	*504*						
Male	241	2.50	2.61	2.43	1.69	3.38	4.22
Female	263	3.02	3.03	2.77	2.20	3.47	4.33
F		27.97	20.07	12.16	21.35	.84	1.93
P		< .001	< .001	.001	< .001	n.s.	n.s.
Age	*504*						
Under 20	43	2.95	3.26	2.92	2.33	3.20	3.82
20-29	84	2.91	3.07	2.92	2.31	3.07	4.07
30-39	64	2.76	2.77	2.65	1.94	2.99	4.38
40-49	91	2.80	2.89	2.49	1.92	3.47	4.38
50-59	85	2.84	2.81	2.62	2.16	3.63	4.34
60 and older	137	2.71	2.66	2.45	1.64	3.77	4.42
F		.53	3.28	2.79	4.31	9.17	5.11
P		n.s.	< .01	n.s.	.001	< .001	< .001

Table 1. Shopping Motives Among Consumer Demographic Segments

6. Implications and Limitations

The basic question to be answered in this study was what motivates consumers to go to a physical retail store. Women are more willing to shop in general and their motives are more hedonic than utilitarian. The study shows that utilitarian aspects are not only pertinent for online shopping, but play also an important role for brick-and-mortar shopping. With regard to the convenience and touch-and-feel aspects, there are no large differences between male and female consumers; both like to visit physical stores, to see and feel the products, and they like to know that these products are instantly available. What is different is that women are more likely to go to physical stores to experience something special, to be entertained and to find new ideas. Retailers should consider this fact and, for example, adapt the store layout to cope with women's needs. Even if older consumers evaluate the convenience and touch-and-feel motive as more important, younger consumers also show a very high degree of agreement with these two motives. This shows that younger consumers are hybrid; they are open to shopping online as well as in physical stores. For them, physical stores are more showrooms to find new ideas and to touch and see the products – after that, they buy them online. Hence, the future challenge will be to link physical and online stores specifically to fulfil hybrid consumer needs. Consequently, a cross-channel approach is essential for retailers, so that they remain attractive and can generate revenues through all possible channels. Our results also indicate the future need to consider the very important role of female and elderly customers in physical stores. Women are hedonic buyers, which suggests that brick-and-mortar retailers should exploit the hedonic aspects and focus on emotionalising physical stores. Furthermore, retailers should focus on the convenience and touch-and-feel aspect, so as to benefit from elderly customers as a special interest group. Thus, as a brick-and-mortar retailer, it is necessary to offer a superior service level, a well-structured store and be a reliable, helpful and appealing contact person.

However, as with every study, ours is not without limitations. Firstly, our study focuses on German consumers and is therefore only generalisable for the German market. Future research should thus examine consumers in other countries. Secondly, we did not investigate any sectoral differences. Future surveys should try to differentiate, for example, between grocery, consumer electronic, DIY and fashion stores, because consumer demands could vary across these sectors. Thirdly, the data contains self-reported consumer behaviour. Experimental simulation in a physical store or a longitudinal observation of actual consumer behaviour could yield further insights.

Annexe :

	Shopping Motives					
	Adventure	Idea	Social Interaction	Gratification	Convenience	Touch-and-Feel
AS1	.88					
AS2	.85					
AS3	.72					
IS1		.91				
IS2		.88				
IS3		.85				
IS5		.81				
SI2			.89			
SI4			.79			
SI5			.78			
SI6			.75			
GS1				.92		
GS2				.91		
GS4				.91		
CO1					.88	
CO2					.86	
CO3					.78	
CO4					.77	
CO5					.77	
TF1						.94
TF2						.91
TF3						.88
TF4						.87
Composite Reliability	.83	.84	.80	.90	.79	.90

Annex 1. Confirmatory Factor Analysis

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