

THESIS



This is to certify that the

thesis entitled

A COMPARISON OF MANAGERS' AND CONSUMERS' PERCEIVED
IMAGES OF DISCOUNT DEPARTMENT STORES:
A MULTI-ATTRIBUTE ATTITUDE MODEL

presented by

Marianne Young Mahoney

has been accepted towards fulfillment
of the requirements for

Master of Arts degree in Clothing & Textiles

A handwritten signature in cursive script, appearing to read "David M. Mahoney".

Major professor

Date November 12, 1982

[illegible]

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By
Marianne Young Mahoney

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ABSTRACT

A COMPARISON OF MANAGERS' AND CONSUMERS' PERCEIVED IMAGES OF DISCOUNT DEPARTMENT STORES: A MULTI-ATTRIBUTE ATTITUDE MODEL

By

Marianne Young Mahoney

The purpose of this study was to investigate the perceived images of three discount department stores and the success with which these retailers offer the attributes desired by the consumer. The research objectives for this study included: (1) identify salient evaluative criteria for discount department stores; (2) measure consumers' and managers' professed overall impressions of each discount store in the survey; (3) identify consumers' and managers' perception of the ideal amount of each store attribute; and (4) compare consumers' and managers' perceived images of each store and the success with which these retailers offer the desired amount of each attribute.

The Beckwith and Lehmann multiple attribute attitude model was used to evaluate consumers' and managers' professed overall impressions toward three competing discount department stores. Results of multiple t-tests indicated that managers and consumers possess significantly different overall impressions of each store. Significant differences were also seen between the ideal amount of each attribute and the amount offered by the retailers.

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Many people assisted in the completion of this thesis. Several people however must be acknowledged due to their unending guidance, support and encouragement. A special thanks is given to Dr. Brenda Sternquist Witter, my major professor, for her support, encouragement, and friendship throughout my graduate program and research. Dr. Dawn Thorndike Pysarchik, Merchandising Management, through her expertise in Consumer Behavior, gave valuable information concerning the survey instrument and data analysis. Dr. M. Bixby Cooper, Marketing and Transportation, assisted greatly in the methodology and marketing strategies and tactics used by retailers. These three committee members shall always be remembered for their time, encouragement, and friendship throughout my program.

Acknowledgment and thanks is given to the retailers who participated in the study. Their cooperation assisted in understanding a typically neglected area of store image research.

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Finally, to my best friend, Louis Mahoney, to whom this dissertation is dedicated--words cannot express my thanks for your constant emotional support and assistance. This thesis is just as much a part of you as it is of me. Thank you Lou, for everything.

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CHAPTER I

INTRODUCTION

Retailers have annually spent billions of dollars in an attempt to portray a positive store image (Singson, 1975). The importance of portraying a positive image can be realized through an analysis of the competitive structure of the retail industry.

Rising prices, product shortages, increasing wages, and consumerism issues are all contributing to a profit squeeze for retailers. The creation of a more favorable store image is one way they can obtain a difficult-to-duplicate differential advantage over competitors. It is logically assumed that the development of a store image consistent with the needs of the target market segment can lead to increased sales and profits. (James, Durand, and Dreves, 1976, p. 3.)

The success of portraying a favorable image can be determined by analyzing consumers' and managers' professed images of each store and examining their attitudes concerning the selection and weight of attributes offered by the store.

Research on the image portrayed by retailers has been numerous. Pathak et al. (1974-1975) noted however, that few studies have been conducted which focus on a comparison of how store managers and consumers view a store's image. The studies which have been conducted were concerned exclusively with the traditional department store or a composite of the various types of stores such as a department store, specialty store and discount store. Because competition is the most

intense among stores within a specific category, it is relevant to examine store image at this level. One segment of retailing, the discount department store, has become a major force in American retailing, yet the study of competing discount department stores' image has been relatively unexplored.

Many changes in the operation of the discount store have taken place since its beginning in the early 1950's. Originally the discount retailers merchandised hard goods and general merchandise; today they sell items such as apparel, health and beauty aids, garden supplies, household items and foodstuffs. With the expansion of merchandise offerings, services are now being offered which were once unavailable in a discount store. Additional employee service, acceptance of credit, easy exchange policies and in-store restaurant facilities assisted in the wide consumer acceptance and positive image associated with the discount retailer.

Due to the various improvements, the number of consumers patronizing discount department stores is constantly increasing. Consumers from all social classes will at least browse in a discount store (Dreyfus, 1980; Tuhy, 1980). With the rapidly changing consumer attitudes toward discounters, it is important to understand what factors affect the selection and weighting of the attributes which form the perceived image of that store. (Bohr, 1980; Dardis and Sandler, 1971; Tuhy, 1980.)

Until now, the discounters have been very successful. However, with their move toward trading up on services offered, merchandise selection and quality, they must be careful not to break their

traditional characteristic low margins which allow them to offer lower prices. A synthesis of the department store and discounter market segment would result if their prices would rise substantially (Goodman, 1972; Weale, 1969).

Because of the many changes in the discount retailers' offerings and subsequently the changes in their marketing tactics, a closer, more accurate assessment of needs and desires of the target market must be made (Hirschman et al., 1978). As a result of the changes in the strategies and tactics of the discount retailer, it is imperative that the management of the traditional department store look closer at the consumer's attitude toward the discount stores. The traditional department stores must evaluate the offerings of the discount store because they must compete with these mass retailers for the limited disposable income of changing consumers (Goodman, 1972).

Consumers select one store over another because of specific store offerings which are referred to as store attributes. Some consumers shop at a store because of the brand name merchandise carried while others may shop there because of the services offered or the locational convenience. Due to the possible differences in motivating factors associated with shopping behavior, the various store attributes and the importance of store attributes to consumers and retailers should be evaluated. Without accurate information concerning the attributes desired by the target market and the strategies and tactics performed by the competitors or potential competitors, the destruction of the company is a very real possibility (Brown and Fisk, 1965).

Statement of the Problem

Discrepancies in the perceived store image and that desired to be portrayed by the company can be devastating. With the rapid growth of discount department stores, an accurate analysis of consumers' perceived image of these stores is needed. More specifically, an analysis of managements' versus consumers' image of the discount retailers would assist retailers and marketers in satisfying their target market. Image as perceived by consumers would assist retailers and marketers in satisfying the needs of the consumer.

Justification for the Study

The majority of attitudinal studies pertaining to a store's image have focused on the consumer's perceived image of traditional department stores. These studies deal with only a small portion of the necessary research. Pathak, Sweitzer, and Crissy (1974-1975) theorize that research concerning management's perceived image of their store is equally important. More specifically, a comparison of consumers' and managements' views of discount stores is needed.

An analysis of management's professed image of the store as compared with consumers' professed image of the store will assist retailers in determining whether or not the desired store image is being effectively portrayed. The results could be used as a guide for the retailer in determining future marketing objectives, goals, strategies and tactics.

One method for identifying the consumers' and retailers' professed store images is through utilizing ideal weights of each attribute offered by the store. The ideal weight will indicate the amount of each attribute desired by the consumer. An understanding of the ideal amount of each attribute will allow retailers to better cater to their customers (Brown and Fisk, 1965).

Research Objectives

The purpose of this study was to investigate the perceived images of three discount department stores and the success with which these retailers offer the attributes desired by the consumer. The research objectives for this study included: (1) identify salient evaluative criteria for discount department stores, (2) measure consumers' and managers' professed overall impressions of each discount store in the survey, (3) identify consumers' and managers' perceptions of the ideal amount of each store attribute, and (4) compare consumers' and managers' perceived images of each store and the success with which these retailers offer the desired amount of each attribute.

Conceptual Model

Fishbein's original and extended models have been used extensively by researchers to assess attitudes, normative beliefs and consumers' motivation to comply. Strengths of Fishbein's model include widespread empirical testing, quantitative measurement and easy adaptation to various situations. A major limitation of this model

however is that it does not measure the consumer's ideal point for each attitude attribute.

For each attitude attribute, the consumer has an ideal point; a certain amount of an attribute is perfect; any more than the ideal amount of an attribute is saturation whereas any less than the ideal amount represents a deficiency in that attribute. For example, some customers enjoy a certain level of sales service. However, the customer may not necessarily want three sales clerks monitoring the entire shopping experience. At the same time, the customer does not necessarily want to have to search for a clerk for assistance.

Because of the relevance of the ideal point of an attribute in evaluating attitudes, Beckwith and Lehmann (1973) developed an attitude model which includes the ideal point. The variance between the ideal point and the actual point is determined by subtracting the ideal point for an attribute from the perceived weight of the attribute. The difference will show the degree to which the store successfully satisfies consumers' desired level of each store attribute. Beckwith and Lehmann theorize that this difference will provide additional attitudinal information which is not measured in other multi-attribute attitude models. The method for operationalizing this model will be discussed in Chapter III.

Definitions

Image is an abstract term used to quantify or describe attitudes.

Store Image consists of distinguishing store attributes which contribute to a person's professed impression of that store.

Aggregate Department Store Image is a summation of the sample population's image for a particular store. The aggregate department store image for this study included the summation of consumers' and managers' images for each of the three stores (Pathak, 1971).

Store Attribute is a specific characteristic of a store. Store attributes analyzed in this study included merchandise selection, value for price, employee sales service, store atmosphere, locational convenience and quality.

Salient Store Attribute is an attribute offered which is viewed to be important but not identical in offering between stores.

Attitude is an inferred state of readiness to react in an evaluative way toward an object in a situation (Berry, 1969; Crissy, 1971).

Attribute is a dimension which contributes to an attitude, impression, or function of an object. An attribute may refer to the entire object or parts/functions of the object.

Stimulus is a combination of motivational processes involving emotion, striving and cognitive processes such as thought and memory.

Discount Store is a departmentalized retail establishment operating at uniquely low profit margins (Discount Merchandiser, 1967).

Overview

Chapter II, the Review of Literature, is divided into five sections. Store image is introduced in Section One. The effect of

experiences, attitudes and attributes on the perceived image of a store is addressed. A discussion of store image: department stores versus discounter is presented in Section Two. New trends by these retailers, their competitive fight for the limited consumer dollars and how their strategies affect one another are then outlined. Consumers' perception of a store's image is discussed in Section Three and management's perceived image of a store is addressed in Section Four. The various types of store images, what helps form images and how a store image affects both the behavior of consumers and managers is discussed. The various methods of measuring image are presented in the last section where the characteristics and strengths of image measurement models and the selection and weighting systems of attributes to study image are discussed.

CHAPTER II

REVIEW OF LITERATURE

Store Image

Image is comprised of tangible and intangible perceptions, actions and objects. Factors which help form images include actual characteristics, perceived characteristics, past experiences and personal values. Hirschman, Greenberg and Robertson (1978) define store image as the "... 'personality' the store presents to the public or 'a complex of meanings and relationships serving to characterize the store to the populace'" (Hirschman et al., 1978, p. 3). The consumer's image of a store is formed through experiences associated with that store. Positive experiences, characteristics and values associated with a store will typically generate a positive store image as defined by that consumer. Consequently, negative experiences, characteristics and values, whether perceived or actual, will generate a negative store image as defined by the consumer (Kunkel and Berry, 1968). More specifically, the brands and products carried, the architectural departmental layouts, sales force, and quality and style of the promotion and advertising influences the consumer's perceived image of the store (Crissy, 1971; Hirschman, 1978; Kunkel and Berry, 1968; Martineau, 1958; Rich, 1969).

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Store image is the result of a composite of attributes; these attributes are weighed in relation to their importance to the consumer. The store with attributes, real or imagined, which are deemed important to the customer will typically portray a favorable store image as defined by that consumer. "An aggregate department store's image is the summation of all the customers' images of the store" (Pathak, 1971, p. 32). Many dimensions, such as store atmosphere, merchandise selection, quality and the level of sales service all contribute to a store's image. The product offerings and display techniques are tangible strategies which can easily be duplicated and manipulated by retailers and their competitors. The merchandise offering and floor displays of competing stores are also easily copied. Because of the potential for similarity between stores, each retailing establishment must utilize a strategy which will distinguish itself from its competitor. According to James, Durand and Dreves (1976), portraying a favorable store image is perhaps the best technique for differentiating one retailer from the masses. Due to the possible complexity of the various dimensions, an analysis of only the aggregate store image is insufficient (Cohen, 1967). Each store attribute and the dimensions must be studied. By doing so, the retailer will have a better comprehension of why the aggregate department store image exists.

Department Stores versus Discounters

Expansions to additional branch retail locations is the most common form of increasing possible sales and profits. Due to the rising cost in building and maintaining stores, however, the trend toward

rapid expansion has slowed dramatically. Rather than increasing their square footage by building additional branch locations, retailers have increased the space productivity and efficiency of each existing store through remodelled interiors.

Traditional department stores have always catered to the customer; plush fitting rooms, abundance of sales service and credit acceptance is the norm. Furthermore, these retailers enhance their merchandise offerings by creating moods through the use of effective interior design. The effects of store atmosphere, once ignored by discounters, are now being seriously considered by retailers. A trend has begun in which discount retailers as well as traditional department store retailers pay extremely close attention to space productivity, efficiency of store layout, and the effect that lighting and color have on shopping behavior (Chain Store Age Executive, 1978). Due to the move toward renovation as opposed to building additional branch locations, the effect of store atmosphere, once typically ignored by discounters, is now of concern. The philosophy that more branch locations is better no longer holds true. Discounters are trading-up on merchandise, services offered and store atmosphere and they are slowing down the rapid expansion of additional branch locations (Chain Store Age, 1978).

The recent changes made by discounters to trade-up, both in merchandise selection as well as store atmosphere, have strongly affected the traditional department store. The original image that discount stores cater solely to the lower social classes no longer holds true. The increasingly favorable image of discount department stores which cater to many social classes is a result of several factors (Bohr, 1980).

Once known typically for their hard lines at low prices, discount retailers cater to the fashion-conscious in soft lines as well. Some discounters even have restaurant facilities as well as snack areas as an attempt to make the consumer's shopping experience a pleasant one (Goodman, 1972). Additional services such as acceptance of credit cards, layaway, and ample free parking are helping discount retailers portray this positive image (Dreyfus, 1980; Tuhy, 1980).

Consumers' Perception of a Store's Image

Value systems form the basis for attitudes and beliefs which in turn form images. The beliefs are part of a person's attitude (Crissy, 1971). Attitudes and beliefs prepare a person for some kind of action. As common attitudes toward an object (institution, product, or person) are formed, an image is created (Nelson, 1962). In essence, the image is an abstract term used to quantify or describe attitudes (Berry, 1969; Crissy, 1971). People perceive an image based upon their beliefs. These beliefs help form images through emotional responses and intuition in addition to factual knowledge (Nelson, 1962; Walters, 1978). Because of differences in lifestyles, personalities, needs and desires, people's values, attitudes, beliefs and professed images of an object differ (Crissy, 1971).

Rich and Portis (1964) identified three overall store images: high fashion appeal, price appeal and broad appeal. In a survey conducted by the researchers, style and quality of merchandise, services offered and store reputation contributed to a strong high fashion store image whereas consumers' image of a price appeal store dealt strictly

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with low prices and bargain merchandise. More specifically, consumers envisioned service, quality and style with the high fashion store but related only savings with price appeal stores. Although price appeal stores did not portray a favorable image concerning the level of sales clerk services offered, they were deemed to have a more positive image than department stores in services other than sales clerks such as delivery, telephone orders, charge accounts, reliability and overall service. The researchers hypothesized that the image portrayal for price appeal stores may have been due to the expectations of the customers for each store. More specifically, consumers who pay more for merchandise demand a higher level of customer service.

Broad-appeal stores have characteristics which fall between the fashion-appeal stores and price appeal stores. These stores tend to offer some degree of fashion merchandise as well as bargains. Price, reputation for bargains and store location were key characteristics that consumers stressed in a broad-appeal store.

Many researchers (Bellenger, Steinberg, and Stanton, 1976; Grubb and Grathwohl, 1967; Lindquist, 1974-1975; Mason and Mayer, 1970; Myers, 1968; Nelson, 1962; Walters, 1978; Weale, 1961) addressed the relationship between self-concept of consumers, images and reference groups. The concept of self-image is closely related to that of store image and patronage. Pierre Martineau (1958) theorized that the consumer typically will patronize stores which depict an image complementary to that of their desired self-image. This desired self-image is typically not congruent with their economic standards. Therefore, in order to be able to afford the higher status and higher priced

merchandise, the consumer may purchase higher priced, quality, and/or styled merchandise in smaller quantities or purchase extremely cheap products which are deemed unimportant. As a result, the consumer would have enough money to trade-up on products which are deemed to be significant indicators of his/her desired self-image (Bohr, 1980; Dreyfus, 1980; Tuhy, 1980; Weale, 1961). Purchasing "no brand" staple food products in order to have enough money to purchase designer jeans is an example of compensating on lower quality and price on one product in order to afford higher status and quality merchandise in a different product category.

Management's Perceived Image of a Store

Studies dealing with consumers' view of store image have been numerous. The majority of these studies have concentrated on the assessment of consumers' professed image of a store. However, Pathak et al. (1974-1975) noted that from a list of twenty studies dealing with store image, only a few compared store image from the managerial versus consumer viewpoint. Although the existing studies of consumers' and management's views of a store image have been few, the researchers have drawn similar conclusions.

Devendra Pathak (1972) conducted a study which dealt with an analysis of consumers' versus management's image of four department stores. The department stores investigated included one high status store, two medium to low status stores and one discount department store, and an hypothetical "ideal" store. The image attributes: merchandising suitability, sales personnel, store congeniality, and

locational convenience were measured by utilizing thirty bipolar semantic differential scales. The hypothesis of no difference between consumers' and management's perceived overall images of the store was tested. The researcher concluded that there was in fact a large difference between managers' and consumers' professed images of each store. The greatest differences in opinion concentrated on intangible attributes such as store congeniality. Pathak concluded that merchandise suitability was the only tangible attribute which showed a positive correlation between consumers' and management's views.

In a retail department store image study conducted by Eleanor G. May (1973), the store in question did not have a set of written objectives concerning the desired store image. As a result, the various levels of management were surveyed in order to obtain a description of the store's image. May (1973) included both levels of management (top and middle) for two reasons. Top management was included because it is this level of management that typically guides middle management's actions and goals. Members of middle management, which included store managers, buyers, divisional sales managers, and divisional merchandise managers, were surveyed because these employees have direct and daily contact with the consumers and merchandise which make-up the dimensions and attributes of a store's image (May, 1973).

May (1973) came to conclusions similar to those of Pathak (1972). The researcher concluded that management's view of the store image was different than that of consumers' perceived store image. Furthermore, managers within the store held differing professed beliefs of the

image portrayed by their store.

The effects of differing viewpoints can be seen by analyzing the store attributes. The combination of store attributes and the amount of each attribute help determine which consumers patronize the store and the amount of their repeat business. When retailers do not offer the appropriate amount and/or combination of attributes for the defined target market, consumers' perceived image of the store will differ from management's. Lost sales, dissatisfied consumers and smaller profits will result from management's inaccurate assessment of what the target market demands (May, 1974-1975).

Image Measurement

Researchers have agreed on the importance of image studies. Despite this general agreement of the importance of image research, a consensus has not been reached concerning the best measurement technique. In order to obtain a better understanding of the various models, a section of the review of literature has been devoted to image measurement. An analysis of the strengths of various attitudinal models and their applicability to store image research is included.

Multi-attribute Models

Attributes may be economic, structural, functional, psychological or social in nature (Green and Wind, 1973). By studying attitudes, a researcher can predict with some degree of certainty the behavior of an individual. Furthermore, an analysis of the attitudes and behavior would enable the researcher to explain why the subjects

responded as such, and predict with some degree of certainty how the subject would respond to additional stimuli (Dulany, 1968; Fishbein, 1967; Lutz, 1977). Due to the complex nature of attitudes, Wilkie and Pessemier (1973) theorize that the measurement of something on one overall attribute is insufficient. By measuring an attitude based on one attribute, such as good or bad, a general attitude can be realized, but the dimensions which compose this attitude could not be examined. Multi-attribute models allow an analysis of the various salient attributes used in forming attitudes. As defined by Wilkie and Pessemier (1973), the purpose of a multi-attribute model is to comprehend the intangible concept of consumer behavior in relation to purchase consumption.

The most basic multi-attribute model measures consumers' attitudes for an object based upon a specified number of attributes. This model is stated as:

$$A_j = \sum_{i=1}^n a_i B_{ij}$$

Where:

A_j = the consumer's attitude toward store j ;

B_{ij} = the strength of belief i about store j ,
i.e., the probability that store j is
associated with attribute i ;

a_i = the evaluation of attribute i

(Fishbein, 1967)

"Attitudes are learned predispositions to respond to an object or class of objects in a favorable or unfavorable way" (Fishbein, 1967, p. 257). In order to assess the importance of normative beliefs and the motivation

to comply with the normative beliefs, Fishbein extended the original model. An individual's behavioral intention is a function of:

$$B = BI [A_{act}] W_0 + [NB (MC)] W_1$$

Where:

- B = overt behavior;
- BI = behavioral intention;
- A_{act} = attitude toward an act;
- NB = normative belief;
- MC = motivation to comply with the normative belief
- W₀ and W₁ = empirically determined weights.

The [A_{act}] factor is equal to $A_j = \sum_{i=1}^n B_i A_i$ in Fishbein's original model.

The second factor (NB) and (MC) refers to personal norm, social norm or both.

Multi-dimensional Scaling

In a unidimensional scale, possible opinion responses (positive, negative, or neutral) are placed along a single bipolar continuum and overall attitudes can be inferred. Many researchers theorize, however, that an analysis of an overall attitude is insufficient information when evaluating the professed image of a store (Bass and Wilkie, 1973; Beckwith and Lehmann, 1973; Berry, 1969; Cohen, Fishbein, and Ahtola, 1972; Dulany, 1968; Enis, 1967; Green and Wind, 1973; Kusher, 1972).

Store image is comprised of many attributes which vary in importance as viewed by the consumer. By utilizing a multidimensional model, as opposed to a unidimensional scaling technique, the effect of each attribute on the perceived image can be analyzed. The strength of the multidimensional model lies in the fact that it takes into

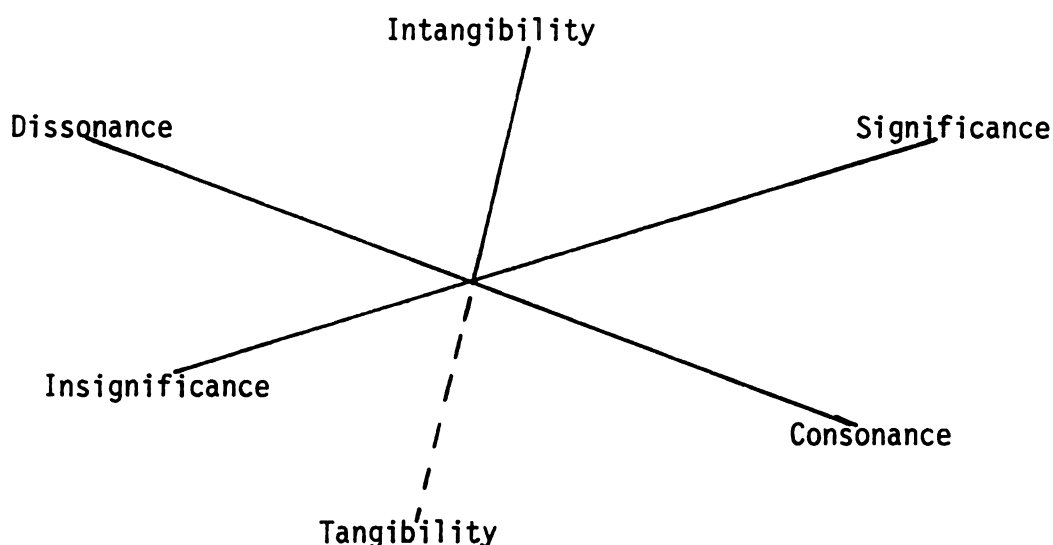
consideration that the consumer's impression of a product or store is based upon a combination of attributes. Each dimension of an attribute is weighted differently by consumers according to the perceived importance of that attribute. The weighted differences of each attribute which form attitudes, impressions or images are computed by utilizing multidimensional models (Kushner, 1972).

In addition to having the ability to measure multiple attributes of varying weights, the multidimensional scaling model allows for a visual representation of an individual's perceptions. Products or services may be visualized as having both objective and subjective attributes. Objective attributes include tangible services or properties of a product. Subjective attributes include the congeniality, ease of shopping and atmosphere offered by the store. The perceived space constitutes the consumer's perceived product/service attributes which are used in decision making. These objective attribute "spaces" may not be consistent with the consumer's perceived "space". The differences between the objective attributes and perceived space may be due in part to advertisements, previous experience, reputation of the product and/or company. This perceived space will in turn influence the consumer's perceived image of that product, brand, service or company. Through an analysis of the perceived space, researchers can determine which attributes are those attributes which differ between stores, products or brands according to the consumer.

One such model was developed by Ben Enis (1967). Enis (1967) developed a three-dimensional model which would "blend" the various

components which helped form images. This three-dimensional model consists of a configuration in which to measure three opposite pairs of salient characteristics for an entity. These characteristics are then "blended" together to form an image. The characteristics include the tangible versus intangibility of the entity, the significance versus the insignificance of the entity to the person, and the degree to which the entity is conceived as being consonant or dissonant with his self-image (Enis, 1967).

The model was developed because Enis believed that the three pairs of traits are "universal characteristics" of attitudes. That is, each person experiences a mixture of three entities. For representative purposes, the three pairs of characteristics are presented as:



Stefflre (1978) hypothesized that multidimensional scaling as a model for studying perceptions, cognitions and attitudes is limited. The researcher claimed that this model cannot effectively measure the complex dimensions of a person's attitude. Stefflre felt that by

utilizing a two- or three-dimensional model, the marketer/user will have a clear, concise, and tangible view of the results.

Although the clarity of the perceptual map is advantageous, the importance of relevancy of the dimensions may be underestimated depending upon the complexity of the concept being measured. For example, the geometric representation may lead the researcher to conclude that this representation encompasses all aspects and implications of consumers' perceived store image, which is not always true. Another disadvantage of the multidimensional model is the complex procedures used to convert the theory of the model into actual research (Fishbein, 1967).

Multiple Indicator Approach

The multiple indicator approach to measure attitudes include utilizing self-reports, observing reactions, and measuring physiological reactions to stimuli (Cook and Selltiz, 1964). Self-reports are reports filled out by the respondent concerning the person's feelings, attitudes and beliefs. Attitude scales which could be used in self-reports include: a Thurstone scale, which measures the amount of agreement; a Likert scale, which typically measures the level of agreement, based upon a five-point scale; and the semantic differential bipolar scale.

Observing behavior is another commonly used method for assessing attitudes. Subjects' reactions to stimuli are observed and recorded and then analyzed. Based upon the subjects' behavioral reactions to stimuli, inferences concerning the subjects' attitudes are made. Lazarfeld (1959) pointed out that a given behavior is not necessarily

produced by a given stimulus. The researcher must define the various stimuli and possible corresponding behaviors. The hypotheses can then be tested by analyzing the reactions.

Physiological reactions to stimuli include measuring the rate of heartbeat, the amount of perspiration, and the adrenalin flow. Consumers' perception of a store can be analyzed by measuring consumers' reactions to stimuli such as the visual presentation of merchandise, the psychological impact of store layout and the design. By testing consumers' responses to bright colors and lighting, color schemes, layout and type of decorations, retailers are able to manipulate their store interiors according to the desired mood (Chain Store Age, 1978; Hardware Retailing, 1981; International Management, 1977).

The multiple indicator methods mentioned all have common limitations. First, methods for measuring attitudes using a multiple indicator approach are time consuming. The amount of time needed greatly reduces the number of willing respondents and increases the cost of the study. Another limitation of this model is the potential for variability in its application. Without a specified quantitative measure, the results can be interpreted in a number of ways, depending upon the technique for analysis.

Multiple-cue Probability Attitude Model

The multiple-cue probability model, developed by K. R. Hammond (1967) is another procedure for measuring consumer attitudes. The model is based on the theory that events have a certain probability of occurring. Each event will have a varying probability depending upon

the interaction between people, the environment and events. Hammond refers to the events as cues.

The multiple-cue probability model was employed by Will and Hasty (1971) to examine consumer attitudes of convenience food products. The stimulus cues used were price, brand familiarity, and quality. Would purchase/would not purchase was the dependent variable used in relation to the stimulus cues. The data were analyzed using multiple correlation coefficients. The results of the data showed that every correlation coefficient was significantly different at the .05 level. The researchers concluded that the multiple-cue probability model accurately measured consumers' attitudes (Will and Hasty, 1971).

Two-factor Theory

Rosenberg (1956) developed a two-factor theory model which measures an individual's attitude toward an object. The formula for the model is:

$$A_{ik} = \sum_{j=1}^n (PI_{ijk} \cdot VI_{ij})$$

Where:

- A_{ik} = attitude toward an object k expressed in terms of an individual i's degree of like-dislike (affect) of that object;
- PI_{ijk} = individual i's perceived instrumentality of the kth object toward attaining or blocking the jth goal or value;
- VI_{jk} = value importance to an individual i of the jth goal or value (Rosenberg, 1958).

In this model, the attitude toward an object (k) is a "function of weighted sum of beliefs about the object (perceived instrumentality) as to whether it blocks or helps the attainment of certain goals."

(Sheth and Talarzyk, 1972, p. 6). The weights act as a symbol pertaining to the importance of each goal.

In a study by Sheth and Talarzyk (1972), an attempt was made to determine whether factor, perceived instrumentality (PI) or value importance (VI) is more significant in determining consumer attitudes. The researchers selected 2000 female heads of households from the Consumer Mail Panel of Market Facts, Inc. Six product categories, five product attributes and five product brands were used in the survey. Three simple regressions were employed to test the factors. The first regression predicting variance in attitude from the weighted sum of scores of respondents were derived by multiplying each perceived instrumentality (PI_{ijk}) with the value importance (VI_{ij}) of a characteristic j and then summing across all characteristics" (Sheth and Talarzyk, 1971, p. 7).

The second regression formula is stated as:

$$A_{ik} = \int \sum_{j=1}^n PI_{ijk}$$

The summing of the beliefs (representing perceived instrumentality) allow the prediction of variance in affect.

The last regression was utilized to predict variance in affect derived from the weighted sum of importance characteristics (VI_{ij}) of a product class. The formula used to determine value importance was:

$$A_{ik} = \int \sum_{j=1}^n VI_{ij}$$

The researchers concluded that perceived instrumentality was more important than value importance for determining a consumer's

affect toward a brand.

The continuums are measured on a zero to one hundred point basis. The point of intersecting continuums is a neutral point. An image of an object is determined by measuring the degree of strength of each pair of characteristics. Once the strength of each characteristic pertaining to an object is determined, the consumer's image can be mapped and studied. Through an analysis of a consumer's three characteristics, behavioral and attitudinal information can be attained (Enis, 1967).

Importance of Differential Weights in Attitude Models

Through a review of research dealing with multi-attribute attitude models, Bass and Wilkie (1973) concluded that attitudes and their measured weights are significantly correlated. This relationship will in turn allow researchers to measure and assess attitudes by utilizing uniform weights (Werbel, 1978). One such model which employs uniform weights is the Fishbein extended model. The uniform weights are compensated by the "value" component of the model. The value component incorporates both attribute importance and the degree of deviation from an ideal point (Cohen, Fishbein, and Ahtola, 1972). Just as attitudes toward an object vary among individuals, several researchers (Beckwith and Lehmann, 1973; Pekelman and Sen, 1974; Werbel, 1978) theorize that the importance (weights) of attributes also vary. More specifically, each individual has a specific preferred weight for each product, brand or store. The desired weight of each attribute is called the "ideal" point. A weight higher or lower than the "ideal" point contributed to

the dissonance in the consumer's mind. By ranking the attributes in relation to other similar stimuli, an overall preference is determined (Beckwith and Lehmann, 1973).

In order to provide empirical evidence concerning the importance of weighted attributes, Beckwith and Lehmann (1973), conducted a survey of 20 television shows using six attributes. The model used is stated as:

$$\hat{A}_j = \sum_{i=1}^n W_i |B_{ji} - I_i|^k$$

where:

- \hat{A}_j = estimated overall attitude toward show j;
- W_i = weight of the i th attribute;
- B_{ji} = perception of the j th show on the i th attribute;
- I_i = ideal point on the i th attribute;
- $B_{ji} - I_i$ = the absolute value of the difference between the perception of the j th show on the i th attribute and the ideal point on the i th attribute;
- n = number of attributes;
- k = a parameter (Beckwith and Lehmann, 1973, p. 142).

The perception (B_{ji}) of each show (j) in relation to each attribute (i) was measured. The ideal point (I) for each attribute (i) was specified by employing a six-point scale. The subjects then indicated the attitude (A_j) toward each show and the weight (W_i) of each dimension.

Several conclusions were reached concerning the inclusion of weights in a multi-attribute attitude model. First, the model accurately defined the subjects' television show preferences. Secondly, although the difference between the ideal point and the differential weights and the ideal point for each attitude, a small improvement for

explaining attitudes may be realized by utilizing this model over other multi-attribute models.

The Beckwith and Lehmann model will be used to study retail store image of discount department stores. The methodology for this study, the population sample and the attributes to be used will be discussed in Chapter III.

Selection of Image Attributes

Employing attributes which succinctly depict the various dimensions of store image is essential to the validity of image research. Marks (1976) addressed the issue of the interrelationship and saliency of attributes. Marks theorized that attributes may be viewed differently among consumers. Attributes such as style, type of display and fashion may mean the same thing to one individual, while the terms describe different attributes to another consumer.

Researchers have emphasized the importance of using only salient attributes (Fishbein, 1967; Marks, 1967; Rosenberg, 1957). The difficulty in identifying salient attributes is due to the fact that the saliency of attributes vary between markets and objects studied (Hirschman et al., 1978). Hirschman et al. (1978), conducted a store image study to determine whether salient attributes vary between target markets and the type of store. The researchers conducted a frequency count of attributes used in recent research. Through an analysis of the data, the researchers concluded that the saliency of attributes did vary between target markets and the type of store being investigated. Attributes were selected for the study based upon the degree of frequency with which consumers mentioned the attributes. The attributes

used included salesclerk service, location of the store, merchandise pricing, credit or billing policies, layout and atmosphere, quality of merchandise, variety/assortment of merchandise, merchandise display, guarantee, exchange and adjustment policies, and real savings represented in sales.

Two components can be included in the study of store image. The first component used is the attributes associated with store image. The second component includes dimensions of each attribute. Dimensions are elements of an attribute which further define the attribute, thus explaining the interrelationship of each attribute. For example, service is a tangible store attribute. Dimensions of this attribute may include salesclerk service, self-service, ease of returns, credits, delivery or telephone orders.

Perhaps the most difficult and controversial step in an image study is in deciding which attributes and dimensions, if any, should be used. A frequently used method of determining salient attributes is through focus group interviews (Alpert, 1971; Berkowitz, Deutscher and Hansen, 1978; Cohen, 1967; McDougall and Fry, 1974-1975; Pessemier, 1980; Vaugh, Pitlik and Hansotis, 1973). A subsample from the population is randomly selected for the interview. Questions concerning attributes, substitutability and ranking of importance in relation to a specific situation are asked. The results are analyzed to determine which attributes are deemed salient according to the subsample.

In order to determine which image attributes to use in a study, James et al. (1976) conducted focus group interviews. A subsample of the population was selected to answer an open-ended question concerning

important attributes of a men's clothing store. The attributes chosen for the actual study was based on a frequency count of attributes. The researchers calculated an importance score for each attribute. The order of importance of each attribute (according to the sample) was quality (with a value importance score of 6.37), price (6.13), assortment (6.11), service (5.63), personnel (5.15) and atmosphere (4.84).

Robert Wyckham (1967) conducted a study of aggregate department store images. The attributes used in his study were merchandise suitability, sales personnel, store congeniality and locational convenience.

As part of a research study, Lindquist (1974-1975) grouped store image attributes according to recent literature of 10 researchers' empirical evidence. The attributes used by the researchers are listed in Figure 1. Based upon a review of empirical evidence, Lindquist concluded that merchandise, service and locational factors are important attributes when studying the consumer's perception of store image.

Although some researchers (James et al., 1976; Pathak, 1967; Wyckham, 1967) utilize relatively few attributes (under five), as many as forty-two attributes have been used in image research (Marks, 1976). Researchers such as Berry (1969), Fisk (1961-1962), Kunkel and Berry (1968), and May (1971) have employed the following attributes: sales atmosphere and location. In addition, the researchers used as many as seven dimensions for each attribute.

AttributesResearchers

<u>Dimensions</u>											
		Rich (1964)	Martineau (1957)	Alderson, Sessions (1962)	Rich, Portis (1964)	Myers (1960)	Rachman, Kemp (1963)	Kunkel, Berry (1968)	Tillman (1967)	May (1967)	Wyckham (1967)
<u>Merchandise</u>											
Quality		X	X		X			X	X	X	X
Selection/Assortment		X	X	X	X			X	X	X	
Styling/Fashion			X		X	X	X	X		X	
Guarantee											
Pricing		X	X		X		X	X		X	
<u>Service</u>											
General		X	X			X		X			
Salesclerk Service		X	X		X	X			X	X	
Self-Service		X									
Ease of Return		X	X		X	X				X	
Credit		X	X		X					X	
Delivery		X			X					X	
Phone Orders		X			X					X	
<u>Clientele</u>											
Social Class Appeal			X								X
Self-Image Congruency			X							X	
Store Personnel			X		X			X	X	X	
<u>Physical Facilities</u>											
Physical Facilities			X								
Store Layout			X		X					X	
Shopping Ease											
Architecture			X								
<u>Convenience</u>											
Convenience								X		X	
Locational Convenience		X	X		X	X		X		X	X
Parking		X				X				X	
<u>Promotion</u>											
Sales Promotion								X			
Advertising/Display		X	X		X			X			
Advertising								X		X	
Trading Stamps								X	X		
Symbols and Colors			X								
<u>Store Atmosphere</u>											
Atmosphere/Congeniality			X					X		X	
<u>Institutional</u>											
Conservative/Modern											X
Reputation		X	X		X					X	
Reliability		X			X	X					

Source: Adapted from Lingquist, Jay D. Meaning of Image, Journal of Retailing, 1974-1975, 50, 29-38, 116.

Summary

Store image is defined as "... 'the personality' the store presents to the public or 'a complex of meanings and relationships serving to characterize the store to the populace'" (Hirschman et al., 1978, p. 3). Many research studies have dealt with a store's image and an examination of how consumers perceive attributes offered. The majority of studies conducted have focused on the consumer's perceived image of the traditional department store.

Increasing interest and awareness has developed concerning the importance of research related to discount store image as perceived by management as well as consumers. May (1971), Pathak (1971) and Wyckham (1969) have conducted studies on managements' and consumers' perceived images of several stores.

Despite the number of store image studies the measurement techniques have varied. Various multi-attribute attitude models have been used extensively. One such model was developed by Beckwith and Lehmann (1973). This model incorporates an ideal point which is the desired weight of an attribute. The Beckwith and Lehman model facilitates a comparison of consumers versus retailers perceptions desired attributes.

Chapter III is a discussion of the methodology and statistical techniques used to analyze consumers' and management's perceived image of three discount stores. The theoretical basis for the Beckwith and Lehmann model will serve as the tool for analyzing store image.

CHAPTER III

METHODS AND PROCEDURES

Chapter III is divided into six sections. The First Section addresses the selection of discount stores which were analyzed and the rationale for including an analysis of an hypothetical ideal discount store. The selection of salient store attributes is discussed in the Second Section. The reasons for the selection of certain attributes for the study are discussed. The mathematical model used in this study to determine respondents' image of each store is presented in Section Three. Section Four addresses how the sample population was chosen. Section Five addresses the design of the questionnaire; the hypotheses and statistical analyses are presented in Section Six.

Selection of Discount Stores

Respondents' hypothetical ideal discount store and three competing discount department stores were analyzed. Respondents' professed ideal store was included in this research study for several reasons. Few image studies have included an analysis of respondents' ideal store. Researchers agree that a comparison of the hypothetical ideal store and actual store leads to a deeper, richer understanding of the success to which retailers offer desired attributes. Specifically, the comparison

of attributes offered by the ideal store and those of the stores patronized by the target market will assist retailers in understanding (1) what attributes consumers desire in a store, (2) the level of each attribute desired, and (3) how successful their store is in satisfying consumers' desires.

The respondents' ideal discount store was examined. The perfect discount store does not exist. However, consumers have general ideas concerning their ideal or perfect store. An hypothetical ideal store is defined as a store which offers the exact amount of each attribute desired by the consumer. In addition to the analysis of the respondents' ideal discount stores, an evaluation was made concerning the degree to which three competing discount department stores offered attributes desired by the consumer.

The three discount stores under investigation were chosen for several reasons. They (1) are major competitors, (2) are well-known discount chain operations, (3) included value for price as a major factor in promotional tactics, (4) offered similar general services such as sales assistance, ample free parking and restaurant facilities, and (5) are located in Okemos, Michigan.

Selection of Salient Store Attributes

In order to determine which attributes would be included in the survey, telephone interviews were conducted. Using a random numbers table and prefixes relevant to the area, twenty-seven consumers from the Lansing/East Lansing, Michigan, areas were randomly chosen. Respondents were asked a series of questions concerning discount store

characteristics. To determine the saliency of each attribute, the respondent was asked if the store attribute mentioned was considered to be identical for the three discount stores under investigation. Once completed, respondents ranked each attribute according to their professed belief which reflected the importance of each attribute in a discount store. Responses were manually recorded and a frequency count was tabulated. A summary of the results of these interviews is presented in Table 3.1.

From the 27 respondents, a total of nine attributes associated with discount stores were mentioned. The attributes used in the study were chosen due to the frequency response and saliency. When asked whether the amount of an attribute varied across the three discount stores studied, value for price, quality and store atmosphere were seen to have no variability. However, due to the substantially greater number of respondents who declared that these attributes did vary, these attributes were included in this study.

The six most frequently mentioned attributes were included in the research. The store attributes examined in this study included: (1) value for price, (2) quality, (3) employee sales service, (4) merchandise selection, (5) locational convenience and (6) store atmosphere. Due to the relatively low response rate of the attributes: brand name merchandise (7.4 percent), services offered (7.4 percent), and store reputation (3.7 percent), these attributes were not included in this study.

From the 27 respondents, 21 mentioned price as an important store attribute. These respondents noted that low and/or competitive price

Table 3.1. Tabulated Results of Random Sample Interviews to Determine Evaluative Criteria

Evaluative Criteria	Frequency Response	Importance Ranking of Attributes	Frequency Response of Importance Ranking of Attributes	Variability Across Stores	Frequency of Variability
Value for Price	21	First Second Third	9 9 4	Yes No	18 4
Quality	15	First Second Third Fourth	8 5 1	Yes No	9 5
Employee Sales Service	9	First Second Third	4 4 1	Yes	9
Merchandise Selection	6	First Second Third	1 1 4	Yes	6
Locational Convenience	5	First Second Third Fourth	1 1 2 1	Yes	5
Store Atmosphere	5	First Third Fourth	3 1 1	Yes No	4 1
Brand Name Merchandise	2	First Fourth	1 1	No	2
Services Offered	2	Second Fourth	1 1	Yes	2
Store Reputation	1	Fifth	1	Yes	1

was the most significant factor for determining shopping behavior. More specifically, these respondents typically patronize a discount store because of the lower prices rather than other store attributes such as services offered and store atmosphere.

The second most frequently mentioned store characteristic was quality of merchandise. In order for merchandise to be considered for purchase, consumers stated that it must meet a certain level of quality. This acceptance level will typically vary between products, consumers and the quoted price of the merchandise. Furthermore, respondents mentioned that the quality of merchandise greatly influenced the perceived image of the store in general.

Store service was the third most frequently mentioned store attribute. Information concerning products or departments, fast and friendly check-out service and help with packages were mentioned as important aspects of sales service.

Selection of merchandise was mentioned by six of the 27 respondents. Consumers noted that breadth of merchandise is extremely important for everyday, non-sale merchandise. Depth of merchandise, as opposed to breadth, is important for sale merchandise or advertised specials.

Locational convenience was discussed by five respondents. The consumers stated that locational convenience was important for several reasons. These reasons included: (1) price savings offered by discount retailers would be eliminated due to gasoline expense if the store were a considerable distance from home; (2) time saved by shopping close to home was more important than dollar savings of a particular

discount store.

Store atmosphere is the last attribute to be used in the study. Wide aisles, bright lighting, and the ability to see every department at a glance were stated as positive store attributes. From the five respondents who mentioned store attributes, three stated that the ability to browse through the various departments without being questioned for help greatly contributed to a positive image of the store atmosphere.

Multi-attribute Attitude Model

The Beckwith and Lehmann attitude model was used to measure consumers' and managers' professed images of an hypothetical ideal store and three actual competing discount stores. The model is stated as:

$$\hat{A}_j = \sum_{i=1}^n W_i |B_{ji} - I_i|$$

Where:

- \hat{A}_j = estimated overall attitude toward store j;
 W_i = weight of the i^{th} store attribute;
 B_{ji} = the perception of the j^{th} store on the i^{th} attribute;
 I_i = the ideal point on the i^{th} attribute.

image ?

This model was chosen due to the inclusion of the ideal point for each attribute. Researchers have noted the importance of studying the ideal level for each attribute (Pathak, 1971; Wyckham, 1969). An analysis of the ideal store in comparison to the actual store would allow the researcher to assess the success to which retailers offer the amount of each attribute desired by the target market. In addition,

this model allowed the researcher to analyze what consumers' and managers' beliefs of what the "ideal" or perfect discount store should be.

Design of the Questionnaire

The questionnaire was designed to test the Beckwith and Lehmann multiple attribute attitude model. An initial questionnaire was developed and pretested by employing a random telephone survey of 31 consumers from the East Lansing and Okemos, Michigan areas. Consumers were asked to mention specific areas of the questionnaire which they felt were difficult to understand or difficult to complete due to the telephone format. The questionnaire was revised based upon their comments. The questionnaire was then approved by the Human Subjects Committee, Michigan State University.

The questionnaire used to survey the managers is included in Appendix A. The consumers' questionnaire is similar in length and format. The only difference between the two questionnaires pertained to additional information concerning the managers' position within the store and their length of employment with the company.

As stated earlier, the questionnaire was developed to measure the Beckwith and Lehmann model. Questions 19 through 25 were developed for another study using Fishbein's Extended Model (1967). The data collected from questions 19 through 25 will not be analyzed in this study. The components of the questionnaire and their corresponding question numbers are listed below:

<u>Beckwith and Lehmann Component</u>	<u>Questionnaire</u>
I_i = ideal point for each store attribute;	Questions 1-6
B_{ji} = perceived weight of each attribute for each store;	Questions 7-12
W_i = weight of each attribute;	Questions 7-12*
A_j = attitude toward each store.	Questions 7-12

*An explanation of this component of the model is discussed below.

The ideal point for each store attribute was measured by allocating a total of 100 points among the six store attributes. The greater number of points received, the greater the value of that attribute in a discount store according to the respondent. The lowest value any attribute could receive was 1; the highest ideal attribute value was 95.

The weight of importance of each store attribute was measured in relation to the other attributes offered by the store. More specifically, the weight or importance of each attribute is found by the sum of the attributes for a given store, and dividing the sum by that attribute. The formula is stated as such:

$$W_i = y_i / \sum_{j=1}^{\sigma} y_j$$

Where:

W_i = the weight of the store attribute;
 y_i = the attribute;
 j = the index.

This weighting factor allowed the researcher to investigate what attributes were most important to consumers and managers.

Lemon (1973) addressed the issue of utilizing a ratio scale when measuring attitudes and impressions. The researcher noted that individuals may have the same opinion (i.e., good or bad), but the intensity of their opinion may differ significantly. By employing a ratio scale, the intensity of each individual's response toward each attribute and store can be analyzed. Because a ratio scale allows the intensity of a response to be shown, the perceived weight of each attribute offered by the stores was measured by using a ratio scale of 1 to 100. Unlike the ideal store, the summation of attributes for each actual discount store under investigation did not have to equal 100 points. Rather than totaling 100 points, the perceived weight of each attribute was given a number from 1 to 100 based upon its comparison to the ideal point for that attribute. If the perceived amount of an individual store attribute were higher than the ideal amount of that attribute, the store supplied too much of that store attribute. Likewise, if the perceived amount of an attribute had a value lower than the ideal amount, the retailer did not supply enough of that attribute according to the respondent.

Sample Selection

Consumers

Consumers from the Okemos, East Lansing, and Williamston, Michigan areas were chosen as the sample population for this study. Prefix telephone numbers for these areas were used. The last four digits of the telephone numbers were determined by using a random numbers table (Beyer, 1978).

The telephone prefix numbers for these areas were chosen due to the fact that store attributes may differ between the various branch stores; these differences may, in turn, have resulted in biased responses by consumers. By researching specific branch locations and utilizing consumers who lived closest to the location studied, perceptions of different branch locations were not felt to be an intervening variable.

Consumers 18 years old and over were eligible to participate in the survey. Two reasons exist for a prerequisite of being at least 18 years old. First, parental consent, which is required by law, would be difficult to obtain and prove due to the nature of the survey; and secondly, consumers under 18 years old are not typically the major family purchaser or decision maker. Professed overall impression of each store based on past experiences of those other than the major or frequent purchaser(s) and/or decision maker could have biased the results.

Methods and Procedures

The nature of the design limited the sample to consumers with a telephone. However, by using prefix numbers and a random numbers table, unlisted telephone numbers as well as listed telephone numbers were included in the survey.

The telephone surveys took place between July 5, 1982 and July 27, 1982. Random calls were made from 10:00 a.m. to 4:30 p.m. and from 7:00 p.m. to 8:30 p.m. By calling in the evening, possible bias of one income families in which the housewife answered the survey, thus

increasing the female to male ratio, was reduced. Furthermore, the random phone calls made in the evening increased the probability of dual income families. Non-response telephone numbers would be called twice during the day and once that same night. After the third attempt to reach a respondent, that number was eliminated. The random selection of telephone numbers continued after each successful call.

The final sample population of consumers for the study consisted of 186 respondents. These figures indicated that the response rate was 16 percent. From the 186 respondents, 9 percent felt unsure about rating one or more of the stores and therefore did not fully complete the questionnaire. To be included in the sample consumers were required to complete the rating of the hypothetical ideal store and the comparison of the ideal store with at least one of the three discount stores. If respondents did not rate at least one store, their responses were immediately eliminated from the sample. The total number of responses associated with each store is:

Ideal Store.....	n = 186
Store One.....	n = 180
Store Two.....	n = 169
Store Three.....	n = 163
Total consumer	
Sample.....	n = 186

Managers

Personnel from the Market Research Department and Personnel Department at Store One and Store Two gave permission to survey the management team at their Okemos, Michigan branch location. Top management from Store Three did not give permission for their employees to be surveyed. Despite their lack of participation, consumers and managers

from Store One and Store Two answered questions concerning their overall impressions of Store Three.

Due to the relatively small sub-sample population of managers at each store, it was impossible to obtain a random sample. The sub-sample population of managers was a convenience sample. All managers from Store One participated in the survey. The final sub-sample consisted of nine managers from Store One with a participation rate of 100%. Twenty-nine managers from Store Two were asked to participate in the survey. Five managers from Store Two were not available for answering the survey. One manager decided not to participate, thus making the participation rate of Store Two managers 82.4%.

Questions one through twelve were stated by the researcher, and then each manager filled in his/her responses. By verbally asking all respondents the first 12 questions, these questions were presented in the same form as those posed to the consumer respondent. Therefore, bias due to one sub-sample reading the questionnaire as opposed to hearing the questions would be reduced. After completing the first twelve questions, the managers completed the survey at their own pace.

Hypotheses and Statistical Analysis

Three hypotheses were tested in this survey. Each hypothesis was broken down into sub-hypotheses and individual tests were used to analyze each sub-hypothesis.

- H1: No significant differences exist between Store One managers' and Store Two managers' professed image of Store One, Store Two, Store Three and the hypothetical ideal store.

A t-test was used to test the differences between managers' perceived image of the respective stores. Multiple t-tests were conducted as the method for analysis due to several reasons. First of all, the mean difference between two populations can be studied. The populations in this study included Store One managers versus Store Two managers and consumers versus all store managers. Secondly, results of t-tests can assist in evaluating whether significant differences exist between two population means a key variable. The key variables studied included the ideal point for each attribute, the perceived point for each attribute and respondents' overall impressions of Store One, Store Two and Store Three. Lastly, when comparing two population means, the t-test is the strongest test.

No significant differences exist between:

- H1-1: Store One managers' and Store Two managers' overall impression of Store One.
- H1-2: Store One and Store Two managers' overall impression of Store Two.
- H1-3: Store One and Store Two managers' overall impression of Store Three.
- H1-4: Store One and Store Two managers' professed belief of each attribute offered by an hypothetical ideal discount store.
- H1-5: Store One and Store Two managers' professed belief of the level of each attribute offered by Store One.
- H1-6: Store One and Store Two managers' professed belief of the level of each attribute offered by Store Two.
- H1-7: Store One and Store Two managers' professed belief of the level of each attribute offered by Store Three.

H2: No significant differences exist between consumers' professed image of Store One, Store Two, Store Three and the hypothetical Ideal Store as defined by the Beckwith and Lehmann multiple attribute model.

The statistical test for the second hypothesis was an analysis of variance (ANOVA). An analysis of variance was used to test the differences between consumers' perceived image of each store.

Sub-hypothesis H2-1: No Significant differences exist between consumers' impressions of Store One, Store Two, and Store Three.

Sub-hypothesis H2-2: No significant differences exist between consumers' ideal point of each point of each attribute and their professed beliefs of the amount offered by each discount store.

H3: No significant differences exist between consumers' and managers' professed image of Store One, Store Two, Store Three and the hypothetical Ideal Store as defined by the Beckwith and Lehmann multiple attribute model.

ANOVA and multiple t-tests were conducted to test the third null hypothesis. Analysis of variance and multiple t-tests were used to test the differences between all managers for each store and consumers' perceived image of each store and ideal store.

No significant differences exist between:

H3-1: Consumers' and managers' ideal amount of each attribute offered by an hypothetical ideal discount store.

H3-2: Managers' and consumers' overall attitude toward Store One as defined by the Beckwith and Lehmann model.

H3-3: Managers' and consumers' overall attitudes toward Store Two as defined by the Beckwith and Lehmann model.

H3-4: Managers' and consumers' overall attitudes toward Store Three as defined by the Beckwith and Lehmann model.

H3-5: Managers' and consumers' professed overall impression of Store One.

- H3-6: Managers' and consumers' professed overall impression of Store Two.
- H3-7: Managers' and consumers' overall impression of Store Three.
- H3-8: Managers' and consumers' professed belief concerning the amount of each attribute offered by Store One.
- H3-9: Managers' and consumers' professed belief concerning the amount of each attribute offered by Store Two.
- H3-10: Managers' and consumers' professed belief concerning the amount of each attribute offered by Store Three.

- H3-6: Managers' and consumers' professed overall impression of Store Two.
- H3-7: Managers' and consumers' overall impression of Store Three.
- H3-8: Managers' and consumers' professed belief concerning the amount of each attribute offered by Store One.
- H3-9: Managers' and consumers' professed belief concerning the amount of each attribute offered by Store Two.
- H3-10: Managers' and consumers' professed belief concerning the amount of each attribute offered by Store Three.

CHAPTER IV

RESULTS AND DISCUSSION

Introduction

This chapter is a summary of findings from the collected data. Chapter IV is divided into several sections. Section One addresses the demographic characteristics of the sample. In Section Two, the results of the stepwise regression equation for defining the best one term model for identifying respondents' overall impressions of Store One, Store Two and Store Three are presented. Results of the correlation coefficients are discussed in the Third Section and the conclusions for the hypotheses are included in Section Four.

Demographic Information

A summary of demographic information is shown in Table 4.1. The summary table is broken down by demographic variables and sub-samples. For analysis purposes, each demographic variable is addressed and similarities between sub-samples are discussed.

Marital Status

The majority of the respondents from the total sample were married (see Table 4.1). Fifty-seven percent of the consumers indicated

Table 4.1. Summary of Demographic Information

Variables	Consumers		Managers		Store One N = 9		Store Two N = 28	
	No.	%	No.	%	No.	%	No.	%
Marital Status								
Single	63	33.9			3	33.3	5	17.8
Married	103	57.0			6	66.7	21	75.0
Widowed	7	3.8			--	--	--	--
Separated/Divorced	8	4.3			--	--	--	--
No Response	2	1.0			--	--	2	7.1
Number of Children Currently Being Supported								
None	125	67.0			6	6.7	14	50.0
One	17	9.1			1	11.1	4	14.2
Two	27	14.5			2	22.2	5	17.8
Three	13	7.0			--	--	2	7.1
Four	3	1.6			--	--	2	7.1
Five	1	.5			--	--	--	--
No Response	--	--			--	--	--	--
Occupation								
Professional/Technical	64	34.4			3	33.3	5	17.8
Managerial/Administrative	19	10.2			3	33.3	19	67.8
Sales	7	3.8			--	--	1	.035
Clerical	5	2.7			--	--	--	--
Craftsperson	2	1.1			--	--	1	.035
Machine Operator	8	4.3			--	--	1	.035
Non-farm Laborer	3	1.6			1	11.1	--	--
Service Worker	15	8.1			--	--	--	--

continued

Table 4.1 - continued

Variables	Consumers		Managers		Store Two N = 28	%
	No.	N = 186 %	No.	Store One N = 9 %		
Occupation (cont'd)						
Farm Worker	--	--	--	--	--	--
Retired	29	15.8	--	--	--	--
Unemployed	7	3.8	--	--	--	--
Other	8	4.3	--	--	1	.035
No Response	1	.5	2	22.2	--	--
Education						
Graduate School	28	15.1	--	--	--	--
Some Graduate School	11	5.9	--	--	2	7.0
College Degree	42	22.6	4	44.4	7	25.0
Some College	54	29.0	3	33.3	10	35.7
Completed High School	44	23.7	--	--	7	25.0
Some High School	6	3.2	--	--	--	--
Completed Elementary School	1	.5	--	--	1	3.5
Some Elementary School	--	--	--	--	1	3.5
No Response	--	--	2	22.2	--	--
Income						
\$35,000 and over	36	19.3	3	33.3	13	46.4
\$25,000 to \$34,999	32	17.2	--	--	--	--
\$20,000 to \$24,999	19	10.2	--	--	4	14.2
\$15,000 to \$19,999	26	14.0	1	11.1	5	17.8
\$10,000 to \$14,999	33	17.7	2	22.2	--	--
\$7,500 to \$9,999	13	7.0	--	--	--	--
\$5,000 to \$7,499	12	6.5	--	--	--	--
\$4,999 and Under	7	3.8	--	--	--	--
No Response	8	4.3	--	--	--	--

continued

Table 4.1 - continued

Variables	Consumers		Managers		Store Two	
	No.	%	No.	%	No.	%
Age						
Under 18	--	--	--	--	--	--
18 to 24	53	28.5	4	44.4	4	14.2
25 to 34	60	26.9	3	33.3	13	46.4
35 to 44	18	9.7	1	11.1	5	17.8
45 to 54	18	9.7	1	11.1	3	10.7
55 yo 64	17	9.1	--	--	--	--
65 Years and Over	26	14.6	--	--	--	--
No Response	4	2.1	--	--	3	10.7
Sex						
Male	60	32.3	3	33.3	13	46.4
Female	126	67.7	6	56.7	12	42.8
No Response	--	--	--	--	3	10.7

that they were married, while 66.7 percent of managers from Store One were married. Approximately 75 percent of Store Two managers also stated that they were currently married.

Number of Children Currently Being Supported

The number of children in the family were determined by the number of children currently being supported including those living away from home at a boarding school or university. When consumers were asked to state how many children they were currently supporting, 67.2 percent indicated that they did not support any children at the present time. The majority of managers from Store Two (66.7 percent) stated that they were not currently supporting any children, while one-half (50.0 percent) of Store Two managers were not supporting children.

A commonality existed among respondents who were currently supporting children. From the total sample, 15.2 percent were supporting two children. Approximately 14.0 percent of the consumers supported two children. Twenty-two percent of Store One managers had two children while 17.9 percent of Store Two managers were supporting two children.

Occupation

Respondent's occupation was divided into thirteen categories as defined by the United States Census Bureau. A summary of these categories is presented in Table 4.1 of demographic information.

Thirty-four percent of the consumer respondents indicated that they held professional/technical positions (Table 4.1). With 15.6 percent of the consumer sample retired, this category held the second largest number of respondents. Managerial/administrative positions

were held by 10.2 percent of the consumer sample, making this the third largest occupation category.

When Store One managers were asked to state the occupation held by the head of the household, 33.3 percent indicated that they were professional/technical positions. An additional 33.3 percent of managers from Store One indicated that the head of their household held a managerial/administrative job.

As was the case in the Store One managers' responses, the majority of Store Two managers stated that the heads of household held managerial/administrative positions or professional/technical positions. Sixty-seven percent of the Store Two managers indicated that the occupation of the head of their household was managerial/administrative oriented. Approximately 17.8 percent of the Store Two managers stated that the head of their household had a professional/technical occupation.

Educational Level of the Head of the Household

Respondents were asked to state the amount of education completed by the head of the family. Twenty-nine percent of the consumers surveyed had some college education, with 22.6 percent having attained a four year college degree. An additional 15.1 percent of the consumer sample stated that the head of their household had successfully completed a graduate program.

When comparing the educational level of the head of the household for managers, Store One managers had attained a higher educational level than Store Two managers. Forty-four percent of the Store One managers

had a four year college degree whereas only 26.9 percent of Store Two managers held a four year college degree. Unlike that of consumers, none of the managers from either store indicated that the head of his/her household completed a graduate program.

Family Income

Family income was calculated based on the income level before taxes. The educational level was based only upon the head of the family. However, the family income is based upon all income earned by all family members.

When consumers were asked to state their income for 1980 before taxes, 19.3 percent earned \$35,000 and over, thus making this income level the most common. The second highest percentage of consumers earned between \$10,000 to \$14,999, consisting of 17.7 percent of the sub-sample. Only 3.8 percent of the consumers indicated that their income before taxes was under \$5,000 a year.

The average family income level before taxes for Store One managers was lower than that of Store Two managers. Thirty-three percent of the Store One managers indicated a family income of \$35,000 and over. Forty-six percent of the managers from Store Two, however, estimated this same income. The second highest reported income level for Store One managers was \$15,000 to \$19,000 with 11.1 percent of the respondents in this income bracket. The second most frequent income level for Store Two managers was \$20,000 to \$24,999, consisting of 14.3 percent of the sub-sample.

Age of Respondent

When respondents were asked to specify their ages at their last birthday, twenty-eight and one-half percent of the consumers and 44.4 percent of the managers from Store One indicated that they were in the age bracket from 18 to 24 years old; this age bracket constituted the mode for each of these sub-samples. The most common age bracket for Store Two managers was between the ages of 24 to 34 years old.

Sex of the Respondent

Sixty-seven percent of the consumers and 66.7 percent of the managers surveyed at Store One were female. Forty-two and nine tenths percent of the Store Two managers were female and 46.0 percent male. The remaining 10.7 percent of Store Two managers did not indicate their sex.

Forty-eight and seven tenths percent of the population in Ingham County in 1970 were male. This percentage of males in the population indicates that male consumers and managers were underrepresented in the sample. Female consumers and Store One managers were overrepresented in the survey by 16.4% and 15.4% respectively. Female Store Two managers were underrepresented by 8.5%.

Multiple Regression Analysis

The Beckwith and Lehmann multiple attribute model was used throughout the study. Using respondents' overall impression of Store One, Store Two and Store Three as the dependent variables, a stepwise regression equation was calculated. The purpose for employing the

stepwise regression equation was to determine the best one term model for each sub-sample when utilizing the Beckwith and Lehmann multiple attribute model. The method for operationalizing this model is:

$$\hat{A}_j = \sum_{i=1}^n W_i |B_{ji} - I_i|$$

Where:

- \hat{A}_j = estimated overall attitude toward show j;
- W_i = weight of the i^{th} attribute;
- B_{ji} = perception of the j^{th} show on the i^{th} attribute;
- I_i = ideal point on the i^{th} attribute;
- n = number of attributes (Beckwith and Lehmann, 1973, p. 142).

Consumers

Results of the stepwise regression analysis of consumers' responses for Store One are presented in Table 4.2. The significance level for the best one term model through the best six term model indicate that all term models are excellent predictors of consumers' overall impression of Store One.

The best one term model for Store One is quality, with a significance level of $p < .001$. Merchandise selection, employee sales service and store atmosphere were the best two term, three term and four term models respectively, for consumers' overall impression of Store One ($p < .001$). Locational convenience was the best six term model for consumers' overall impression of Store One ($P < .001$).

When utilizing the Beckwith and Lehmann model, the best one term through the best five term model proved to be significant as predictors of consumers' overall impression of Store Two. The best one term model

Table 4.2. Consumers' Impression of Store One According to the Beckwith and Lehmann Model.
Stepwise Regression Analysis

N = 180 Best Term Model	Attribute	DF	Overall F	R Square
Best one term model	Quality	1	13.60476***	.07100
Best two term model	Merchandise Selection	2	10.84602***	.10917
Best three term model	Employee Sales Service	3	7.82165***	.11764
Best four term model	Store Atmosphere	4	6.09687***	.12231
Best five term model	Locational Convenience	6	4.05106***	.12319

*p < .05

**p < .01

***p < .001

for consumers' overall impression of Store Two was identical to that of Store One; quality was the best one term model ($p < .05$) (see Table 4.2). Employee sales service and merchandise selection were the best two term and the best three term models respectively, in predicting consumers' overall impression of Store Two. The best four term and the best five term models for predicting consumers' overall impression of Store Two were store atmosphere and value for price ($p < .05$) respectively.

The addition of each term for the prediction of consumers' overall impression of Store Two did not significantly increase the R square. The R square for the best one term model was .02719 whereas the R square for the best five term model was .06491, an increase of .03772 (see Table 4.3).

Results of the stepwise regression of consumers' overall impression of Store Three according to the Beckwith and Lehmann model are presented in Table 4.4. The best one term model through the best six term model for predicting consumers' overall impression of Store Three were highly significant ($p < .001$).

The store attribute, quality, was the best one term model for explaining consumer's overall impression of Store Three as well as Store One and Store Two. Merchandise selection, value for price and locational convenience were the best two, three and four term models respectively, for expressing consumers' overall impression of Store Three. The best five and six term models were employee sales service and store atmosphere respectively.

The R square for the best one term model of consumers' overall impression of Store Three was .0877; the R square for the best six term

Table 4.3. Consumers' Overall Impression of Store Two According to the Beckwith and Lehmann Model. Stepwise Regression Analysis

N = 169 Best Term Model	Attribute	DF	Overall F	R Square
Best one term model	Quality	1	4.66783*	.02719
Best two term model	Employee Sales Service	2	3.32950*	.03857
Best three term model	Merchandise Selection	3	3.39829*	.05819
Best four term model	Store Atmosphere	4	2.80314*	.06399
Best five term model	Value for Price	5	2.26288*	.06491

*P < .05
 **p < .01
 ***p < .001

Table 4.4. Consumers' Overall Impression of Store Three According to the Beckwith and Lehmann Model. Stepwise Regression Analysis

N = 163 Best Term Model	Attribute	DF	Overall F	R Square
Best one term model	Quality	1	15.49093***	.08777
Best two term model	Merchandise Selection	2	17.01504***	.17539
Best three term model	Value for Price	3	14.27308***	.21217
Best four term model	Locational Convenience	4	12.57126***	.24142
Best five term model	Employee Sales Service	5	10.94705***	.25851
Best six term model	Store Atmosphere	6	9.78408***	.27342

*p < .05
 **p < .01
 ***p < .001

model was .27342. The increase of .18565 in the R square for consumers' overall impression of Store Three was larger than that of their overall impression of Store One and Store Two. The R square of .27342, however, indicates a low level of total explanation of variance.

Store One Managers

The results of the stepwise regression model for Store One managers' responses for their store are presented in Table 4.5. With a significance level of $p < .01$ and an R square value of .62167, value for price was the best one term model. The best two term model was value for price and store atmosphere ($p < .001$) with an R square of .84769. The R square increased by .22602 between the best one term model and the best two term model. The best three term model and four term model were significant at the $p < .01$ and .05 levels respectively. The increase in the R square, however, was very small, thus indicating that the addition of a third and fourth variable would not increase the explanatory power of the model by a significant amount. Therefore, the increment in the R square (.03916) from the best two term model to the best four term model is not large enough to warrant using two additional terms. The low F values and their insignificant R square values indicated that the six terms were not significant predictors of explaining Store One managers' overall impression of Store Two and Store Three.

Store Two Managers

The best one term model for predicting Store Two manager's overall impression of Store One was identical to that of consumers'

Table 4.5. Store One Managers' Overall Impression of Store One According to the Beckwith and Lehmann Model. Stepwise Regression Analysis

N = 9 Best Term Model	Attribute	DF	Overall F	R Square
Best one term model	Value for Price	1	11.50240**	.62167
Best two term model	Store Atmosphere	2	16.96180**	.84769
Best three term model	Merchandise Selection	3	10.82670**	.86660
Best four term model	Locational Convenience	4	7.83752**	.88685

*p < .05
**p < .01
***p < .001

(see Table 4.6). With a significance level of $p < .01$, quality was the best one term model in predicting Store Two managers' overall impression of Store One. Store atmosphere was the best three term model ($p < .05$) for explaining Store Two managers' overall impression of Store One as defined by the Beckwith and Lehmann model. With significance level of $p < .01$ and $.05$, the best three term and the best four term models included merchandise selection and locational convenience respectively.

The best one term model for predicting Store Two managers' overall impression of Store One was quality with an R square of .29369. The best two term and best three term models for predicting Store Two managers' overall impression of Store One were merchandise selection and value for price respectively. The difference between the R square for the best one term model and the best three term model was .09680.

The best one term model for predicting Store Two managers' overall impression of their store was employee sales service with a significance level of $p < .01$ (Table 4.7). The R square value for the best one term model was .31848, thus indicating that this term explained much of the difference in Store Two managers' overall impression of their store. The best two term and the best three term models in explaining Store Two managers' overall impression of their store were value for price and quality. Store atmosphere and merchandise selection were the best four and five term models, both having a significance level of $p < .05$. The R square for the best five term model was .41395. The difference between the R square for the best one term model and best five term model was .09547, thus indicating that the

Table 4.6. Store Two Managers' Overall Impression of Store One According to the Beckwith and Lehmann Model. Stepwise Regression Analysis

N = 25 Best Term Model	Attribute	DF	Overall F	R Square
Best one term model	Quality	2	4.57393*	.29369
Best two term model	Merchandise Selection	3	3.64044*	.34213
Best three term model	Value for Price	4	3.20325*	.39049

*p < .05
 **p < .01
 ***p < .001

Table 4.7. Store Two Managers' Overall Impression of Store Two According to the Beckwith and Lehmann Model. Stepwise Regression Analysis

N = 25 Best Term Model	Attribute	DF	Overall F	R Square
Best one term model	Employee Sales Service	1	10.74815**	.31848
Best two term model	Value for Price	2	5.71049**	.34173
Best three term model	Quality	3	4.31212*	.38119
Best four term model	Store Atmosphere	4	3.36810*	.40249
Best five term model	Merchandise Selection	5	2.68406*	.41395

*p < .05
**p < .01
***p < .001

addition of four terms does not significantly add to the explanatory power of Store Two managers' overall impression of Store Two.

As was the case in the increase in the R square for the best terms which predict Store Two managers' overall impression of Store One, the increase in the R square for the best terms which predict Store Two managers' overall impression of Store Two were minimal. More specifically, the R square increased by .09547 from the best one term model to the best five term model for predicting Store Two managers' overall impression of their own store. The relatively small R squares indicate that additional salient terms for predicting Store Two managers' overall impression of Store One and Store Two were missing from the survey.

Results of the Stepwise regression equation for predicting Store Two managers' overall impression of Store Three were identical to that of Store One managers' overall impression of Store Three. When utilizing the Beckwith and Lehmann multiple attribute model and employing a stepwise regression equation, none of the six attributes were significant predictors of Store One managers' and Store Two managers' overall impression of Store Three.

Correlation Coefficients

Consumers

In order to determine the degree to which attributes were correlated, correlation coefficients were conducted. The strong positive

and negative relationship between the independent variables indicate multicollinearity (Lehmann, 1979). The results of the correlations revealed that consumers felt that the level of employee sales service was highly correlated (.58617) with the atmosphere offered by Store One (see summary Table 4.8). The quality offered by Store Two was viewed to be positively correlated (.44413) with its store atmosphere.

Correlation coefficients were calculated using consumers' overall impression of Store Three as the dependent variable. Although positive and negative correlations were viewed, none was highly significant.

Table 4.8. Summary Table of Correlation Coefficients of Consumer Responses

Correlation Coefficients for Store One
N = 186

Store Atmosphere	.58617
Employee Sales Service	

Correlation Coefficients for Store Two
N = 186

Quality	.44413
Store Atmosphere	

Store One Managers

Overall, Store One managers had much stronger views concerning the relationship that store attributes can have on their overall impression of a store (see Table 4.9).

Table 4.9. Highly Correlated Attributes for Store One as Seen by Store One Managers

Correlation Coefficients for Store One N = 9				
Value for Price	.78846			
Store Atmosphere	-.56403			
Locational Convenience		-.68528		
Quality		-.43590	.42712	.68202
	Consumers' Overall Impression	Employee Sales Service	Store Atmosphere	Locational Convenience

Store One managers felt that a strong positive relationship existed between the value for price and their overall impression of their own store (.78846). However, their overall impression of Store One was negatively correlated with the store atmosphere (-.56403). Store One managers also felt that the level of employee sales service offered by Store One was negatively related to the perceived locational convenience (-.68528) and the quality of merchandise offered (-.43590). The quality of merchandise was, however, positively correlated with the perceived store atmosphere (.42712) and locational convenience of Store One (.68202).

Store One managers felt that many attributes had extremely positive and negative relationships with attributes offered by Store Two.

As depicted in Table 4.10, Store One managers felt that the quality of merchandise offered by Store Two was inversely related to four attributes at Store Two. That is, Store One managers felt that the quality of merchandise offered by Store Two was negatively related to: their overall impression of that store (-.56704), the merchandise selection (-.39496), the level of employee sales service (-.50342) and the perceived atmosphere of Store Two (-.45167). Store One managers did consider, however, that the quality of merchandise offered by Store Two was positively correlated with the perceived value for price (.89042) and locational convenience (.77805).

Table 4.10. Highly Correlated Attributes for Store Two as Viewed by Store One Managers

Correlation Coefficients for Store Two N = 9						
Quality	-.56704	-.39496	.89042	-.50342	-.45167	.77805
Employee Sales Service			-.44447		.60545	
Value for Price	-.47007				-.44447	
	Overall Impres- sion	Merchan- dise Selection	Value for Price	Employee Sales Service	Store Atmos- phere	Location- al Con- venience

Store One managers felt that the level of employee sales service offered by Store Two greatly enhanced their store atmosphere (.60545) but had a negative affect on the perceived value for price (-.44447).

Store One managers' overall impression of their store and the atmosphere of their store was negatively correlated with the perceived value for price (-.47007 and -.44447 respectively).

Store One managers felt that several Store Three attributes were positively correlated with each other (see Table 4.11). Store One Managers felt that the quality of merchandise offered by Store Three was positively correlated with value for price (.92500), level of employee sales service (.39483), store atmosphere (.90488) and the locational convenience (.76823) of Store Three. The locational convenience of Store Three was also deemed to be positively related to the perceived merchandise selection (.31920), value for price (.86496) and atmosphere of Store Three (.52788).

Table 4.11. Highly Correlated Attributes for Store Three as Seen by Store One Managers

Correlation Coefficients for Store Three N = 8				
Employee Sales Service	.53457			
Store Atmosphere	.77539	.53457		
Locational Convenience	.86496		.52788	
Quality	.92500	.39483	.90488	.76823
	Value for Price	Employee Sales Service	Store Atmosphere	Locational Convenience

Store Two Managers

A summary table of correlation coefficients results of Store Two managers' opinions concerning attributes offered by each discount store are presented in Table 4.12. An analysis of the results revealed that four attributes were viewed to be positively related to Store Two managers' overall impression of Store One. The level of employee sales service was positively related to the atmosphere offered by Store One (.71187). The quality offered by Store One was also viewed to be positively related to the value for price (.51003).

Two attributes offered by Store One were viewed to be inversely related. The locational convenience was negatively correlated with the merchandise selection offered by Store One (-.72071).

Store Two managers' overall impression of their store was positively correlated with the level of employee sales service (.56434). Value for price was positively correlated with the level of employee sales service (.41141) and store atmosphere (.40299). Store Two managers also felt that the level of employee sales service offered by their store was positively related to the perceived store atmosphere (.70805). The strongest correlation was between the quality of merchandise and atmosphere offered by Store Two (.79337).

Using Store Two managers' overall impression of Store Three's level of employee sales service was positively correlated with store atmosphere (.50076).

Table 4.12. Summary Table of Highly Correlated Attributes According to Store Two Managers

Correlation Coefficients for Store One				
N = 28				
Store Atmosphere				.71187
Location ¹ Convenience	-.72071			
Quality		.51003		Employee Sales Service
		Value for Price		
Correlation Coefficients for Store Two				
N = 25				
Employee Sales	.56434	.41141		
Store Atmosphere		.40299	.70805	
Quality				.79337
	Consumers Overall Impression	Value for Price	Employee Sales Service	Store Atmosphere
Correlation Coefficient for Store Three				
N = 25				
Store Atmosphere	.50076			
	Employee Sales Service			

Testing the Hypotheses

The research objectives for this study were as follows:

(1) Identify salient evaluative criteria for discount stores.

Stepwise regression analyses were conducted in order to determine the best term models for expressing respondents impressions of Store One, Store Two and Store Three.

(2) Measure consumers' and managers' professed overall impressions of each of the stores in the study. Analysis of variance and multiple t-tests were conducted in order to test the null hypotheses 1 and 2.

(3) Identify consumers' and managers' perceived ideal amount of each store attribute. The third null hypothesis addresses this objective.

(4) Compare consumers' and managers' perceived images of each store and the success with which the retailers offer the store attributes desired by the consumer. Multiple t-tests were conducted to analyze the fourth objective of the study.

T-tests were conducted to compare significant differences between managers' and consumers' professed overall impressions of Store One, Store Two, Store Three. Many researchers have hypothesized that studying respondents' overall images or impressions of stores is insufficient (Cohen, 1967). In order to obtain a more complete understanding of respondents' impressions, each store attribute must also be analyzed. Therefore, t-tests were also employed to compare the significant differences between managers' professed belief of the amount

of each attribute carried by each discount store in relation to their professed ideal store.

H1: When comparing Store One, Store Two, Store Three with the ideal store, there will be no significant differences between managers' perceived image of their own stores.

In order to simplify the reported results of the data, each hypothesis is broken down into sub-hypotheses. An analysis of respondents' overall impression of each store, the ideal amount of each attribute, and their professed belief of each attribute offered by each discount store constitute a sub-hypothesis.

H1-1: No significant differences exist between Store One managers' and Store Two managers' overall impression of Store One.

A t-test was conducted to determine whether managers from Store One and Store Two held significantly different overall impressions of Store One. A summary of the results is presented in Table 4.13. An analysis of the data indicated that managers had significantly different overall impressions of Store One ($p < .001$).

Table 4.13. Managers' Overall Impression of Store One. T-test

Overall Impression	N	Mean	Mean Difference	SD	T-Value
Store One Managers	9	87.556	50.413	7.585	10.42***
Store Two Managers	28	37.143		21.819	

*** $p < .001$

DF = 34.6.

(Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.)

Store One managers' overall impression of their own store was significantly higher than Store Two managers' overall impression for Store One. Due to the significant differences between managers' overall impression of Store One, the null sub-hypothesis 1-1 is rejected.

H1-2: No significant differences exist between Store One and Store Two managers' overall impression of Store Two.

When Store One and Store Two managers were asked about their overall impression of Store Two, significant differences resulted (see Table 4.14).

Table 4.14. Store One and Store Two Managers' Overall Impression of Store Two. T-test

Overall Impression	N	Mean	Mean Difference	SD	T-Value
Store One Managers	9	69.445	19.805	14.240	3.67***
Store Two Managers	28	89.250		14.031	

DF = 35
***p < .001

Based upon the analysis of data presented in Table 4.14, the sub-hypothesis of no difference between managers' overall impression of Store Two is rejected. Store Two managers did have a more favorable overall impression of their own store than Store Two managers.

H1-3: No significant differences exist between Store One and Store Two managers' overall impression of Store Three.

When managers were asked to indicate their overall impression of Store Three, very low scores were given. That is to say, managers from

Store One and Store Two held extremely low overall impressions of Store Three as a discount retailer (see Table 4.15).

Table 4.15. Store One and Store Two Managers' Overall Impression of Store Three. T-test

Overall Impression	N	Mean	Mean Difference	SD	T-Value
Store One Managers	8	28.250	.75	24.904	.09
Store Two Managers	28	27.500		19.491	

The mean scores for Store One managers' and Store Two managers' overall impression of Store Three were 28.250 and 27.500 respectively. With a mean difference of .75. The two groups of managers' overall impression of Store Three were not significantly different. Due to the insignificant differences in managers' overall impression of Store Three, the null sub-hypothesis cannot be rejected.

An understanding of respondents' professed belief of the ideal point for each attribute offered by a discount store is vital to store image research. Information received concerning consumers' and retailers' perceived ideal amount of the attributes offered by stores would give retailers a better understanding of what consumers desire and the success to which the retailer understands his target market.

H1-4: No significant differences exist between Store One and Store Two managers' professed belief of each attribute offered by an hypothetical ideal discount store.

In order to determine whether managers held similar ideas concerning the "perfect" discount store and the amount of attributes carried

by this store, multiple t-tests were conducted. A summary of the results of the t-tests for managers' professed belief of the ideal amount of each attribute offered by a discount store is presented in Table 4.16. Analysis of the data showed that managers from Store One and Store Two had similar professed beliefs concerning the ideal amount of each attribute offered by a discount store. More specifically, no significant differences were seen between manager's professed belief of the ideal levels of merchandise selection, value for price, level of employee sales service, quality, locational convenience and atmosphere offered by an hypothetical ideal discount store. Due to the lack of significant differences in managers' ideal level for each attribute, the null sub-hypothesis 1-4 cannot be rejected.

Respondents were asked to evaluate the degree to which each store's attributes satisfied their perceived ideal amount for each attribute. Based upon a ratio scale of 1 to 100, respondents selected a number which indicated their professed belief of each attribute for Store One, Store Two, and Store Three. A number higher than their ideal amount meant that the store had a saturated amount of the attribute. A number lower than the ideal point meant the respondent felt the store did not offer enough of the attribute.

H1-5: No significant differences exist between Store One and Store Two managers' professed belief of the level of each attribute offered by Store One.

A t-test was conducted to determine whether managers had similar beliefs of attributes offered by Store One. An analysis of data revealed that managers had significantly different professed beliefs concerning the amount of five attributes offered by Store One (see Table 4.17).

Table 4.16. Managers' Professed Belief of the Ideal Point for Each Attribute Offered by an Hypothetical Ideal Discount Store. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Store One Managers	9	14.00				
Store Two Managers	28	14.929	.929	10.335 3.082	.42 ¹	34.97
<u>Quality</u>						
Store One Managers	9	15.889				
Store Two Managers	28	16.393	.504	3.689 6.941	.28	26.42
<u>Level of Employee Sales</u>						
Store One Managers	9	14.889				
Store Two Managers	28	17.250	2.361	3.219 6.047	1.51	26.38
<u>Store Atmosphere</u>						
Store One Managers	9	16.667				
Store Two Managers	28	17.643	4.024	3.000 5.851	2.70	27.39
<u>Value for Price</u>						
Store One Managers	9	18.111				
Store Two Managers	28	19.000	.889	1.900 6.755	.62 ¹	.537
<u>Merchandise Selection</u>						
Store One Managers	9	19.111				
Store Two Managers	28	20.857	1.746	6.234 9.200	.64	.52

¹ Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

Table 4.17. Managers' Professed Belief of Each Attribute Offered by Store One. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Store One Managers	9	13.667	2.630	2.828	1.12 ¹	32.96
Store Two Managers	27	16.297		11.221		
<u>Quality</u>						
Store One Managers	9	15.778	3.926	3.420	1.96*	34.00
Store Two Managers	27	11.852		5.634		
<u>Level of Employee Sales Service</u>						
Store One Managers	9	12.000	3.269	3.571	2.02*	33.00
Store Two Managers	26	8.731		4.359		
<u>Store Atmosphere</u>						
Store One Managers	9	15.776	8.239	4.381	4.79***	33.00
Store Two Managers	26	7.539		4.465		
<u>Value for Price</u>						
Store One Managers	9	17.111	24.248	1.691	2.32*	33.14
Store Two Managers	27	41.359		5.668		
<u>Merchandise Selection</u>						
Store One Managers	9	18.222	5.815	8.743	2.23*	34.00
Store Two Managers	28	20.857		9.200		

***p < .001; **p < .01; *p < .05

¹Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

Store One managers held a significantly higher professed belief concerning the value for price offered by their store than did Store Two managers. The second largest difference of opinion concerning attributes offered by Store One was the store atmosphere. The attributes merchandise selection, quality of merchandise, and the level of employee sales service for Store One were also deemed significantly different between managers. These results indicate that the null sub-hypothesis 1-5 is rejected concerning the attributes quality, store atmosphere, employee sales service, merchandise selection, and value for price offered by Store One.

No significant difference was found between managers' professed belief concerning the locational convenience of Store One. The null sub-hypothesis 1-5, therefore is not rejected for this Store One attribute.

H1-6: No significant differences exist between Store One and Store Two managers' professed belief concerning the amount of each attribute offered by Store Two.

Results of the t-test comparing managers' professed belief of attributes offered by Store Two are summarized in Table 4.18. The level of employee sales service offered by Store Two was perceived significantly different by managers ($p < .01$). With a mean difference of 5.238, Store Two managers' belief about the sales service offered by Store Two was significantly higher than Store One managers' belief. Due to the significantly different professed beliefs, the null sub-hypothesis H1-6 is rejected for the level of employee sales service offered by Store Two.

Table 4.18. Managers' Professed Belief of Each Attribute Offered by Store Two. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Store One Managers	9	13.778	4.079	2.949	1.49 ¹	33.14
Store Two Managers	28	17.857		1.691		
<u>Quality</u>						
Store One Managers	9	16.111	2.568	3.723	1.18 ¹	33.25
Store Two Managers	28	18.679		9.464		
<u>Level of Employee Sales</u>						
Store One Managers	9	12.333	5.238	3.428	2.97** ¹	29.00
Store Two Managers	28	17.571		7.110		80
<u>Store Atmosphere</u>						
Store One Managers	9	15.000	.63	3.808	.29 ¹	32.18
Store Two Managers	28	15.630		9.270		
<u>Value for Price</u>						
Store One Managers	9	18.333	.596	3.317	.32 ¹	32.03
Store Two Managers	28	18.929		7.860		
<u>Merchandise Selection</u>						
Store One Managers	9	20.778	1.043	11.366	.24	35.00
Store Two Managers	28	21.821		11.515		

**p < .01; *p < .05

¹Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

Managers from Store One and Store Two held similar professed beliefs concerning the locational convenience, quality, store atmosphere, merchandise selection, and value for price offered by Store Two. The lack of significant difference in professed beliefs indicate that the null sub-hypothesis 1-6 cannot be rejected for these five attributes offered.

H1-7: No significant differences exist between Store One and Store Two managers' professed belief concerning the amount of each attribute offered by Store Three.

When managers were asked about their professed belief of each attribute offered by Store Three, two of the six attributes were viewed significantly different between the managers (see Table 4.19). A t-test was conducted to determine whether managers had similar professed beliefs concerning the amount of each attribute offered by Store Three. An analysis of the results showed that Store One managers and Store Two managers held significantly different professed beliefs concerning two of the attributes offered by Store Three. More specifically, Store One managers' professed belief concerning the level of employee sales service and merchandise selection offered by Store Three was significantly higher than Store Two managers professed belief ($p < .01$). The sub-hypothesis that no differences exist between managers' professed beliefs relating to the level of employee sales service and merchandise selection offered by Store Three is rejected.

Results of the t-test revealed that managers held similar professed beliefs concerning the value for price, locational convenience, quality and atmosphere offered by Store Three. Due to the similar professed beliefs for these four attributes offered by Store Three,

Table 4.19. Managers' Professed Belief of Each Attribute Offered by Store Three. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Store One Managers	8	12.875	.134	3.271	.07 ¹	30.02
Store Two Managers	27	12.741		8.356		
<u>Quality</u>						
Store One Managers	8	12.875	3.375	6.058	1.54	32.00
Store Two Managers	27	9.500		5.225		
<u>Level of Employee Sales Service</u>						
Store One Managers	8	10.000	3.577	2.619	2.80**	32.00
Store Two Managers	27	6.423		3.288		
<u>Store Atmosphere</u>						
Store One Managers	8	12.375	6.26	8.017	2.14 ¹	7.93
Store Two Managers	27	6.115		3.681		
<u>Value for Price</u>						
Store One Managers	8	18.333	.596	3.317	.32 ¹	32.03
Store Two Managers	27	18.929		7.860		
<u>Merchandise Selection</u>						
Store One Managers	8	13.500	5.537	6.740	2.81**	33.00
Store Two Managers	27	7.963		4.265		

**p < .01; *p < .05

¹Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate estimate was used.

the null sub-hypothesis cannot be rejected.

H2: No significant differences exist between consumers' professed image of Store One, Store Two, Store Three and the hypothetical ideal store as defined by the Beckwith and Lehmann multiple attribute model.

H2-1: No significant differences existed between consumers' impressions of Store One, Store Two, and Store Three.

An analysis of variance (ANOVA) was conducted to determine whether consumers' overall impressions of each store were significantly different. The results of the ANOVA test are presented in Table 4.20.

Table 4.20. Consumers' Overall Impressions Toward Store One, Store Two, and Store Three. One-way Analysis of Variance

Dependent Variable = Consumers' Overall Impression N = 169				
	DF	Sum of Squares	Mean Squares	F Ratio
Between Groups	2	2333.1667	1166.5833	2.956
Within Groups	9	3551.7500	394.6389	
Total	11	5884.9167		

An analysis of the results indicated that consumers' overall impression toward Store One, Store Two, and Store Three were similar. Due to the lack of significant differences between consumers' overall impression of the three discount stores, the null sub-hypothesis 2-1 cannot be rejected.

H2-2: No significant differences existed among consumers ideal point of each attribute and their professed beliefs of the amount offered by each discount store.

A one-way analysis of variance was conducted to determine whether the mean differences between consumers' ideal point of each attribute and their professed belief of the amount offered by each discount store differed significantly. An analysis of the data revealed that the beliefs were similar. Therefore, null sub-hypothesis 2-2 cannot be rejected concerning the value for price, quality, merchandise selection, locational convenience, level of employee sales service, and atmosphere offered by Store One, Store Two, and Store Three.

H3: When comparing Store One, Store Two, Store Three and the ideal discount department store, there will be no significant difference between consumers' and managers' perceived image among stores as defined by the Beckwith and Lehmann model.

As was the case with the analysis of the null hypotheses one and two, the null hypothesis three is broken down into sub-hypotheses. The first sub-hypothesis is related to an analysis of consumers' and managers' professed ideal amount for each attribute offered by a discount store.

H3-1: No significant differences exist between consumers' and managers' ideal amount of each attribute offered by an hypothetical ideal discount store.

A one-way analysis of variance was conducted to determine whether consumers and managers had similar views concerning the amount of attributes offered by an hypothetical ideal discount store. A summary table of results from this analysis is presented in Table 4.21. A review of the data revealed that consumers and managers had significantly different professed beliefs concerning the ideal level of three store attributes. The ideal level of employee sales service, store atmosphere,

Table 4.21. Managers' and Consumers' Professed Beliefs of the Amount of Each Attribute Offered by Store Three. One-way Analysis of Variance

Attribute	DF	Sums of Squares	Mean Squares	F Ratio
<u>Locational Convenience</u>				
Between Groups	2	4.528	2.264	.023*
Within Groups	200	19719.679	98.598	
Total	202	19724.207		
<u>Quality</u>				
Between Groups	2	110.720	55.360	.724
Within Groups	197	15056.875	76.431	
Total	199	15167.959		
<u>Value for Price</u>				
Between Groups	2	111.089	55.545	.732
Within Groups	201	15249.867	75.870	
Total	203	15360.956		
<u>Merchandise Selection</u>				
Between Groups	2	342.333	171.167	2.67
Within Groups	201	12901.093	64.185	
Total	203	13243.426		
<u>Store Atmosphere</u>				
Between Groups	2	314.280	157.140	2.82
Within Groups	199	11056.315	55.560	
Total	201	11370.595		
<u>Level of Employee Sales Service</u>				
Between Groups	2	119.005	59.503	2.59
Within Groups	200	4588.630	22.943	
Total	202	4707.635		

*p < .05

and quality was viewed significantly different by consumers and managers.

In order to determine the desire to which consumers and managers responses were different, a t-test was conducted (see Table 4.22). With mean differences of 5.805 and 4.762, consumers had significantly lower professed levels for the quality and level of employee sales service desired by their hypothetical ideal discount store than did managers. The level store atmosphere was also less for consumers than managers for the ideal store ($p < .01$). The value for price offered by the ideal store was the only attribute that consumers rated significantly higher than managers ($p < .05$).

Due to the significant differences between consumers' and managers' ideal levels for the quality, level of employee sales service, store atmosphere and value for price, the null sub-hypothesis 3-1 is rejected for these attributes. No significant differences in the ideal level of locational convenience and merchandise selection were seen, therefore the null sub-hypothesis 3-1 cannot be rejected for these attributes.

H3-2: No significant differences exist between managers' and consumers' overall attitude toward Store One as defined by the Beckwith and Lehmann model.

As previously discussed in Chapter III, the Beckwith and Lehmann model takes into consideration the ideal point of each attribute, the perceived amount of each attribute and the weight of each store attribute. A one-way analysis of variance was conducted to determine whether consumers and managers had similar computed overall attitudes toward Store One when utilizing the Beckwith and Lehmann model.

Table 4.22. Managers' and Consumers' Ideal Amount of Each Attribute Offered by the Ideal Discount Store. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Managers	37	14.703	1.176	9.076	.81	221.0
Consumers	186	13.527		7.869		
<u>Quality</u>						
Managers	37	16.270	5.805	6.261	4.22*** ¹	102.1
Consumers	186	11.852		5.634		
<u>Level of Employee Sales Service</u>						
Managers	37	16.676	4.762	5.548	4.50*** ¹	63.9
Consumers	186	11.914		7.346		
<u>Store Atmosphere</u>						
Managers	37	13.622	3.289	5.545	3.07**	221.0
Consumers	186	10.333		6.023		
<u>Value for Price</u>						
Managers	37	18.784	3.162	5.931	2.51* ¹	92.1
Consumers	186	21.946		10.869		
<u>Merchandise Selection</u>						
Managers	37	20.432	.765	8.526	.44	221.0
Consumers	186	19.667		9.914		

***p < .001; **p < .01; *p < .05

¹ Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

A summary of results of consumers' and managers' computed attitudes for Store One is presented in Table 4.23. An analysis of the results indicate that consumers and managers have similar attitudes toward Store One. Due to the lack of significant differences in attitude toward Store One, the null sub-hypothesis 3-2 cannot be rejected.

Table 4.23. Managers' and Consumers' Overall Attitude Toward Store One as Defined by the Beckwith and Lehmann Attitude Model.
One-way Analysis of Variance

Store One	DF	Sum of Squares	Mean Squares	F Ratio
Between Groups	2	67.492	33.746	.703
Within Groups	220	10561.501	48.007	
Total	222	10628.993		

H3-3: No significant differences exist between managers' and consumers' overall attitudes toward Store Two as defined by the Beckwith and Lehmann model.

A one-way analysis of variance was conducted to determine if consumers and managers held similar overall attitudes toward Store Two. Results of the ANOVA test are presented in Table 4.24, on the following page. An analysis of the data revealed that consumers and managers held similar overall computed attitudes toward Store Two. The lack of significant overall attitudes toward Store Two indicate that the null sub-hypothesis 3-3 cannot be rejected.

Table 4.24. Managers' and Consumers' Overall Attitudes Toward Store Two as Defined by the Beckwith and Lehmann Model. One-way Analysis of Variance

Store Two	DF	Sums of Squares	Mean Squares	F Ratio
Between Groups	2	16242.803	8121.408	.465
Within Groups	220	3843866.108	17472.119	
Total	222	3860108.911		

H3-4: No significant differences exist between managers' and consumers' overall attitudes toward Store Three as defined by the Beckwith and Lehmann model.

Results of the ANOVA test revealed that consumers and managers held similar overall attitudes toward Store Three as well as Store One and Store Two (see Table 4.25).

Table 4.25. Managers' and Consumers' Overall Attitudes Toward Store Three as Defined by the Beckwith and Lehmann Model. One-way Analysis of Variance

Store Three	DF	Sums of Squares	Mean Squares	F Ratio
Between Groups	2	90.802	45.401	.648
Within Groups	220	15405.415	70.027	
Total	222	15496.217		

Due to the lack of significant differences between managers' and consumers' overall attitudes toward Store Three, the null sub-hypothesis 3-4 cannot be rejected.

H3-5: No significant differences exist between managers' and consumers' professed overall impressions of Store One.

Respondents were asked to express their overall impression of Store One, on a ratio scale of 1 to 100. A score of one signified a very unfavorable overall impression of Store One whereas a score of 100 signified a very favorable overall impression of Store One. In order to determine whether differences existed between managers' and consumers' overall impressions of Store One, a one-way analysis of variance was conducted. Results of this test are summarized in Table 4.26.

Table 4.26. Managers' and Consumers' Overall Impressions Toward Store One. One-way Analysis of Variance

Store One	DF	Sums of Squares	Mean Squares	F Ratio
Between Groups	2	22272.099	11136.050	20.047**
Within Groups	217	120544.678	555.505	
Total	219	142816.777		

**p < .01

Managers and consumers had significantly different professed overall impressions of Store One. The results of this test indicate that the null sub-hypothesis 3-5 should be rejected. Before rejecting this sub-hypothesis, however, an analysis of the t-test of managers' and consumers' overall impressions of Store One gave additional strength to the rejection. A summary of the t-test is presented in Table 4.27.

Table 4.27. Managers' and Consumers' Overall Impressions of Store One. T-test

Dependent Variable = Overall Impression Toward Store Two					
	N	Mean	Mean Difference	SD	T-Value
Managers	37	49.405	12.735	29.166	2.80**
Consumers	183	63.104		24.273	
DF = 218					
**p < .01					

With a mean difference of 12.735, consumers had a significantly higher overall impression of Store One than did managers. Since the analysis of the t-test and ANOVA showed that consumers and managers held significantly different professed overall impressions of Store One, the null sub-hypothesis 3-5 is rejected.

H3-6: No significant differences exist between managers' and consumers' overall impressions of Store Two.

When respondents were asked to express their overall impression of Store Two, significantly different responses were given by managers and consumers. A summary of a one-way analysis of variance between managers' and consumers; professed overall impressions of Store Two is presented in Table 4.28, on the following page. With a significance level of $p < .001$, the test results indicated that consumers and managers did not hold similar overall impressions of Store Two. Due to the significant differences between managers' and consumers' overall impressions of Store Two, a t-test was conducted to determine the mean

Table 4.28. One-way Analysis of Variance Between Managers' and Consumers' Overall Impressions of Store Two

Dependent Variable = Overall Impression Toward Store Two				
Store Two	DF	Sums of Squares	Mean Squares	F-Ratio
Between Groups	2	6815.924	3407.962	9.421***
Within Groups	220	79579.951	361.727	
Total	222	86395.875		

***p < .001

differences in opinions. A summary of this test is presented in Table 4.29.

Table 4.29. Managers' and Consumers' Overall Impressions of Store Two. T-test

Dependent Variable = Overall Impression Toward Store Two					
	N	Mean	Mean Difference	SD	T-Value
Managers	37	84.432	11.588	2.686	3.34***
Consumers	186	72.844		1.453	

DF = 221

***p < .001

With a mean difference of 11.588, managers held a significantly higher overall impression of Store Two than did consumers. Due to the

significantly different professed overall impressions of Store Two ($p < .001$), the null sub-hypothesis 3-6 is rejected.

H3-7: No significant differences exist between managers' and consumers' overall impressions of Store Three.

A one-way analysis of variance was conducted to determine whether managers and consumers held similar professed overall impressions of Store Three. A summary of the results from this test is presented in Table 4.30. As was the case in the analysis of respondents' overall impressions of Store One and Store Two, consumers and managers held significantly different professed overall impressions of Store Three.

Table 4.30. Managers' and Consumers' Overall Impressions of Store Three. One-way Analysis of Variance

Store Three	DF	Sum of Squares	Mean Squares	F Ratio
Between Groups	2	4198.645	2099.323	3.868*
Within Groups	206	111817.575	542.804	
Total	208	116016.220		

* $p < .05$

An analysis of the results indicate that the sub-hypothesis of no difference between managers' and consumers' overall impressions of Store Three is rejected. A further analysis of the data through the employment of a t-test helped determine the exact differences in impressions (see Table 4.31). With a mean difference of 11.865, managers' overall impression of Store Three is significantly lower than that of

Table 4.31. Managers' and Consumers' Overall Impressions of Store Three. T-test

Dependent Variable = Overall Impression Toward Store Two					
	N	Mean	Mean Difference	SD	T-Value
Managers	36	27.667	11.865	20.425	2.79**
Consumers	173	39.532		23.775	
DF = 207					
**p < .01					

consumers'. The null sub-hypothesis 3-7 is therefore rejected due to respondents' significantly different overall impressions toward Store Three.

Respondents were asked to evaluate the perceived level of attributes offered by each store in relation to their hypothetical ideal discount store. One-way analyses of variances were conducted to determine whether the six store attributes offered by Store One, Store Two and Store Three were perceived similarly by managers and consumers.

H3-8: No significant differences exist between managers' and consumers' professed beliefs concerning the amount of each attribute offered by Store One.

A summary of the results for the ANOVA test between managers' and consumers' professed beliefs of the amount of each attribute offered by Store One is presented in Table 4.32. Results of the test showed that managers and consumers held significantly different professed beliefs concerning one attribute offered by Store One. With a

Table 4.32. Managers' and Consumers' Professed Beliefs of the Amount of Each Attribute Offered by Store One. One-way Analysis of Variance

Attribute	DF	Sums of Squares	Mean Squares	F Ratio
<u>Locational Convenience</u>				
Between Groups	2	174.634	87.317	.736
Within Groups	214	25377.873	118.588	
Total	216			
<u>Quality</u>				
Between Groups	2	359.723	179.861	1.576
Within Groups	214	24428.775	114.153	
Total	216	24788.498		
<u>Value for Price</u>				
Between Groups	2	450.206	225.103	2.102
Within Groups	215	23023.794	107.087	
Total	217	23474.000		
<u>Merchandise Selection</u>				
Between Groups	2	458.418	229.209	2.353
Within Groups	214	20844.273	97.403	
Total	216	21302.691		
<u>Store Atmosphere</u>				
Between Groups	2	479.661	239.831	4.261*
Within Groups	214	12044.726	56.284	
Total	216	12524.387		
<u>Level of Employee Sales Service</u>				
Between Groups	2	96.852	48.426	1.01
Within Groups	213	10262.773	48.182	
Total	215	10359.625		

*p < .05

significance level of $p < .05$, the atmosphere offered by Store One was perceived significantly different by managers and consumers. Due to the significant difference, the null sub-hypothesis 3-8 is rejected concerning the atmosphere offered by Store One.

Managers and consumers had similar professed beliefs concerning the locational convenience, value for price, quality, merchandise selection and the level of employee sales service offered by Store One. Because no significant differences were viewed concerning these five attributes offered by Store One, the null sub-hypothesis 3-8 cannot be rejected.

In order to determine the mean difference between managers' and consumers' professed beliefs of the atmosphere offered by Store One, a t-test was conducted (see Table 4.33). Unlike the results of the one-way analysis of variance, an analysis of the t-test revealed that managers and consumers held significantly different professed beliefs concerning two attributes offered by Store One; the ANOVA revealed that managers and consumers held significantly different professed beliefs of only one attribute offered by Store One.

When respondents were asked to state their professed belief concerning the level of quality offered by Store One, consumers' belief was significantly higher than that of managers. Consumers also held a significantly higher professed belief relating to the amount of value for price offered by Store One. Due to the significant differences between managers' and consumers' professed beliefs of the quality and value for price offered by Store One, the null sub-hypothesis 3-8 is rejected for these two attributes.

Table 4.33. Managers' and Consumers' Professed Beliefs of the Amount of Each Attribute Offered by Store One. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Managers	38	15.868	2.365	9.892	1.22	215.0
Consumers	179	13.503		11.056		
<u>Quality</u>						
Managers	38	12.474	3.386	5.559	2.73** ¹	141.0
Consumers	179	15.860		11.438		
<u>Level of Employee Sales</u>						
Service						
Managers	39	9.514	.871	4.519	.940 ¹	81.0
Consumers	179	8.643		7.344		
<u>Store Atmosphere</u>						
Managers	38	9.487	.743	6.453	.670 ¹	69.0
Consumers	179	8.744		7.966		
<u>Value for Price</u>						
Managers	38	15.763	2.709	6.453	2.04 ¹	89.0
Consumers	179	18.472		11.011		
<u>Merchandise Selection</u>						
Managers	38	15.5789	.717	12.118	.34 ¹	
Consumers	179	16.2961		9.437		

**p < .01; *p < .05

¹ Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

The results of the t-test revealed that consumers and managers held similar professed beliefs concerning the locational convenience, store atmosphere, employee sales service, and merchandise selection offered by Store One. These similar professed beliefs indicate that the null sub-hypothesis 3-8 cannot be rejected for these four attributes offered by Store One.

H3-9: No significant differences exist between managers' and consumers' professed beliefs concerning the amount of attributes offered by Store Two.

A one-way analysis of variance was conducted to determine whether consumers and managers held similar professed beliefs of the attributes offered by Store Two. When asked to state their professed beliefs concerning the amount of each attribute offered by Store Two, managers and consumers stated significantly different beliefs of three attributes offered by Store Two (see Table 4.34). The level of employee sales service and atmosphere offered by Store Two was perceived significantly different by managers and consumers ($p < .001$). With a significance level of $p < .05$, consumers and managers also held different professed beliefs concerning the value for price offered by Store Two.

The results from the one-way analysis of variance revealed that consumers and managers held similar professed beliefs concerning the levels of merchandise selection, quality, and locational convenience offered by Store Two. Before any decisions were made concerning the rejection of this null sub-hypothesis, a t-test was conducted.

The one-way analysis of variance revealed that the value for price offered by Store Two was viewed significantly different between

Table 4.34. Managers' and Consumers' Professed Beliefs of the Amount of Each Attribute Offered by Store Two. One-way Analysis of Variance

Attribute	DF	Sums of Squares	Mean Squares	F Ratio
<u>Locational Convenience</u>				
Between Groups	2	437.548	218.774	1.815
Within Groups	220	26512.640	120.512	
Total	220	28950.188		
<u>Quality</u>				
Between Groups	2	65.763	32.881	.232
Within Groups	220	31131.152	141.505	
Total	222	31196.915		
<u>Value for Price</u>				
Between Groups	2	4.238	2.119	.021*
Within Groups	219	22328.722	101.958	
Total	221	22332.960		
<u>Merchandise Selection</u>				
Between Groups	2	29.848	14.924	.086
Within Groups	220	37973.561	172.607	
Total	222	38003.409		
<u>Store Atmosphere</u>				
Between Groups	2	1125.472	562.736	7.673***
Within Groups	219	16061.700	73.341	
Total	221	17187.172		
<u>Level of Employee Sales Service</u>				
Between Groups	2	1345.392	672.696	13.027***
Within Groups	219	11308.663	51.638	
Total	221	12654.055		

***p < .001; **p < .01; *p < .05

managers and consumers. Results of the t-test, however, indicate that the respondents held similar professed beliefs of the value for price offered by Store Two (see Table 4.35). The discrepancy of results lies in the fact that since it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t was based on the separate variance estimate.

Managers' professed belief of the store atmosphere and level of employee sales service was significantly higher than consumers'. The null sub-hypothesis 3-9 is therefore rejected for these Store Two attributes.

Managers and consumers had similar professed beliefs concerning the quality, locational convenience, value for price and merchandise selection offered by Store Two. Due to the lack of significant differences, the null sub-hypothesis 3-9 cannot be rejected for these four Store Two attributes.

H3-10: No significant differences exist between managers' and consumers' professed beliefs concerning the amount of each attribute offered by Store Three.

A summary of results of a one-way analysis of variance between managers' and consumers' professed beliefs of the amount of each attribute offered by Store Three is presented in Table 4.36. An analysis of the results indicate that the two sub-samples held significantly different professed beliefs of a single attribute offered by Store Three. More specifically, managers and consumers viewed the locational convenience of Store Three significantly different ($p < .05$).

Table 4.35. Managers' and Consumers' Professed Beliefs of the Amount of Each Attribute Offered by Store Two. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Managers	39	17.026	3.472	1.895	1.80	221.0
Consumers	184	13.554		.794		
<u>Quality</u>						
Managers	39	17.923	.99	8.895	.58 ¹	73.0
Consumers	184	18.913		12.405		
<u>Level of Employee Sales</u>						
Service						
Managers	39	16.051	5.898	6.947	4.62***	220.0
Consumers	184	10.153		7.301		
<u>Store Atmosphere</u>						
Managers	39	15.211	5.852	8.351	3.84*** ¹	220.0
Consumers	184	9.359		8.598		
<u>Value for Price</u>						
Managers	39	18.718	.326	6.832	.24 ¹	82.0
Consumers	184	19.044		10.627		
<u>Merchandise Selection</u>						
Managers	39	21.615	.919	11.044	.40	221.0
Consumers	184	20.696		13.498		

***p < .001

¹ Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

Table 4.36. Managers' and Consumers' Professed Beliefs of the Amount of Each Attribute Offered by Store Three. T-test

Attribute	N	Mean	Mean Difference	SD	T-Value	DF
<u>Locational Convenience</u>						
Managers	35	13.162	.873	7.798	.58 ¹	62.24
Consumers	166	12.289		10.302		
<u>Quality</u>						
Managers	35	10.286	1.223	5.448	1.05 ¹	82.24
Consumers	165	11.509		9.277		
<u>Level of Employee Sales Service</u>						
Managers	36	7.694	1.736	4.503	1.97*	201.0
Consumers	167	5.958		4.852		
<u>Store Atmosphere</u>						
Managers	36	7.472	1.503	5.547	1.36 ¹	69.4
Consumers	166	5.969		7.873		
<u>Value for Price</u>						
Managers	37	11.838	.79	6.393	.62 ¹	72.7
Consumers	167	12.628		9.140		
<u>Merchandise Selection</u>						
Managers	37	9.811	1.614	5.892	1.38 ¹	73.0
Consumers	167	11.425		8.472		

***p < .001

¹ Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t based on the separate variance estimate was used.

Results of the one-way analysis of variance revealed that managers and consumers held similar professed beliefs concerning the value for price, quality, merchandise selection, level of employee sales service and atmosphere offered by Store Three. Managers and consumers held significantly different beliefs concerning the locational convenience of Store Three.

Because of the significant differences between managers' and consumers' professed beliefs of the locational convenience offered by Store Three, a t-test was conducted for further analysis (see Table 4.36). Because it cannot be assumed that the two groups had the same variance, an F test of sample variance was performed. The F was less than or equal to .05, so the degrees of freedom were adjusted and t was based on the separate estimate variance.

The results of the t-test did not coincide with the results of the ANOVA test. More specifically, an analysis of the t-test showed that managers and consumers had significantly different professed beliefs concerning the level of employee sales service offered by Store Three. The null sub-hypothesis 3-10 is rejected for the level of employee sales service offered by Store Three due to the significantly different professed beliefs revealed by the t-test.

An analysis of the t-test between managers' and consumers' professed beliefs concerning the amount of attributes offered by Store Three revealed that managers and consumers did not have significantly different professed beliefs concerning the quality, locational convenience, value for price, merchandise selection and atmosphere offered by Store Three. The null sub-hypothesis 3-10 cannot be rejected for these Store Three attributes.

CHAPTER V

DISCUSSION

A stepwise regression analysis was conducted to determine which store attributes were significant in predicting the respondents' professed image of each discount store. The regression analysis helped fulfill the first objective of this study. The second and third objectives were related to the first and second hypotheses. The third and fourth objectives were related to the third hypothesis.

The results stated earlier in this study address each store attribute, sub-sample and discount store separately. In this discussion chapter, the discussion of the objectives and hypotheses will be of a general nature. The hypotheses were originally stated in the null form; this discussion will focus on the alternative hypotheses.

Multiple Regression Analysis

The multiple regression analysis of the Beckwith and Lehmann multiple attribute model was highly significant for predicting consumers' overall impression of each discount store. The model was also highly significant in identifying the total sub-sample of managers' overall impression of Store One, and Store Two managers' overall impression of Store Two. A summary of significant best term models for

respondents' overall impression of Store One, Store Two and Store Three is presented in Table 5.1.

The stepwise regression analysis showed that all attributes were significant predictors for identifying consumers' overall impression of each discount store. This finding supports research by Beckwith and Lehmann (1973), Fishbein (1967), Marks (1976) and Rosenberg (1957). These researchers hypothesized that only salient attributed should be used to analyze store image.

Despite the significant results of the model as predictors, the R square for each best term model for consumers' overall impression of each store was extremely low. The R squares for the best six term model for Store One, Store Two and Store Three were .12319, .06491, and .27342 respectively. These low values suggest that salient store attributes were not included in this study. One possible explanation for this may be in the selection process of salient store attributes in professing an image. A small sample ($n = 27$) was selected for discussing important attributes in a discount store. Three store attributes identified as salient by five of the 27 respondents were brand name merchandise, store reputation and services offered such as credit and layaway. Had a larger sample been used in the selection of attributes, these store attributes may have been viewed very important in a discount store by a larger number of people, thus have been included in the survey.

None of the six store attributes was deemed a significant predictor of Store One managers' overall impression of Store Two and the total sub-sample of managers' overall impression of Store Three.

Table 5.1. Summary Table of Stepwise Regression Analysis

Was the model significant in expressing respondents' overall impression?			
	Store One	Store Two	Store Three
<u>Consumers</u>			
Quality	Yes	Yes	Yes
Merchandise Selection	Yes	Yes	Yes
Level of Employee Sales Service	Yes	Yes	Yes
Store Atmosphere	Yes	Yes	Yes
Value for Price	Yes	Yes	Yes
Locational Convenience	Yes	Yes	Yes
<u>Store One Managers</u>			
Quality	No	No	No
Merchandise Selection	Yes	No	No
Level of Employee Sales Service	No	No	No
Store Atmosphere	Yes	No	No
Value for Price	Yes	No	No
Locational Convenience	Yes	No	No
<u>Store Two Managers</u>			
Quality	Yes	Yes	No
Merchandise Selection	Yes	Yes	No
Level of Employee Sales Service	No	Yes	No
Store Atmosphere	No	Yes	No
Value for Price	Yes	Yes	No
Locational Convenience	No	No	No

Managers play an important role in selecting which store attributes to emphasize, how much to offer and when they should be offered. By not including managers in the selection of salient store attributes, an important sub-sample of the target market was omitted. Additional salient store attributes may have been suggested if managers had been able to participate in the selection process; the omission of salient attributes associated with consumers' overall impression of each store may have also been included.

This finding of differences between the saliency of attributes by the type of subject studied is in agreement with the results of the Hirschman study. Hirschman et al. (1978) conducted a study to determine whether salient store attributes differed between target markets and objects studied. The researchers concluded that the saliency of attributes did vary between the target markets and the type of stores being investigated.

Correlation Coefficients of Salient Store Attributes

These correlations revealed that consumers' and managers' overall impressions of each store was strongly affected by the several attributes offered and their interaction with one another (see Tables 5.2, 5.3 and 5.4). The strong interaction of several store attributes on consumers' and managers' overall impressions of each discount store was expected due to the complexity of attitudes.

Wilkie and Pessemier (1973) hypothesized that due to the complexity of attitudes, their analysis should be studied on the basis of many

[illegible]

Table 5.3. Summary Table of Highly Correlated Attributes

<u>Consumers' Responses to Store One</u>			
Store Atmosphere	.58617		
	Level of Employee Sales Service		

<u>Consumers' Responses to Store Two</u>			
Level of Employee Sales Service	-.30816	.40551	
Store Atmosphere	-.26097	.29191	.24042
Locational Convenience	-.25732	.26329	.44413
Quality			
	Merchandise Selection	Level of Employee Sales Service	Store Atmosphere

Table 5.4. Correlation Coefficients of Store Two Managers' Responses

<u>Store One</u>				
Store Atmosphere				
Locational Convenience	-.72071			.71187
Quality		.51003		
	Merchandise Selection	Value for Price	Level of Employee Sales Service	

<u>Store Two</u>				
Level of Employee Sales Service	.56434	.41141		
Store Atmosphere		.40299	.70805	
Quality				.79337
	Overall Impression	Value for Price	Level of Employee Sales Service	Store Atmosphere

<u>Store Three</u>				
Level of Employee Sales Service	-.40410			
Store Atmosphere			.50076	
Locational Convenience	-.60410			
	Merchandise Selection		Level of Employee Sales Service	

attributes and/or dimensions. Studying a person's overall impression of a store based on just one attribute would be misleading; the results of the data are oversimplified and erroneous conclusions could be made. As was discussed in the Review of Literature, attributes and experiences affect impressions and images. Due to the significance that store attributes can have on consumers' image of a store, researchers have emphasized the importance of understanding consumers' impression of each attribute offered by the store as well as their overall impression of that store (Cohen, 1967; Pathak, 1971; Wyckham, 1969). For example, a person may have a favorable overall impression toward a store. However, this favorable overall impression does not necessarily mean that the store is "perfect" in the eyes of the consumer. The consumer may have felt that various attributes offered by the store are negatively correlated but do not greatly affect their overall impression of that store.

A summary table of the hypotheses and statistical analysis is presented in Table 5.5. A discussion of the results for each hypothesis and sub-hypothesis are given in the following section.

Hypothesis 1

H1: No significant differences exist between Store One managers' and Store Two managers' professed image of Store One, Store Two, Store Three, and the hypothetical ideal store.

Store One

A t-test was conducted to determine whether differences exist between Store One managers' and Store Two managers' professed belief of

Table 5.5. Summary Table of Hypotheses and Statistical Analysis

Hypothesis	Statistical Test Employed
H1: No significant differences exist between Store One managers' and Store Two managers' professed image of Store One, Store Two, Store Three, and the hypothetical Ideal Store.	Multiple t-tests
H2: No significant differences exist between consumers' professed image of Store One, Store Two, Store Three, and the hypothetical Ideal Store.	Analysis of Variance (ANOVA)
H3: No significant differences exist between consumers' and managers' professed images of Store One, Store Two, Store Three and the hypothetical Ideal Store as defined by the Beckwith and Lehmann multiple attribute attitude model.	Analysis of Variance (ANOVA) and Multiple t-tests

Table 5.5. Summary Table of Hypotheses and Statistical Analysis

Hypothesis	Statistical Test Employed
H1: No significant differences exist between Store One managers' and Store Two managers' professed image of Store One, Store Two, Store Three, and the hypothetical Ideal Store.	Multiple t-tests
H2: No significant differences exist between consumers' professed image of Store One, Store Two, Store Three, and the hypothetical Ideal Store.	Analysis of Variance (ANOVA)
H3: No significant differences exist between consumers' and managers' professed images of Store One, Store Two, Store Three and the hypothetical Ideal Store as defined by the Beckwith and Lehmann multiple attribute attitude model.	Analysis of Variance (ANOVA) and Multiple t-tests

each attribute offered by three competing discount department stores. Results of the t-test revealed that Store One managers held a significantly higher professed belief concerning the quality of merchandise, level of employee sales service, store atmosphere and merchandise selection offered by their store than did Store Two managers.

Store Two

Managers held significantly different professed beliefs concerning one of the six attributes offered by Store Two. The level of employee sales service offered by Store Two was the only attribute to be perceived differently between managers.

Store Three

Two of the six attributes offered by Store Three were viewed significantly different between managers. Store One managers viewed the merchandise selection and employee sales service offered by Store Three significantly higher than did Store Two managers.

These findings support research conducted by Isaacson (1964). In a study concerning store image, Isaacson noted that managers tended to hold a biased viewpoint in favor of their respective stores. More specifically, the managers surveyed rated their impressions and perceived level of attributes offered by their store significantly higher than did their competitor.

Attitudes are formed through experiences and associations. The biasism in favor of the managers' respective stores may be due in part to their experiences with their employers (i.e., the company).

Managers' close involvement with the employees in particular and the company in general may have influenced their responses. Interpretations of these findings indicated that the store image is perceived differently by various retailers. In addition, the amount of each attribute offered by the competitor may also be viewed differently.

Hypothesis 2

H2: No significant differences exist between consumers' professed image of Store One, Store Two, Store Three, and the hypothetical Ideal Store.

Results of an ANOVA test revealed that consumers did not hold significantly different overall impressions of Store One, Store Two, and Store Three. These implications are contradictory to many researchers' hypotheses. Furthermore, the difference between the ideal point for each attribute and the amount of that attribute perceived to be offered by each discount store was not significantly different.

One possible reason for the lack of significant difference in consumers' overall impression of the three discount department stores and the mean differences between the ideal point and actual point may be caused by consumers' view of discount stores only as a discount store. The consumers have not refined the definition of the discount store. That is to say, they have not defined a "low image" discount store, a "medium image" discount store and/or a "high image" discount store. Future studies dealing with the perceived image of competing discount department stores are needed in order to assess whether consumers do in fact view the stores similarly. It is interesting to

note, however, that studies dealing with consumers' image of department stores revealed that consumers held significantly different images of the competing stores.

In an image study conducted by Pathak (1972), the researcher concluded that consumers' impressions or images of various department stores varied. More specifically, consumers viewed three department stores to have a "high", "medium", and "low" image. Rich and Portis (1964) also came to conclusions similar to that of Pathak. Rich et al., analyzed consumers' image of nine department stores in New York and Cleveland. Although all nine stores were classified as the "typical department store" (i.e., the stores carried similar merchandise and offered similar services and by definition were classified as a department store), the researchers saw that the perceived images of the stores were separated into three categories. The categories included high-fashion appeal, price appeal, and broad appeal.

The studies conducted by Pathak (1972) and Rich et al. (1964), consisted of comparing department stores. Few image studies have dealt exclusively with discount department stores. Future research in this area may show that consumers define and form images of the discount store in the same fashion due to similar store attributes.

Hypothesis 3

- H3: No significant differences exist between consumers' and managers' professed images of Store One, Store Two, Store Three and the hypothetical Ideal Store as defined by the Beckwith and Lehmann multiple attribute attitude model.

Respondents were asked to state their overall impression of each discount store. Their impressions of each discount store were based on a ratio scale of 1 to 100, 1 being very unfavorable and 100 being very favorable. When analyzing respondents' overall impressions of Store One, Store Two and Store Three based upon this ratio scale, significant differences were seen.

Table 5.6. Summary Table of Respondents' Overall Impression and Attitudes Toward Each Discount Store as Defined by the Beckwith and Lehmann Model

Did a significant difference exist between managers' and consumers' responses toward each store?			
	Store 1	Store 2	Store 3
Overall Impression	Yes	Yes	Yes
Attitude	No	No	No

These findings are similar to those of May (1971). May concluded that managers and consumers held significantly different impressions of their store image. Implications of these perceived differences indicate that retailers' marketing efforts are not accomplishing their goal; an image other than that desired by the corporate headquarters is being portrayed.

Significantly different ideal levels, and professed beliefs concerning the amount of each attribute carried by the three discount stores were viewed by managers and consumer. The professed mean ideal

level for each attribute is presented in Table 5.7. Consumers' and managers' mean point for each attribute for Store One, Store Two and Store Three was compared with the mean ideal point for that attribute.

Ideal Store Attributes

Consumers and managers had significantly different professed ideal levels for three store attributes. Consumers placed a significantly higher value on the ideal level of quality of merchandise to be carried by a discount store than the managers. The sub-sample of managers however, held a higher ideal level of employee sales service and store atmosphere. These findings indicate that consumers would sacrifice store ambiance and additional sales service for better quality merchandise (see Table 5.7).

A review of the current literature showed, however, that retailers, especially discounters are heavily investing in updating the atmosphere within the store. These retailers emphasize the importance of a differential advantage of a positive store image and have tried to achieve this through additional service and store atmosphere; these attributes have not typically been offered by discounters.

Goodman (1972) stated that an emphasis on store atmosphere can benefit the retailer in two ways: reorganization of the floor layout could result in increased productivity, traffic flow, merchandise visibility as well as make the store aesthetically pleasing.

Despite this trend to trade-up, however, the discount retailer draws the majority of the traffic due to the price values offered.

Table 5.7. Summary Chart of Managers' and Consumers' Beliefs Concerning the Ideal Point and the Attributes Carried by Each Store in Comparison to the Hypothetical Ideal Store

Attribute	Ideal Store	Store One	Store Two	Store Three
<u>Locational Convenience</u>				
Managers	14.703	Higher	Higher	Lower
Consumers	13.527	Equal	Equal	Lower
<u>Quality</u>				
Managers	16.270***	Lower**	Higher	Lower
Consumers	22.075	Lower	Lower	Lower
<u>Level of Employee Sales Service</u>				
Managers	16.676***	Lower	Equal***	Lower*
Consumers	11.914	Lower	Lower	Lower
<u>Store Atmosphere</u>				
Managers	13.622**	Lower	Higher***	Lower
Consumers	10.333	Lower	Lower	Lower
<u>Value for Price</u>				
Managers	18.789*	Lower*	Equal	Lower
Consumers	21.946	Lower	Lower	Lower
<u>Merchandise Selection</u>				
Managers	20.432	Lower	Higher	Lower
Consumers	19.667	Lower	Higher	Lower

***p < .001; **p < .01; *p < .05

In order to continue the values, these retailers must continue to operate at a smaller than average gross margin. The easiest way to do this is through self-service. As soon as the discounter offers additional employee sales service, some other attribute offered must suffer (Goodman, 1972).

Store One

Results from a t-test showed that managers from Store One and Store Two held significantly different overall impressions of Store One. Store One managers had a much more favorable overall impression of their store than did Store Two managers ($p < .001$).

An analysis of the results from a t-test indicated that managers and consumers had significantly different professed beliefs concerning the quality and value for price offered by Store One. In addition to these significant differences, respondents felt that Store One carried less than its ideal level of five attributes. The low professed belief scores signified that consumers' "desires" are not totally fulfilled in any aspect other than the locational convenience. More specifically, Store One did not carry managers' and consumers' ideal level of merchandise selection, value for price, store atmosphere, employee sales service and quality.

Store Two

Managers and consumers expressed similar professed beliefs concerning the quality, locational convenience, value for price and

merchandise selection offered by Store Two. Consumers' professed beliefs of the level of employee sales service and store atmosphere however was deemed significantly lower than managers'.

The results presented in Table 5.7 indicated that according to managers, Store Two offered an excessive level of quality, merchandise selection, atmosphere and locational convenience. The value for price and level of employee sales service, however, was seen to be approximately equal to that of their professed ideal levels.

Store Three

The level of employee sales service offered by Store Three was the only attribute deemed significantly different between managers and consumers. Unlike the respondents' professed beliefs concerning attributes offered by Store One and Store Two, consumers and managers felt that every attribute offered by Store Three was lower than their ideal level.

Summary of Interpretations

An analysis of respondents' professed belief of six store attributes offered by three specific discount department stores was made. The results showed that managers' and consumers' professed beliefs differed significantly. Interpretation of these findings indicate that the store attributes and perceived store image is seen differently by managers and consumers.

Studies conducted by McClure and Ryans (1968) and May (1971) had similar findings. These researchers concluded that consumers and managers had significantly different professed beliefs about the stores. Managers tended to rate their competition more negatively than they rated their own store. Managers also rated their competition more negatively than did consumers.

In 1969, R. Wyckham conducted a study which dealt with the image of three traditional department stores, a discount store and an hypothetical ideal store. The researcher concluded that none of the stores analyzed was rated to be ideal, nor were any of the stores perceived to have too much of an attribute.

In direct contradiction to the results of Wyckham's study, several store attributes were rated approximately equal to the ideal level by managers and consumers. In addition, managers consistently rated all the attributes offered by Store Two approximately equal to or higher than their professed ideal level. These results led the researcher to conclude that the discount retailers do not have a good comprehension of the attributes and weights of each attribute desired by the consumers. Although managers felt their respective stores were ideal, the consumers saw deficiencies in most of the attributes offered.

CHAPTER VI

SUMMARY AND RECOMMENDATIONS

The purpose of this study was to investigate the perceived image of three discount department stores and the success with which these retailers offer store attributes desired by the consumer. The research objectives for this study included: (1) identify salient evaluative criteria for discount department stores; (2) measure consumers' and managers' professed overall impressions of each discount store in the survey; (3) identify consumers' and managers' perceptions of the ideal amount of each store attribute; and (4) compare consumers' and managers' perceived images of each store and the success with which the retailers offer the amount of each attribute desired by the consumer.

Random telephone interviews were conducted to determine store attributes to be used in the study. The questionnaire was then developed around the six chosen salient attributes. Additional random telephone interviews were conducted in order to pretest and revise the questionnaire.

The prefix telephone numbers for the Okemos, East Lansing, and Williamston, Michigan areas and a random numbers table were used to determine the survey of consumers. A total of 186 questionnaires were successfully completed by consumers. Management from Store One and

Store Two participated in the survey. Nine managers from Store One and 28 managers from Store Two completed the survey.

A stepwise regression analysis was employed to analyze the independent contribution of each term in the Beckwith and Lehmann model. The results of the stepwise regression indicated that quality was the best, one term model for explaining consumers' professed beliefs about all three discount stores. Quality and merchandise selection was the best two term model for explaining consumers' overall impression of Store One and Store Three. Despite the highly significant levels for each term, the low R squares indicated that several potential attributes may be missing from the study. The terms used in the Beckwith and Lehmann model were significant predictors of consumers' overall impression of the three discount department stores. Furthermore, the term quality, was the most salient predictor of consumers' overall impression of a discount store.

The results of the stepwise regression of managers' overall impression of the three discount stores indicated that the best one term and best two term models varied between managers and stores. The terms used in the Beckwith and Lehmann model were significant predictors of managers' overall impression of Store One and Store Two but not Store Three. However, no generalization concerning the best model for studying managers' overall impression of discount stores can be made due to the varying best one term model for each store.

Managers and consumers were asked to express their overall impressions of each discount store. An analysis of a t-test showed that managers and consumers had significantly different overall impressions

of Store One, Store Two and Store Three. The implication of these significant differences in opinions led the researcher to conclude that overall image of a store is based at least partially on the perceived ideal level of each attribute and the success to which the store satisfies the consumers' desires.

Consumers and managers displayed significantly different professed beliefs concerning the quality, level of employee sales service, value for price and atmosphere carried by an hypothetical ideal discount store. The differences between the ideal amount of each store could inevitably affect how consumers view the store image in relation to the emphasis placed on each attribute by the retailer.

The importance of these differing viewpoints were emphasized by Brown (1970). Brown stated that customer satisfaction, which in turn help form overall impressions, is achieved through offering the amount (i.e., the "correct" weight) of each attribute. The weight or amount of each attribute offered by a store will positively or negatively affect the perceived image of that store. The significant differences in consumers' and managers' overall impressions and perceived beliefs of each attribute offered by the three discount stores may have been caused by the differences in opinions of the ideal amount of each attribute and that offered by the stores.

Limitations

A major limitation of this study was the small sample and unequal number of participating store managers. Because of the unusual cell sizes the results of the managers' attitude toward the overall

impression of each store are questionable. Their ideal amount of each attribute also could not be generalized for all discount managers.

Managers who participated in the survey did so out of convenience. Employees who were in the store at the time of the survey were asked to complete the questionnaire. The store manager as well as all other participating managers completed the survey at the same time, interacting with each other. This interaction and presence of the store manager may have influenced certain responses regarding their overall impression of each store. The omission of Store Three managers also limited the analyses between management teams.

The exclusion of salient store attributes was a second major limitation of the study. Results of the data may have differed if all significant attributes were included. Because the consumers evaluated a particular branch store location rather than the company as a whole, generalizations concerning consumers' overall impression of the company are impossible.

The questions to the consumers were read over the telephone. The accuracy of respondents answers rested solely on their ability to mentally comprehend questions and responses without actually seeing the questions. Depending upon the respondents ability, questions may have been misunderstood or not fully comprehended.

Recommendations

Based upon the results of this study, the use of the Beckwith and Lehmann multiple attribute model is recommended for studying store

image. Due to the fact that the importance of terms in the model vary in predicting managers' overall impressions of each store, additional branch locations, stores and larger sample sizes must be employed before any generalizations can be made.

The findings that managers and consumers held different images of the ideal level of each attribute and different overall impressions of each store is significant. Additional research concentrated on branch locations of each discount store is needed. The results from the research would indicate whether the differences of images pertain only to one branch location or to the entire corporate organization.

The inclusion of hypothetical "ideal" attributes allowed an analysis of deficiencies in each discount store according to managers and consumers. The significant differences between the ideal level of each attribute and the amount offered by each store indicate that consumers are not completely satisfied with the total offering of the discount stores. More importantly, however, is the fact that managers have different opinions concerning the ideal level of attributes; the attributes emphasized in each discount store therefore are not necessarily the attributes most desired by the consumers. Further investigation into attributes offered by each store and those most desired by the target market would assist the retailer's marketing efforts.

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APPENDIX

STUDY QUESTIONNAIRE

APPENDIX

STUDY QUESTIONNAIRE

This is a study conducted by Marianna Mahoney, a graduate student at Michigan State University. I would appreciate your assistance in completing this questionnaire.

Consent Form--I have freely consented to take part in this study being conducted by Marianne Mahoney, under the supervision of Dr. Brenda Stemquist Witter, Assistant Professor. The study has been explained to me and I understand the explanation that has been given and what my participation will involve. I understand that I am free to discontinue my participation in the study at any time without penalty. The results of the study will be treated in strict confidence and my answers and participation is confidential and anonymous. My participation in the study does not guarantee any beneficial results to me.

In this section of the questionnaire, I would like you to grade the performance of Store One, Store Two, and Store Three and your IDEAL discount store based upon certain characteristics.

Think about your view of an IDEAL discount store. This store does not necessarily exist, but is what you feel would be the perfect discount store. Based on a scale of 100 points, grade the following:

	IDEAL STORE
1. Merchandise Selection	_____
2. Value for Price	_____
3. Sales Personnel	_____
4. Store Atmosphere	_____
5. Locational Convenience	_____
6. Quality	_____

Your IDEAL store has _____ points for _____ (characteristic 1 through 6). How many points would you give Store One, Store Two, and Store Three for _____ (characteristic 1 through 6).

	Store One	Store Two	Store Three
7. Merchandise Selection	_____	_____	_____
8. Value for Price	_____	_____	_____
9. Sales Personnel	_____	_____	_____
10. Store Atmosphere	_____	_____	_____
11. Locational Convenience	_____	_____	_____
12. Quality	_____	_____	_____

13. How many times, on an average, during this past year, have you shopped at:

	Store One	Store Two	Store Three
Once a year	_____	_____	_____
Twice a year	_____	_____	_____
Once a month	_____	_____	_____
Once every other month	_____	_____	_____
Two or three times a month	_____	_____	_____
Weekly	_____	_____	_____
Never	_____	_____	_____

On a scale of 1 to 100 (1 = very unfavorable and 100 = very favorable) what is your overall impression of:

14. Store One _____

15. Store Two _____

16. Store Three _____

17. Please indicate your position in this store _____
_____.

18. How long have you been employed with this store?

_____ Less than one year.

_____ More than one year, but less than three years.

_____ More than three years.

On a scale of 1 to 100 (1 = very unfavorable and 100 = very favorable) what do you think other peoples impression is of:

19. Store One _____

20. Store Two _____

21. Store Three _____

When choosing a store, other people might give you advice. On a scale of 1 to 100 (1 = highly unlikely, and 100 = extremely likely), do you think that other people who are important to you would recommend that you shop at:

22. Store One _____

23. Store Two _____

24. Store Three _____

On a scale of 1 to 100 (1 = don't care at all and 100 = care a great deal), do you care if your choice of store is similar to what other people who are important to you would recommend?

25. _____.

26. What is your marital status? ☐ single ☐ married
 ☐ widowed ☐ separated/divorced

27. How many children do you have living at home (including any children supported by parents who are away at school)? _____

28. Please state the position of the head of your family.

<input type="checkbox"/> Professional or technical	<input type="checkbox"/> Machine operator
<input type="checkbox"/> Manager or administrator, except farm	<input type="checkbox"/> Non-farm laborer
<input type="checkbox"/> Sales	<input type="checkbox"/> Service worker
<input type="checkbox"/> Clerical	<input type="checkbox"/> Farm worker
<input type="checkbox"/> Craftsperson	<input type="checkbox"/> Retired
<input type="checkbox"/> Machine operator	<input type="checkbox"/> Unemployed
	<input type="checkbox"/> Other

29. Please specify the amount of school you have completed:

<input type="checkbox"/> Some elementary school	<input type="checkbox"/> Completed college
<input type="checkbox"/> Completed elementary school	<input type="checkbox"/> (4 year degree)
<input type="checkbox"/> Some high school	<input type="checkbox"/> Some graduate work (Master's
<input type="checkbox"/> Completed high school	<input type="checkbox"/> or Professional degree)
<input type="checkbox"/> Some college	<input type="checkbox"/> Completed graduate program

30. Please state an approximate family income before taxes last year.

<input type="checkbox"/> Under \$5,000	<input type="checkbox"/> \$15,000 to \$19,999
<input type="checkbox"/> \$5,000 to \$7,499	<input type="checkbox"/> \$20,000 to \$24,900
<input type="checkbox"/> \$7,500 to \$9,999	<input type="checkbox"/> \$25,000 to \$49,999
<input type="checkbox"/> \$10,000 to \$14,999	<input type="checkbox"/> \$50,000 and over

31. Please indicate your age at your last birthday.

☐ Under 18 years
☐ 18 to 24 years
☐ 25 to 34 years
☐ 35 to 44 years
☐ 45 to 54 years
☐ 55 to 64 years
☐ 65 years and over

32. What is your sex?

☐ Male
☐ Female

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