In-store shopper experience in hypermarket face care department

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2020 Laurea

Laurea-ammattikorkeakoulu

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Kosmetiikka-asiantuntijuuden kehittäminen ja johtaminen
Opinnäytetyö
Toukokuu, 2020

Laurea University of Applied Sciences **Abstract**
Development and Management of Cosmetics Expertise
Master of Beauty and Cosmetics

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Year 2020 Pages 74

The aim of this development work is to gather an insight of the current situation of the shopper experience in the women's face care department of a hypermarket chain and propose development ideas for improvement. This study focuses on the current face care assortment and physical in-store environment from the customer's point of view. The work is done as an assignment of the target organization which aims to improve the in-store shopper experience at the health and beauty department of a hypermarket chain. The target organization is one of the world's leading cosmetic company, which supplies face care products to the hypermarket chain.

The central theme in the theoretical framework for this thesis is the in-store shopper experience. The current literature about the shopper experience phenomenon, how it can be managed and what it consists of are addressed. Additionally, the physical shopping environment and product assortment in relation to the shopper experience are presented. After the literature review, a framework for this development work is introduced.

The development work was carried out by using an online survey and mini-focus group discussions as methods. This combination of qualitative and quantitative research is called a multi-strategic study, where two approaches are complementing each other and providing different and diverse insights of the same topic. The online survey was used to collect the opinions of the hypermarket customers regarding the current women's face care product assortment and physical shopping environment. The mini-focus group discussions provided insight on how the shoppers feel and act in the health and beauty department when making purchases. Based on the analysis of the results, the development ideas were formed to improve the shopper experience.

The product assortment should not be too large since it can cause confusion for the customers. However, in the hypermarket context the shopper would need more assistance to choose the right product or compare the products with each other. The layout of the face care department would require clarification and better logic. The shopper wants to feel the sense of exclusivity in more intimate department when making purchases in the market environment. Creating a visually light, modern, spacious and neutral department would improve the atmosphere of the department and help the navigation. Additionally, a digital beauty advisor to solve individual face care needs would be appreciated.

The methods used in this study provided parallel responses and profound insight into the current situation in the department. However, the results of the development work highlight only the customer's point of view. The next step would take the findings into consideration in the new health and beauty concept and create a pilot department in order to refine the shopper experience. The development ideas are great assets when building the new and improved in-store shopper experience.

Keywords: In-store shopper experience, face care department, product assortment, physical environment

Laurea-ammattikorkeakoulu
Kosmetiikka-asiantuntijuuden
kehittäminen ja johtaminen
Estenomi (YAMK)

Tiivistelmä

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Asiakaskokemus hypermarketin kasvojenhoito-osastolla

Vuosi 2020 Sivumäärä 74

Tämän kehittämistehtävän tavoitteena on saada ymmärrystä asiakaskokemuksen nykytilasta naisten kasvojenhoito-osastolla hypermarketketjussa sekä esittää parannusehdotuksia tulosten pohjalta. Työssä keskitytään hypermarketketjun nykyiseen kasvojenhoitovalikoimaan ja fyysiseen myymäläympäristöön asiakkaan näkökulmasta katsottuna. Työ on tehty toimeksiantona kohdeorganisaatiolle, jonka tavoitteena on parantaa asiakaskokemusta myymälässä ketjun kosmetiikkaosastolla. Kohdeorganisaatio on yksi maailman johtavista kosmetiikkayrityksistä, joka toimittaa kasvojenhoitotuotteita hypermarketketjulle.

Tietoperustan keskeisenä teemana on ollut myymälässä muodostuva asiakaskokemus. Kirjallisuuskatsauksessa käsitellään asiakaskokemusta ilmiönä, miten sitä johdetaan ja mistä se koostuu perustuen olemassa oleviin tutkimuksiin ja kirjallisuuteen. Näiden lisäksi tietoperusta käsittelee asiakaskokemuksen suhdetta tuotevalikoimaan sekä fyysiseen myymäläympäristöön. Kirjallisuuskatsauksen päätteeksi esitellään työn viitekehys, joka esittää ja rajaa kehittämistehtävää.

Kehittämistehtävä on toteutettu hyödyntämällä sähköistä kyselyä sekä mini-fokusryhmäkeskusteluja. Tätä laadullisen ja määrällisen tutkimuksen yhdistelmää kutsutaan monistrategiseksi tutkimukseksi, jossa kaksi lähestymistapaa täydentävät toisiaan ja tarjoavat erilaisia sekä monipuolisia näkökulmia saman aiheen ympäriltä. Sähköistä kyselyä hyödynnettiin keräämään hypermarketin asiakkaiden mielipiteitä nykyisestä naisten kasvojenhoitovalikoimasta ja fyysisestä ostoympäristöstä. Mini-fokusryhmäkeskustelut tarjosivat tietoa siitä, mitä asiakas tuntee ja miten hän käyttäytyy kosmetiikkaosastolla ostotilanteessa. Analyysin ja tulosten pohjalta muodostettiin kehittämisideoita asiakaskokemuksen parantamiseksi.

Tuloksina selvisi, että tuotevalikoima ei saisi olla liian suuri, jotta se ei aiheuta kuluttajassa hämmennystä. Myös hypermarketympäristössä asiakas tarvitsisi enemmän apua oikean tuotteen valintaan sekä tuotevertailuun. Nykyinen kasvojenhoito-osaston järjestely vaatii selvennystä ja parempaa logiikkaa. Asiakas haluaa tehdä ostoksia eksklusiivisemmassa ja intiimimmässä ympäristössä, vaikka tekeekin ostoksia tavallisessa marketissa. Tehden osastosta visuaalisesti vaalean, modernin, tilavantuntuisen sekä neutraalimman, auttaisi parantamaan mielikuvia, ostokokemusta ja helpottaisi navigointia. Lisäksi digitaalinen asiakasneuvoja ratkaisemaan yksilöllisiä kasvojenhoitotarpeita olisi toivottu lisä osastolle.

Työssä käytetyt metodit tarjosivat samansuuntaisia vastauksia ja syvällistä käsitystä osaston nykytilasta. Työn tulokset korostavat kuitenkin ainoastaan asiakasnäkökulmaa. Seuraavana askeleena olisi hyödyntää saatuja tuloksia uuden kosmetiikkaosaston konseptoinnissa sekä luoda pilottiosasto asiakaskokemuksen hiomiseksi. Kehittämisideat ovat merkittävä tietolähde, kun lähdetään kehittämään uutta ja parempaa hypermarket-asiakaskokemusta.

Asiasanat: Asiakaskokemus, myymäläkokemus, kasvojenhoito-osasto, tuotevalikoima, fyysinen myymäläympäristö

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1 Introduction

In the modern world, consumers have the power to choose what channel to use for their everyday grocery shopping. The shopping has gone through much due to the new consumer interface technologies which are facilitated by the Internet: the Google search engine, online advertisements, electronic shelf labels, artificial reality displays, body scanning, smart cards, robotics and applications that make the shopping decisions for you. The retailing environment has become more complex and constantly changing. Therefore, the traditional brick and mortar retailers need to find better understanding how consumers are willing to do their shopping in the future and in which channels. The whole purchase decision journey needs to be reviewed and understand the benefits of a physical store compared with the online retailers. (Burke 2002.) Retail stores have an opportunity to utilize the consumer's willingness to pay more. This requires a deep understanding which elements the retailer can affect that will create for the customer the need for buying in-store – even though the price paid would be higher. This surplus price can be called the perceived value the consumer has – also known as shopper experience. (Ligas & Chaudhuri 2012.)

In recent years, the customer experience term has become a "buzzword" in the marketing literature. Creating a superior customer experience has become the key objective for the retail firm managers in order to win customers. One evident of the investment into the customer's experience can be seen for instance in new positions that are born into the global firms such as "chief customer experience officers", "customer experience vice presidents" and "customer experience managers" that aim to satisfy and overcome the customers' expectations. (Lemon & Verhoef 2016.) In the current retailing landscape, the reaction speed and proactivity are the key success factors. As the retail industry is highly competitive, the companies who can make fast enough responses to shopper's ever changing needs and desires and offer right solutions for them, will most likely to succeed in the retailing game (Singh et al. 2014). Even though the consumers might be satisfied with the experience they face in-stores, there are always ways to make the experience even better. This requires a constant identification of the environmental factors that resonates with the consumer's buying need and reduction of the buying barriers that might arise during the process. (Burke 2002.)

Previously, the marketing literature has mostly been focusing on the Customer Lifetime Value (CLV) for the perspective of firms instead of the value creation for the customers' perspective. Furthermore, the definition of the customer experience is challenging since there are several factors that affect it (Lemon & Verhoef 2016). Indeed, the terminology in the field of shopper or customer experience is versatile, since different terms are used concurrently, such as "customer" and "shopper". According to the definition of Cambridge dictionary (2020),"***Shopper*** is a person who is buying things from a shop" and "***Customer*** is a person who buys goods or a service". As the definitions of two terms are overlapping, in this paper the customer and shopper will mean the same; a person who is making a purchase from the store.

The aim of this development work is to gather an insight of the current situation of the customer experience in the health and beauty department of a hypermarket and make development propositions, focusing on women's face care category. The focus of the development work is in relation to the current assortment and clarity of the department layout. The results gained will help the retailer and supplier to plan an assortment that meets the shopper's needs and improve the physical in-store environment that improves the shopper experience. In order to gain the authentic customer feedback, both online survey and mini-focus group discussions were carried out for the face care shoppers of the hypermarket chain.

This development work will be a part of a wider development project of a target organization which is one of the world's leading cosmetic companies, that aims to improve the in-store shopper experience in health and beauty department in hypermarkets. This paper begins by introducing an insight to the current literature and studies in the field of the shopper experience and in-store decision making which form the knowledge base for this work. Then it introduces an overall frame for this research development work. After this the methodological and empirical approach of the work are presented. Finally, the results of the study are presented together with the conclusion, discussion and future development.

2 The objective and background

The aim of this development work is to gather an insight of the current situation of the shopper experience in the health and beauty department of a hypermarket chain, focusing on women's face care category. As the retailer can basically control and manage only the retail environment (Verhoef et al. 2009), this study focuses how the current face care assortment and physical environment of the department are working from customers' point of view. This study will be a part of a wider development project of a target organization that aims to improve the in-store shopper experience in health and beauty department in a hypermarket chain. The target organization is one of the world's leading cosmetic company which supplies face care products to the hypermarket chain.

The objectives of this development work are described as follows:

1) To understand the shoppers experience in the current situation of the store environment

    A) To understand how the current women's face care ***assortment*** of the store meets the customers' need

    B) To understand how the current ***physical environment*** of the store works for the customer

2) Propose development ideas for the face care department

Based on the results of this development work the target organization will utilize the results when planning and piloting the new face care department within the hypermarket chain. The target organization will be able to justify the propositions made based on the results. The customer feedback additionally provides a precious feedback of the current state of opinions in relation to the current assortment and physical environment.

The need for this development work aroused from the target organization. It will develop the health and beauty department for its part in the hypermarket chain, which aims to become the number #1 destination of face care products within the food channel. A new health and beauty concept will be first designed, piloted, tested, adjusted and then expanded around the whole hypermarket chain. The aim of these actions is to make the shopping experience better and more inspirational and increase the conversion rate of the health and beauty department. Additionally, the objective is to improve the sales of the whole face care category and especially focus on the baseline sales, which means the normal priced sales without any campaigns or in-store activations. These actions will naturally lead to improvement of the competitive positioning of the hypermarket chain and target organization.

The results gained will help to plan a retailer and supplier organization to create an assortment of products that is wide enough to satisfy the shopper's needs and at the same time avoid generating too much stress of choosing for customers and being easy to control by the retailer. Additionally, understanding how the current ambience and physical environment in-store affect the shopping behavior. Eventually this development work aims to gather information about how to improve the shopper experience in-store, increase the buying conversion of a beauty department and invite customers to explore, test and try the different products in-store. The approach in this research development work is making a customer survey using an online questionnaire and mini-focus group discussions.

2.1 Grocery trade market in Finland

The Finnish grocery trade market is typically chained and centralized by its purchase and logistics. This is a similar model as in other Nordic countries. Due to long distances between cities and sparse population, the centralization of logistics is usually the only way to gain efficiency. If not, the prices of the groceries would go up, selection of products would be worse and customer accessibility and service levels would not meet the customer standards. (PTY 2018.)

The grocery trade market consists of all the private and cooperative stores that sell groceries in Finland, service station and discount stores including special food stores, gas station stores and market hall stores. However, kiosks and market trades are not included in this count. The amount of market stores that sell the whole selection of groceries is 2 824. The groceries include food products and daily consumer goods that are bought together with groceries shopping. These are technochemical products, domestic papers, newspapers and daily cosmetics. Usually, the grocery products are low-priced that are bought more impulsively among food shopping. The share of the food products on the whole grocery trade is around 80%. (Ruokatieto 2019; PTY 2018.)

According to Nielsen (2019), the value of Grocery Trade Market in Finland in 2018 was 18.2 billion euro. The market growth was faster in Finland (+3.4%) than in Europe on average (+3.1%). The growth drivers on the grocery trade market are the Supermarkets. (Nielsen 2019). Figure 1 below introduces the key players in the Finnish grocery market field.

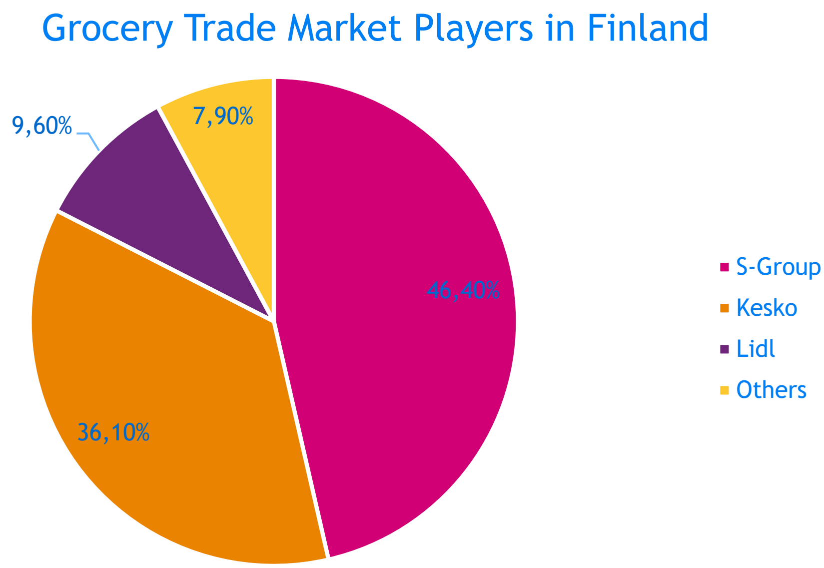

Figure 1: Grocery Trade Market players and Shares in Finland (Nielsen 2019)

The Online Store grocery sales were 70 million euro in 2018, which has growth +44.3% compared with previous year. However, the online stores hold only 0.4% of the grocery trade markets in Finland. (Nielsen 2019.) The grocery stores are divided into different store types based on their sales area. The most common grocery store types are (Ruokatieto 2019):

Specialty food store	Specialty food store is usually a small store that is specialized in one or a few grocery types. These stores are normally located in city centers or a shopping centers.
Convenience store	Convenience store is usually a small grocery store, located near the consumers and easy to access by foot. Usually these stores are located in housing areas.
Supermarket	Supermarket is a grocery store which sales area can vary from $400m^2$ to over $1000m^2$. The food products are holding over 50% of the sales area in-store. Supermarkets are usually located in suburbs, housing estates, in centers and around them with good transport connections.

Hypermarket (automarket)	Hypermarket is a grocery store, which sales area is over 2500 m^2. At hypermarkets, the share of food products is under half (<50%) of the overall sales area. Usually, hypermarkets are located in the city centers or around them with easy accessibility by car.

2.2 Cosmetic consumer market in Finland

According to the report of the Finnish Commerce Federation, the cosmetic consumer markets are growing in Finland. In 2023, the increase in the cosmetics purchases will be nearly 6%. In 2018, the cosmetics market was approximately 1.04 billion euro and in 2023 it will be forecasted to be even 1.11 billion euro (Figure 2). The average purchase will grow from 189€ into 200€ per person. The most money is spent on personal hygiene, but in the future the skincare and makeup categories will grow the most. (Finnish Commerce Federation 2019.)

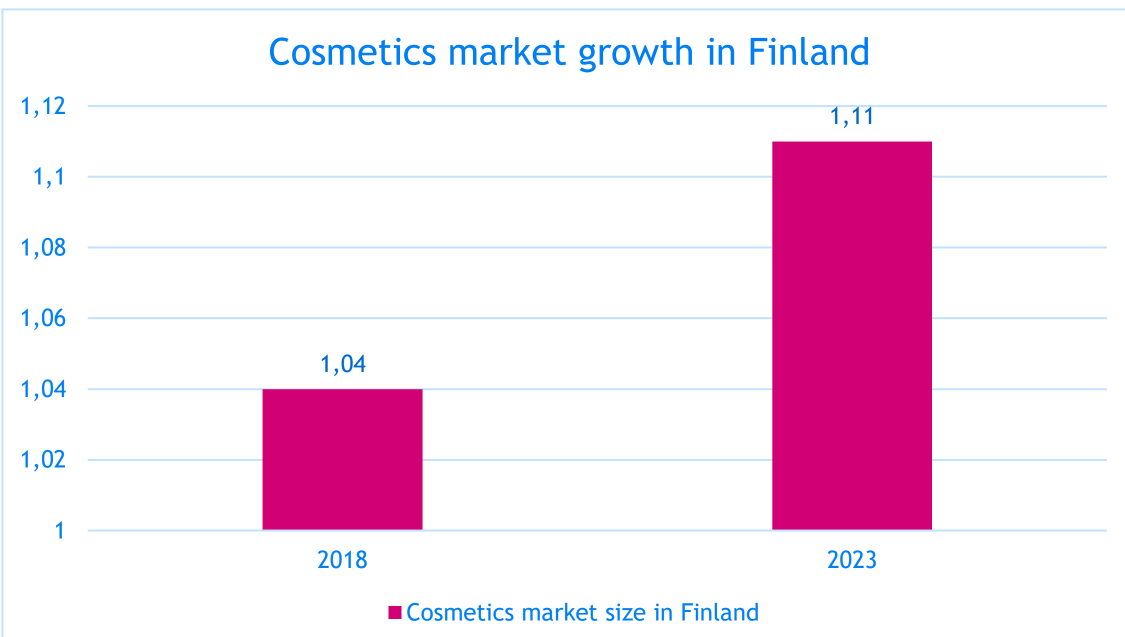

Figure 2: Cosmetics market growth estimation in Finland 2018 vs. 2023

In Finland, the cosmetics will be purchased more via online stores in the future. Especially under 35-year-old consumers will more likely choose the e-retail versus the brick and mortar. However, the brick and mortars are still more preferred channel to buy the product versus the e-retail. The online stores will be used more to find sufficient information about the products, compare prices and product features. Additionally, the peer reviews are playing an important role when making the purchase decision. Still, over 30% will go into a physical store to find product information and receive customer service. (Finnish Commerce Federation 2019.)

The cosmetic market consists of different categories, which are: perfumes and fragrances, color cosmetics, skin care, hair care and personal hygiene. The sales split between these categories are shown in Figure 3, where the hair care holds the largest share of sales (Teknokemian Yhdistys RY 2018).

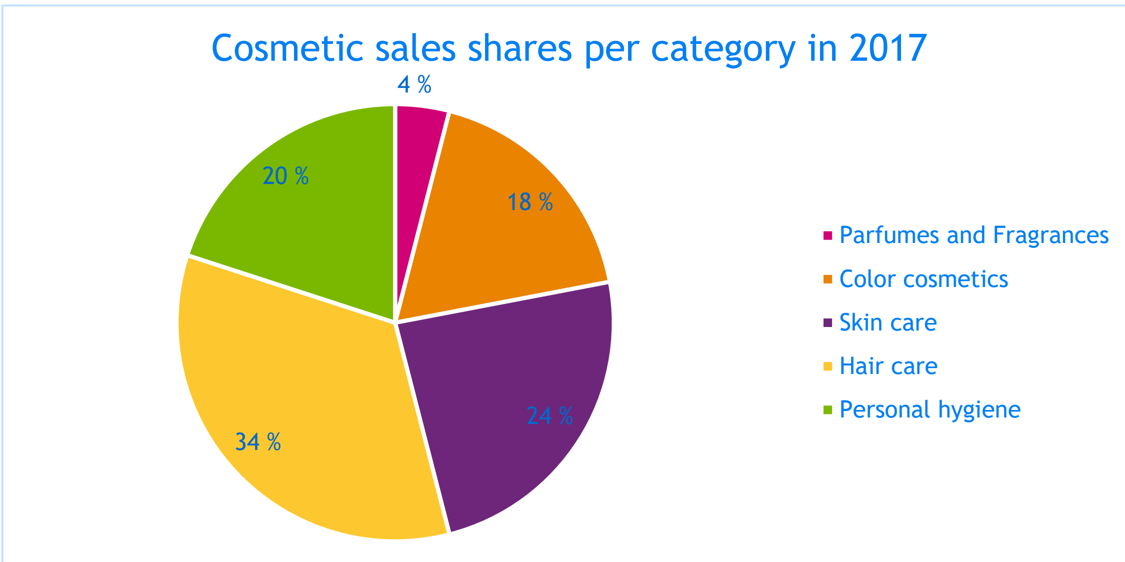

Figure 3: Cosmetic sales shares per category in 2017 (Teknokemian Yhdistys RY 2018)

The hypermarket channel for beauty and hygiene remains important in Finland. The benefits of hypermarkets are to have wide assortments with different brands, sizes and variations. Additionally, the hypermarket channel aims to keep prices on a competitive level with active promotions and continuous price monitoring. Also, the customers tend to appreciates the longer opening ours and convenient accessibility that the hypermarkets usually have to offer. However, these benefits can be easily tackled by the competitors: lower-priced grocery chains entering the market and assortment being too overwhelming and stressful for the consumer. Additionally, the longer opening hours and parking lots in the era of urbanization are no longer the superior competitive advantages where to rely on. (Berkhout 2016, 67-68). By tackling these challenges, the hypermarket channel needs to focus on the parts which it can renew to be more agile towards customer's desires. One example of this is conceptual renovation where the aim is to focus more on selected target audiences and create exclusive services to the needs of the customers.

Face care market size in Finland is around 293 million euro in 2020 (Statista 2019) and it consists of all the products that are used for facial care. In this category, the penetration of regularly used products is good: on average 86% of the females use face care products. During the past 12 months, the average number of products was 7.2 and the most popular products were day cream (67%), night cream (45%), eye cream or gel (41%), toner (38%) and scrubs (34%). As a purchase place for facial care products, the most popular channel was hypermarkets (31%), followed by department stores (18%), and specialty shops such as perfumeries (15%). In the survey there were 775 female respondents aged 18-65 years who used skincare products on a regular basis. (Kantar TNS 2018).

3 Shopper experience marketing

Commonly, the marketing literature and economic perspective presume and picture the shopper as rational, fact-driven individuals. In this view, the customer finds information, views the alternatives, weights the unique benefits of each offering and finally, makes the decision based on this chain of thoughts. However, in real life the process from need to purchase is not this simple: there are a lot of emotions involved in the purchase situation where the retailers have not been paying attention as much before. The shoppers' emotional side consists of the motives, desires and wishes that the individual customer has – and this is the place where the retailer can try to resonate with its shopper centric actions by understanding the emotional side better. (Berkhout 2016, 8). Understanding this concept of customer experience is the key to affect the customer behavior better.

Shopper experience can be seen as a multidimensional entity where cognition, emotions, behavior, sensorial and social features are linked together. These personal elements are responding to the company's offering during the path of purchase. (Lemon & Verhoef 2016). Shopper experience consists of all the interaction a customer has with a product, the brand and organization which will form a reaction. The experience is always a personal and the individual involvement at different level (rational, emotional, sensorial, physical and spiritual) have a great impact on the experience perceived. (Popa & Barna 2013.) The customer experience can be seen as a holistic entity which combines the customer's subjective cognitive, affective, emotional, social and physical responses towards the retailer's environment. The overall experience is constructed of elements that can be modified by the retailer, such as the price, the assortment, retail atmosphere, and elements that cannot be managed by the retailer, such as the behavior of other shoppers and the motives of shopping. (Verhoef et al. 2009.)

In current retail landscape, the competition between stores and brands is constantly tightening. All the retailers do not have the opportunity to compete with the price but they can use other store elements for their competitive advantage. Therefore the retailer's focus is not only to find out whether the consumer is more likely to pay more of one particular product but if they will spend more money in one store compared with another. This differentiation in the consumer behavior is due to the higher value the customer is experiencing when doing shopping in the other store, the high-priced one. (Ligas & Chaudhuri 2012.) Overall, consumers tend to appreciate the fundamental elements while doing their shopping. Product quality with a reasonable price from multiple alternatives is seen as important. However, the shopping needs to be fast and convenient enriched with good customer service and adequate product information to generate positive shopping experience. (Burke 2002.) The shopper experience has become so crucial part of retail marketing that Lucy Handey (2012) suggest that the Premium Shopper Experience should become “the fifth P of marketing mix”.

3.1 Shopper experience management

Often the retailers make their in-store marketing decisions based on their own objectives such as market shares, sales increases, profit and growing their private labels. These so called “hard” objectives reflect only the retail organization aims, without putting the customer on the center of decision making. According to Berkhout (2016, 9), having the shopper approach the retail marketing decision making makes the development of the retail environment more sustainable and fulfils the mission of the organization. Therefore moving from organizational view to shopper view is a must in order to become a successful retailing company. Understanding both the rational and emotional side of the shopper and build actions based on this should be the right mindset when building a superior shopper experience. Figure 4 below shows the approaches on retail marketing where the more traditional organizational-centric perspective meets the shopper-centric perspective. If the retailer succeeds in understanding the shopper’s emotions profoundly and makes them happy, most likely a beginning of customer loyalty is born. (Berkhout 2016, 7-9.)

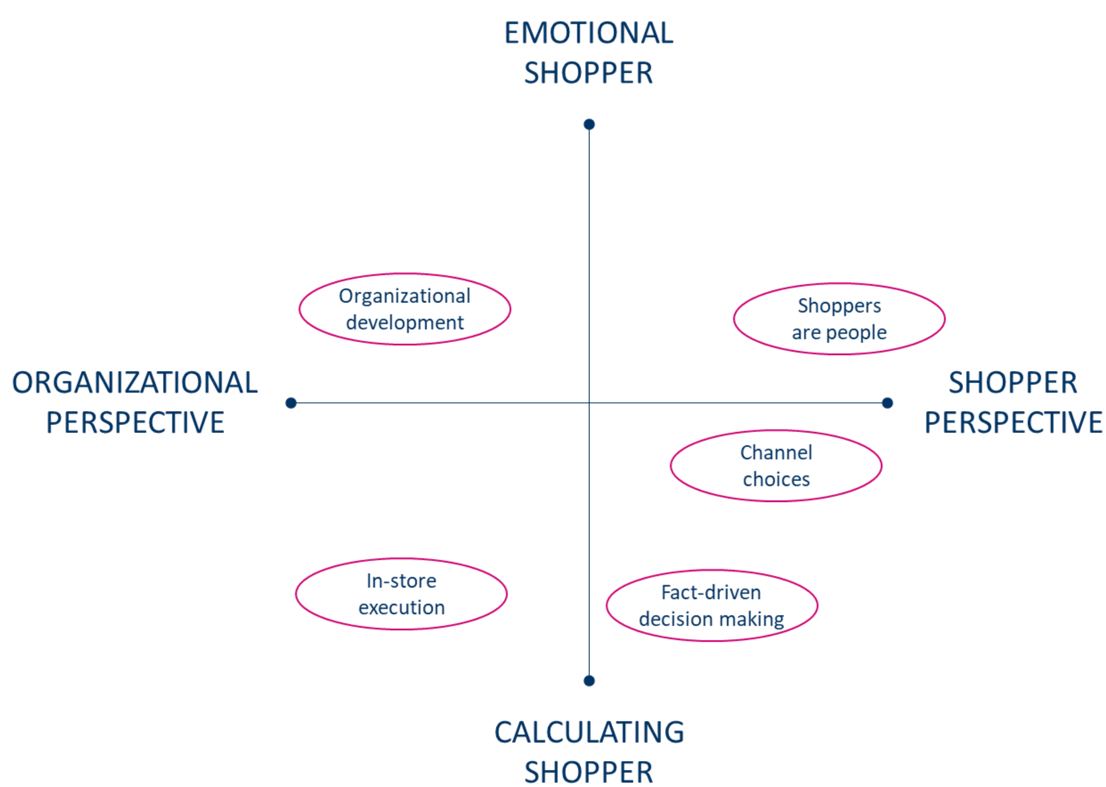

Figure 4: Retail marketing perspectives (Berkhout 2016, 8)

In order to manage the whole customer experience, the retail companies need to understand the entire spectrum of customer experience – not just some fragmented parts of it. This will not only have an insight into desired product features or purchase transactions but to those factors that the customer considers important when making the purchase decision, doing the actual purchase and using the product afterwards. (Schmitt 2003, 25)

According to Schmitt (2003, 17) the customer experience management (CEM) has overall five steps that are:

1. Analyzing the experimental world of customers
2. Building the experimental platform
3. Designing the brand experience
4. Structuring the customer experience
5. Engage in continuous innovation

The first steps is perhaps the most crucial in the process since it opens up understanding to the shopper's word. In consumer retail landscape, the insight of socio-cultural context, shopper desires and wishes together with the ways of living should be considered. The shoppers' input should be revised when planning new in-store concepts, touchpoints or new launches. The shopper insight might make the experience different, but more satisfying from the customer point of view. (Schmitt 25-26; 46). According to Lemon & Verhoef (2016), there are several methods and metrics that can be used for assessing the customer's experience that is formed. However, it is difficult to create a single way of measuring the customer experience among different industries and channels that have their own unique characteristics. Mostly, the customer experience should be measured overall, not in different phases of the customer journey. Another way to understand the customer experience is to focus the measurement on the touchpoints. However, as the touchpoints have an effect on another in the customer journey to purchase, an overall customer experience analysis is difficult to make when focusing only on a few separate touchpoints. (Lemon & Verhoef 2016).

Customer experience creation can be divided into different sections. Verhoef et al. (2009) are presenting a conceptual model of Customer Experience management and creation (Figure 5). The approach is holistic in nature, which consist of all the elements that are controllable by the retailer (e.g. prices, assortment, and store layout) but also the elements that are uncontrollable by the retailer (e.g. crowd in the department, the objectives of shopping). The total customer experience is formed from all the customer journey stages which include the search, purchase, consumption, after-sales and can involve multiple channels and touchpoints towards the retailer. (Verhoef et al. 2009.)

Many features will form the overall customer experience. These are the social environment, the service interface, retail atmosphere, and the product assortment and prices and promotions. Additionally, the experiences formed from other channels, retail brand and previously formed customer experience (t-1) affect the overall experience. The customer moderators together with the shopping situation moderators can impact the formed customer experience. (Verhoef et al. 2009.)

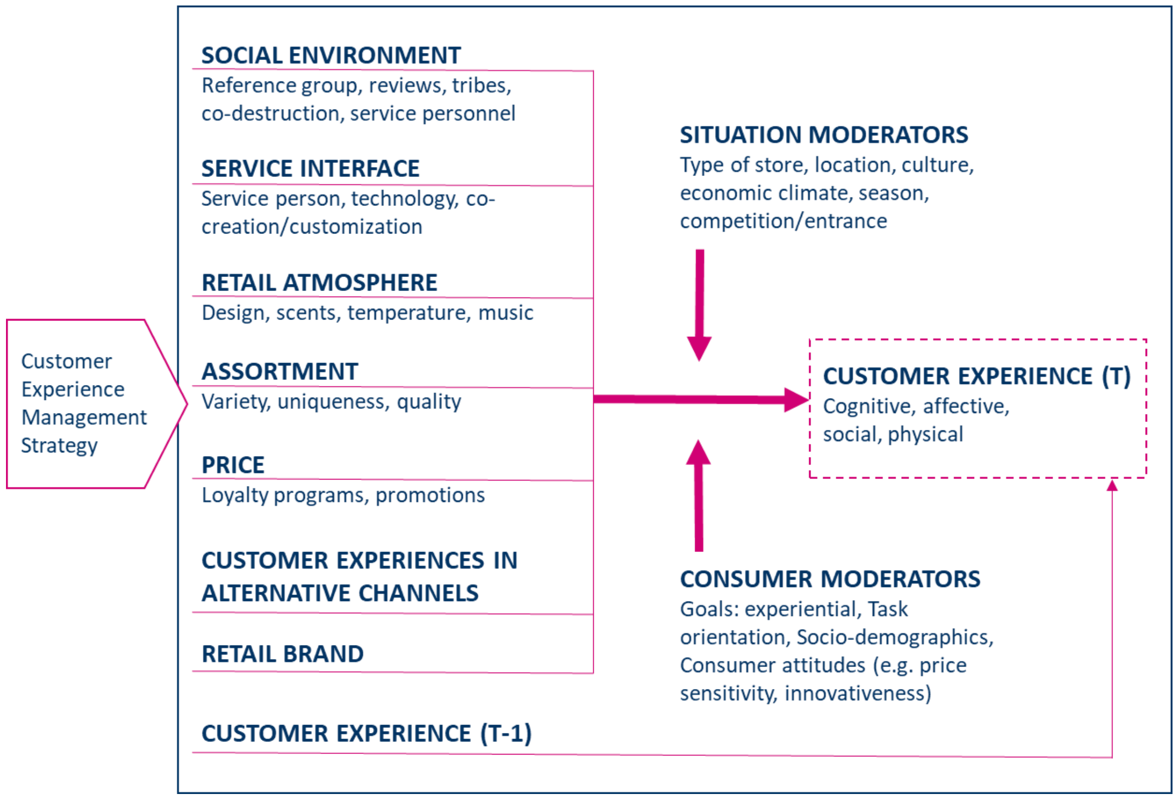

Figure 5: Conceptual Model of Customer Experience Creation (Verhoef et al. 2009)

3.2 Customer journey and decision making

The key objective for retailers is to create a superior customer experience. Therefore the whole store environment needs to support this experience in all the purchase phases: search, purchase, consumption, and after-sales. (Singh et al. 2014.) When a customer visits the physical retailer store or visits the website of a company, this provides a great opportunity to build a relationship with the customer, please them and offer them the right information they need in a timely manner making them satisfied (Schmitt 2003, 154). However, the customers' path to purchase has become more complex since they usually interact with the company in multiple touchpoints using various platforms and formats. This creates a natural need for companies to manage these various customer paths and do optimization resulting in the transaction and satisfied customer. This multi-channel management has become the new norm for marketers. (Lemon & Verhoef 2016.)

Having a clear sight of the customer purchase journey is crucial to have insight in customer experience. The journey can be reviewed from a processual point of view where the customer's journey starts from pre-purchase that result in purchasing which eventually result in post-purchase. Understanding the phases of the purchase journey will help the company to do the right things for the customer touchpoints and create a superior customer experience (Lemon & Verhoef 2016.)

1) **Pre-purchase:** In this stage, the customer is looking for the best alternative before making the purchase decision. This usually begins when the customer recognizes the need, search for solution and weights between alternatives.

2) **Purchase:** Includes all the interaction the brand and the store environment has when the purchase transaction is made. It starts with selection, ordering and ends up with payment. This is usually the point where most of the marketers are especially focusing with their marketing efforts, which can result in the information overload due to tight competition.

3) **Post-purchase:** Is the stage of the process where the product is consumed and potentially a brand engagement realized if the customer is satisfied with the purchase made. This usually leads into a loyal customer and re-purchases. (Lemon & Verhoef 2016.)

There is a growing interest for retailers and product manufactures to understand more profoundly the in-store decision-making process. A billions of dollars are being used every year on producing in-store advertising and point-of-sales (POS) materials which tend to raise the attraction of the customer. This form of marketing is seen effective since the materials affect the customer at the point of purchase. However, more information is needed to understand how the decision making process evolves and who are the consumers who will be affected mostly (Inman et al. 2004.) These point-of purchase materials can have a crucial effect of the sales of a product. There are many ways to utilize the POS materials in the in-store exhibitions of products. According to Hawkings et al. (2007, 619) the best sales lift for a shelf placed products are generating from a shelf talker and price promotion signs.

In-store execution is a wide concept which includes all the transactions between the customers, store employees, marketing mix, designing the store layout and communicating effective enough.

This is based on the retail strategy which requires a constant follow-up of the retailers of the ever-changing customer buying behavior changes and requirements. The in-store execution together with organizational development is not nowadays enough; by having a deep insight of the shopper's behavior and acting during the stage of making the purchase decision is critical for retailers. Therefore the interest of marketer's has shifted increasingly from the consumption phase to the moment of purchase. (Berkhout 2016, 4-5.)

Not all the purchase decisions made in-store have been planned before entering the store. These unintended purchases are called unplanned purchases (Hawkings et al. 2007, 617). According to the findings of Inman et al. (2004), around two thirds of the decisions have not been planned before and only one third was planned. Also Berkhout (2016, 19) discusses about the myth of impulse purchasing which says that on average 70% of the shoppers make their buying decision only in-store. However, there are different kind of impulse buying behavior:

- **Impulsive category purchase:** the shopper did not think to buy the category goods before visiting the store

- **Impulsive brand purchase:** the shopper has already decided to buy something from a certain category, but has not yet decided which brand will be selected

- **Somewhat planned purchase**: the shopper knows what features to look for in-store, but still leaves the options open before going in-store. (Berkhout 2016, 20.)

Since the unplanned buying patterns can be different, the retailers need to know when the decisions are made, in which category and during what kind of circumstances (Berkhout 2016, 23). Inman et al. (2004) proposes a theoretical model (Figure 6) for in-store decision making to generate better understanding the factors that affect the consumer when visiting the store. Shopping trip factors, consumer-specific factors and point-of-sale displays have an effect on the purchase decisions. The model comprises four phases:

1) Shopper is exposed to product categories and displays in-store. The exposure is affected by contextual elements such as: trip type, the number of aisles shopped, display type and location and purchase involvement.

2) Shopper's motivation to purchase. This is affected by deal proneness, age, need for cognition and time pressure.

3) Shopper's plan to make the purchase. The number of shopping trips per week, feature proneness impacts this planning together with in-store need recognition (e.g. compulsiveness, gender, household size, shopping party size and income).

4) Shopper makes the purchase. Both pre-planned and the decisions that were born in-store. (Inman et al. 2004)

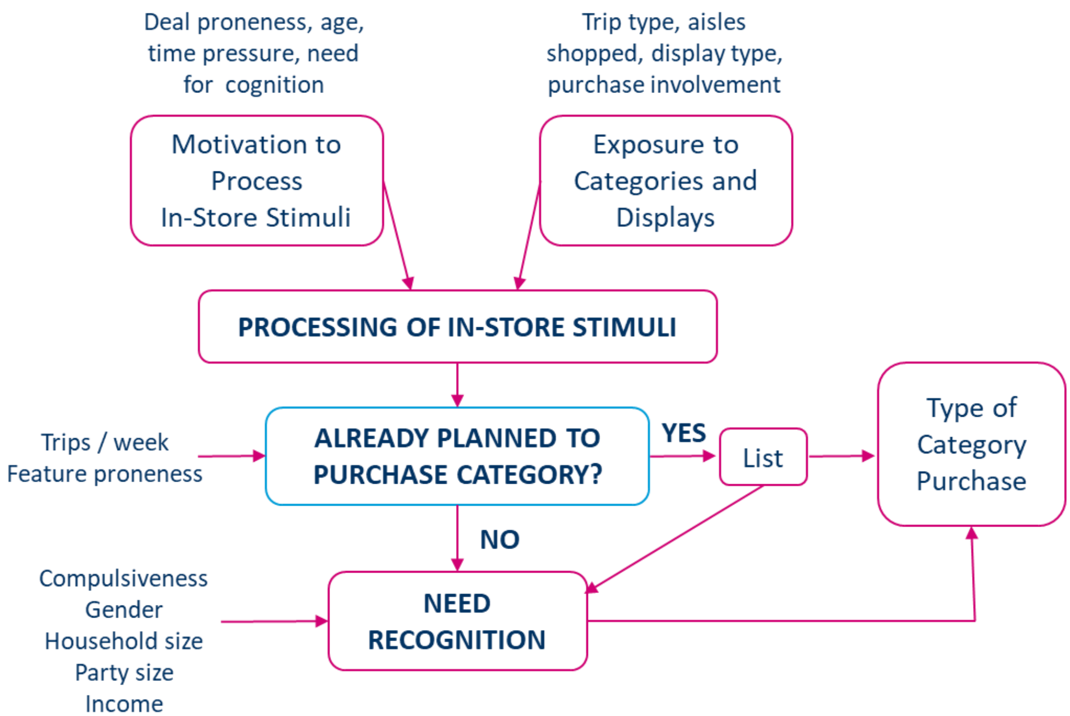

Figure 6: Model of in-store decision making (Inman et al. 2004)

The situational factors affect more to in-store decision making than the individual-level variables. When doing the major e.g. weekly grocery shopping, the relation for unplanned purchases grows larger and when they visit more aisles during their shopping trip. The more purchase decisions are made from displays that are positioned at the end of aisles than in the middle of the aisles. Additionally, deal-prone consumers tend to make more impulsive purchases. (Inman et al. 2004.) Indeed, consumer promotion campaigns aim to pursue the customer to make the purchase decision immediately. Consumer promotions have become a significant part of the marketing budgets of product companies. The sale without any marketing efforts is called baseline sales. Even though the sales would have a great uplift due a promotional campaign, to make the campaign a profitable one is more challenging. Therefore, the focus of the retailers is to figure out how to make the baseline sales as efficient and dynamic as possible. This can be done by promotion design and communication. (Raghubir et al. 2004).

Whether the customer considers gaining more value in a certain store, he will more likely visit the store more often and get to know the selection and price levels of different offerings. When the customer has gathered the prior information about sales campaign timings, he usually waits and does the purchasing when the item is more affordable. The prior experience of the price levels and offerings makes the perception of value stronger, and usually makes the customer more flexible for paying more. Low-priced stores usually offer the customer the most reasonable option to make the best deals financially. Especially in economically difficult times, the price is the first factor that affect purchase decision when the quality and benefits are the secondary ones. On the contrary, the high-price stores can benefit from their brand value, better personal customer service level or better features. (Ligas & Chaudhuri 2012).

3.3 Physical shopping environment

The retail environment has an impact on the customers buying behavior. The atmosphere of store characteristics together with the store layout affect the purchasing and eventually to the store performance. Sign et al. (2014) uses the term ***retail shoppability*** which is defined as the characteristics of the retail environment and to be able to buy the customers' needs into purchase decisions. The store layout, easiness to navigate, product selection and presentation for instance are characteristics that determine the retail store shobbability (Singh et al. 2004). In their study, Donovan and Rossiter (1982) found out that if the store environment can create positive experiences for the customer, such as exceeding the expectations, creating excitement and stimulating senses. These pleasant environments can increase the time spent in a store and lead into impulsive buying. (Donovan & Rossiter 1982.) Store atmospheric consists of the features of the color, lightning, sales personnel, music and scent to name a few. These factors create the overall context where the shoppers spend time, make purchase decisions and perhaps become loyal visitors of the store. The atmospheric features also create the image of the store and aim to attract the target consumers. (Singh et al. 2014.)

I their study in the context of hypermarket retail stores, Signh et al. were able to determine seven attributes to measure the retail shoppability. They are

1) **Store atmospherics:** this attribute was the most important determinant

2) **Store layout and design:** this attribute was seen as second most determinant where especially the role of planned planogram was seen important

3) **Customer Service:** Employee knowledge about the products together with fast and easy to available customers service were highlighted

4) **Visual communication:** Visual signage helps the customer to navigate in-store

5) **Promotions and value for money:** Including discounts and price points

6) **Problem Solving:** how the store handles returns and exchanges

7) **Reliability:** Assortment, punctuality

Especially the retail atmosphere and design will affect the future consumption when it comes to willingness to visit the store, make purchases and recommend the store for others (Singh et al. 2014). There are many additional features that consumers appreciate when doing the shopping in the physical store. However, they are not mandatory: signs that point out the promotional and novelty items, a map of the store, store personnel who can assist with detailed product information, everyday low prices, sale campaigns (regular and seasonal) and individual item pricing. (Burke 2002.)

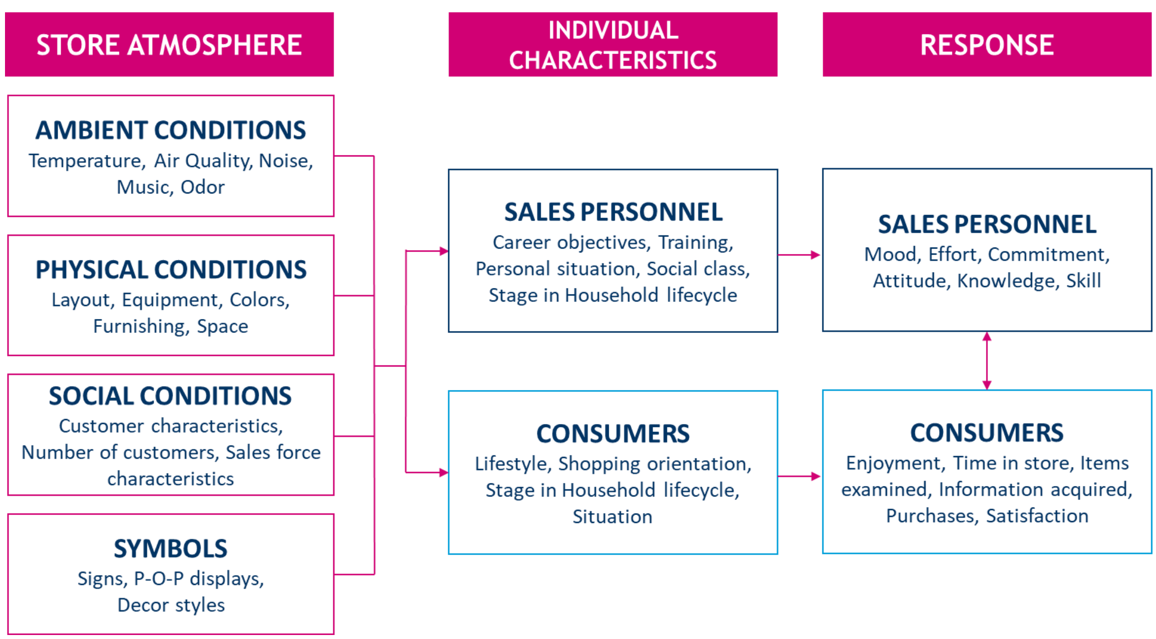

Figure 7: Store Atmosphere and Shopper Behavior (Hawkings et al. 2007, 624)

Hawkings et al. (2007, 624) introduces the framework for the Store Atmosphere and Shopper Behavior (Figure 7). The physical conditions of the retail store consist of the layout, equipment, colors, furnishing and space of the department. All the physical cues in-stores are affecting how the customer is feeling and willing to make the purchase decisions in-store. The architecture of the store, the arrangement together with the assortment are important mood creators. (Hawkings et al. 2007, 488; 624.) Store layout planning has direct effect on customer's perceived experience. Therefore, many retail companies are investing a great amount of resources to store environment design and merchandising activities. However, the planning of the retail store layout is challenging. The aim is to create a store with a minimum cost that maximizes the sales and satisfies the customer's buying needs. There are several factors that makes the layout design complex: how the customers arrive at the store, building shape and structure, available customer service, product mix, customer amounts etc. (Zhang et al. 2014.)

By understanding where the shoppers spend their time in-store helps to affect to provide the customers with the goods they need and make them more satisfied. It matters where different departments are positioned in the retail environment: usually the product categories that require more time are placed at the beginning of a shopping journey, since when the shoppers get closer the checkout and cashier, the faster they start shopping and spend less time. This is known as a "checkout magnet". So, the most time spent will be in the firsts departments they enter in. The more time the customers tend to spend in-store, the bigger their average basket size grows. Therefore, putting the merchandising efforts to the points where the customers are instead of tempting them to visit other spots of the stores is more effective when it comes to increasing the sales to the customer. (Ståhlberg & Maila 2012, 57-58.) The store layout needs to be designed so, that will maximize the amount of products that are in the department. This will help the customers to recognize the right products that they are looking for. Clear layout of the department can at its best create positive feelings moving around the store which usually leads to more purchases. Clear in-store exhibitions with informative displays usually lead to improved purchase conversions. (Popa & Barna 2013.)

The physical elements of the store should entice the customer to enter the department and explore. The attractiveness of the department will naturally lead more customer visits and especially tempting product promotions are good tools for gaining attention. Shoppers will most likely to visit a department if they see other consumers there too. If the shopper walks more slowly than others and touches multiple products while browsing, he/she will most likely to make the purchase. Additionally, the department should be able not just entice customers to visit, but also convert these visits into purchasing as well. Usually, the salesperson interaction may help to finalize the purchase decision by helping the customer to overcome the physical and psychological barriers that are formed by the crowds. (Zhang et al. 2014.)

Crowding is a phenomenon, when multiple consumers enter the department at the same time or a store is overloaded with merchandising. This can often create negative impacts on the shopper and the retailer since an increasing number of shoppers feel unpleasant and are not willing to re-enter the store ever again. (Hawkings et al. 2007, 491.) Therefore, retailers need to manage their in-store customer traffic with care. Therefore, balancing with the right amount of customer traffic and minimizing the crowds of too many people causing negative impacts on shopper conversion is important. However, if a department holds too many people visiting them, this will be a negative factor and does not attract the customer to enter. The shoppers will not buy as much from crowded departments even though they draw the customer's attention and likelihood to enter the department. (Zhang et al. 2014.)

In the busy retail environment, the shoppers are in a totally different mood compared with watching TV during the evening when they are usually on a more receiving mood. However, when doing their everyday grocery shopping, they are on a mission trying the find the right groceries in a timely manner. Therefore, the in-store marketing communication needs to be short, clear and relevant. The brands should never try to bomb the customers entering the department with an aggressive marketing message but instead find the right places and tone of voices to match the consumer's moods. (Ståhlberg & Maila 2012, 11). In the modern retail environment, the brands get only a few seconds to pop out and introduce their offering to the consumer. This need to be clear and easy to understand benefit which does not require customer education or change habits (Burke 2002).

Social interaction can affect remarkably the shopper behavior. This can happen as a face-to-face interaction between the customer and salesperson. The shopper will end up making purchases after the social interaction between the salesperson – especially when it comes to new arrival products or warehouse clearance products. The findings also support that if the salesperson is representing the same demographics as the customer – gender, ethnicity and/or age – the more likely the shopper is making the purchasing decision. (Zhang et al. 2014.) These customer advisors can answer the consumers' problems or questions where the live interaction I highly appreciated. This customer service is not seen as important for grocery shopping as it is for infrequently purchased items such as electronics or furniture shopping, which usually requires more consideration. (Burke 2002.) Overall, the human interaction in the physical store can be seen as key benefit when creating the superior shopper experience. In order to create a successful and pleasant experience for the customer, the employees need to function in the right way too. Employees need to be motivated, educated into their position and creative into problem solving. To succeed in this, the employees need to think that they are doing a valuable work for their employer and treated with respect. (Schmitt 2003, 18.)

3.4 Product assortment

Deciding on assortment in-store is one key strategic elements of the supplier and retailer since it affects the competitive advantage of a retailing company. The product assortment means the amount of products inside one category. The retailing store has limited amount of money, shelf space in the store which requires a careful analysis and planning of the right ratio of products and categories within a particular department. The store for instance needs to decide whether it should keep a wide selection of goods and categories, for example hair care, skin care and make up, or focus on fewer categories, but put emphasis on the variety of products within the category, such as shampoos for every hair type. Naturally, all these decisions need to be aligned within the merchandising and financial objectives that have been set for the retail store. This strategic planning is called assortment planning. As mentioned, the products are separated into different product categories, such as hair care, coloration and oral care in the health and beauty department. The Category Manager is the person who is responsible for maximizing the profits and sales within a certain category. This category management ensures that overall product assortment within a store is the best mix of available products by brands, sizes, functions and would generate the maximal profit for the retailer. (Weitz 2004, 364-366; 390.)

A wide assortment can bring many benefits for shoppers. It provides many alternatives for the shopper to choose from and fit the product to the unique need. The wide selection of products gives the shopper the opportunity to keep all the options open and minimizes the uncertainty, that elsewhere there might be better alternative products available. The wider assortment reduces the time and energy spent for shopping, since the shopper can make the satisfying purchase at a one-stop principle. Having multiple alternatives to choose from, the shopper gets satisfaction from being in control of the purchase decision made which is a natural feature of human being. (Berkhout 2019, 19.)

The product assortment management requires a lot of analysis and understanding the shopper's needs from a retailer. The retailers and manufacturers need to balance between the right mix of an assortment, introduce a clear and logic shelf organization, provide right education for products and create at its best an inspirational experience on the shelf. (Ståhlberg & Maila 2012, 15). Especially on a hypermarket channel, the assortment is usually wide and multidimensional: the shopper can find within one product category various products sizes, features, prices and brands. The assortment can be too wide, when it mostly overwhelms the shopper and does not serve their needs in the best way. It may cause a stress to make a wrong purchase decision and afterwards feel regret of purchase made. In addition, browsing the right product in the middle of the 10,000 variants of products on average in a hypermarket can be stressful since the information flood can be overwhelming. By making the successful purchase decision from the wide assortment requires time, which is not always available when doing the everyday shopping. (Berkhout 2016, 125).

Berkhout (2019, 24) suggests the following questions to be considered, when planning on the assortment within a retail store:

- Physical space for the category in-store
- Desired retail brand positioning – one-stop-shop or special store
- The role of category for the retailing brand
- Shoppers' desire for variety and adapting to individual needs
- Innovation-driven category where novelties creates the most attention

The mass presentations and full shelves are attracting the customer to explore. However, the mass does not mean various selections, but few clear alternatives where the customer can make the decision from. If the customer is exposed to too many alternatives, the purchase decisions gets more challenging and might not happen at all. (Ståhlberg & Maila 2012, 59.) The retailers need to balance within the right assortment size: The assortment needs to be large enough to satisfy the personal needs of a shopper but at the same time remain easy to understand in order to prevent the confusion that might arise from too large an assortment. (Weitz 2004, 394). However, in order to maximize the assortment benefit for the customer, the assortment planning needs to be aligned with the category management and visual merchandising, so the shopper can easily navigate and shop the alternatives there are. A great assortment does not guarantee success but requires multi-functional team work within the retail organization. Even though more space for a product on the shelf leads to increased visibility, the space elasticity is low. This means, that addressing more space for a product can generate only minimally more sales. On the contrary, more space creates a better product image. This means, that having more space between products will result in enhanced product evaluation. (Berkhout 2019, 2; 28-32.)

The shoppers have two ways of processing the choice within a product assortment: ***cognitive processing*** and ***human visual capabilities***. Even though large assortments may be tempting for customers to browse, they are actually poor to generate the actual conversion compared with smaller assortments. (Berkhout 2019, 21.) Schwartz (2004**),** introduces a concept of ***paradox of choice*** (Figure 8) where the shopper enjoys being control, when choosing a product, but at some point the amount of choices can become overwhelming, unhelpful and uncomfortable for the customer. The shopper needs to consider all the relevant features before making the purchase decision such as weight, product functions, package size, production region and best price-value ratio. This can generate the feelings of stress within a large assortment. (Berkhout 2019, 21.)

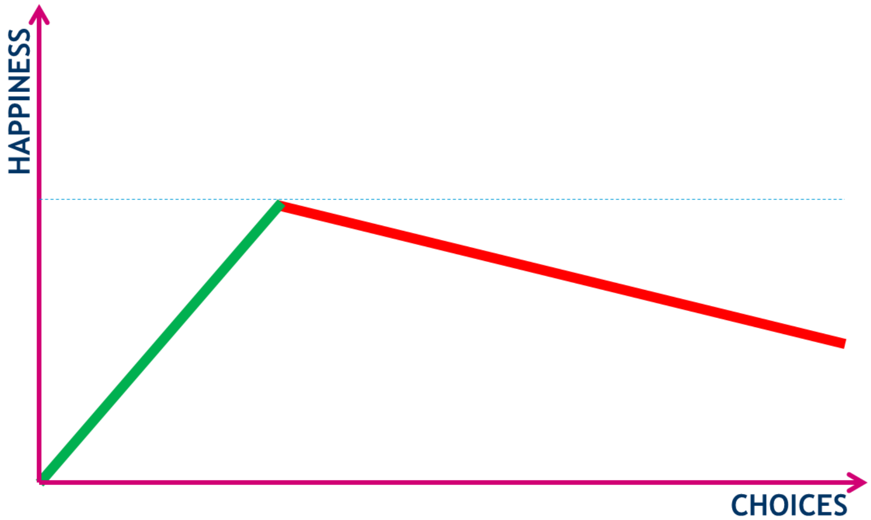

Figure 8: Paradox of Choice - Less is more (Schwartz 2004)

Additionally, the human visual capabilities affect how the shopper perceives the assortment, since most of the in-store information and signals are received through eyes. When walking around the department in-store, the eyes can focus poorly on very detailed information. So most of the assortment will be scanned, but not actually seen. Therefore larger objects and strong color-contrasts help the browsing within the assortment. Too large an assortment might cause frustration, since the shopper finds it difficult to focus on the actual products visually and find what they are looking for. Therefore wide assortments have their risks that the shopper perceive the store too complicated to find the product they are looking for and might not end up making the purchase. It is important to consider how the people perceive the assortment since the number of products does not tell it all. How the shopper thinks about the assortment size than the actual amount of products within the category matters more, since that perception affects directly to the shopping experience and from there to satisfaction. (Berkhout 2019, 22-24.)

The trend in retailing is according to Berkhout (2016, 127) moving towards reducing the size of product assortments. This is based on the consumer’s wishes, but also this requires less work from the retailing side as well: fewer warehouse locations, fewer assortment management personnel needed, fewer fuzz when managing the sales data and maintaining the product information in the systems – to name a few. However, the delisting of products from the current portfolio is not easy. When removing a wrong item from the shelf might cause great declines in the sales, so knowing the sales data, how loyal customers are and whether there is a substitute for the product is crucial. (Berkhout 2016, 128.)

3.5 Framework for the development work

In this development work, the focus will be on the shopper experience that is generated inside the store while visiting and making purchases at the hypermarket. The work will stay on the first step of the customer experience management as presented in Chapter 3.1 and analyze the experimental world of customers (Schmitt 2003, 17). As the retailer can manage and develop only the retail environment (Verhoef et al. 2009), the need is to understand how the current *product assortment* and *physical conditions* affect the perceived shopper experience. Based on the literature review, a framework below (Figure 9) is used which gathers together the concept of this development work. The framework is combining the Conceptual Model of Customer Experience Creation by Verhoef et al. 2009 (Figure 5) and Store Atmosphere and Shopper Behavior presented by Hawkings et al. 2007 (Figure 7).

According to Burke (2002), consumers buy health and beauty care products more likely from a physical store than using multichannel shopping. Therefore in this category shopping, the efficacy of shopping in a timely manner and convenience are key elements that generate the shopping experience (Burke 2002). The physical conditions and right kind of assortment of the store needs to support both the efficacy and convenience of the shopping in the face care department. As the cosmetics consumer market is growing in Finland and facial care products are widely used among female shoppers, understanding how to improve their shopper experience in the most popular purchase channel hypermarkets is needed. The frame for this development is narrowed down to discover the shopper experience in the face care department.

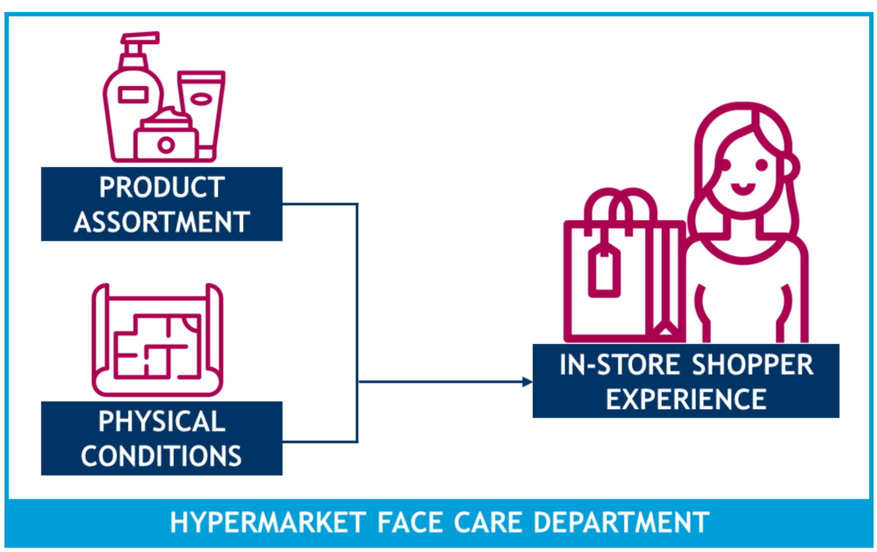

Figure 9: Framework for the development work

4 Methodology

The research question and objective determine which method of using in the study (Hirsjärvi & Hurme 2008, 28). The aim of this development work is to understand the shopper experience in the current health and beauty department of a hypermarket chain in regards to the product assortment and physical environment of the store. In order to understand what the shoppers' appreciate, think and feel in the current health and beauty department setting, a development propositions can be made for the new health and beauty department concept. Only understanding profoundly the shopper the hypermarket chain can generate happiness for its customers (Berkhout 2016, 8).

In order to understand how the shoppers would be moving around and interacting in-store with the department and products, the first plan was to carry out an in-store observation. The findings would have provided precious information about the traffic in the health and beauty department and in front of the face care shelf. However, the spring 2020 has been truly exceptional around the world due to the Covid-19 pandemic which started to spread around the world from Wuhan, China. This crisis has led to the close-down of stores, restrictions to travel within Finland and recommendations from the government to stay isolated without any physical contact to other people. The assembly of groups is prohibited and meeting with friends should be avoided preventing the disease from spreading, for instance. (THL 2020.) The exceptional situation has challenged the available methodological tools, but at the same time provided motivation to find alternative ways to meet the objectives of the study and gather information. Therefore, the in-store observation could not be executed so that it would be safe and expose to unnecessary risks.

Eventually, both a quantitative online survey was carried out together with qualitative mini-focus group discussions. The differences of the qualitative and quantitative researches depend on the research target. Nowadays it has become more widely accepted to utilize both research methods in the same study. The combination of qualitative and quantitative research is called a *multi-strategic study*. In this kind of setting the approaches are complementing each other and answers and elaboration to different research questions. The aim is not to increase the validation of information but to generate more and different insights of the same topic. (Hirsjärvi & Hurme 2008, 28-32). Information about the right mix of an assortment, product quality and price can be found out by shopper questionnaires. However, understanding the deeper desires, motives and wishes of the shopper require more human content; this information can be gathered by interviews, for instance. (Berkhout 2016, 7-8.) Therefore both shopper questionnaire and mini-focus group discussions were combined in this study, in order to get right kind of insight: general and profounder. The online survey was used to replace the gap from the observation that could not be carried out. The methods that were planned and used are presented in Figure 10 below with the expected results:

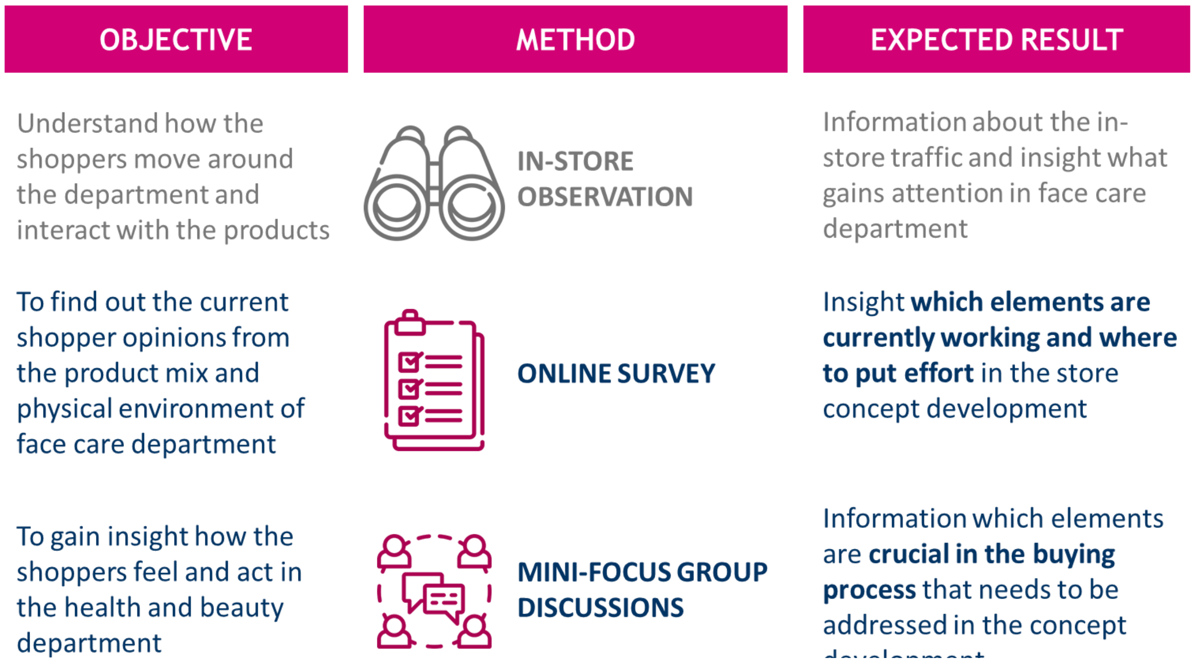

Figure 10: Development work methods

4.1 Observation - planned

Observation is a widely used method in development projects since it can be modified to match the research target. The observation provides useful information about the shopper behavior and what is actually happening in the original retail environment. It can provide better insight about the nature of a shopper since the researcher is present in the situation, compared with just analyzing questionnaires or doing interviews; through the observation can be found out whether the people are acting the way as they clam – or not. The observation can be used as an independent method or as a complementary method next to interviews or questionnaires. Using observation in studies where the aim is to understand the interaction of a person with others and how the people are acting by themselves. (Ojasalo et al. 2010, 29, 42, 103; Hirsjärvi et al. 2006, 201.) The observation was planned as one method in this development work to better understand the consumer behavior in front of the shelves and face care department. This would also provide the information about the busy and target oriented shoppers who would be unlikely to be reached through the questionnaires. The in-store observation would have helped better understand the shopper journey in-store and analyze their purchase journeys. This can help to identify also the phases where the shopper feels insecure or would need assistance or suggestions. This will help to plan in the future the in-store marketing materials and shelf organization, for instance. (Ståhlberg & Maila 2012, 17-18).

The observation usually starts before making the actual observations, since it requires planning and testing (Ojasalo et al. 2010, 104). In this development project too, the observation phase was divided into two stages: preliminary observation and then the actual observation. A template for preliminary observation was already planned together with the layout of the store observed before the Covid-19 crisis impacted the project and the observation had to exclude from this work. The pre-planning is crucial part of the observation since the observation should be as organized as possible. This is called systematic observation where the observatory is an external actor without any interaction with the people or situation being observed. In this style of observation, the classification schemas are planned beforehand and they are professionally utilized when doing the observation. The preliminary observation template was tested in-store to differentiate the categories of shoppers' actions. All the observed elements should be saved and recorded as accurately and precise as possible. Usually, the simple checklists work the best when the observer just fills in the elements that occur in the situation. (Hirsjärvi et al. 2006, 203.) The observation was planned to use two external observatories from which the other one would have been located outside the health and beauty department and other next to the face care shelf. The notes would have been taken from the conversion of the traffic to the department and further to face care shelf and the interaction with the products next to the shelf.

4.2 Online survey - carried out instead of observation

One of the most used tools in social sciences is a survey. The survey is an important method of collecting information about the behavior of people, opinions, attitudes and values. In the survey, the researcher asks questions from respondents using a questionnaire. Surveys represent usually quantitative research, which utilizes statistical methods. Even though the questions are expressed verbally, the survey data comprises usually measured numbers. However, the survey can also include questions where answers are given verbally. (Vehkalahti 2008, 11-13.) The benefit of surveys is that you can collect a wide research material, which can address standardized and multiple questions to many people. This makes the survey an efficient method for data collection. Usually, the surveys produce number-based research material which can be analyzed statistically using a statistic program. However, the challenge of a survey is that the information gained from the method is usually quite superficial: You cannot find out how seriously the respondent has reacted to the survey, how relevant the answer options have been and how knowledgeable the respondents are about the research target. There are many ways to use the survey. Most typical alternatives are letter questionnaires or internet questionnaires where the respondents fill in the answers by themselves. Additionally, a popular way to use survey is to have an interviewer who either face to face or via phone fills in the questionnaire form based on the answers. The survey is a great method of researching various topics and phenomena. However, a requirement for survey usage is to have enough prior information about the research object. Whether this basic information is missing, the planning of the survey form is extremely hard, and the gathered answers turn into unreliable. (Ojasalo et al. 2010, 108-109; Hirsjärvi et a. 2006, 184.)

In order to find out general understanding how the shoppers perceive the current assortment of women's face care and physical environment of the store, an online survey was carried out. As the hypermarket chain has very similar health and beauty department layouts in different stores, the location of the department is next to the main entrance and the assortment width is somewhat similar in most of the hypermarket stores, the survey could provide general data how the customer's perceive the assortment and face care department. This collection method was also chosen because it did not require any physical contact and could be addressed to a selected group of people. On the other hand, using online surveys rely widely on customer's memories that can fade out quickly. This creates a reliability challenge to gather the customer's feedback and authentic reactions regarding the in-store selection and layout, since all the materials are dependent on how well the customer has previously paid attention to the feelings and thoughts that are born in-store. Therefore, executing the survey directly in-store ensures that the feedback is more authentic. (Macdonald et al. 2012). Overall, researching the opinions, attitudes and values is usually multidimensional and complex due to their nature and there are several insecurities linked to the research. These are for instance amount of responses, the scope of answers, the validity of questions, reliability and timing. (Vehkalahti 2008, 12.)

The planning of the survey is linked to the objectives of the study. According to Ojasalo et al. (2010, 115), the planning of the survey should start after familiarizing into other studies made in the field. The questionnaire should include only the questions that are needed to fulfil the objectives of the study. When planning the questions in a too early phase, you might miss the answers that should be involved in the study. (Ojasalo et al. 2010, 115.) A too long survey makes people more reluctant to answer the survey, so the recommended response time would be a maximum of 15 minutes. The question asked should be very simple, since the respondent rarely know the subject as well as the person who made the study. In the study, the aim is to have questions that are perceived similarly among the respondents which requires a clear, short and precise questions and alternatives. Double-meanings should be avoided and the wording of each question should be viewed carefully. (Ojasalo et al, 2010, 116; Hirsjärvi et al. 2006, 191-192.)

The online survey was carried out in March-April 2020. The process of the online survey execution is described in Figure 11 below. Before planning the tentative questions, a wide understanding about the research target was gathered through excising literature and studies in the field. These findings also form the literature review which is presented in Chapter 3. After having an insight of the current literature, a preliminary questionnaire was formed around the phenomenon of shopper experience. In his study, Burke (2002, 43) used 10 factors for his questionnaire to Figure out the shopping experience which were also applied to the first questionnaire form. The rating was made from 1=not at all important to 5=very important. The factors were:

1. Convenience
2. Fun of shopping
3. Value provided
4. Product selection
5. Service
6. Product information
7. Speed of shopping
8. Privacy
9. Product Quality
10. Security

There were several themes that formed the structure of the questionnaire that were: the background information of the shopper, buying behavior, the face care assortment, physical environment in-store, buying challenges. These themes helped to form the actual questions.

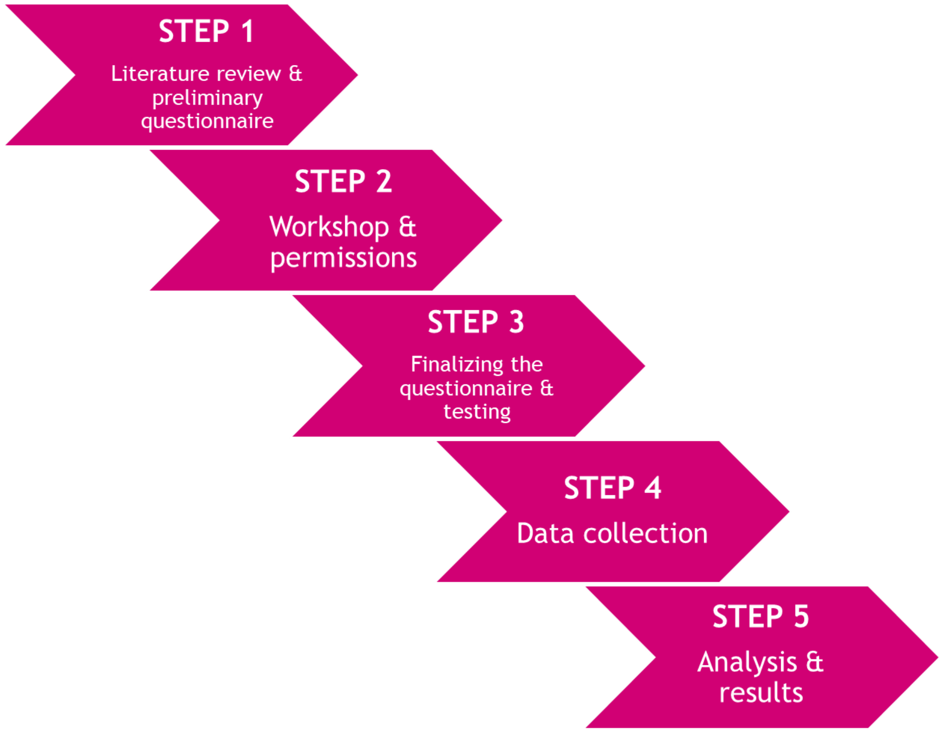

Figure 11: Online survey process

After designing the tentative question structure and questions, a workshop was held in the target organization which included the face care experts from marketing and sales field. There were two skin care category Brand Managers, the Key Account manager of the hypermarket chain and Space and Assortment Manager who attended and gave their input to the preliminary questionnaire. The draft of questions and the description of the development work were sent to the participants a few days beforehand so they had time to familiarize with the questions and the objectives of the project. The participants gave their expertise and they could test, challenge and redefine some of the questions or alternatives. A good discussion was formed around the subject. This helped to form the questions to be easy to understand and collect valid information which the target organization were looking for. The workshop lasted for one hour and the participants were provided with some refreshments together with printed questions, to keep their attention around the subject in the middle of busy working environment (Figure 12). Due to the Covid-19 challenges in the retail environment, the first planned hypermarket store could not co-operate in the survey publishing. A smaller hypermarket owner, from smaller town was contacted and they agreed to publish the questionnaire for their customers using their own Facebook page which had over 5,500 followers.

Figure 12: Workshop with the target organization

After the workshop and agreeing with the hypermarket store about the execution and timing, the actual questionnaire was built into the online survey program, SurveyMonkey. Some of the less important questions were left aside to keep the length of the questionnaire tight, avoid double questions and ensure the clarity. The questionnaire form can be seen in Appendix 1. Overall, the questionnaire had 23 questions from which 4 were open questions and the rest closed with predefined answer options. Deciding whether to use open response fields or having a predefined response options can be challenging. The open response fields are only recommended when there is a clear need for using them. All the respondents might not answer the open fields and the information gathered might not always fulfil the expectation of the researcher. On the contrary, if the respondent group is to be known to be active and participating, the use of open response fields might be justified. (Ojasalo et al. 2010, 117.) Therefore the open questions were simple, or voluntary. In the predefined answers multi-selection and rating scale alternatives were used, depending on the questions. The rating scale was based on the commonly used five-level Likert scale which includes both the alternative extremes (Erätuuli et al. 1994, 40). Before the publishing, the questionnaire was sent to the workshop participants to test the functionality and measure the answer time. According to Ojasalo et al. (2010, 118) the questionnaire of the survey should be carefully tested before spreading it among the respondents. It is worthwhile to let test people to fulfil the questionnaire and give feedback how they are perceiving to fulfil the test. After testing the questionnaire, the questions, the organization of the questions and wording can be altered according to the feedback. (Ojasalo et al. 2010, 118.)

The questionnaire was published at the hypermarket Facebook page at the beginning of April with 12 day answer time. Together with the link to the questionnaire, a picture of the face care department and a draw with clear communication “ANSWER AND WIN” were posted to pay attention. The aim of the draw was to motivate to answer the questionnaire. As prizes there were five cosmetic product packages worth 50€ sponsored by the target organization. The winners were selected among the respondents. After 9 days having the survey in live mode, a reminder post was published in the Facebook page to increase the visibility of the Facebook post.

4.3 Mini-focus group discussions – carried out as planned

Mini-focus group interviews were held in order to gather understanding about the in-store behavior of customers more profoundly. This would give the needed input to the design and structure of the new concept and customer interface. The aim of focus group discussions was to find out what the motives of a customer in-store are? How do they act? What emotions are involved and what do they experience? (Schmitt 2003 154.) The focus group method can be used to understand the customer satisfaction, identify the features of satisfaction and figure out which other elements can affect the formation of satisfaction (Krueger & Casey 2000, 15). Focus group methodology has been used widely in the marketing research as a qualitative method but it has raised its popularity among academic research setting recently. Focus group research can be included as a scientific research method when the research process follows the principles of systematicity and provability. The focus group method provides understanding and insight of the research target. (Krueger & Casey 2009, 199; Moisander & Valtonen 2006, 72.) Focus group refers to discussions where a certain amount of people participate and discuss about pre-defined subject. The focus group discussion is based on volunteers, is focused on the defined subject, but is free-flowing and limited to a time frame – usually from one hour to two. (Moisander & Valtonen 2006, 72.)

The focus group participants are not randomly selected but they commonly possess particular characteristics that are relevant in relation to the topic and they form a homogenous group. Usually five to ten participants form one focus group. (Krueger & Casey 2009, 2.) The group need to be small enough so every participant would feel comfortable and able to share opinions and comments (Hague et al. 2013, 56.) Smaller groups are called mini-focus groups which include usually 4 to 6 participants (Krueger & Casey 2014, 68). The challenge in these smaller groups can be the lack of insights but on the other hand, the benefit is that it is easier to organize logistically. The mini-focus groups have become more popular since they are comfortable for the participants. The smaller groups are recommended when the research aims to gather profounder views. (Krueger & Casey 2000, 10; 74.) Additionally, the group can be formed of backgrounds of a different kind: already existing social groups, people who are strangers to each other or certain type of professionals. How the focus group is formed will naturally affect the atmosphere of the discussion situation. (Moisander & Valtonen 2006, 72.)

In the focus group discussion, there is a moderator who facilitates and controls the discussion. The moderator asks subject-related questions, encourages the participants to speak up, gives feedback and seeks comments. The key is to generate a real interaction among the participants and build the conditions of the right kind for the discussion. Even though the moderator is an important element of the focus group method, the key role of the discussion does not lay on the moderator but the participants. (Moisander & Valtonen 2006, 72.) The focus group provides precious insight when the participants are relaxed, appreciated and find their own way to interact within the group without judgement. Only then they can reveal how they really feel and think. Since people are naturally different, some participants may require more time to establish the feeling of trust and comfortable enough to start naturally interacting with others. (Krueger & Casey 2009, 4.) Utilizing group interview as a method can provide very different research data compared with individual interview. In this kind of set the more traditional question–answer setting is missing and participants can be more conversional and provide their comments in relation to the subject. In the group interview situation people can reflect their own subjective opinions on others' and express their own interpretations. This provides the interviewer an opportunity to explore terminology, concepts, and ways of perceptions and argumentations that might arise from this group. (Alasuutari 2011, 8) However, the focus groups are more versatile than group interview – the research focus is to generate social interaction among the focus group members (Hague et al. 2013, 57).

In the focus group discussion, the questions or topics are pre-defined in order to maintain the focused discussion around the subject. The questions should be designed and phrased so that they are easy to comprehend and logical to understand. Open questions are used which generate more easily comments and conversation and the questions follow a logical order and sequence. The discussion starts usually more generic questions and when the situation evolves, the questions become more specific around the target. The warm up questions usually guide the participant thinking to the right mode and the final questions generate the most fruitful information. However, the aim is not to gather any consensus among the group but collect all the opinions there might arise. (Krueger & Casey 2000, 12)

Usually, the focus group discussions are held in physical premises where people can interact with each other face-to-face. Nowadays the technological appliances have provided an alternative to gather people to discuss the subject online which facilitates the organization of focus groups.

(Hague et al. 2013, 56.) To avoid unnecessary contacts, the discussions were held online video call using Microsoft Teams.

Three mini-focus group discussions were held among different age groups. The main criteria when choosing the participants were the following:

A) They are customers of the target hypermarket chain

B) They make regular face care product purchases

The research setting is described in Figure 13. The participants were recruited using a snowball sampling method, also known as chain-referral sampling. The principle of the method is to find a research subject that suits the target group and this subject names another person, who then suggests a name of a third subject. This method is like a snowball which grows and rolls on and at the end forms a sample group. (Cohen & Arieli 2011.) To motivate the participants, a small prize was promised to the participants. Every focus group participant was asked to fill in beforehand a written permission to record the group discussion using video (Appendix 2). The topic of the research was explained to participants beforehand as informative as possible, so that they would possess enough information to give their consent. However, a too detailed information about research questions or problems were not provided so the participants would not have too much time to think the subject beforehand that could distort the thoughts arising among the discussion. (Hirsjärvi & Hurme 2008, 20.)

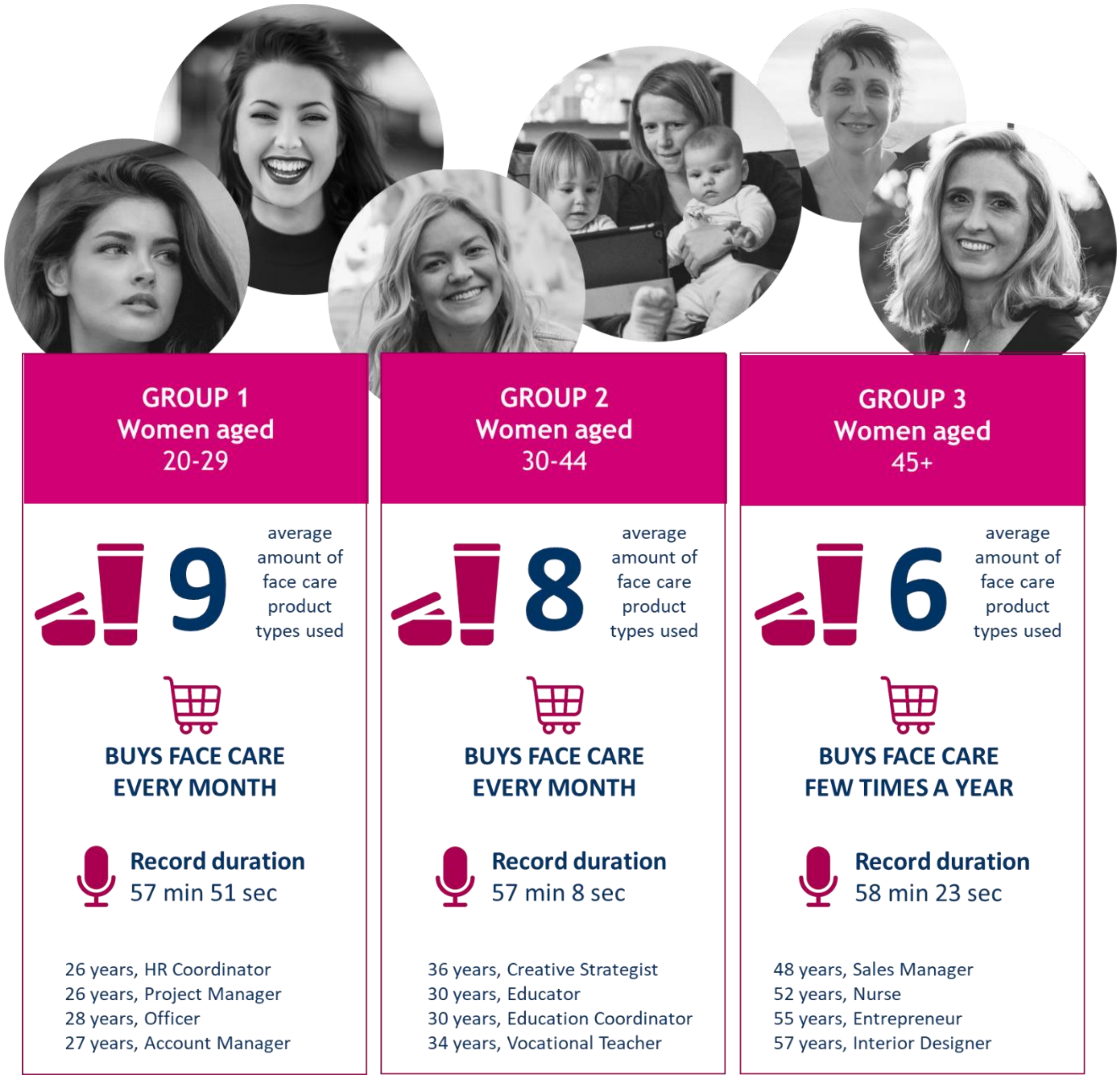

Figure 13: Mini-focus group discussion groups and background

Visual materials of the in-store environment had an important role to get the participants to the right mood and artificially animate the shopping situation that they might have in the hypermarket. A short video was filmed beforehand from shopper perspective where the shopper enters the store, walks to the health and beauty department and proceeds to the face care shelf. Next to shelf, the shopper looks at the environment. To complement the video, in-store pictures of the face care shelf, offer signs, price tags, shelf organization, promotional exhibitions and the whole health and beauty department were used to help the participants to make observations. These pictures and video were sent to the participants before the actual discussion so they could have their own time into familiarizing into the store environment.

Some of the participants already knew each other, but some were strangers. In order to break the ice and have a comfortable atmosphere for the discussion, everyone could briefly introduce themselves to others. Not everybody wanted to share their face through video, so it was agreed that every participant could decide whether to put the video on or not. After the introduction, a short recap about the background of this development work was explained together with the expectations for the discussion and how it would proceed. Then, the recording started.

A discussion frame (Appendix 3) was prepared beforehand to support the flow of the discussion and keeping the discussion around the topic. As a warm-up, everyone could share their thoughts about face care in their everyday lives and what they want to achieve when using face care products. This also helped to guide the participants to focus on the face care shopping that was covered alongside the discussion. After the warm up, the visual materials were showed again, and participants could express their thoughts regarding the in-store environment and shopping. Overall, each discussion length was around one hour and there was great interaction among the participants together with great examples, humor but also opposing opinions which was interesting – everyone felt so comfortable that they could express their actual opinions and reflect them on others'. Every now and then when the discussion started to slow down or proceed to a side track, a new open question was asked about the participants. The composition of the mini-groups was successful, since every participant had their own space in the discussion and no-one was dominating the discussion.

5 Analysis and results

As both methods used were carried out somewhat at the same time, the analysis was done clearly separately to prevent the analysis from both methods of mixing up. The data processing and analysis started straight after the data collection to maintain the inspiration and ease the possible clarification of collected data, if needed (Hirsjärvi et al. 2006, 209). The analysis of the online survey was mainly done through a quantitative research approach, since for most of the questions had a pre-defined answer options. However, the questionnaire form was partially qualitative, since it included a few open questions where the respondents could answer verbally freely. First, a familiarization was done into the collected material and browsing through in order to ensure that all the questions are answered and everything looks to be in place at first sight. Then, all the answers were saved and observations from variables were mapped. (Vehkalahti 2008, 51).

After this, the statistical indicators were formed based on the answer options that were arithmetic mean, standard deviation and the percentages (Erätuuli et al. 1994, 75). This helped to compare the results between each other and form an understanding about the results. Especially with arithmetic means a standard deviation was used to indicate how much the answers have been varied on average from each other (Vehkalahti 2008, 54). Creating the figures and charts of the main findings helped a lot to visually organize the results that are presented in the next chapter (5.1). As there were also open questions included in the survey, a qualitative content analysis was used to analyze the results. Before the content analysis was done, the answers were formatted into the similar wording to ease the statistical analysis of mentions and answers that did not answer the questions were ignored (Hirsjärvi et al. 2006, 210).

After each mini-focus group session, the recordings were transcribed into texts straight after. Before any deeper analysis was carried out, the transcriptions were read through many times and marked with notes. Doing the transcription and reading immediately after the discussions, helped to form the first insight of the discussions. Silverman (2010, 221–223) also suggest that it is worthwhile to start the analysis process immediately after the data collection and reviewed from the point of the research target. When starting to do the actual analysis, the literature review helped to point out all the mentions that would be significant and focus on the data that would be important for development work (Yin 2003, 112).

For the transcribed discussions and open questions in the survey, a content analysis was used that is focused on themes and patterns that rise from the material. The content analysis was a useful method since it ensured a systematic approach to the collected data. During the analysis, clear categories popped out from the transcriptions which appeared in the other discussions too (Eriksson & Kovalainen 2008, 178.) The focus group studies are usually used until the researcher reaches the point of saturation – no new information is not formed during the discussions (Krueger & Casey 2000, 30). After three discussions, similar information started to occur from the data which indicated the approach of the saturation point. The collected data has reached its saturation point when any new theoretically relevant information does not arise. (Hirsjärvi et al. 2006, 171).

5.1 Online-survey

Overall, 371 respondents started the questionnaire, from which 330 (89%) competed the survey to the end. The background of the respondents is shown in Figure 14 below. As the survey was focusing on the women's face care department, mostly of the respondents were women. Around 60% of the respondents are mainly making their face care purchases from the particular hypermarket store. Over half of the respondents (53%) make face care purchases monthly and nearly 40% few times a year. Only 11% of the respondents prefer making purchases from the online-stores compared with the brick and mortar stores.

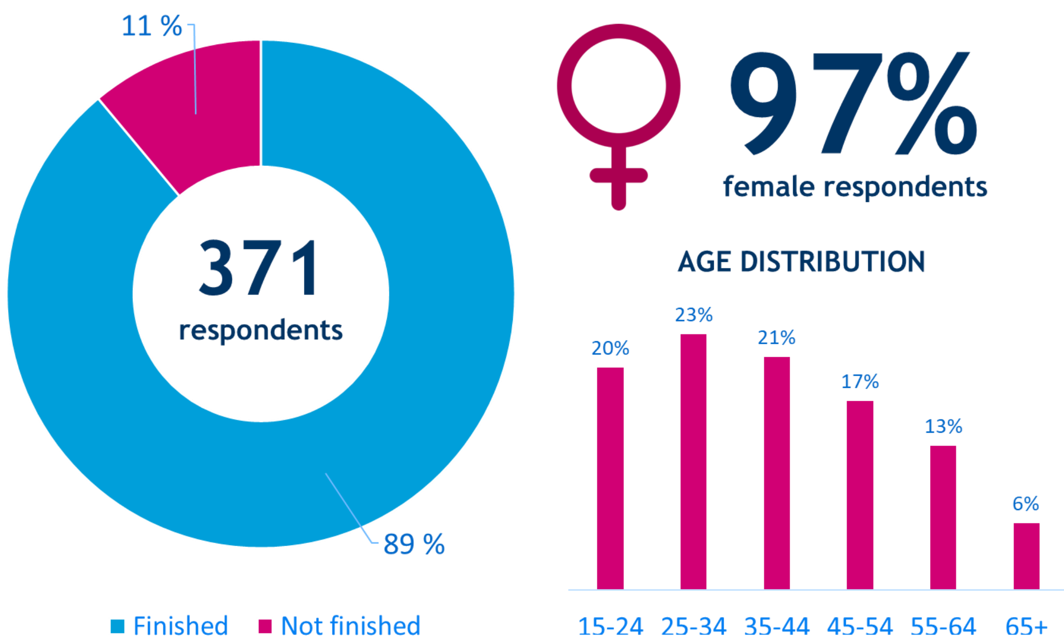

Figure 14: Background of the respondents

There are two main factors why the respondents make face care purchases in the particular hypermarket store. They are the ease of shopping and offers (Figure 15).

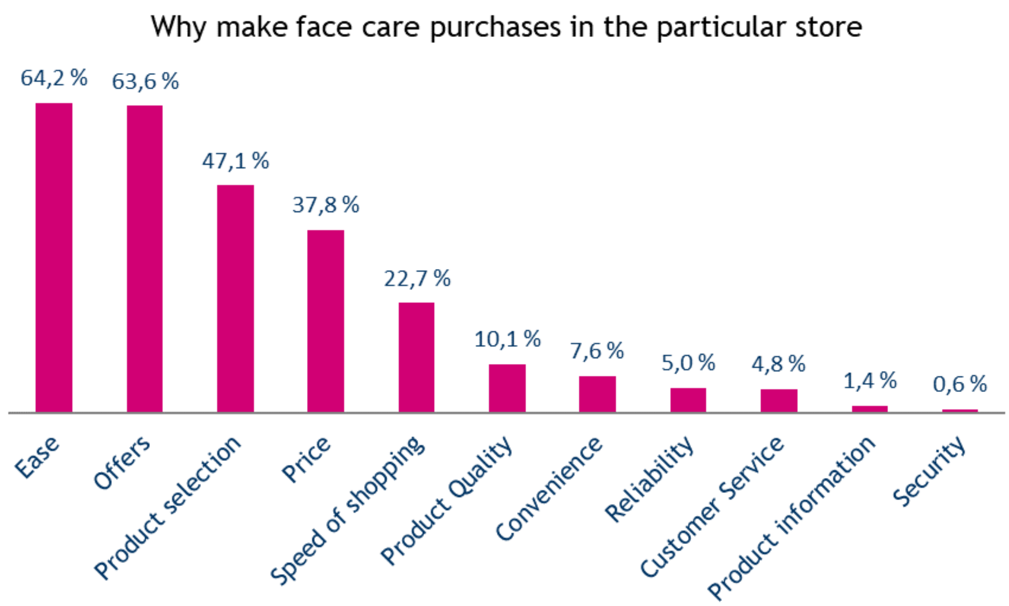

Figure 15: Main criteria for making face care purchases

Additionally, the product selection, price and speed of shopping can be seen as important factors to make face care purchases in the store too. Majority (70%) of the shoppers tries out new products every now and then and over 80% has recognized the need to buy face care products before entering the store, but 40% are still leaving the options open regarding the brand and make the final decision in-store within the category.

When looking into the product assortment, the face care selection meets the needs of customers well (average 4.1/5). Many had commented that the size of assortment is suitable for every day needs and has a good amount of variety. The comparison between the products causes somewhat more challenge (average 3.7/5) but still the majority of the respondents (60%) feels comfortable making the decision between the products. However, over a third (38%) mentioned that they would need assistance to the product selection every now and then. Having the opportunity to get the support for the purchase situation and product, would improve the conversion. Now, if the shopper does not find the right product, they will make the purchase at another store (30%), go and buy it online (10%) or do not make the purchase at all (9%). The right kind of salesperson or some guidance could help to turn these situations into the purchases of other brand or similar product in-store.

When asking about the top of mind brands, the respondents mentioned the brands that are visible in Figure 16 below. The word cloud is formed of mentions of each brands that help visualizing the results. Additionally, the size of each brand in the world could indicate the brand's popularity in the results. The top 5 brands with most mentions were: Lumene (43%), L'Oréal Paris (20%), Nivea (14%), Garnier (3.5%) and Dermosil (2%).

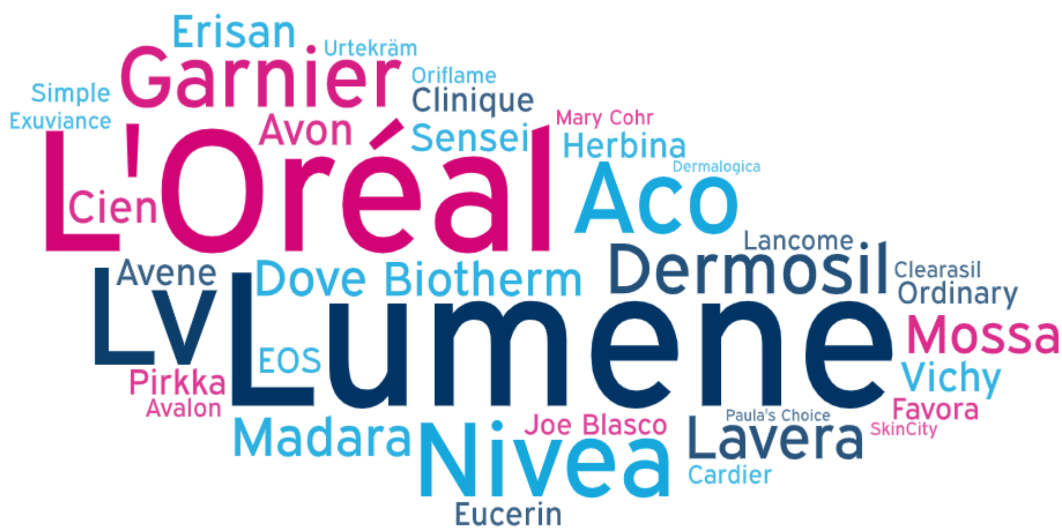

Figure 16: World cloud based on top of mind brand mentions

As mentioned above, the face care assortment was seen suitable for most of the respondent's needs. However, there were wishes for product features and brands that could compliment the assortment. These are presented in Figure 17 below with the amount of mentions. In product features, the natural cosmetics trend was highlighted in the face care category too. Having more variety, domestic brands and options that are suitable for sensitive skin needs in the natural cosmetics assortment was a clear hope.

PRODUCT FEATURES	BRANDS			
• Natural cosmetics (11) • Allergic and sensitive skin – no perfumes and colorants (7) • Special skin care products (scrubs, serums, mature skin needs) (5)	**SELECTIVE** • The Ordinary (7) • Biotherm (3) • Clinique (2) • Malu Wilz (1) • Exuviance (1) • IT Cosmetics (1) • Estee Lauder (1) • Lancome (1) • Dermalogica (1)	**DERMO** • ACO (3) • Vichy (1) • Arbutin (1) • Choice (1)	**DAILY** • Revolution (2) • Himalaya (2) • L300 (1) • Missha (1) • It's Skin (1) • Nivea (1)	**NATURAL** • Madara (3) • Mossa (1) • Urtekräm (1) • Organic Shop (1)

Figure 17: Mentions to improve the product assortment

Additionally, the amount of variety for allergic and sensitive skin needs was preferred. This usually means that the products do not contain any perfumes, colorants or other ingredients such as preservatives that might cause reactions to sensitive skin (Allergia-, Iho- ja Astmaliitto ry 2020). Special skin care products like facial scrubs, serums and effective products for mature skin were also mentioned that could improve the face care assortment. Most of the brands that were mentioned were selective that are mostly sold in department stores or beauty specialists. In daily cosmetics selection the wish was partially to improve the existing range of brands that are already present in-store. For natural cosmetics brand the more selective brand, Madara was wished for.

The respondents asked to answer different claims regarding the face care department which are presented in Figure 18 below. The face care department is performing well overall in lightening, visible product offers, tidiness and free accessibility. Digital tools did received the most neutral responds, which indicates that examples of digital tools would have been beneficial for respondents to understand the opportunities for digital in-store tools.

Figure 18: Wishes to improve the face care assortment and amount of mentions (n), scale 1-5

Additionally, the face care department is not seen as in-store experience creator and product information was clearly needed among the respondents. When asking the respondents to give free feedback how they would develop the face care department, the following four themes clearly popped out from the data:

1. **Product order and guidance (40 mentions)**
   Products should be organized more clearly based on different functions, brands or skin types. Now all the face care products are not located in the same place in the department which can cause confusion. Product information with how-to use guidance would make the comparison of products easier. More space between the shelves in the department would help the navigation and make the visit more comfortable.

2. **Physical conditions and functionality (20 mentions)**
   The face care department would need clearer signs and communication should be with large enough fonts. Increasing the lightening, changing colors from purple to more neutral and light would create right ambience for the department. Creating a clear presentation for products and raising especially novelties or bestsellers from the mass would be appreciated. Adding more mirrors to the department and “try on” spots with tissue wipes to remove the traces of testers would improve the functionality of the department.

3. **Location of the department (12 mentions)**
   As now the health and beauty department is located next to the busy entrance, there is a sense of hurry and noise where everyone can see who is making beauty purchases. This was a purchasing barrier to many respondents. Additionally, as the main face care shelf is located on the back wall of the department, it does not attract to visit and experiment the products but more like to “crab and go”. Having a calmer location for the department would make it a nicer destination to explore and test the products. One respondent comment describes this well: *“I would somehow desire more an intimate oasis around the beauty department”*.

4. **Product demonstrations and samples (12 mentions)**
   Many respondents mentioned that they would like to see more often product demonstrations with different themes that could help to recommend and find the right products. Also, having a skin care salesperson would be appreciated who really knows the products and could guide in the skin care routine. Importance of product samples was mentioned being an important element when deciding whether to buy a new product or not which could help making the purchase decision.

5.2 Mini-focus group discussions

From the mini-focus group discussions there were clearly five different themes that arouse from every discussion. These themes are presented in Figure 19 below.

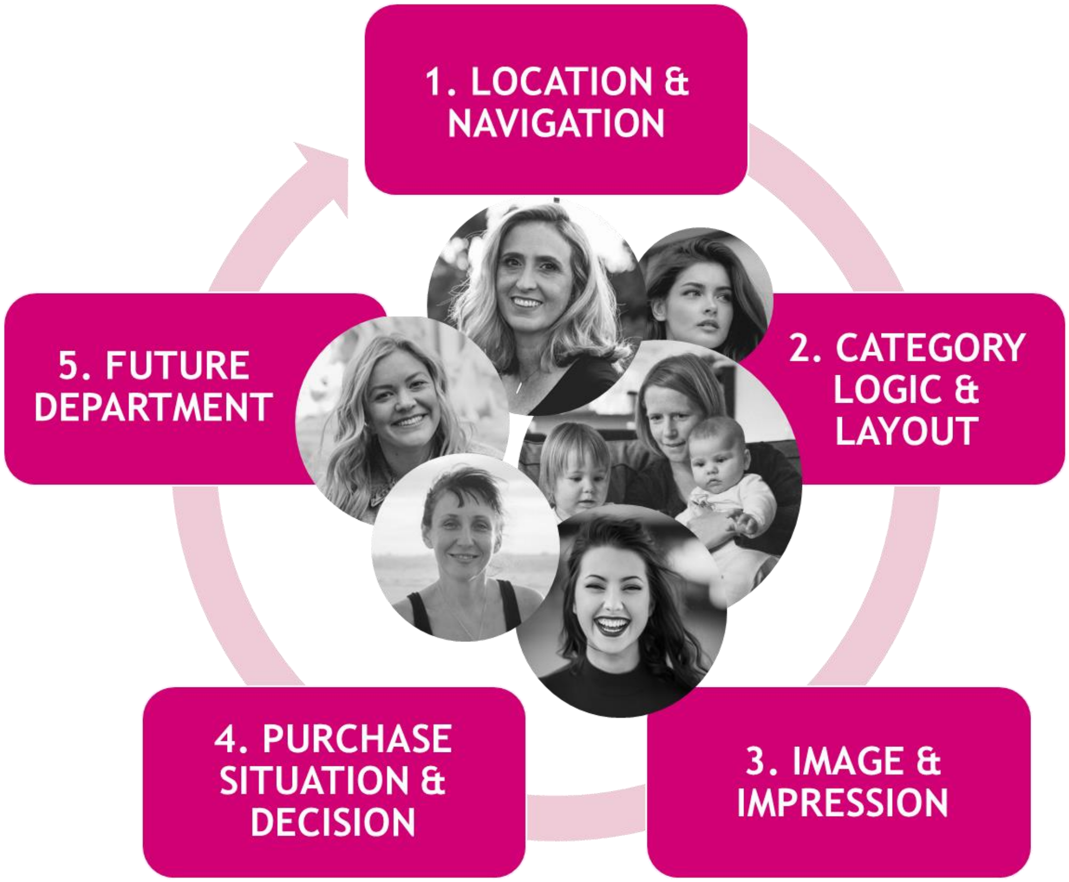

Figure 19: Themes from the mini-focus group discussions

Themes are linked to the overall shopper experience which describes the multidimensional nature of the phenomena. Next, I will introduce each finding in their own section. The findings are organized based on customer journey in-store and presented based on this logic. Finally, the results from the future department are showed after the description of current situation. The quotations from the discussions are direct translations from Finnish to English.

1. Location & navigation

> *"It always takes some wandering around, to know how the products are located. In the shopping situation in-store you end up walking around every shelf before you know what is where." –Creative Strategist, 36*

The health and beauty department is located next to the entrance in the hypermarket chain. When entering the department, you need usually walk around different aisles before you are able to locate the product category you are looking for since there is not clear category guidance or signs. This means that the navigation within the department requires time and ability to focus among hundreds of products. Especially the challenge of navigation became clear if the shopper is interested in to buy new products, so it is difficult to know where to start. However, if the shopper already knows which product to buy, the searching of a familiar product is easier.

> *"There is not somehow peace to delve into shopping when all the time people are walking next to you and jamming there. Then you feel like "I do not have the energy to look into these when everyone is bumping you with their shopping trolleys". Then you just continue your journey and do not buy anything." –Nurse, 52*

As the department is next to the busy entrance, the department location in-store does not provide the peace to focus on the products and purchases. The main entrance usually has more noise and traffic that does not support the atmosphere of the beauty department. As many shopper enters the store while making their everyday grocery purchases, they do not usually have loads of time to spend while making the face care purchases. This makes the need for the navigation to be easy and convenient. Additionally, the shelves that are located closest to the entrance can easily left unnoticed, since the eye focus will be further in the department than next to the busy entrance.

> *"I rarely get lost all the way back there, or I have never even visited that back wall." –Account Manager, 27.*

In some of the hypermarket layouts, the face care shelf is located on the back wall of health and beauty department. Some even commented, that they have never visited the back face care wall, but just quickly make the purchases from the promotion stairs and displays that are located next to the main aisle. The back wall visibility is blocked with other shelves and is somewhat hidden, so it requires effort to intentionally go there. Clearly, the back face care wall serves only "crab and go" types of shopping trips when the shopper knows what to look for, but never attracts to visit and explore the products that are located there. When some of the face care products are located next to the main aisle, the shopper might think that here is all the face care selection there is. The back wall does not contain anything worthwhile to explore or it has only the "leftover" products and brands that are cheaper and do not deserve any better placement in-store.

2. Category logic & layout

> *I have been thinking why there are some face care products in the beginning and then something completely different products. So it is not a whole. Somehow I*

would logically think that if here are some products, the similar ones could be found next to them. –Entrepreneur, 55

As already mentioned in the previous chapter, the face care products can be found in several places within the department: next to the main aisle at promotional stairs, back face care wall, shelf ends and separate shelf that belongs to the Finnish brand Lumene. Having multiple placings for one category fights against the logic and creates confusion when buying face care products. The shopper would more logically prefer having all the face care category options clearly in one place in order to get the overall image of the alternatives that are available. Having the same category in the same place would also make the comparison of products easier – you would not need to walk around the whole department in order to make the purchase decision. In the current situation, the shopper might think that all the face care products are in front of the department that are visible and the selection should be done from products that are visible there. Then, when realizing that there are multiple other placings for face care products, the choosing becomes more difficult and the shopper might end up making no purchases due to the frustration. Additionally, in some of the hypermarket chains the nature cosmetics and Korean cosmetics that are very trendy and popular are scattered around the department so the trend-oriented consumer might completely miss these trendy sub-categories.

When reviewing the current face care wall, the organization of the products and categories creates also confusion. In the top signs above the shelves, some communication points to the main brands but some to sub-categories within the face care. This does not fit the logic of a consumer who is navigating and trying to find the right product. In addition, all the brands are tightly next to each other and nothing really stands out from the shelf. Again, the face care shelf only serves the shopper who already knows what to buy from the shelf. The impression is like ragbag and it feels that there are too much products in too tight organization. Some of the shelf places are empty but some brands are stuffed with extra stock products which creates the sense of chaos. The A5 sized offer signs next to the face care shelves are not visible enough and only serve the customer who has already seen the promotion from an ad and goes to the store to make the purchase.

3. Image & impression

"In my opinion, if you put it in one word it would be "MARKET", which is clearly visible there and you get the feeling that here I am in the market buying market cosmetics. Even though it is a market, it does not need to look like it."
–Education coordinator, 30.

The large amount of products stuffed in small space creates an image of cheapness of the products and overall store. The health and beauty department looks and feels like a market where people go and make cheaper purchases in bigger volumes. However, the shopper makes more easily impulsive purchases based on the image of cheapness of a hypermarket store – even though the same product would be sold at the same price in a high-end department store, the decision is easier to make in the market environment as it is perceived cheaper.

As the face care products and usage is also linked to wellbeing, indulgent and feeling great in your own skin, the department should strengthen this image. Even though it is understandable that the market environment cannot be similar to Finnish department store Stockmann or internationally known Sephora, the department could take best practices and ideas from those chains. Now the department environment is missing the sense of exclusivity which was missed among the participants. Currently, the department attracts to make purchases based on the product offers but it does not provide any opportunities to get inspired and indulgent.

When reviewing the department look and feel, the overall appearance would need update. The purple and pink colors that are used in signs and shelves are seen as old-fashioned which does not support the products to pop out from the shelves. The fonts and brand signs are also said to become *"straight from the eighties"* and they do not send the right kind of messages about the categories. The look and feel does not support the idea of good quality but more the sense of a cheap shop. The cheap image can be challenging especially for special skin care products such as serums that are not perceived as "effective" as the ones that can be bought from a high-end department store.

4. Purchase situation & decision

> *"I think these launch exhibitions are always attracting and visually nice looking. And when there is only few novelty products, it looks somehow nice."*
> *–Project Manager, 26*

In the current set the promotion stairs and launch areas which are placed next to the main aisle make the shopper to stop and explore the products. These are the places where most of the participants felt that they could make impulsive purchases based on the good offer, nice in-store exhibition or seasonal products. The better positioning for the products, the easier it is to make the purchase decision straight away. In the discussion it was highlighted, that especially if the shopper has seen beforehand the ad of the new product or heard a recommendation from a friend and the in-store presence supports this message, the novelty product goes easily to the basket. Having testers of the novelties would help to try the scent and texture of the product. Additionally, as the hypermarket chain has every now and then promotional campaigns, the shoppers already expect that all the promotional products are positioned next to the main aisle so there is no need to go deeper into the department.

> *"If you go to the store a nice face cream in mind, but you have not seen any ads or gotten recommendations from a friend, then good luck for your search. You will get into bad mood when you have only the little time make the decision and continue your journey to the food department.. Well, I would probably not buy anything." –Sales Manager, 48*

Without making the impulsive purchases from the in-store exhibitions, selecting the right product, comparing and making the final purchase decision was seen challenging. As mentioned, many shoppers are on a mission to make their weekly grocery purchases and are not usually equipped with the load of time so spend in front of the face care shelf. As usually there isn't any salespeople there to give you recommendations, you get alone with your purchase decision. Therefore, a beauty expert salesperson was preferred so that you could easily ensure that the product meets your needs and you make the right choice. Even though brand demonstration days with a beauty advisor was especially needed in the +45 group, having a salesperson that does not represent any particular brand or supplier, was highly appreciated. Then, the shopper would get better recommendations within the whole category, not just pushy sales pitch from a brand representative who has clear sales targets for the day. In these cases, the shopper feels that there might had been other good alternatives outside the one brand that was now been promoted. Additionally, the salesperson would need to be neutral and easily approachable so the shopper can relate to the person.

5. Future department

> *I get the feeling that as the whole environment looks the same and there isn't clear wall dividers etc., the department seems endless. And suddenly it switches to bananas and apples. So it could be like an own cute little beauty shop within the hypermarket which includes all the brands. -Account manager, 28*

The future beauty and face care department should be its own whole within the other hypermarket. The department would need clearer limits that would make it separate from the other market environment. Using different floor material, divide the categories, creating more intimate spaces within the department would make a difference in the current situation. Using creativity in the in-store exhibitions, modernizing the store furniture and creating different layers to the face care shelf would make it more interesting. Especially, the stair shelves works well when putting products on different levels.

When thinking about the face care category, all the face care products should be found easily at one sport. The brands would need their own clear spaces and dividers from others in order to pop out better. The organization of products would need more space and clarity. This would make it easier to visually capture the assortment that is available.

The Finnish beauty brand Lumene was mentioned having nice visual identity, that could be benchmarked in the future department. The colors used should be light and neutral, so the products could stand out better. Having a pure white light, clean environment and clear signs would make the first impression of the department better. Especially the +45 group mentioned that they need the good lightening or magnifying glasses in order to even read what the product is all about. Additionally, adding guidance for the consumers to navigate around the department would minimize the stress when entering the department. Also being able to isolate the noise and sense of hurry from the main entrance would help the shopper to get the mood to explore and get excited. Using creativity and adding the small decorations to the department could generate the "WOW" effect on the consumer.

> *"I think providing the consumers the right information would be extremely important… For example natural cosmetics – so what is natural cosmetics? Does it have anything to do with environmental friendliness, or are the ingredients so natural that you can eat it? I do not even know the definition of natural cosmetics." –Sales Manager, 48*

There is a lot of communication available related the products, from the sustainability point of view for instance. Adding useful communication for the department that would provide real information would be valued among the shoppers. When discussing digital tools that would be beneficial in the in-store environment, all mentioned why the salesperson could not be digital? There could be a digital application that would recommend you the right products. You could also use the digital application to compare similar products with each other and find profounder product information, such as how-to's that could ease the purchase decision. The application could be used either on personal mobile phone or at in-store touch screen and it would suggest all the brands that are available at the face care range.

5.3 Reliability, validity and ethical issues

In every research, the evaluation of validity and reliability are present. According to Silverman (2010, 290) the validity can be described as the synonym for truth. The validity means the ability of the research method of measuring the research target (Hirsjärvi et al. 2006, 2016) and there are several points that need to take into consideration when assessing the validity that are:

- All the findings are presented
- The criterion to choose certain findings are explained and justified
- The original form of materials are available (Silverman 2010, 290).

The reliability of the study means that when repeating the research, the results would be consistent and provide similar results as before. So the results would not be non-random. (Hirsjärvi et al. 2006, 216.) These principles have been present in the development work. To be transparent, all the data collection methods, decisions and analysis process have been presented carefully as the development work has proceeded. Additionally, utilizing the multi-strategic study approach the methods used were complementing each other and providing deeper understanding to the research target which can be seen multidimensional in its nature (Hirsjärvi & Hurme 2008, 28-32). Similar findings would be found when repeating the measures used in this development work. However, the limitations presented in the previous chapter need to be taken into consideration when reviewing the reliability and validity.

Ethical perspectives need to be considered every time when carrying out a research – they are tightly involved in the data collection and publication. The aim is that all the decisions made in the research process from topic selection to analysis are consciously made and ethically justified. The ethical principles of a research are commonly approved and there is a clear consensus about them in the community. (Hirsjärvi et al. 2006, 26.) Especially in studies which includes human subjects the ethical perspectives need careful consideration. There are some general ethical principles that guide the research (Silverman 2010, 152-154):

- Voluntary participation and the right to retreat
- Protection of the participants
- Evaluation of possible advantages and risks to the participants
- Obtaining informed consent
- Not doing harm

All these elements were involved in the development work from the beginning. As the target organization and hypermarket chain wanted to stay anonymous, their wishes were treated with respect. Only public data regarding the market environment was used in this development work. In the online survey the participants could freely choose to answer the questionnaire. They were informed for what purposes the data was collected, the identification could not be done based on singular answers and how the information for the draw would be handled, used, and destroyed. In the mini-focus group discussions the consent was asked about the participants beforehand together with the permission to record the discussions. When presenting the results, the participants for the discussions cannot be identified based on their age or occupation. Additionally, all the findings that came out in the analysis are represented in an unbiased way and explained as they came out in the results without any glossing over (Hirsjärvi et al. 2006, 27-28.)

6 Conclusions

When reviewing the results from both methods, the findings are supporting and complementing each other which supports the concept of the *multi-strategic study* presented in Chapter 4. According to the results, the hypermarket is a preferred purchase place for face care products due to the ease of shopping and good offers. These supports the findings of Burke (2002) and Ligas and Chauduri (2012) that are presented in Chapter 3.2. Next, the findings and development ideas are presented based on the analysis and results and reflecting them to the literature review. The framework for this development work is filled with the findings and presented in Figure 20:

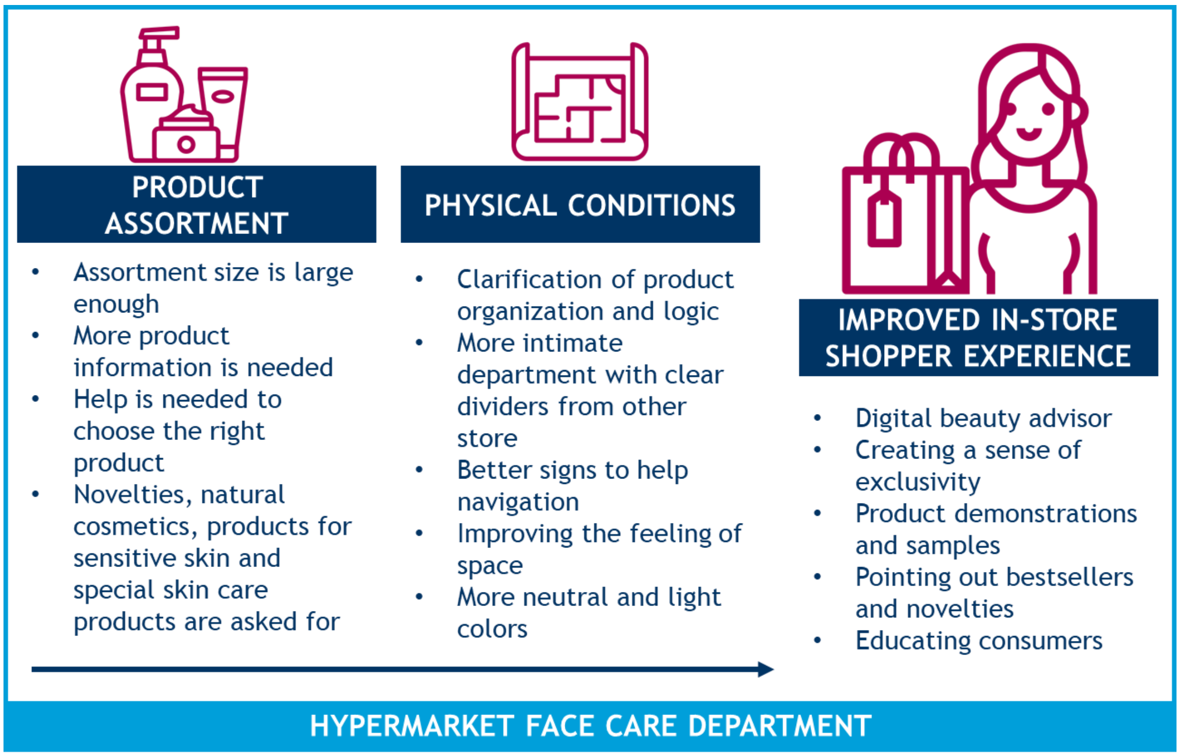

Figure 20: Findings and development ideas

When reviewing the results from the point of view of a product assortment, the assortment size was held large enough to cover the needs of customers. However, the paradox of choice by Schwartz (2004) was supported by the mini-focus group discussions where the participants felt that as the whole health and beauty department of the hypermarket contains so many products, the browsing and making the decision can feel every now and then challenging and create confusion. Therefore, the need for am educated salesperson to provide guidance to the product selection whenever needed would increase the conversion of the products. The salesperson should be easily approachable and able to provide suggestions from the whole product assortment would create a more reliable image and build credibility. These findings are supporting the literature review in Chapter 3.3 which point out the importance of social contacts to the purchase decision made. Improving the assortment especially in natural cosmetics, sensitive and allergic skin products and special skin care products were highlighted in the results of the survey. Overall, novelty products were the ones that create the attractiveness to the face care category and should be presented accordingly in-store.

The physical environment would require careful planning for the new concept. It was very clear in the results that the current product organization and logic requires clarification since it was seen somewhat confusing. First, all the face care products should be found at the same spot within the health and beauty department, not so that the shopper needs to put any effort to have the overall picture of the assortment. Second, the brands would need to come out more clearly as their own from the shelves which would also help the navigation. Additionally, having clear logic to organize the products to different skin types was appreciated. Even though the used space needs to be maximized, the clear layout plan and in-store exhibitions support generating positive feelings towards the store that were also highlighted in their study by Popa & Barna 2013. Even though it makes sense that the department where people spend the most time should be located as the first destination in-store, as mentioned in Chapter 3.3 (Ståhlberg & Maila 2012, 57-58), purchasing the face care would need its own atmosphere separated from the busy and noisy entrance. Separating the beauty department as its own mini-world with furnishing elements, a wooden floor, and space dividers, could make the department more attractive and provide the right peace to explore the products. These results support the findings of Zhang et al. 2014 in Chapter 3.3 where the physical elements of the store should attract the customer to enter the department, not just force the shopper quickly to crab and go.

When reviewing the physical conditions from the point of view of visual environment, better signs with clear text large enough and modern design should be improved. The signs could lightly hang from the ceiling, for instance. Also, having a layout map of the health and beauty department would ease the navigation and make the trip to the department more convenient. Allocating more space between the furnishing and shelves would create the sense of space and changing the shelf structures to lower ones to increase the airiness of the department. As already mentioned, the product organization need more space so that the shelves are not clogged of all the extra inventory moisturizers. Additionally, utilizing more neutral and light tones in the color world would create the right ambience for the department and help the products to stand out. When it comes to face care products, especially pure and fresh color combinations are creating associations of the right kind. Improving the lightning of the department would help to create the right ambience and enhance the colors. These findings are supported by the literature in Chapter 3.3 where the retail atmosphere and design affect the perceived image of the store, willingness to spend time there and give recommendations to friends (Singh et al. 2014).

In the mini-focus group discussions when discussing future's department, all the groups individually proposed a digitally based customer service application to the face care department which could help to compare the products, give recommendations and guidance. The shopper could easily fill in the skin type and answer a few pre-defined questions which could configure the recommended products. As the retail environment affects the value customer is perceiving while the visit, the new hypermarket beauty environment does not need to look and feel like the busy hypermarket environment. Adding a sense of exclusivity with the physical environment and assortment tweaking could help the busy food shopper to stop and make more impulsive purchases. Especially emphasizing the moments of product launches and pointing out bestsellers would provide the shopper with the right kind of inspiration and align the in-store moments with media visibility will most likely improve the conversion. When it comes to face care products that are targeted especially for the consumer from middle age and above, utilizing product demonstrations and sampling in-store was highlighted in the results. Providing more educational information about face care, products, and sustainability for instance could improve the status from a bargain based beauty destination to a skincare expert.

This development work demonstrated that the current in-store hypermarket concept can be improved by multiple actions. It is evident that it would be possible to combine more exclusive shopper experience, better digital service and wide but more clearly categorized product assortment in the hypermarket concept. As the customers clearly want to make the face care purchases on the food channel, there is no reason to hold back in the new concept development. The first hypermarket chain creating the next level shopper experience will gain significant and hard to imitate competitive advantage.

7 Discussion and future development

The focus on this development work was to understand the shopper experience in the current situation of the store environment by reviewing the assortment and physical environment. Additionally, the aim was to propose development ideas for the new face care department concept based on the results. The results and analysis are fulfilling these targets for this development work and the methods used are justified. The target organization feedback has been encouraging:

> *"The research project provided us and our client a concrete benefit: we received relevant information about how to improve the face care assortment and in-store exhibition at the hypermarket, and development ideas for the health and beauty shopping environment. The shopper research increased our understanding about the hypermarket as a shopping channel and provided us data and new ideas for future beauty department development projects." – Non-makeup Category Manager*

As receiving multiple answers from the online survey, the results can be seen reflecting the truth and wider opinion about the current state of the in-store environment and assortment. In addition, the mini-focus group discussions started to show a state of saturation, since similar topics arouse from the discussions. The research process has been described in this work through transparently involving every aspect that occurred along the way. Based on this, the findings can be used more widely by the target organization in similar concept development projects overall on the hypermarket channel in Finland. In other words, also the target hypermarket chain's competitors could utilize the results in their shopping experience and concept development. As the results answer profoundly the preferences of the customer when buying the face care products, the findings can be utilized when planning or evaluating the face care shopping environment and assortment by the retailers and suppliers in the field. Additionally, the precious insight about the shopping situation and the factors behind the purchase decisions can be transferred directly to the customer experience improvements where the objective is to tackle all the buying barriers.

However, there are limitations in this work that need to be addressed. Even though the target was gain to understand generally about the face care department of a hypermarket chain, the research was done only from two stores. In the online survey the local hypermarket was mid-sized and located in smaller town in rural area, so the results might have been different if the survey was targeted to the customers of a large sized hypermarket located in metropolitan area. The layout of each store is not identical, but very similar, so the mini-focus group discussion results can be to some degree applied to overall to the hypermarket chain. Additionally, as the shopper experience is so multidimensional concept, trying to investigate the topic only by using questionnaire might limit the depth of results. Luckily, the mini-focus group discussions were able to complement the results and provide insight into the research target from another point of view.

Due to the Covid-19 pandemic, the empirical part of the study could not be carried out in the physical in-store environment. This brings another limitation to the work, since the gathered results are based on the customer's pictures and conceptions of the face care department that are formed outside the store: the responses might have been somewhat different if the questionnaire or the interviews would have been carried out in the in-store environment. Therefore being able to utilize the in-store observation could have provided us with more concrete development proposals for the physical environment. As the development work aim was to explore and analyze the world of the shopper, the focus has strongly been on the opinions, motives and desires of the customers. This development work does not take a position for the point of view of a hypermarket, where the focus is usually to maximize the profits of a store for the retailer. Surely, the processes of a retailing company needs to be efficient and the investment for totally new department usually are large in their size and require careful profitability calculations.

The next steps in the new face care concept development would be utilizing these findings to guide the plans and decisions. There are clearly few pitfalls that should be taken into consideration in the new model that are based on authentic feedback from the customers. After planning and designing the new department including the layout, visual communication, floor and furnishing assortment, product positioning and experiences, a pilot face care department should be built to test the new concept. It must be emphasized that using creativity in the new concept development could help to differentiate from the competitors and creating something new. Similar survey and focus-group discussions could be carried out from the pilot department to reflect the results on this development work.

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Figures

Appendix

Appendix 1: Questionnaire form

1. TAUSTATIEDOT

* 1. Sukupuoli

- [ ] Nainen
- [ ] Mies
- [ ] Muu / en halua vastata

* 2. Ikä

- ○ 15-24
- ○ 25-34
- ○ 35-44
- ○ 45-54
- ○ 55-64
- ○ 65+

* 3. Onko [redacted] siallinen kasvojenhoitotuotteiden ostopaikkasi?

- [ ] Kyllä
- [ ] Ei

* 4. Miten usein ostat kasvojenhoitotuotteita?

- ○ Viikottain
- ○ Kuukausittain
- ○ Muutaman kerran vuodessa
- ○ Harvemmin
- ○ En koskaan

* 5. Mistä ostat **mieluiten** kasvojenhoitotuotteita? (Valitse **yksi**)

- ○ K-Citymarket
- ○ K-Supermarket
- ○ Prisma
- ○ S-Market
- ○ Lidl
- ○ Sokos tai Sokos Emotion
- ○ Tokmanni
- ○ Puuilo
- ○ Stockmann
- ○ KICKS
- ○ Tax-Free
- ○ Apteekki
- ○ Life
- ○ Ruohonjuuri
- ○ Verkkokauppa*

*Jos vastasit **verkkokauppa**, mitä kosmetiikan verkkokauppaa olet käyttänyt?

____

2. OSTOPÄÄTÖS

* 1. Mikä seuraavista vaihtoehdoista kuvaa parhaiten tyypillistä ostotilannettasi kasvojenhoito-osastolla? (Valitse **parhaiten kuvaava vaihtoehto**)

- ◯ Minulla on mielessäni **tuoteryhmä tai tietty merkki** ennen kauppaan tuloa (esim. L'Oréalin kasvovoide)
- ◯ **Muistan useimmiten vasta kaupassa,** että tarvitsen tietyn tuotteen
- ◯ Minulla on mielessäni **tietty tuoteryhmä** (esim. shampoot, kasvojenhoitovoiteet) ennen kauppaan tuloa, mutta **merkkiä en ole päättänyt**
- ◯ Teen helposti **ylimääräisiä ostoja,** ilman erityistä tarvetta
- ◯ Tulen kauppaan katselemaan tai ostamaan **kosmetiikkatuotteita** yleensä

* 2. Miksi ostat kasvojenhoitotuotteita MYYMÄLÄSTÄ X (Valitse **kolme tärkeintä**)

- ☐ Nopeus
- ☐ Helppous
- ☐ Mukavuus
- ☐ Hinta
- ☐ Tarjoukset
- ☐ Tuotevalikoima
- ☐ Tuotteiden laadukkuus
- ☐ Luotettavuus
- ☐ Asiakaspalvelu
- ☐ Yksityisyys
- ☐ Tuotetietojen saatavuus

* 3. Ostatko mielelläsi uusia tuotteita, vai suositko mieluummin entuudestaan tuttuja tuotteita?

- ☐ Ostan mielelläni uusia tuotteita
- ☐ Silloin tällöin ostan uusia tuotteita
- ☐ Käytän entuudestaan tuttuja tuotteita
- ☐ Muu, kerro mikä

[ ]

3. KASVOJENHOITOVALIKOIMA

* 1. Mitä kasvojenhoitotuotteita olet ostanut **viimeisen puolen vuoden aikana?** (voit valita useamman)

- [ ] Päivävoide
- [ ] Sävyttävä päivävoide
- [ ] Kasvovesi
- [ ] Suojakertoimellinen voide
- [ ] Puhdistusgeeli
- [ ] Puhdistusmaito
- [ ] Kuorintatuote
- [ ] Silmämeikin puhdistusaine
- [ ] Kuorintatuote
- [ ] Kasvonaamio
- [ ] Misellivesi
- [ ] Kasvoöljy
- [ ] Puhdistusliinat
- [ ] Silmänympärysvoide
- [ ] Ampullit
- [ ] Seerumi

* 2. Myymälä X:n kasvojenhoitotuotteiden valikoima vastaa tarpeitani

- [ ] Erittäin hyvin
- [ ] Hyvin
- [ ] Melko hyvin
- [ ] Ei kovin hyvin
- [ ] Ei lainkaan

* 3. Löydän yleensä helposti testerit tuotteesta, josta olen kiinnostunut

- [ ] Erittäin helposti
- [ ] Helposti
- [ ] Silloin tällöin
- [ ] Harvoin
- [ ] En koskaan

* 4. Pystyn helposti vertailemaan kasvojenhoitotuotteita keskenään

- [ ] Erittäin hyvin
- [ ] Hyvin
- [ ] Jokseenkin hyvin
- [ ] Ei kovin hyvin
- [ ] Ei lainkaan

* 5. Minkä perusteella valitse: kasvojenhoitotuotteen? Valitse **kolme** tärkeintä.

- ☐ Hinta-laatusuhde
- ☐ Käytännöllinen pakkaus
- ☐ Tuotteen tuoksu
- ☐ Ihotyypilleni sopiva
- ☐ Pakkauksen ulkoasu
- ☐ Hajustettomuus
- ☐ Edullinen hinta
- ☐ Tuoteominaisuudet
- ☐ Pakkauskoko
- ☐ Tunnettu brändi ja hyvä brändi-imago
- ☐ Laadukas tuote
- ☐ Valmistusmaa
- ☐ Kampanjatuote
- ☐ Tuotteen tehokkuus ja tulokset
- ☐ Tuote on näkyvästi esillä
- ☐ Luonnonkosmetiikkasertifikaatti
- ☐ Ystäväni suosituksesta
- ☐ Ainesosalista

* 6. Minkä kasvojenhoitotuotemerkin tuotteita yleensä ostat?

* 7. Mitä muita kasvojenhoitotuotemerkkejä olet ostanut?

- ☐ Lumene
- ☐ Pirkka
- ☐ LV
- ☐ L'Oréal Paris
- ☐ Erisan
- ☐ Herbina
- ☐ Nivea
- ☐ Neutrogena
- ☐ Simple
- ☐ Garnier
- ☐ It's Skin
- ☐ Clearasil
- ☐ L300
- ☐ Missha
- ☐ Muu (täsmennä)

8. Kaipaisitko Myymälä X:n kasvojenhoito-osaston tarjontaan uusia tuotemerkkejä tai tuotteita? Kerro mitä:

4. MYYMÄLÄYMPÄRISTÖ

1. Vastaa seuraaviin kasvojenhoito-osastoa koskeviin väittämiin:

	Täysin samaa mieltä	Jokseenkin samaa mieltä	Ei samaa eikä eri mieltä	Jokseenkin eri mieltä	Täysin eri mieltä
Kasvojenhoito-osasto houkuttelee vierailemaan ja tutustumaan uusiin tuotteisiin	○	○	○	○	○
Kasvojenhoito-osasto luo minulle elämyksiä	○	○	○	○	○
Kosmetiikkaosastolla pääsee esteettömästi kulkemaan	○	○	○	○	○
Kasvojenhoitotuotteet on helppo löytää osastolta	○	○	○	○	○
Löydän helposti etsimäni kasvojenhoitotuotteen hyllyistä	○	○	○	○	○
Hyllyopasteet auttavat minua löytämään etsimäni tuotteen	○	○	○	○	○
Tuotetietoa on riittävästi saatavilla kasvojenhoitotuotteista	○	○	○	○	○
Hyllyt ovat siistit ja järjestyksessä	○	○	○	○	○
Tarjoukset ovat näyttävästi esillä	○	○	○	○	○
Osaston valaistus on riittävä	○	○	○	○	○
Hyllyjen valaistus on riittävä	○	○	○	○	○
Digitaaliset apuvälineet helpottaisivat tuotteen ostoa	○	○	○	○	○

2. Vapaa sana: Miten kehittäisit kasvojenhoito-osastoa?

* 3. Kaipaisitko enemmän apua kosmetiikkatuotteen valintaan?

- [ ] Kyllä
- [ ] Silloin tällöin
- [ ] Ei

Jos vastasit "kyllä" tai "silloin tällöin", kertoisitko minkälaista apua kaipaisit?

* 4. Miten toimit, jos et löydä etsimääsi tuotetta? (valitse 1 vaihtoehto)

- [ ] Ostan vastaavan tuotteen
- [ ] Tilaan tuotteen verkkokaupasta
- [ ] Ostan tuotteen toisesta myymälästä
- [ ] Muu (täsmennä)
- [ ] Jätän kokonaan ostamatta
- [ ] Tulen myöhemmin uudestaan

5. Olisiko sinulla lisäkommentteja tai palautetta kasvojenhoidon ostamiseen liittyen?

5. OSALLISTU ARVONTAAN!

Kiitos paljon vastauksistasi!

Jos haluat vielä osallistua XX-tuotepaketin (arvo 50€) arvontaan, jätäthän alle yhteystietosi. Arvonta suoritetaan 30.4. mennessä ja voittajiin ollaan yhteydessä henkilökohtaisesti.

Tietoja tullaan käyttämään ainoastaan voittajien kontaktointia varten, ja niitä ei tulla tallentamaan mihinkään tai yhdistämään vastauksiisi.

1. Yhteystietosi yhteydenottoa varten

Nimi

Sähköpostiosoite

Puhelinnumero

Appendix 2: Mini-focus group discussion background and consent

1.

1. Taustatiedot sinusta

Nimi

Ikä

Ammatti

Asuinpaikkakunta

* 2. Miten usein ostat kasvojenhoitotuotteita?

- Viikottain
- Kuukausittain
- Muutaman kerran vuodessa
- Harvemmin
- En koskaan

* 3. Mitä kasvojenhoitotuotteita normaalisti käytät? (voit valita useamman)

- Päivävoide
- Yövoide
- Silmänympärysvoide
- Seerumi
- Kasvonaamio
- Kuorintatuote
- Muu (täsmennä)
- Suojakertoimellinen voide
- Sävyttävä päivävoide
- Puhdistusgeeli
- Puhdistusmaito
- Silmämeikin puhdistusaine
- Misellivesi
- Kasvovesi
- Kasvoöljy
- Puhdistusliinat
- Ampullit

4. **Suostun mini-fokusryhmäkeskusteluun:**
Tutkimus toteutetaan täysin anonyymisti, eikä taltioitua materiaalia välitetä eteenpäin tutkijalta. Tutkielmaan nostetut tulokset tullaan merkitsemään anonyymisti (NAINEN A, NAINEN B jne.) Hyväksyn myös, että fokusryhmäkeskustelu tullaan taltoimaan tulosten analysointia varten.
Hyväksy ehdot kirjoittamalla alla olevaan kenttään "KYLLÄ".

Appendix 3: Discussion structure and frame

TAUSTOITUS JA ESITTELY:

- Missä työskentelen ja opiskelen
- Mikä on tämän kehittämistyön tausta ja tavoite
- Työn rajaus **naisten kasvojenhoidon tuotevalikoimaan ja fyysistä ympäristöä kohtaan**
- Mitä fokusryhmäkeskustelu on ja miten edetään
- Esittelykierrokset

LÄMMITTELYKESKUSTELUA KASVOJENHOITOTUOTTEISTA JA KASVOJENHOIDOSTA

Tänään keskustellaan kasvojenhoitotuotteista, joten aloitetaan juttelemalla minkälaisia tunteita teille kasvojenhoito herättää?

- Spontaanit kommentit
- Kaikki hoidatte kasvojanne jotenkin; miksi käytätte kasvojenhoitotuotteita ja mitä haluatte saavuttaa tällä?
- Millaisia tuloksia haluatte saavuttaa ja miksi kasvojenhoitotuotteilla?

TEEMA 1: KASVOJENHOITOTUOTTEIDEN OSTAMINEN JA OSASTON NYKYTILA
Näytetään visuaalisesti kosmetiikkaosaston video ja kuvia myymälästä ja kasvojenhoitohyllyltä

Jos mietit kasvojenhoitotuotteen valitsemista ja ostamista hypermarket-ketjussa..

- Mitä ajattelet siitä ja miksi?
- Miltä sinusta tuntuu, kun ostat kasvojenhoitotuotteita ja miksi?
    - Mitä asioita ajattelette, kun ostatte tuotetta?
        - Miten valintaprosessi etenee?
        - Mikä ratkaisee tuotteen tai merkin valinnan?
- Mitä ajattelette kasvojenhoitotuotteiden sijainnista?
    - Mistä lähestytte hyllyä?
        - Mitä huomaat ensin?
        - Mihin tartut?
        - Mikä pysäyttää?
    - Mitä ajattelette, kun katsotte hyllylle ja miksi?
      (mitä ajatuksia tulee mieleen, ja miten koet sen)
- Miten löydät oikean tuotteen?
    - Onko tuotetiedot helposti saatavilla?
    - Onko valikoiman suuruus selkeä?
- Miten kuvailisit hyllyjärjestystä ja ulkoasua kasvojenhoito-osastolla ja miksi?
    - Mikä on logiikka ja miksi?
    - Miltä myymälävalaistus tuntuu? Entä hyllyjen valaistus?
- Koetko, että tuotteen valitsemisessa on haasteita? (mitä, miksi / miksi ei)
- Ovatko tarjoukset selkeästi esillä ja kommunikoitu tarpeeksi, mitä tuotetta koskee?
- Hyödynnättekö testereitä ja koetko, että niitä on riittävästi saatavilla?
- Mitä mieltä olette käytettävästä promootiomateriaalista?

- Millaiset myymälätoimenpiteet kiinnostavat ja onko toiveita? (tuote-esittelyt, kupongit, tarjoukset, näytteet)
- Millainen myymälämateriaali huomataan ja mikä kiinnostaa?

TEEMA 2: UUDEN KONSEPTIN KEHITTÄMINEN

- Miten kehittäisit kasvojenhoito-osastoa hypermarketissa: millainen olisi ideaali ostosympäristö ja miksi? (kuvaile)
    - Mitä muuttaisitte nykyiseen tilanteeseen verrattuna ja miksi?
- Mitä odotuksia tai mitä kaipaatte ostosympäristöltä ja hyllyiltä, jotta kasvojenhoitotuotteiden valitseminen olisi helppoa ja inspiroivaa? – miksi
- Kaipaisitko enemmän myyntihenkilökunnan apua tuotteiden valintaan?
- Koetko, että digitaalisista apuvälineistä voisi olla apua kasvojenhoitotuotteen valikoimassa?