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Assessing Perception of Quality in Sport Retail Chains and its Impact on Satisfaction and Repurchase Intention

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Master in Management of Services and Technology

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"The farther back you can look, the farther forward you are likely to see".

- Sir Winston Churchill

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RESUMO

A competitividade no retalho e a alteração do comportamento dos consumidores alavancam o conhecimento associado à forma como os consumidores experienciam as atividades prestadas pelas empresas.

A qualidade da experiência que o consumidor perceciona tem sido estudada em diferentes contextos, incluindo o retalho e os eventos desportivos. Todavia, os académicos sugerem que os mesmos sejam replicados em contextos diferentes.

Esta investigação propõe analisar como a experiência do cliente em lojas de retalho de artigos de desporto em Portugal, especificamente a Sport Zone e a Decathlon, afeta a satisfação e a intenção de recompra dos clientes. A recolha dos dados foi feita através de um questionário online e é utilizada uma escala usada por Kupperwiser e Klaus em 2020, que visa medir a qualidade da experiência dos consumidores, e escalas que medem a satisfação (Dagger et al., 2007) e a intenção de recompra (Noyan & Simsek, 2012). A análise dos resultados foi feita com base em análise descritiva, testes de hipóteses e regressões lineares.

Os resultados indicam que a experiência, a satisfação e a intenção de recompra dos consumidores da Decathlon são superiores à dos da Sport Zone.

As análises realizadas sugerem que a experiência do consumidor tem impacto significativo e positivo na satisfação, bem como na intenção de recompra, direta e indiretamente, mediado pela satisfação. Além disso, a satisfação apresenta um impacto significativo e positivo na intenção de recompra.

A forma como as empresas estudadas mostram conhecer os clientes e estabelecem relações são áreas que podem melhorar.

Palavras-chave: Experiência do Cliente, Satisfação, Intenção de Recompra, Indústria Desportiva, Retalho

Código JEL:

L81 - Comércio a retalho e grossista; comércio eletrónico

L67 - Outros bens de consumo não duradouros: Vestuário, têxteis, calçado e artigos de couro; Artigos de uso doméstico; Equipamento desportivo

Y40 – Dissertações

ABSTRACT

Retail competitiveness and changes in consumer behaviour leverage the knowledge associated to the way consumers experience the activities provided by companies.

The quality of the experience that consumers perceive has been studied in different contexts, including retail and sporting events. However, scholars suggest that they should be replicated in different contexts.

This research proposes to analyse how customer experience in sporting goods retail shops in Portugal, specifically Sport Zone and Decathlon, affects customer satisfaction and repurchase intention. Data collection was done through an online questionnaire and a scale used by Kupperwiser and Klaus in 2020, which aims to measure the quality of consumer experience, and scales that measure satisfaction (Dagger et al., 2007) and repurchase intention (Noyan & Simsek, 2012) are used. Analysis of the results was done based on descriptive analysis, hypothesis testing and linear regressions.

The results indicate that the experience, satisfaction and repurchase intention of Decathlon consumers are higher than that of Sport Zone consumers.

The analyses conducted suggest that consumer experience has a significant and positive impact on satisfaction as well as repurchase intention, directly and indirectly, mediated by satisfaction. Furthermore, satisfaction has a significant and positive impact on repurchase intention.

The way the companies under study show to know the customers and build a relationship with them are points that require improvement by the companies under analysis.

Keywords: Customer Experience, Satisfaction, Repurchase Intention, Sports Industry, Retail

JEL code:

L81 - Retail and Wholesale Trade; e-Commerce

L67 - Other Consumer Nondurables: Clothing, Textiles, Shoes, and Leather Goods; Household Goods; Sports Equipment

Y40 – Dissertations

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List of Abbreviations

FPs – Foundational premises

G-D – Good-Dominant

ISRG – Iberian Sports Retail Group

S-D – Service-dominant

SD – Standard deviation

NPS – Net Promoter Score

Introduction

This chapter disclosed the relevance of the topic under study and presents the specific characteristics of the study. For this reason, this chapter is divided into six subchapters: contextualization, goal and objectives, research questions, methodology, scope and global structure.

Contextualization

Service, customer experience, satisfaction and repurchase intentions

Organizations must provide a compelling series of experiences to customers in order to keep them coming back for more (Gopaldas & Siebert, 2022). The departments of a company that manage and improve customer services are known as Service Operations and operations managers are responsible for dealing with the demands of customers, managing workers, and making operational choices to ensure the delivery of an appropriate quality of service at an appropriate cost (Johnston, Clark, & Shulver, 2012).

The service sector encompasses a wide range of businesses, including hospitality, tourism, financial services, charity, the arts, and public utilities (Gilmore, 2003). The service sector is critical to the global economy, employing worldwide 51% of the workforce and accounting for 64.8% of gross domestic product in 2019 (The World Bank, 2022). Services are being transformed by technological advancement, which benefits other sectors by acting as upstream enablers or downstream complements (Nayyar et al., 2021). According to the World Trade Report 2021, services play a key role in building and supporting economic resilience.

Many manufacturing firms are "dematerializing" and "servicizing" their offerings, whereas service firms are "materializing" and "industrializing" their operations (Baglieri & Karmarkar, 2014). Companies are changing. During the previous economic recession, organizations that emphasized customer experience had three times the shareholder returns as those that did not (Bough et al., 2020). Customer experience is becoming increasingly crucial in both product and service industries (Baglieri & Karmarkar, 2014). In May 2022, according to Deloitte’s Global State of the Consumer Tracker, people were more willing to spend money on services than on goods.

Customer experience has become a major buzzword (Lemon & Verhoef, 2016) and the new competitive battleground (Klaus & Maklan, 2007), but suffers from a broad and holistic definition (Klaus, 2014). There is no agreement on how to define a service and experience. Some scholars see customer experience as a holistic concept that includes the customer's cognitive, affective, emotional, social, and physical responses to the retailer, and where experience is formed not just by factors that the retailer can control, but also by elements that the retailer cannot control (Verhoef et al., 2009). On the other hand, some scholars argue that services are fluid, dynamic and frequently co-produced in real time by customers, employees and technology, often with few static physical properties and firms must focus on the process and experience of innovation (Bitner et al., 2008). Customer experience was the top corporate objective in 2020, and it picks the curiosity of both academics and executives and these types of studies might help managers examine their present customer experience management procedures and help on customer experience design and innovation (Keyser et al., 2020). Managers struggle to articulate their resources to develop customer experience strategies (Klaus, 2014).

Many firms see customer service as a cost (Kannan & Bernoff, 2019), but others embrace the customer-to-business mentality as a crucial source of competitiveness (Skelly & Sides, 2021). A survey conducted by Deloitte in 2022 found that the fastest growing brands are those that focus on addressing the entire customer experience. In order to design a customer experience that builds trust and meets customer needs, Deloitte identified seven trends in the Global Marketing Trends 2022 report. These trends were related to the creation of an authentic purpose, inclusive marketing, use of internal (creative and analytical) and external talent, such as influencers, first-party data strategies, designing a human-first data experience, hybrid experiences, and experiences with artificial intelligence.

Customers require that both back room and front office to be carefully designed and tuned (Baglieri & Karmarkar, 2014). At the same time, companies are focused on providing pleasant experiences, which may be impacted by cues in the service, such as personnel service performance and the atmosphere of the venue (Berry & Bendapudi, 2003) and outside. Bough et al. (2020, p. 3) provide examples, of well-known corporations, “Nike seeks to deliver inspirational experiences, Starbucks looks to provide experiences that nurture, and BMW seeks to offer the ultimate driving experience. Costco doesn't try to replicate the experience its customers have at high-end retailers but instead provides a no-frills in-store experience that reflects its low-cost brand promise”. Furthermore, Ferrari (2021) in the 2020 annual report states that "The racing team is a key component of our marketing strategy and may be perceived by our clients as a demonstration of the technological capabilities of our sports, GT, special series and Icona cars, which also supports the appeal of other Ferrari-branded luxury goods".

The study of the way in which the customer experience is developed, from the moment the customer starts looking for and evaluating the company's offers until the moment the offer is consumed, is of great importance because it allows improving the consumer experience and maintaining competitiveness (Lemon & Verhoef, 2016). Despite being an area of study with increased importance, it is finding it difficult to reach a stage of maturity (Lemon & Verhoef, 2016). The increase of contact points with potential customers and the reduced control over experience is forcing companies to integrate more business functions—such as information technology, service operations, logistics, marketing, and human resources (Lemon & Verhoef, 2016). In addition to this, another challenge is the new forms of consumption that are emerging with the growth of technology, e.g., wearable tech services, augmented reality, 3D printing, or digital concierge services (Klaus, 2021).

Consumer preferences shift throughout time, especially in times of crisis and uncertainty like the one we are presently experiencing. Inflation has returned on a scale not seen in decades; interest rates are rising; the global economy is contracting; geopolitics is playing out on the global stage; and new COVID-19 variations keep appearing (Rogers, 2022). It is not just consumers who are changing, firms are also delivering experiences in new ways, and they must keep evolving. According to Harms et al. (2022) the traditional role of physical retail spaces is declining and will never return to where it was, and retailers must design adaptable, multipurpose physical spaces that promote products that can be purchased through all channels and also host a variety of services and activities that can motivate customers to visit and spend time there. Whether that place is in a physical store, online, or in the metaverse, retailers must create spaces that people will want to visit (Harms et al., 2022).

Customer experience has been shown to have a greater overall impact on repurchase intention than service quality, as well as a far greater positive effect on customer satisfaction and word-of-mouth behaviours (Klaus, 2014). It is important to understand how customers evaluate service processes (Bitner et al., 2008) because researchers are still having difficulty understanding the customer experience notion, as well as how to assess and then manage it (Klaus, 2014). It is also important to include the customer. Co-creation enables manufacturers to improve the experience and also setting themselves apart from rivals (Lusch, 2011). Researchers have not reached an agreement on how to put customer experience into practice (Kuppelwieser & Klaus, 2021). Klaus (2014) advised researchers to test and validate the scale in a variety of settings before attempting a more generalizable measurement.

Customer satisfaction has become a very common metric (Lemon & Verhoef, 2016). Many authors do not explicitly address satisfaction, instead focusing on related topics or discussing specific solutions (Oliver, 2014). Satisfaction is defined as “the consumer’s fulfilment response. It is a judgment that a product/service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under- or overfulfillment” (Oliver, 2014, p. 8). Several studies have been conducted on satisfaction (Oliver, 1980; Cronin Jr & Taylor, 1992; Anderson et al.,1994; Oliva et al., 1992; Oliver & Swan, 1989). Despite some confusion regarding the link between customer satisfaction and service quality, the two concepts are distinct (Sureshchandar et al., 2002).

Despite the awareness of the relevance of the customer experience concept for firms, traditional literature has focused on measuring customer satisfaction and service quality (Verhoef et al. 2009). Many studies have stressed the importance of conducting research on the consumer experience, including in the retail area (Verhoef et al. 2009), especially in the sport sector (Happ et al., 2020). However, customer experience research is still seen as an emerging topic (Lemon & Verhoef, 2016). Scholars believe that companies that become pioneers in successfully managing customer experience should benefit from a significant competitive advantage (Klaus & Maklan, 2007).

This study aims at filling the gap about how customer experience affects other constructs such as satisfaction and repurchase intention as well as the distinctive commercial and cultural characteristics of sport and sports retail customers in the field of sports marketing and management.

Journey analytics is a new type of analysis that combines quantitative and qualitative data to better understand consumer behaviours and motivations across time and across touchpoints (Knight & Conway, 2021, p. 210). Customer satisfaction, loyalty, repurchasing, category share, and word-of-mouth behaviour are seen as important marketing outcomes (Oliver, 2014). This research aims at studying the impact of consumer experience on satisfaction and repurchase intention, as all these concepts are essential for understanding customer experience throughout the customer journey (Lemon & Verhoef, 2016). Customer satisfaction and likelihood to recommend are the two most tracked measures of customer behaviour (Aksoy, 2013; Klaus & Maklan, 2011).

Scholars who have measured the consumer experience in sports have focused mostly on sports tourism and events (e.g., Klaus & Maklan 2011; Horbel et al., 2016; Clemeset et al., 2011). Some studies have been conducted on the in-store experience of sports retailers, but the authors of these studies point out the importance of further research in this area (Happ et al., 2020). Given the theoretical understanding, the impacts of customer experience could differ from one retailer to another.

To determine the impact of customer experience on satisfaction and intention to repurchase, as well as to improve existing knowledge about sports retailing, consumers from two stores that offer a similar type of product and have similar size were chosen. The study is carried out with consumers from the Sport Zone and Decathlon, in Portugal. In both cases, the corporations appear to understand the importance of experiences. Sport Zone believes that it must understand and monitor its clients' progress in order to deliver better service (Sport Zone, 2022). According to Decathlon, the goal of its values is to place the client at the center of the organization (Decathlon, 2022). The two companies are often compared because they are major players in sport retail market, but Decathlon is seen as superior, in terms of turnover (Neves, 2017; Jornal de Negócios, 2018; Dun & Bradstreet, 2022).

Sport Zone

Sport Zone is a sports retail firm that began operations in 1997 and now has 110 locations, the most of which are located in shopping malls, scattered across six different nations (Sport Zone, 2022). The geographical distribution of Sport Zone stores can be consulted in the Figure A.1. Sport Zone with other three sports retail companies – JD, Sprinter, and Size? – created the Iberian Sports Retail Group (ISRG) in 2018, becoming the second largest retailer in Iberian Peninsula, in the sports industry (Sport Zone, 2022; Jornal de Negócios, 2018). ISRG is owned by the British company JD Sports (50%) and held by Sonae (30%) and the Segarra family, co-founders of Sprinter (20%) (Larguesa, 2021). "Sport Zone is a well-established and leading multibranded sports retailer in Portugal" (JD Sport Fashion, 2022, p. 13). In the last fiscal year, the company recorded total sales of 184,000,000 euros, approximately, in Portugal (Dun & Bradstreet, 2022).

According to June 2022 statistics, it is present on Instagram, Facebook, YouTube, and LinkedIn, where it has 207 000, 592 000, 3 900, and 14 000 followers, respectively.

In addition to retail in the stores, other services are offered. According to Sport Zone's official website, some of the services provided are:

- Sport Zone Marketplace – It is an online shopping platform where any brand or business that complies with Sport Zone's guidelines may promote and sell its items.
- KLARNA – It is a financial instrument that enables customers to buy things and pay for them over time.
- Personalized Shipping – It is possible to receive orders at home or in a store.
- Sport Zone Club – It is a program that allows subscribers to have access to exclusive benefits and campaigns.
- Sport Zone Tips – It is a platform where clients can get information on training routines and how to utilize sports equipment.
- Sport Zone's brands – Sport Zone offers more than 300 brands, including own brands.
- Sport Zone App – It is a mobile application that provides a variety of information, such as available products, promotions and shop location, among other things.

Decathlon

Decathlon is a company specialised in sports retail and was founded in 1976 and is owned by the Mulliez family (Decathlon, 2020). Currently has more than 105 000 employees and 1743 stores, in 70 countries. In Portugal it has 38 stores, and the geographical distribution can be consulted in the Figure A.2. In the last fiscal year, the company recorded total sales of 318,000,000 euros, approximately, in Portugal (Dun & Bradstreet, 2022).

According to June 2022 statistics, it is present on Instagram, Facebook, YouTube, and LinkedIn, where it has 79 900, 499 000, 13 600, and 31 500 followers, respectively.

In addition to retail in the stores, other services are offered. Some services provided are:

- Decathlon Marketplace – It is an online shopping service, similar to Sport Zone Marketplace.
- Second life – Decathlon purchases used sport items and issues the seller a voucher usable for future purchases at the store in the amount of the evaluation.
- Decathlon Credit Card – It is a financial instrument that enables customers to buy things and pay for them over time.
- Personalized Shipping – It is possible to receive orders at home or in a store.
- Afiliados Program – Participants in this scheme receive a commission for each transaction they bring in.
- Decathlon Support and Decathlon Coach – It is a platform with information related to training routines and how to utilise sports equipment.
- Decathlon's brands – Decathlon offers many brands, including own brands.
- Decathlon app – It is a mobile application, similar to Sport Zone App.
- Decathlon Events – It is a set of sporting events promoted by Decathlon.
- Rent – It is a service that enables clients use a product for a limited time.

In addition to these services, Decathlon also provides gift cards, custom maintenance and repair of sporting goods, sports experiences (purchased with points), and insurance.

Sport Zone and Decathlon challenges

Sports equipment retail is a highly competitive market in Portugal, driven by Sport Zone and Decathlon. Understanding the customer experience and journey across time is crucial (Lemon & Verhoef, 2016). Companies are improving their data and analytics capabilities and leveraging predictive insights to engage with their consumers more closely, anticipate actions, and detect customer experience concerns and opportunities in real time (Diebneret et al., 2021). However, many leaders are hesitant to begin because they are intimidated by the numerous obstacles associated with driving change across the organization (Bough et al., 2020).

Under this context, the continuous challenge of both companies it to strive for a better experience, but how does the customer experience of each one of them compare to the other one, and how does that experience influence customer satisfaction and the repurchase intention?

Goal and Objectives

The development of this thesis aims to be a contribution to the literature related to operations management, more specifically to service operations management. The study reported in this thesis sets out to determine how the experience in sports retail stores specifically Sport Zone and Decathlon, in Portugal, affects satisfaction and repurchase intention. To achieve this goal, a set of objectives were defined:

- Assess the customer experience in its various dimensions with the service provided by Sport Zone and Decathlon at their stores.
- Assess and analyse Sport Zone's and Decathlon's customer satisfaction at their stores.
- Assess and analyse Sport Zone's and Decathlon's repurchase intentions at their stores.
- Assess the influence of customer experience on satisfaction and repurchase intention in the context of Sport Zone and Decathlon stores.
- Assess the influence of satisfaction on repurchase intention, in the context of Sport Zone and Decathlon stores.
- Assess the influence of satisfaction on repurchase intention, in the context of the Portuguese sports retail chain.
- Identify possible ways to improve the customer's process experience in the service provided by Sport Zone and Decathlon at their stores

Research Question

Based on the specific objectives set out above, the following research question was defined:

Q1: What is the customers' perception of the experience in sports retail stores and its impact on satisfaction and repurchase intention, and how does satisfaction affect the effect of experience on repurchase intention?

Method

A survey was structured and made available to Sport Zone's and Decathlon's customers in order to explore the offered research topic, and thus the link between the three stated constructs Quality of Experience, Satisfaction and Repurchase Intention among Portuguese sports retailer chains' customers. In order to characterise the sample, the respondents were asked about their age, gender, level of education, how often they do sports, which sports they do, how much they spend on sports goods and in which municipality the shop where they do their shopping is located.

Scope of the study

The thesis focuses on costumers from two distinct retail chains in Portugal: Decathlon and Sport Zone. Both companies play an important role in the sport retail industry in Portugal, as shown in the contextualization sub-chapter.

Global Structure

The dissertation is organized into five chapters, all of which are fundamental to formulating an answer to the research question defined above.

- Introduction: In this chapter, it is summed up the importance of developing studies in the area of service quality and the purpose of this study. This chapter is divided into 5 parts: 1) Contextualization; 2) Goal and Objectives; 3) Research Question; 4) Method; 5) Scope of the Study; and 6) Global Structure. In the first part of this chapter, is explain important concepts related to customer experience and how the sports retail market works. In addition, Decathlon and Sport Zone are briefly described.
- Literature Review: In this chapter, it is discussed the key literature relevant to the development of a service experience scale.
- Method: develops upon the study hypotheses presented and describes the data collection, population, sampling, and pre-testing methods and techniques, considering the study limitations. The methods used for the treatment and analysis of data are discussed.
- Analysis and Discussion: In this chapter, the statistical results obtained from the data collection will be presented and interpreted, which will allow to characterize and test the research hypotheses.
- Conclusion: This chapter presents the main conclusions of the research work, seeking to answer the research questions initially raised and comparing the results obtained with the formulated study hypotheses, considering the study limitations. Finally, recommendations and suggestions were made.

Chapter 1 Literature Review

This chapter describes the relevant literature developed in the field of Service Quality. Identify the history and origins is essential to addresses the gap identified. The literature review is organised in seven subchapters: 1) From product and service to experience; 2) Customer experience; 3) Customer Satisfaction; 4) Repurchase Intention; 5) Peculiarities of the Retailer; 6) Peculiarities of the Sports Industry; 7) Conceptual Model.

1.1 From product and service to experience

1.1.1 Conceptualization of service

Service quality research has its basis in the study of Total Quality Management (TQM) which emerged from "quality control" and "quality assurance" in the first half of the 20th century (Dahlgaard, Kristensen, & Kanji, 1997). According to a study conducted by Chen et al. (2022) the total number of articles examining TQM has decreased since the mid-1990s and is being replaced by service quality studies (a related topic), among others.

In the good-dominant (G-D) logic, also known as the traditional logic, there was a propensity to view service activities as an expansion of the body of technical and industrial expertise (Ng et al., 2012). Businesses, including a manufacturing firm, can add value through services (Reinartz & Ulaga, 2008). Neely (2008) identified 12 approaches for manufacturing firms to deliver services: [1] Design and development services; [2] Systems and Solutions; [3] Retail and Distribution Services; [4] Maintenance and Support Services; [5] Installation and Implementation Services; [6] Financial Services; [7] Property and Real Estate; [8] Consulting Services; [9] Outsourcing and Operating Services; [10] Procurement Services; [11] Leasing Services; and [12] Transportation and Trucking Services.

The economy and the needs of management have influenced many scholars and their publications (Fisk, Brown, & Bitner, 1993). Many authors believe that G-D Logic permeates in modern marketing thinking due to a long and rich history of the industrial revolution, where economic growth was attained by a country's capacity to produce an excess number of things and then export this surplus to create richness (Lusch & Vargo, 2014; Ng et al., 2012).

According to the traditional logic, an offer only has worth when it can be exchanged for something else — money or goods — and at that point, the manufacturer's responsibility for value creation is transferred to the buyer (Ng et al., 2012). Hence, the firm's main objective is to embed goods with value though the manufacturing processes and then distributed to the consumers, who destroy the value (Lusch & Vargo, 2014). Because goods have intrinsic value, consumers must return to the supplier after consumption in order to receive more value (Vargo et al., 2008).

The notion of a "service" has evolved through time and is not widely agreed upon. In the beginning, most research focused on distinguishing services from products (Zeithaml et al., 1985; Lovelock & Gummesson, 2004; Judd, 1964; Shostack, 1982). Early on, Judd (1964) suggested that was necessary to redefine services and develop a typology of services. Although the term "service" is often referred to in the literature, few authors have attempted to define this concept (Wilson et al., 2016; Goldstein et al., 2002; Vargo & Lusch, 2004). According to Grönroos (2000, p. 46) service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems and Wilson et al. (2016) define service as deeds, processes, and performances. However, Vargo and Lusch (2004, p. 2), defines service as "the application of specialised competences (operant resources – knowledge and skills), through deeds, processes, and performance for the benefit of another entity or the entity itself".

Although marketers have defined and studied the quality of tangible goods, little was known about the quality of services in 1985, according to Parasuraman et al. (1985). This study exposed how more difficult and complex it is to evaluate a service than a good. The characteristics of the service are largely responsible for this problem. According to a systematic review of the service literature done by Zeithaml et al. (1985), the characteristics that set services apart from products are intangibility, heterogeneity, inseparability of production and consumption, and perishability.

(a) Intangibility is considered the fundamental difference and is based on the inability to see, feel, taste or touch in the same manner in which goods can be sensed (Parasuraman et al., 1985). In other words, services are performances, rather than objects.

(b) Inseparability is based on the need to produce and consume simultaneously (Parasuraman et al., 1985). While services are produced, sold, and consumed at the same time, products have to be produced, sold, and, later on, consumed (Gilmore, 2003). Customers frequently participate in the production and, in some cases, the design of the services they use (Klaus & Maklan, 2007). In universities, for example, the educational process is inseparable to the educational experience.

(c) Heterogeneity, a service might vary significantly from one provider to another, across clients, and even within a single day (Parasuraman et al., 1985). It is important to understand the differences between each customer and circumstance (Klaus & Maklan, 2007).

(d) Perishability, based on the inability to inventor, store, warehouse, or re-use services (Gilmore, 2003, p. 11).

Many Researches developed the studies based on these characteristics (Fisk et al., 1993; Solomon & Stuart, 2003). However, they have not achieved consensus within the research community (Vargo & Lusch, 2004; Lovelock & Gummesson, 2004), especially considering the technological evolution (e.g., the Internet) (Lovelock & Gummesson, 2004). The Internet is an example of how advances in information technology and telecommunications have made it possible to separate the production of many information-based services from the customers in both time and space, eliminating both inseparability and perishability (Lovelock & Gummesson, 2004). Vargo and Lusch (2004) argue that these characteristics fail to delineate service from goods adequately for many reasons, such as: services often have tangible results; tangible goods are heterogeneous in their consumption; the customer is always involved in the "production" of the value; and service benefits last for a long time.

1.1.2 Concepts related to Service

Zeithaml (1988) defined service quality as the customer's assessment of the overall performance of the service. Service quality is a key concept that has attracted a lot of attention (Davies et al., 1999; Medberg & Grönroos, 2020; Grönroos, 1984) because it is difficult to define and measure (Parasuraman et al., 1985; Grönroos, 1984; Davies et al., 1999; Wisniewski, 2001). Quality is described differently by firms and their customers. Early research on consumer perceptions suggested that service quality is determined by the difference between what customers believe a service provider should provide and how the provider actually performs (Grönroos, 1982). Parasuraman et al. (1985) developed the "service quality model", also known as "gaps model", to view how service is delivered. This model starts with the client and organizes the tasks of the organization around what is required to bridge the gap between client expectations and perceptions. The service quality literature stream brought out the focus on the setting in which experiences occur, and journey mapping and assessment aspects of customer experience (Lemon & Verhoef, 2016). Many firms use service quality measures, when they want to evaluate customer experience (Brady & Cronin, 2001; Maklan & Klaus, 2011). According to Johnston et al. (2012), is important to consider the service from the operation's point, also known as service provided, and customer's point of view, also known as service received. In order to develop, produce and implement the service process and its results, the operation used a variety of input resources, such as facilities, staff, customers, or goods. The service received is the perception of the services provided, which produces outcomes like "products," advantages, feelings, judgments, and intents. The service is provided where the operation and the customer meet, as shown by the overlap in Figure 1.

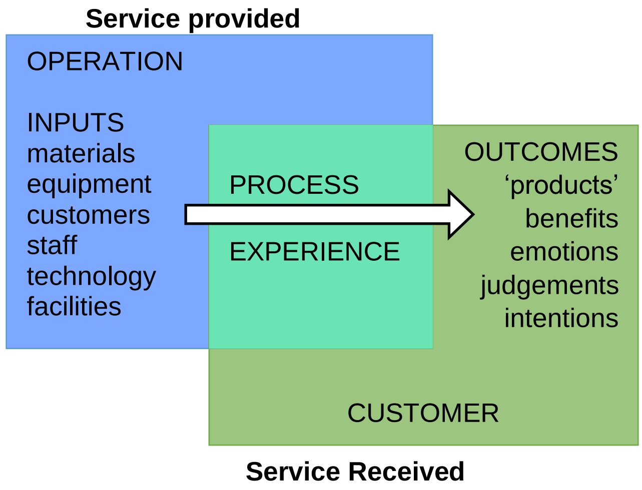

Figure 1 Service provided and received (Source: Johnston et al., 2012, p.7)

According to Medberg and Grönroos (2020) service quality is the way in which service customers experience value-in-use. According to a more recent service perspectives, value is best defined as value-in-use (Vargo & Lusch, 2004; Grönroos, 2008). Value-in-use "is the extent to which a customer feels better off (positive value) or worse off (negative value) through experiences somehow related to consumption" (Grönroos & Voima, 2013, p. 135). Value-in-use is a dynamic and processual experience that can be both positive and negative over time (Medberg & Grönroos, 2020).

According to Grönroos (1984) service quality is based on two dimensions: [1] technical quality is the degree by which the service meets customer expectations, while [2] functional quality is the customers' perception of service production and delivery. At the same time, Parasuraman et al. (1985) conducted a qualitative study reinforcing the idea that understanding and adapting to the customer's shifting expectations is the key to delivering good service. Service quality is the degree and direction of disparity between customers' service perceptions and expectations (Parasuraman, Zeithaml, & Berry, 1985). SERVQUAL was created by Parasuraman et al. because they realised that the results needed to be empirically evaluated. SERVQUAL is a 44-item scale developed by Parasuraman et al. established (1985, 1988) to assess consumers' perceptions and expectations of service quality. Customers are asked to assess the dimensions of a particular service episode versus their prior expectations. SERVQUAL is considered an antecedent of customer satisfaction and loyalty, extensively applied around the world (Sheth & Parvatiyar, 2002; Wisniewski, 2001) and is based on five dimensions: (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance and (5) empathy (Parasuraman et al., 1988).

Several academics have been utilizing the SERVQUAL model for assessing the service quality (Jones & Shandiz, 2015; Raza et al., 2020), including in the retail sector (Kitapci et al., 2013). According to several researchers, including Klaus in 2014, SERVQUAL is the most widely used and researched metric for evaluating service quality. However, several academics saw SERVQUAL's experimental functioning as potentially problematic (Mauri, Minazzi, & Muccio, 2013; Maklan & Klaus, 2011; Cronin Jr & Taylor, 1992; Coulthard, 2004). Gilmore (2003) identified nine issues that have been debated and critiqued by different scholars: [1] there is little evidence that clients evaluate service quality based on performance and expectation discrepancies; [2] the value of the mechanism is constrained since SERVQUAL concentrates on the method of providing services rather than the results of the service encounter; [3] the five SERVQUAL dimensions are not always applicable; [4] measurements of expectations and perceptions ought to be done on the same scale; [5] it is impossible to represent the heterogeneity within each SERVQUAL dimension with four or five items; [6] consumer's opinions may change from one service interaction (moment of truth) to another; [7] respondents experience boredom and dissatisfaction after two administrations of the instrument; [8] many responders may evaluate the middle numbers differently, and it is difficult to tie them to different degrees of viewpoints; [9] the reversed polarity of items can cause confusion among respondents.

In addition to SERVQUAL (Parasuraman et al., 1985), several tools for assessing service quality have been created. SERVPERF (Cronin and Taylor, 1992) and the Critical Incidents Technique are two of the most researched measures (Flanagan, 1954).

In 1992, Cronin and Taylor develop SERVPERF a performance-based scale, as an alternative to SERVQUAL, to access service quality. According to the authors, Service quality should be conceptualized and measured as an attitude and not in a satisfaction parading, as it is SERVQUAL. Research suggests that SERVPERF outperforms SERVQUAL (Buttle, 1996; Cronin Jr & Taylor, 1992).

Many scholars believe that the capacity to successfully design services is becoming increasingly important (Andreassen et al., 2016; Goldstein et al., 2002). During the service process, there are several separate interaction points that make up the process of creating the client experience (Verhoef et al., 2009). In order to better design and assess all stages of the service, Shostack (1982, 1987) developed an approach known as blueprinting. This approach used a structural process design where the process was divided into steps and sequences and the service was seen as independent and interactive system and can be applied in different areas – such as information management, factor combination management and property rights management (Fließ & Kleinaltenkamp, 2004). In 1989, Kingman-Brundage proposed a more practical approach, distinguishing between onstage and backstage activities, called the 'ABCs of service system blueprinting'. This approach is versatile and flexible and can be used to conduct service innovation and service improvement techniques (Bitner et al., 2008). These models establish the foundation for a holistic perspective on the consumer experience (Lemon & Verhoef, 2016).

Critical Incidents Technique developed by Flanagan (1954) is another widely used technique to identify critical job requirements (Medberg & Gronroos, 2020). This technique offers detailed information on the positive and negative elements of how service is provided, in different contexts, by exploring accurate testimonials of consumers' experiences (Butterfield et al., 2005).

In 1983, Len Berry introduced the term “relationship marketing” and illustrated how it applies to service businesses. According to Gronroos (1997), relationships always exist, and depending on their strategies, needs, wishes, and/or expectations, the company, the customer, or both may choose to activate that relationship or not. Relationship marketing is becoming an important topic in the literature (Lemon & Verhoef, 2016; Gummerus et al., 2017). The firms' top priority is to maximise relationship share with profitable customers (Maggon & Chaudhry, 2018). From a relational perspective, it has been defined as the process of identifying and establishing, maintaining, enhancing, and, when necessary, terminating relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met, where this is done by the mutual giving and fulfilment of promises (Gronroos, 1997) (Nordic school definition). Relationship marketing theories have been applied and tested in a business-to-consumer context (Verhoef, 2003). Relationship marketing includes multiple relationships and networks of relationships between different actors (Gummesson, 2008). According to the literature review conducted by Lemon & Verhoef (2016), the key constructs are trust, commitment (in its varied dimensions), switching costs, and relationship quality. Marketing outcomes can be influenced by managerial factors, such as relationship benefits (Hennig-Thurauet et al., 2002), relationship value (Ravald and Grönroos, 1996), trust, and commitment (Morgan and Hunt, 1994). Additionally, Bendapudi and Berry (1997) argue that environmental variables, partner variables, customer variables, and interaction variables may influence customers' willingness to maintain relationships.

Blattberg and Deighton (1996) proposed the concept of customer equity, which has been refined since then (e.g. Rust et al., 2004; Gupta et al., 2006). Rust, Zeithamal, and Lemon (2004) defined customer equity as the total of the discounted lifetime values summed over all of the firm’s current and potential customers. According to the same authors, the customer’s lifetime value is determined by the frequency of category purchases, average quantity of purchases, and brand switching patterns, as well as the firm's contribution margin. Loyalty and lifetime value are not taken into consideration by the transactional exchange approach. According to Kumar (2006), customer’s lifetime value is substantially linked to the firm's value. Customer management entails obtaining the correct types of customers, developing both new and veteran customers, proactively retaining consumers at risk, rescuing customers who have signalled a desire to end their association with the organization, and occasionally regaining lapsed customers (Hansotia, 2006). As Figure *2* demonstrates, customers' behaviors—acquisition, retention, and cross-selling—are influenced by what a company does, which in turn impacts customers' lifetime value or their profitability to the company (Gupta et al., 2006).

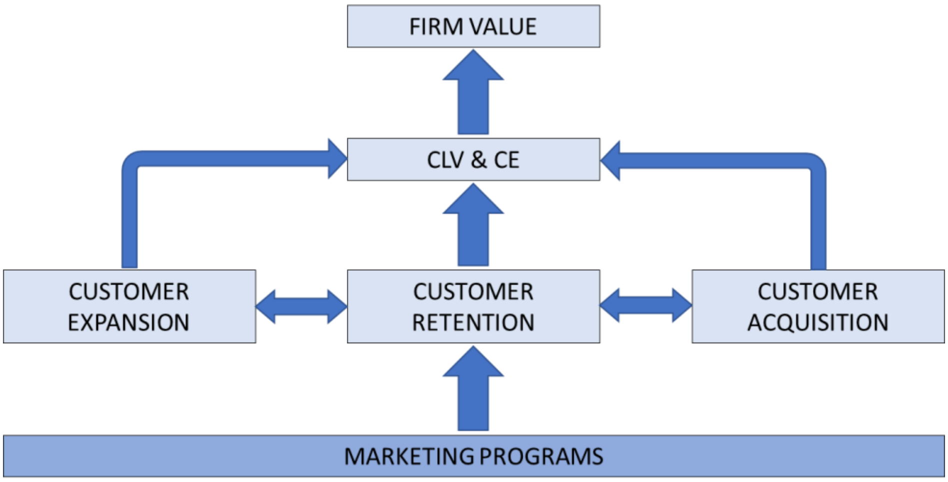

Figure 2 Conceptual Framework for Modeling (Source: Gupta et al., 2006)

NOTE: CLV = customer lifetime value; CE = customer equity

Vargo and Lusch (2004) challenged the traditional G-D logic by proposing a new perspective, known as service-centered dominant logic. Later, Grönroos (2006) proposed adopting the term "service-logic" rather than "service-dominant logic." The new logic has eight foundational premises (FPs) (Vargo & Lusch, 2004), later expanded to eleven (Vargo & Lusch, 2016), and, more recently, four FPs have been considered as the axioms of S-D logic (Lusch & Vargo, 2014). The axions are shown in Table 1.

Table 1 The axioms of S-D logic. (Source: Vargo & Lusch, 2016)

	Axiom
Axiom 1/FP1	Service is the fundamental basis of exchange (Lusch & Vargo, 2014).
Axiom 2/FP6	Value is cocreated by multiple actors, always including the beneficiary (Lusch & Vargo, 2014).
Axiom 3/FP9	All social and economic actors are resource integrators (Vargo & Lusch, 2008).
Axiom 4/FP10	Value is always uniquely and phenomenologically determined by the beneficiary (Vargo & Lusch, 2008).
Axiom 5/FP11	Value cocreation is coordinated through actor-generated institutions and institutional arrangements (Vargo & Lusch, 2016).

According to Lusch and Vargo (2014), G-D logic should be viewed as a specific case within S-D logic rather than being viewed as an alternative to it. In S-D logic, resources are known as operant resources, while in G-D logic, resources are known as operands. For example, in a car manufacturing company, an operand resource can be an engine or time in terms of manhours, and, at the same time, an operand result can be fixing the piece of equipment or providing an advisory service on how to operate the equipment (Ng et al., 2012).

Customer experience research is still seen as an emerging topic (Lemon & Verhoef, 2016). Researchers have not reached a consensus on a consensus conceptualization of "experiences." According to Pine and Gilmores (1998), experiences constitute an economic offer, distinct from services and goods. However, according to Schmitt (1999), the acquisition and use of any product – goods or services – always results in experience.

1.2 Customer Experience

Customer experience differs significantly from customer satisfaction and service quality assessments (Klaus, 2014). Customer experience is content-specific and difficult to comprehend. Firms who become pioneers in properly managing customer experience should have a significant competitive advantage (Klaus & Maklan, 2007; Pine and Gilmores, 1998; Lemke et al. 2010). The growing complexity of its consumer channels, interactions, options, and journeys is driving the increased interest (Kuppelwieser & Klaus, 2021). Customer experience research is still seen as an emerging topic (Lemon & Verhoef, 2016, Klaus & Maklan, 2012, 2013) but the rising of research on this subject has resulted in significant fragmentation and theoretical ambiguity (Becker & Jaakkola, 2020).

As markets become more competitive, a focus on Customer experience instead of service alone will result in a more profound and substantial knowledge about what customers value (Klaus & Maklan, 2007). However, many managers describe Customer experience in very broad an ambitious term (Klaus, 2014). Scholars argue that consumers acquire things and services to satisfy deeper emotional, sensory, and hedonic desires (Klaus & Maklan, 2007).

Numerous disciplines, including economics, psychology, social psychology, management and marketing, have influenced research on customer experience (Klaus & Maklan, 2012). Customers shape not only their own, but also the experiences of others (Klaus & Maklan, 2011). Additionally, employees also play an important part for customer in-store experience (Knight & Conway, 2021; Happ et al., 2020). To decrease shopping stress and prevent adverse customer behavioural effects like unfavourable word-of-mouth and disloyalty, managers should educate employees to be knowledgeable and courteous (Steffen & Atorough, 2015). Good service operations management will most likely result in a better experience for the client, the staff, and the organisation as a whole (Johnston, Clark, & Shulver, 2012). Before dive into the customer experience is important to understand that scholar’s conceptualization have changed over time.

The importance of customer experience as a driving force for consumption is not a recent topic in economy literature. In 1955, Abbott stated that people genuinely prefer enjoyable experiences rather than goods and, in 1998, Pine and Gilmores coined the term "experience economic". Pine and Gilmores claimed that services businesses, such as retail companies, will transition from providing a service to producing memorable experiences for their clients, with the memory of these encounters serving as the "product”.

On the beginning customer experience was seen as a rational process. Howard and Sheth’s (1969) model attends to describe consumer behaviour in terms of cognitive function and focuses on the verifiable reasons for such behaviour and its consequences, admitting that consumer behaviour is rational within cognitive and learning abilities and also considering limited information constraints. Value is created only when the sequential rational assessment of expectations is met, by all parties, and relationships are activated depending only on the strategies, needs, wishes and/or expectations (Grönroos, 1997). Although there are some inconsistencies in the models presented, some authors considered that the actions of consumers resulted from purely rational acts based on the information available – such as past, present, and imagined future experience (Ajzen & Fishbein 1977; Sheppard, Hartwick, & Warshaw, 1988).

Later, emotions were identified as an important factor of customer experience (Oliver, 1997) and, to this day, scholars continue to develop studies related (Keyser et al., 2020; Manthiou et al., 2020; Dennis et al., 2013; Klaus and Maklan, 2012). Scholars advocate that customers crave pleasurable experiences (Knight & Conway, 2021). Positive emotions are related to positive outcomes, while negative emotions are link to negative outcomes (Holbrook & Hirschman, 1982) and both types – positive and negative – can coexist during the consumption experience (Ramanathan and Williams, 2007; Manthiou et al., 2020). However, positive emotions may not necessarily generate positive results (Manthiou, Hickman, & Klaus, 2020). According to Hirschman and Holbrook (1982) relevant research of hedonic consumption began in the 1970s and is tied theoretically to many behavioural sciences – such as sociology, aesthetics, linguistics, psychology and psycholinguistics. Aspects like multisensory, fantasy and emotions are related to customer behaviour and, consequently, products are viewed more as a subjective symbol than as an objective entity (Hirschman & Holbrook, 1982). According to Schmitt (1999), consumers can be viewed as both emotional and rational decision makers and their experience can be divided into five types: sensory experiences (sense); affective experiences (feel); creative cognitive experiences (think); physical experiences, behaviours and lifestyles (act); and social-identity experiences that result from relating to a reference group or culture (relate). In the literature, customer experience has been defined in different of ways.

Customer experience construct is holistic in nature and involves the customer’s cognitive, affective, emotional, social and physical responses to the retailer (Verhoef et al., 2009) throughout the customer's purchasing process (Lemon & Verhoef, 2016).

After understanding the role of emotions, researchers studied the importance of extraordinary experiences (e.g., Klaus & Maklan 2011; Schouten, McAlexander, & Koenig, 2007). Customers pursue new value-creating activities that are more meaningful and memorable than just a simple service (Pine & Gilmore, 2013; Bitner et al., 2008). By evoking strong emotional reactions and tremendous enjoyment, extraordinary experiences serve as a reward and a motivator for clients, at the same time (Schouten et al., 2007). Experiences shift from ordinary to extraordinary, continually and sometimes overlap (Klaus, 2014). According to the same author, peak and flow experiences are the kinds of extraordinary experiences that have seen the most development. Klaus (2014) defined flow experiences and peak experiences: 1) flow experiences occurrences are moments of complete involvement, where every action inevitably follows the previous one; 2) peak experiences are described as moments of unadulterated joy and excitement that stand out from regular occurrences.

On the beginning, most research focused on evaluating satisfaction and service quality rather than seeing customer experience as a distinct dimension (Verhoef et al., 2009). From a conceptual standpoint, customer experience is distinct form service quality (Klaus & Maklan 2007) and is an important source of competitiveness (Lemon & Verhoef, 2016), that can provide economic value (Frow & Payne, 2007). In comparison to service quality, customer experience was found to have a bigger overall influence on repeat purchases and a much higher positive impact on customer satisfaction and word-of-mouth behaviour (Klaus, 2014)

The literature has a number of definitions of customer experience (Lemon and Verhoef, 2016; Klaus & Maklan, 2013; Roy, 2018; Holbrook & Hirschman, 1982; Gentile et al., 2007; Meyer and Schwager; 2007) Early on, Holbrook and Hirschman (1982) defined customer experience as a “subjective state of consciousness with a variety of symbolic meanings, hedonic responses, and aesthetic criteria” that is influenced by environmental inputs, consumer inputs, intervening responses, and output consequences. Verhoef et al. (2009) suggest that customer experience is holistic in nature and involves the customer’s cognitive, affective, emotional, social and physical responses to the retailer. According to Gentile et al. (2007), this experience is entirely personal and represents the internal, subjective reaction that clients have to any direct or indirect encounter with a business (Meyer and Schwager, 2007). More recently, Roy (2018) defined customer experience as a gestalt of affective and cognitive elements resulting from a service encounter that may lead to attitudinal outcomes such as satisfaction and repeat purchase intention and behavioural outcomes such as loyalty and word of mouth.

Customer experience has been studied across many different contexts, such as business-to-consumer (Happ et al., 2020), business-to-business (Kuperwasser & Klaus, 2020) and public services (Radnor & Johnston, 2013). Researchers have also studied how personal factors influence experience (e.g, Gorgoglione & Panniello, 2018) and how different shopping stages can influence purchase channel choice (Zhao & Deng, 2020).

Research conceptualizes customer experience as a multidimensional structure (Gentile et al., 2007, Brakus, 2009; Schmitt, 1999, Lemon & Verhoef, 2016). For example, Gentile et al. (2007) recognised sensory, emotional, cognitive, lifestyle, pragmatic, and relational as the six dimensions of customer experience. On the other hand, according to Klaus & Maklan (2013) customers' evaluations are focused on overall value in usage rather than a simple summation of performance throughout all service episodes.

Researchers warn of the need to develop and use customer service performance measures in order to match relevant stages of the customer journey (e.g., Lemon and Verhoef, 2016; Fließ & Kleinaltenkamp, 2004; Patti et al., 2020). Lemon and Verhoef (2016) defined customer purchase journey as the process a customer goes through, across all stages and touch points, that makes up the customer experience. There are several variables that influence customers' experiences that are both under and beyond of firm’s control (Verhoef et al., 2019).

According to Patti et al., (2020) implementation of the customer experience measures is moderated by a number of factors such as number and value of prospects and customers in each stage of the customer journey; availability of human and financial resources; organisational commitment to measurement; time constraints; and corporate comfort levels for perception-based, operational or outcome-based measures. Besides SERVQUAL, SERVPERF and Critical Incidents Technique (CIT) many other metrics exist. According to Schwager and Meyer (2007) most of the data, related to customer experience, is collected through surveys, interviews, focus groups, and online forums. Patti et al. (2020) identified three categories of customer service performance measures: [1] perception-based, [2] operational; and [3] outcome-based.

1. Perception-based metrics emphasise a customer's self-report of non-observable dimensions. Perception-based metrics include American Customer Satisfaction Index (American Customer Satisfaction Index, 2018; CFI Group, 2020), Customer Satisfaction (CSAT) scale, Net Promoter Score (Satmetrix.com, 2018), Customer Effort Score (CES), Service encounter quality (Jayawardhena et al., 2007), Six Sigma (Harry, 1998), Brand Trust (Sirdeshmukh et al., 2002), Forgiveness (Aaker et al., 2004) and Strength of Relationship Index (McHale, 2012).
2. Operational metrics put the emphasis on the observable characteristics of the services that the organisation develops. Operational metrics include First Contact Resolution,

Average Wait/Hold Time, Average Resolution Time, Response time, ticket volume, product service performance, escalations and Field-service calls/Truck Rolls.

3. Outcome-based metrics put an emphasis on observable customer behaviours. Outcome-based metrics include churn rate, retention rate, customer lifetime value, number of complains, number of incoming calls, profit/sales margin, market share and so forth.

However, according to different scholars a scale based on a larger and more complete conception was required to evaluate the service experience from the perspective of the client (Verhoef et al., 2009; Klaus, in 2014). Due to the absence of a useful, accurate, and meaningful assessment of the customer experience, Klaus and Maklan (2012, 2013) provided a scale, called EXQ, that explains important marketing outcomes, and Klaus (2014) introduced a three-dimensional scale – pre-purchase, purchase, and post-purchase experience – with 25 items.

Customers evaluate their experiences from a long-term perspective, believing that they have interacted with a firm even before purchasing anything; this is due to advertising, marketing, and word-of-mouth (Maklan & Klaus, 2011). Every interaction with the company, whether direct or indirect, effects the customer's perception of quality, thus improving all interactions as components of a continuum is vital (Klaus, 2014). Companies must be able to measure the experience in the different stages – pre-purchase, purchase and post-purchase – and across all touch points – brand-owned, partner-owned, customer-owned, and social/external/independent (Lemon & Verhoef, 2016). The longer the time frame, the more difficult it is to separate experience from general brand image (Maklan & Klaus, 2011).

Prepurchase refers to all of the customer's interactions with the brand, category, and environment prior to making a buy (Lemon & Verhoef, 2016). Prepurchase activities include need detection, search, and contemplation, according to traditional marketing literature (Lemon & Verhoef, 2016). Purchase refers to all customer contacts with a brand and its surroundings during the actual purchase event (Lemon & Verhoef, 2016). It is defined by actions like ordering, paying, and making choices (Lemon & Verhoef, 2016). Post-purchase includes consumer interactions with the brand and its surroundings, following the actual purchase and until the end of the customer's life (Lemon & Verhoef, 2016). Utilization and consumption, post purchase interaction, and service requests are all included in this stage (Lemon & Verhoef, 2016). Practically speaking, this stage includes elements of the customer's post-purchase experience that are directly related to the brand, product, or service itself (Lemon & Verhoef, 2016).

Klaus and Maklan (2007), based on data collected through in-depth interviews, designed a customer experience metric. Moreover, they compared EXQ versus SERVQUAL. According to the preliminary findings, EXQ assessed more dimensions – such as brand reputation, customers' emotions prior/during/after the service encounter, atmosphere, among others – than SERVQUAL – the most widely researched and used measure of service quality (Maklan & Klaus, 2011). This study agrees with marketing experts that advocate for a larger and more comprehensive conceptualization, and hence measurement (Verhoef et al. 2009).

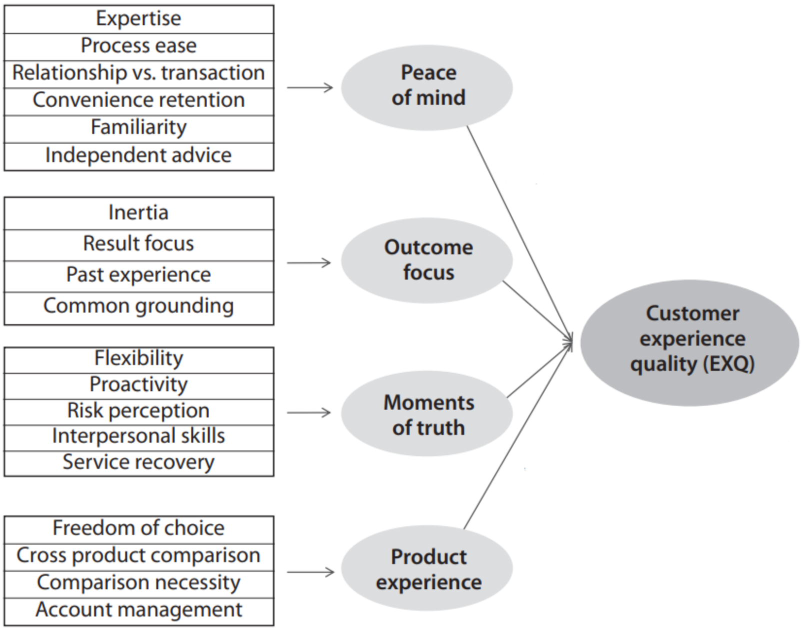

Figure 3 Customer experience quality scale: dimensions and attributes (Source: Maklan & Klaus, 2011)

In 2011, Maklan and Klaus presented an example of how measure customer experience. A scale was generated during the initial part of the study which contains 37 items that represent 5 dimensions, based on insights from the literature and a comprehensive qualitative study. The 5 dimensions were process experience, product experience, lifetime costs, risk and provider experience. In the second phase, the scale is purified to 19 items that represent four customer experience dimensions. Lifetime costs proved to be statistically irrelevant. In the third phase, the purified scale is validated using confirmatory factor analysis. In the last phase, validation is accomplished by determining how well customer experience and its characteristics explain consumers' overall satisfaction assessments, repeat purchases, and word-of-mouth. The resultant refined scale comprises 19 items components in four major dimensions which reflect service experience perceptions (see Figure 3). Product experience is associated with the perception of having choices and the ability to compare offerings. Outcome focus is linked to lowering the transaction cost for customers. Moments-of-truth is related the significance of service recovery and adaptability in handling consumers when issues emerge. Peace-of-mind describes the customer's evaluation of all their interactions with the service provider.

Klaus and Maklan (2012) validated the experience quality (EXQ) in the United Kingdom, looking at retail banking, mortgage, fuel and service station, and luxury goods. Customers' experience perceptions significantly influence customer satisfaction (Klaus and Maklan, 2013). Customer experience was found to have a bigger overall influence on loyalty intentions and a much higher positive impact on word-of-mouth behaviour than customer satisfaction (Klaus and Maklan, 2013).

Klaus, in 2014, developed 25 items in three dimensions in order to evaluate the customer experience and link it to important marketing outcomes – such as customer satisfaction and repurchase intentions. The dimensions were brand experience, service (firm) experience and post-purchase/consumption experience. Customers evaluate customer experience quality at an overall level, a dimensional level and an attribute level, and that each level drives perception on the level above (Klaus, 2014). Brand experience encompasses the customers' brand impressions that affect their pre-purchase decision-making and customer experience (Verhoef et al., 2009). The term service (firm) experience refers to three themes related to the interactions consumers have with a business's physical presence, personnel, policies, and practises (Kuppelwieser & Klaus, 2021). The term post-purchase/consumption experience refers to the consumers' experiences following the purchase and consumption (Payne et al. 2008).

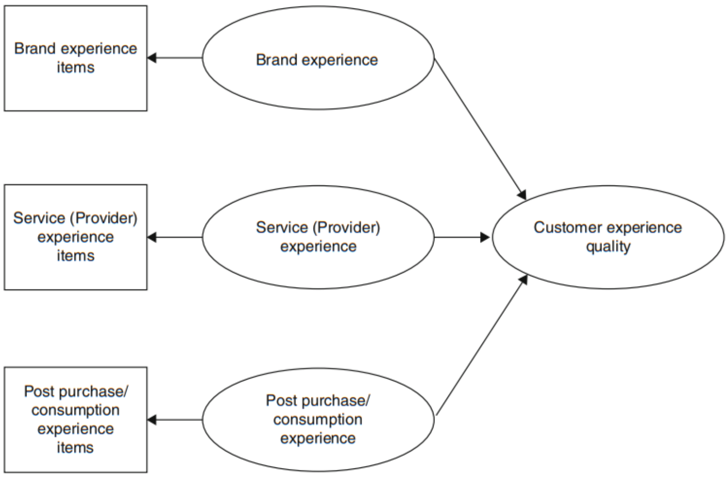

Figure 4 Customer experience quality scale dimensions (Source: Klaus, 2014)

1.3 Customer Satisfaction

Although different assessments and metrics have gained popularity over time, measuring customer satisfaction has become a typical technique (Lemon & Verhoef, 2016). Many authors do not address satisfaction directly, but focus on related concepts such as value, quality, and loyalty and others discuss specific strategies or activities that are thought to be satisfying to consumers (Oliver, 2014). Reichheld (2003) for example, suggested the NPS is more useful than a customer satisfaction survey, thanks in part to its intuitive nature. However, according to Stahlkopf (2019) people's actions frequently contradicted their NPS classifications. Although there is no consensual agreement, many organizations evaluate their customers' experiences using customer satisfaction or its derivative, the Net Promoter Score (Klaus & Maklan, 2013).

According to Oliver (2014, p. 8), satisfaction is “the consumer’s fulfilment response. It is a judgment that a product/service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under- or overfulfillment”. In his book "Satisfaction: Behavioural Perspective on the Consumer”, the author indicated that pleasurable experience suggests that fulfilment provides or improves pleasure or decreases pain. Furthermore, fulfilment does not have to be limited to fulfilling needs. Overfulfillment occurs when unexpected pleasure is supplied, whereas underfulfillment occurs when there is more pleasure than expected in a certain scenario (Oliver, 2014).

Satisfaction has been the subject of several studies (Oliver, 1980; Cronin Jr & Taylor, 1992; Anderson et al., 1994; Oliva et al., 1992; Oliver & Swan, 1989). Cronin and Taylor (1992) established and measured customer satisfaction as a one item scale that asks customers about their overall feelings towards a company. Other studies have emphasized the multifaceted nature of customers and used a variety of item scales to evaluate them (Oliver & Swan, 1989; Oliva et al., 1992).

Customer satisfaction is seen as an antecedent to service quality (Cronin Jr & Taylor, 1992). According to academics, quality improves corporate success through higher consumer satisfaction (Anderson et al., 1994). Although there is some uncertainty about the relationship between customer satisfaction and service quality, the two constructs are independent (Sureshchandar et al., 2002). Scholars use different methods of assessing quality of service (Parasuraman et al., 1988) and satisfaction (Oliver & Swan, 1989; Bickart & Schwarz, 2001; Anderson et al. 1994). Service quality suffers from "provider-focus" and is not focused on the value derived by customers (Klaus & Maklan, 2013). According to Gilmore (2003, pp. 23-24), “Expectations in the satisfaction literature have been operationalized as predictions of service performance while expectations in the service quality literature are interpreted as what the service provider should offer … Perceived service quality is defined by the customer’s attitude or overall judgement of a service over time while satisfaction is considered to be connected to a specific transaction”. Additionally, Hayes (2008, p. 2) “objective indices are not applicable in assessing the quality of services”, in other words, indicators of quality should be more measure in a more subjective and soft manner.

In the beginning, satisfaction emerged from the expectation/disconfirmation theory (Oliver, 1980). According to Oliver (1980), consumers establish expectations of product performance characteristics before purchase, and actual performance levels are revealed and compared to expectations levels after purchase and use. This judgement is labelled "negative disconfirmation" if the product is worse than expected, "positive disconfirmation" if it is better than expected, and “simple confirmation" if it is as expected. Additionally, customer satisfaction may represent how a certain brand or business is seen in general (Oliver, 1980).

In 1997, Oliver also reports how first-time and repeat customers have different causes and ways of creating satisfaction. If the first-time consumers' expectations, which they created based on outside sources, are met, their assessments of value and quality are favourable, and they give a favourable rating, they will be satisfied. However, the expectations of the regular consumers would be guided by preconceived attitudes that had been formed from their earlier experiences. If the expectations are consistently met and the assessments are favourable, the same attitude would result in loyalty.

Bolton (1998) studied the existence of contrast effects. He found that perceived losses resulting from transactions or service failures are directly weighed by past satisfaction. However, experienced consumers are less sensitive to such losses because they prioritise past cumulative satisfaction above fresh information.

According to Oliver and DeSarbo (1988) actors that participate in an exchange will feel equitably treated and thus satisfied if the ratio of their outcomes to inputs is fair – equity theory. Other authors addressed the importance of value-added assistance and recovery services (Jones & Sasser, 1995).

Studies have extensively assessed and confirmed the effects of satisfaction on customer behaviour and firm performance, and they serve as early evidence of empirical linkage models to identify key drivers and consequences of satisfaction (e.g., Anderson, Fornell & Mazvancheryl 2004; Bolton & Drew 1991; Gupta & Zeithaml 2006).

Additional techniques should be used in addition to satisfaction surveys (Reichheld, 1996). One reason is because it is typically difficult for clients of businesses with generally excellent product or service quality to answer adversely to customer satisfaction surveys. (Jones & Sasser, 1995). According to the same author, satisfaction ratings normally range from a 4 to a 5, on a scale of 1 to 5, as a result (see Table *2*).

Table 2 Interpreting Levels of Satisfaction (Source: Jones & Sasser, 1995).

Response	**Description**	**Loyalty**
5	Completely Satisfied	Very loyal
3-4	Satisfied	Easily switched to a competitor
1-2	Dissatisfied	Very Disloyal

To be able to measure customer satisfaction it was used a scale developed by Dagger, Sweeney and Johnson (2007). This scale derived from Oliver's (1997) satisfaction scale, as well as Greenfield and Attkisson (1989) and Hubbert (1995).

Early on, researchers attempted to study the relationship between satisfaction and repurchase activity (Mittal & Kamakura, 2001, Bolton, 1998; Oliver, 1999). However, managers and researchers still want ot know how client evaluations of services impact their behaviour, such as retention and profitability, after that (Bolton, 1998). According to Reichheld (1996) measuring satisfaction it was not enough "unless the satisfaction they purport to measure translates into purchases and profit ". For example, Klaus and Maklan (2012) posits customer satisfaction as an antecedent of repurchasing behaviour. Similarly, Oliver (1999) believes thar cumulative satisfaction influences repurchase.

In the sports retailer sector, a study developed by Happ et al. (2020) showed that customers' in-store experience plays an important role in the process of shaping customer satisfaction. Other studies have also shown that the quality of the customer experience has positive effects on customer satisfaction (Klaus and Maklan, 2013; Anderson & Mittal, 2000; Çevik & Şimşek, 2020; Roy 2018; Maklan & Klaus, 2011).

The literature has addressed the benefits of customer experience and how it affects satisfaction. However, there is a need to conduct studies on the relationship between customer experience and Satisfaction in Portugal's retail sports sector. In light of this, it is appropriate to state the following research hypotheses:

H.1	*Customer experience has direct positive influence on Satisfaction in a sports retail store.*

1.4 Repurchase Intention

Many scholars believe that customers repurchase intention is one of the most important factors leading firms to profitability (Jones & Sasser, 1995; Bolton, 1998; Noyan & Simsek, 2012). In the 1990's, it was widely accepted that satisfaction was correlated to strategic objectives, such as repurchase intention, and, recently, this link has been under review (Jones & Sasser, 1995).

Prior studies on loyalty have examined the connection between consumer satisfaction and repurchase (Reichheld & Teal, 1996). Many studies measured loyalty as a greater ratio of the high intention of spreading positive word-of-mouth and the high intention of repurchasing (Yi & La, 2004). However, researchers challenged these assumptions (Jones & Sasser, 1995; Reichheld, 1993). Repurchase intention is closely related to loyalty. In 1999, Oliver defined loyalty as "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior". In 2003, Hellier et al. defined customer loyalty as the degree to which the customer has exhibited, over recent years, repeat purchase behaviour for a particular company's service and the significance of that expenditure in terms of the customer's total outlay on that service.

Companies should focus on the most profitable customers (Jones & Sasser, 1995; Reichheld, 1993), because just a tiny proportion of satisfied customers return to the same retailer (Oliver, 1999). According to a study of vehicle owners, just 40% of consumers who were happy with the brand they had first purchased did so again (Reichheld, 1993).

To separate loyalty from behavioural definitions (such as repurchase), Jacoby and Chestnut (1978) investigated the psychological meaning of loyalty. According to their research, multi-brand loyal consumers may conceal their devotion by making inconsistent purchases, rendering consistent purchasing as a sign of loyalty worthless due to haphazard purchasing or a preference for convenience. The authors draw the conclusion that it would be dangerous to draw conclusions about loyalty or disloyalty based merely on repeated purchasing patterns without further investigation because of these potential outcomes. Furthermore, variety seeking and switching incentives are frequently referred to as a characteristic that prevents loyalty from developing until there is no longer any variety to taste (Oliver, 1999).

Oliver (1999) proposed four stages for developing a loyal consumer. First, during the cognitive phase, brand loyalty is based on either past knowledge or information gained through personal experience. Second, the affective phase is basically a liking or attitude toward a brand. It represents brand sentiments based on cumulatively rewarding usage instances. However, this kind of attachment is still subject to switching. Third, conative loyalty is tougher to overcome than affective loyalty since it is defined as a customer's behavioural intention to continue purchasing a product in the future. The final stage of loyalty, action loyalty, is when a motivated intention becomes a physical action. Action loyalty and the behavioural approach are connected.

Scholars consider that satisfaction is generally closely aligned with behaviour (Cronin and Taylor, 1992), but they are different. Reichheld (1996) stated, “In the 1980s, satisfaction scores went up, as did most measures included in management bonus calculations, but market share and profits continued to go down." According to Bolton (1998), variations in customer satisfaction can have significant economic repercussions for the company because lifetime earnings from a single customer rely on the length of their relationship. In line with this perspective, maintaining an existing client is less expensive than acquiring a new one, according to Reichheld (1996). This is not to argue that businesses should prioritise customer retention at the expense of initiatives to draw in new clients. Long-term relationships are not always more profitable, according to research, and there is significant income and expense variability across clients (Reinartz & Kumar, 2000; Shah et al., 2014). Businesses have been reluctant to invest in service development due to a lack of clear evidence of their financial feasibility (Zeithaml et al., 1996).

It is not accurate to say that a customer who plans to use the service again has been satisfied or had a positive experience. Jones & Sasser (1995) identified factors that can generate false loyalty factors. They include high switching costs, such as the cost of transferring hospitals in the middle of treatment, proprietary technology that restricts alternatives, government rules that restrict competition and effective loyalty-promotional initiatives like frequent-flier programs.

Repurchase intention has been studied for a long time (Hellier et al., 2003; Graciola et al., 2018). Researchers proposed definitions (Hellier et al., 2003; Eliasaph et al., 2016; Zeithaml et al., 1996) and introduced alternate scales to improve their ability to predict intentions (Reichheld, 2003; Hellier et al., 2003; Wansink & Ray, 2000; Noyan & Simsek, 2012). In 2003, Hellier et al. defined repurchase intentions as the individual's judgment about buying again in designated service from the same company, considering his or her current situation and likely circumstances.

Ma et al., (2021) found that product-in-hand, customer assistance, perks, and packaging are the four post-purchase characteristics that substantially influence consumers' propensity to repurchase. Additionally, organizations with a positive corporate image are more likely to be able to influence consumer repurchase intention than are companies with a bad corporate image.

Noyan and Simsek (2012) established a model to assess how customers' perceptions of service quality, product quality, comparable price perceptions, discount perceptions, trust, value, and customer satisfaction are affected by these factors. This model was used to analyse data from 1530 supermarket shoppers who made purchases from 102 different supermarkets in the Turkish retail industry.

Researchers have been stressing the importance of customer experience in customer retention (Roy, 2018). Exogenous variables that contain 'hard' behavioural outcomes close to profitability, such as repurchase, should be explicitly connected to experience metrics (Maklan & Klaus, 2011). The literature has addressed the benefits of customer experience and how it affects repurchase intentions (Çevik & Şimşek, 2020; Maklan & Klaus, 2011; Roy, 2018). However, is important to test those results in Portugal's sport retail industry. In light of this, it is appropriate to state the following research hypotheses.

H.2 Customer experience has direct positive influence on Repurchase Intention in a sports retail store.

Çevik & Şimşek (2020) concluded that repurchase Intention and EXQ were mediated by satisfaction. Considering this, it is appropriate to state the following research hypotheses:

H.2.1	*Customer experience has direct positive influence on Repurchase Intention in a sports retail store, mediated by Satisfaction.*

Customer satisfaction is essential for retaining customers and achieving better long-term financial success, especially in competitive markets, such as retail (Klaus & Maklan, 2007; Jones & Sasser, 1995). The literature has addressed the benefits of satisfaction and how it affects repurchase intentions. Studies have also shown that the quality of the satisfaction has positive effects on repurchase intention (Yi & La, 2004; Han et al., 2020; Noyan & Simsek, 2012; Liang et al., 2018; Cronin Jr & Taylor, 1994; Mangolele & Zulu, 2022; Zeithaml et al., 1996). A study conducted by Yi and La (2004) found that Customer satisfaction impact on Repurchase Intentions is different between low-loyalty and high-loyalty customers. A study conducted by Xerox concluded that consumers who were completely satisfied were six times more likely to buy Xerox products over the following 18 months than those who were satisfied (Jones & Sasser, 1995). Nevertheless, no research has examined the relationship between customer satisfaction and repurchase intentions in the Portuguese sport retail sector. In light of this, it is appropriate to state the following research hypotheses:

H.3	*Satisfaction has direct positive influence on Repurchase Intention in a sports retail store*

1.5 Peculiarities of the retailer

Already in 1988, Pine and Gilmores noticed that people sit in massage chairs and use devices but leave the store without paying for what they value [experience]. According to Martinelli and Balboni (2012), traditional "tools" employed by supermarket management to stay competitive in a homogeneous supermarket sector, such as aggressive price cycles and a broader choice of items sold, are becoming less successful.

Customers today connect with firms through a variety of touchpoints across numerous channels and media (Lemon & Verhoef, 2016), and offline retail stores have begun to realise the physical advantage they have over online channels (Happ et al., 2020).

The goal of retailers is to give customers a great experience across all channels (Verhoef et al., 2009), and through collaboration, retailers and manufacturers can benefit from each other's brands (Webster Jr., 2000).

Several authors have offered suggestions for enhancing the customer experience in retail. Pine and Gilmores (1998) suggest that stores must design experiences based on five principles: the theme, harmonize impressions with positive cues, eliminate negative cues, mix in memorabilia, and engage all five senses. Poulsson and Kale (2004) suggest that a client must feel at least one of the following feelings or sensations for an encounter to be considered an experience: personal, relevance, novelty, surprise, learning, and engagement. According to Puccinelli et al. (2009), the key elements of customer behaviour that offer a wealth of insights about the customer decision process are goals, schema, and information processing; memory; involvement; attitudes; affect; atmospherics; and consumer attributions and choices. Additionally, Varshneya and Das (2017) indicated that customers evaluate experience in terms of cognitive value (quality of services, time, effort, and convenience), hedonic value (enjoyment, pleasure, and escapism), social value (status, esteem, and social approval) and ethical value (trust and privacy). Regardless, not all customers want a relationship with their retailer (Grönroos, 1997).

Many customer experience studies focus on the retail context (e.g., Webster, 2000; Happ et al; 2020; Grewal et al., 2009; Verhoef et al., 2009). For example, Verhoef et al. (2009) define customer experience in a retailing context as a multi-dimensional construct and specifically state that the customer experience construct is holistic in nature and involves the customer's cognitive, affective, emotional, social, and physical responses to the retailer. However, researchers have advocated for expanding this field of study (e.g., Lemon and Verhoef, 2016).

Researchers developed scales that can be used in retail settings (Klaus, 2014; Bustamente & Rubio, 2017, Bagdare & Jain, 2013). However, in this study, it used the measure developed by Klaus (2014). Klaus (2014) made a key contribution in this regard by introducing a potential customer experience scale (EXQ scale) which has subsequently been employed by researchers and practitioners (Lemon & Verhoef, 2016). EXQ scale is the most widely used instrument for assessing customer experience (Kuppelwiesera and Klaus, 2021). Klaus (2014) challenged researchers to test and validate the scale in multiple circumstances before trying a more generalizable measurement.

1.6 Peculiarities of the sports industry

The provision of services by sports merchandisers has a number of unusual aspects. The essence of the sports retail experience economy is giving customers memorable experiences (Bonfanti & Yfantidou, 2021). Especially because sports products have peculiar features (Mullin et al., 2014). Many authors believe that extreme sports are clearly peak experiences (Klaus, 2014).

In their book titled "Sport Marketing" Mullin et al. (2014) define sport marketing as "all activities designed to meet the needs and wants of sport consumers through exchange processes. Sport marketing has developed two major thrusts: the marketing of sport products and services directly to consumers of sport and the marketing of other consumer and industrial products or services using partnerships and promotions with sport properties".

The behaviours, attitudes, and activities of sports shoppers are distinctive (O'Donnell, Strebel, & Mortimer, 2016). Sports are considered a different field of research by many authors due to its unique characteristics (Gammelster, 2021; Mullin et al., 2014; O'Donnell et al., 2016; Smith & Stewart, 2010; Chiu & Leng, 2016). For instance, according to Mullin et al. (2014), client behaviour in a sporting environment may be impacted by ambient elements or individual factors.

- Environmental factors include significant others; cultural norms and values; class, race, and gender relations; and the market behaviour of sport firms (Mullin et al. 2014).
- Individual factors include self-concept, a person's stage in the life or family cycle, perception, and motivation (Mullin et al. 2014).

Given the distinct qualities of sport, it makes sense that consumers who buy sporting goods act differently (Happ et al., 2020). Studies on customer experience in the sport retail industry are scarce, according to researchers (e.g., Bonfanti & Yfantidou, 2021, Happ et al., 2020).

1.7 Conceptual Model

Based on the arguments provided and the formulated hypotheses, the conceptual model that will be analysed in this research is the one provided in Figure 5.

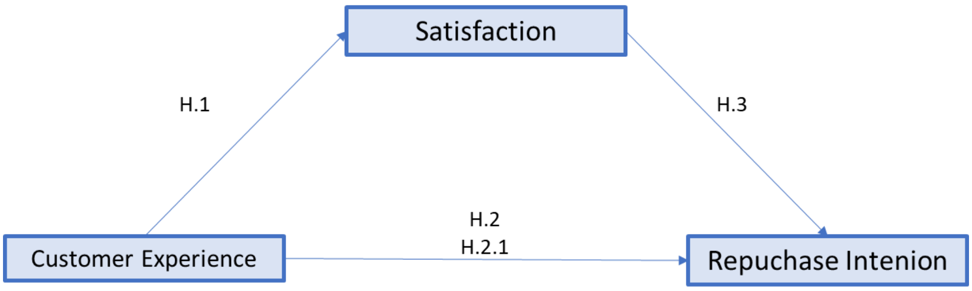

Figure 5 Conceptual Model

Chapter 2 Method

2.1 Introduction

In this chapter, the research process will be described in order to support the findings and explain, why and how, the techniques were used. In other words, lays out the process used to arrive at the findings.

2.2 Research Hypotheses

As referred in the literature review, the positive effects of customer experience and its consequences on satisfaction have been described in the literature. However, there are few studies that assess the relationship between customer experience quality, satisfaction and repurchase intentions in the context of retail, more specifically in the sport sector. Hence, it is appropriate to state the following research hypotheses:

H.1. Customer Experience has direct positive influence on Satisfaction.

H.2. Customer Experience has direct positive influence on Repurchase Intentions.

H.2.1 Customer Experience has direct positive influence on Repurchase Intentions mediated by satisfaction.

H.3. Satisfaction has direct positive influence on Repurchase Intentions.

2.3 Model Operationalization

A questionnaire with two parts was created to operationalize the conceptual model present in Chapter 1 (Figure 5) (i) Customer characterization and (ii) a set of statements related to customer experience (Klaus, 2014), satisfaction (Dagger, Sweeney, & Johnson, 2007) and repurchase intention (Noyan & Simsek, 2012).

In the first section, customer characterization, the factors age, gender, highest educational level reached and store location where they buy were taken into consideration while analysing the profile of the research participants' clients. In addition to these factors, further inquiries were made about the client's physical activity over time and how much it is spent on the retail stores. Later, respondents were asked to choose the retailer chain that they frequented the most for the purchase of sports goods. The options available were Sport Zone and Decathlon.

Age is asked by a free input variable which only accepts numbers, between 18 and 99. Gender is divided into three categories (“female”; “male”; “prefer not to answer”). The highest level of education (achieved) appears with nine distinct levels: no level of education; basic studies (4 years); basic studies (6 years); basic studies (9 years); high school (12 years); technical-vocational education; bachelor; master; and doctor. After those questions, participants were asked to indicate how often they practice sports, which are the 2 most practice sports and how much is spend on sporting goods. How often participants practice sports was a categorized into eight levels: less than once a month, once a month, 2 times a month, 3 times a month, once a week, 2 times per week, 3 times per week or more than 3 times per week. The most practiced sport was categorized into 34 categories: I do not play any sports, Handball, Badminton, Basketball, Baseball, Bodyboard, Walking, Canoeing, Cycling, Running, Dance, Combat Sports and Martial Arts, Football, Futsal, Gym or Fitness, Gymnastics, Golf, Horse riding, Hockey, Swimming or Diving, Padel, Paddle Surfing, Skating, Fishing, Rugby, Skateboarding, Snowboard or Ski, Surfing, Tennis, Triathlon, Shooting (Including hunting), Volleyball or Other. Participants' annual spending on athletic equipment for themselves was divided into four levels: less than 50 euros, between 50 and 99.99 euros, between 100 and 199.99 euros or more than 200 euros. Finally, was asked where people normally buy sports products considering the list of districts and municipalities provided by the Office of Strategy and Studies of the Ministry of Economy and Digital Transition of the Portuguese Republic.

The respondents were asked to recall a recent purchase. In the second section, the questions for customer experience (Klaus, 2014), customer satisfaction (Oliver, 1997) and repurchase Intention (Noyan & Simsek, 2012) were adopted from existing literature with minor modifications. All the items appeared in a random order, as Klaus (2014, 2020). On a seven-point like scale, 1 represents strongly disagree and 7 represents strongly agree, all items were scored. Additionally, to the seven-point scale, a “Do not know” option was available.

Customer experience is measured based on the constructs and measurement scales already pretested by Klaus (2014). The questions, related to Satisfaction, were taken from the questionnaire developed by Dagger, Sweeney, and Johnson (2007). Additionally, this study examined how these dimensions are related to Noyan and Simsek's (2012) Repurchase Intention.

Dagger et al. (2007) developed and experimentally validated a multidimensional hierarchical scale for assessing health service quality, as well as its capacity to predict crucial service outcomes, such as service satisfaction and behavioural intention. The five-item Customer Satisfaction scale (Dagger et al. 2007) was used by Klaus (2014) when he examined how well the EXQ scale relates to other variables, and so will also be adopted in this research.

Noyan and Simsek (2012) build a repurchase intention model in Turkish retailing sector for assessing the extent to which customer intention to repurchase a service is influenced by customer perceptions of service quality and customer satisfaction, among others. Given the similarities that exist between the context of this research and the context of the study developed by Noyan and Simsek, it was considered that this scale was appropriate for this research.

Annex B contains the complete questionnaire in both Portuguese and English.

Prior to conducting the survey, two pre-tests were conducted to assess the suitability of the data collection methods and the efficiency. Each round had, at least, eight participants with different ages and sport interests.

1. The first pre-test pointed to the need to segment the districts into municipalities, to include new sports, and to the adapt the questions, particularly those that inquired about how often participants exercise and how much is spent with sports.
2. The second pre-test prompted several revisions, particularly in the way the questions were phrased. Participants alerted for the need of posing simpler and more direct questions. This stage resulted in a change in the way the questions were worded as well as the names of the sports. In addition, changes were made to the way the questions were translated in respect to the measures under investigation.

2.4 Data Collection

Data was collected through an online questionnaire accessible through a link sent through social networks, such as LinkedIn, Facebook, Instagram and WhatsApp, and also by email, to people who had purchased at least once in the last 12 months in the stores available. After the invitations to participate were distributed, the associated online link was available from 15 May to 9 July, a period of 9 weeks. The questions of the questionnaire are listed in Annex B and C. The survey generated 576 eligible responses. Decathlon had 329 replies, and Sport Zone got 247

2.5 Statistical analysis of the data

Previously to the mediation model that was tested, a descriptive analysis of the responses and an analysis of the internal consistency of the constructs were carried out, using SPSS. A mediation analysis is adequate when an investigator wants to analyse, explain, or test a hypotheses regarding how or by what process or mechanism a variable X transmits its influence on Y (Igartua & Hayes, 2021). A mediator variable M is placed between X and Y and serves as a conduit for X's influence on Y (Igartua & Hayes, 2021). To perform this analysis Andrew F. Hayes (2022) described and documented the usage of a program named PROCESS. PROCESS procedures are available for SPSS, SAS, and R. In this work was used the Hayes' macro Process to SPSS (28.0).

Chapter 3 Analysis of Results

In this chapter are presented the statistical findings supported by tables, graphs and charts. It also highlights any potential problems that arise, such as outliers or unusual results. This chapter starts with a sample characterisation, then analyses the structure of both retail chains, and then applies the Hayes' Macro PROCESS to evaluate research hypotheses (mediation model) using single and multiple linear regression.

3.1 Sample Characterization

In this subchapter it is present an overview of the sample. It is important to understand what the sample's profile is to be able to make solid conclusions about the results. The variables under study are gender, age, frequency of sports practice, sports practiced, how much is spent on sporting goods and the municipality where they shop. In general, the profile of respondents is similar across the two cases.

There are 576 customers in the research sample, and 59% of them are female and one person did not identify with either the male or female gender.

The mean age was 33.5 years (SD = 14.6), with a range of 18 to 71 (maximum). The majority of responders (67%) were between the 18 to 39 years old and 33% of people were above the age of 40.

In terms of the highest level of education achieved, 3% had a PhD degree, 10% had a master's degree, almost 40% of the sample's participants had bachelor's degrees, and 36% had completed secondary education. The remaining 10% were basic education, Primary Education and Post-Secondary Non-Higher Education.

In terms of frequency of sports practiced, 50% of the respondents play sports regularly (1-3 times per week), almost 20% are highly active athletes (more than 3 times per week), 13.5% play sports often (1-3 times per month), and the remaining 17% percentage do not play sports frequently (less than once a month).

In terms of money spend on sporting goods for personal use, in a year, almost 50% of the respondents do not spend more than 50 Euros, 28% spends between 50 and 99.99 Euros, 14% spends between 100 and 199.99 Euros and only 8.5% spends more than 200 Euros.

In terms of district, the majority (67%) of the respondents does the purchases in Lisbon, followed by Setubal (14%). People who buy in Évora, Faro, Leiria, Portalegre, Porto, and Santarém represented about 13% of the responses. The remaining 6% correspond to Portugal's other districts. In terms of municipality, the biggest part of the respondents does purchases in Lisbon (29%) and Sintra (17%).

In terms of sports practices, the majority (56%) of the respondents walk, 51% go to the gym or do fitness, 15% run, 10% dance, 7% do football, and 7% do not do any sports. The remaining sports are practiced by fewer respondents. Nevertheless, sports like cycling, combat sports and martial arts, canoeing, swimming, diving, and padel are practiced by 5% of the respondents, while 2%-1% said they practice handball, futsal, shooting (including hunting), basketball, tennis, badminton, skating, fishing, and skateboarding.

Summing up, the sample's gender distribution is generally balanced, with women displaying just a slight relative percent advantage over men. These are primarily younger age groups in terms of age groupings, which is consistent with the general client profile of this sort of retail establishments. Most respondents shop in Lisbon and Sintra.

3.2 Analysis of items

The findings of the questionnaire by items and scales are reported in this sub-chapter. Hence, the tendencies are examined. To do so, the distribution of scores per item was verified, as well as whether the averages were above or below the middle of the scale (4) and which items had the highest and worst ratings. The distribution of scores by item is presented *Figure 6*, *Figure 7*, Figure 8, Table E.1 and Table E.2

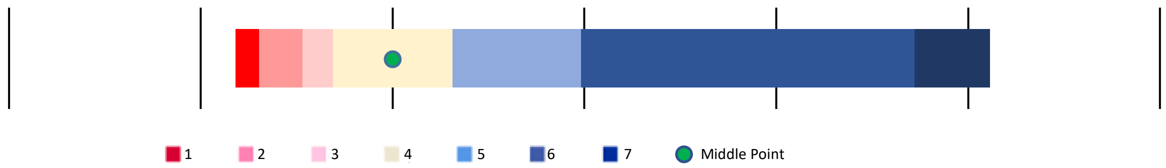

Figure 6 Scoring Distribution across all items

Overall, the answers are mostly concentrated on the upper part of the scale, as shown in *Figure 6*, especially in 6 which accounts for 44 % of the responses. The least used scores are 1, 3, and 2, which are used in 3%, 4%, and 6% of the answers, respectively, and 5, 4, and 7 scores are used in 17%, 16%, and 10% of responses, respectively. The most frequent median was 6 (21 items). The least frequent medians were 5 (9 items), 4 (2 items), 3 (2 items) and 2 (1 item). In terms of maximum and minimum scores, all items had 7 as maximum score while the minimum score was 1 in 74% items and 2 in the remaining items. In terms of missing values, item PP5 stands out for not having 12% of the answers while the average, in the remaining items, is 2.2%.

3.2.1 Items analysis

This sub-chapter explores the items related to customer experience. The distribution of the answers and the questions can be consulted in *Figure 7, Figure 8, Figure 9,* Table E.1 and Table E.2*.*

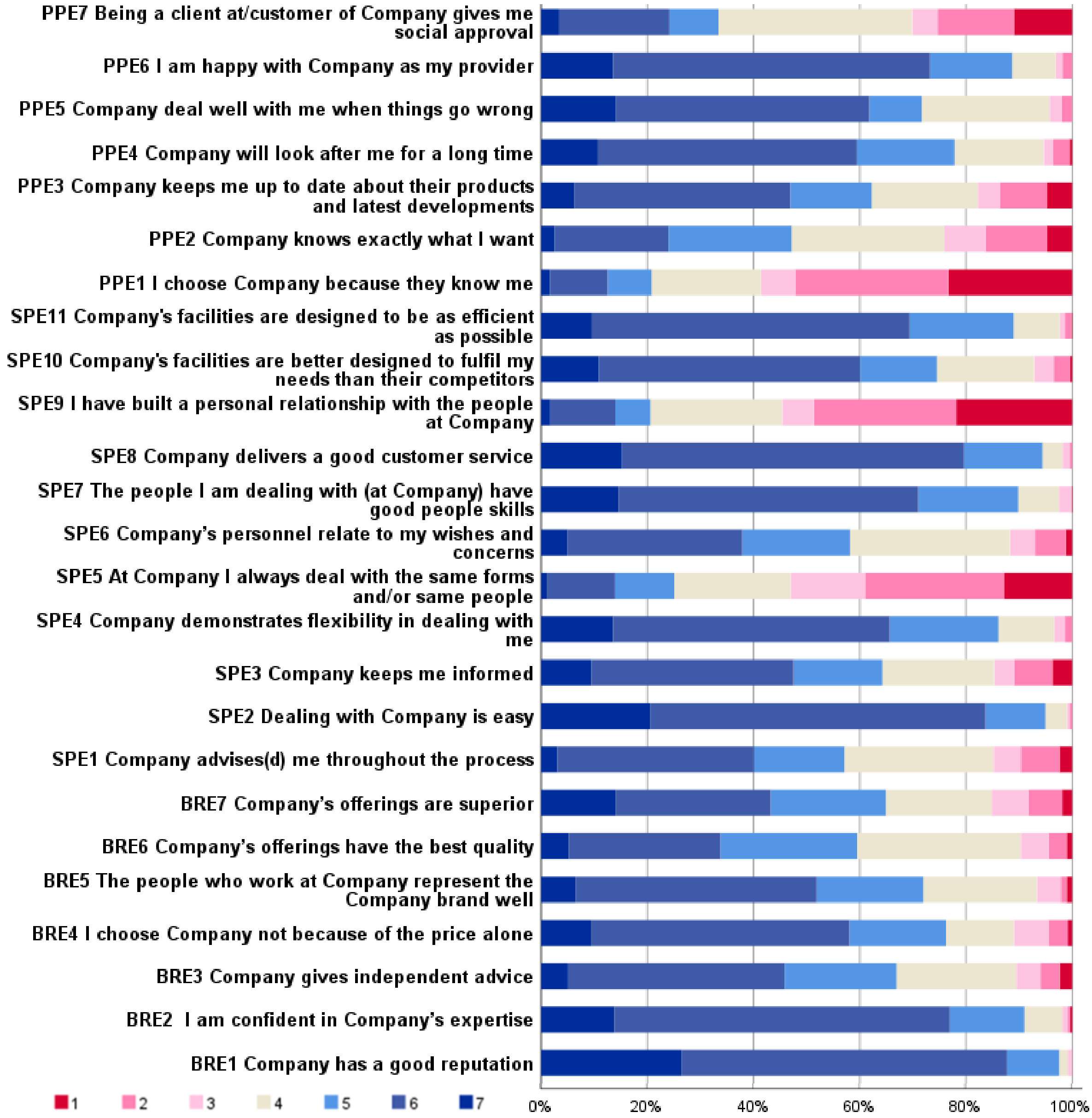

Figure 7 Graph of responses in stacked bars by items related to Customer Experience

3.2.1 Brand Experience

On average 75% of the responses to items related to Brand Experience fall above the middle point and the median of items is 6 or 5. Nevertheless, items BRE6 "Company's offerings have the best quality" and BRE7 "Company's offerings are superior" were more evenly distributed across different rankings, with 29% of respondents equals to 6, 25% on 4, and 24% on 5. The item that obtained a score, on average, above 6 was BRE1 "company has a good reputation", and the items that obtained the lowest were BRE6 with 4.7 and BRE3 “Company gives independent advice”. It is worth noting that the BRE7 item had an average 5.36 for Decathlon whereas Sport zone scored 4.17. This implies that Decathlon consumers recognize the value of the brand's offerings higher than Sport Zone consumers. The items with the best average were related to the good reputation of the firm, company's skills, the choice of shop is based on reasons other than price and that the individuals who work for the company do a good job. This suggests that there is a favourable brand impression that influences pre-purchase decision-making. Nonetheless, the items that presented the lowest averages were those that initiated that stores' offerings are superior, that the firms do not provide independent advice, and that their products do not have the best quality.

3.1.2 Service Provider Experience

In the Service Provider Experience dimension all items fall above the middle point, except on the SPE5 “At company I always deal with the same forms and/or same people” and on SPE9 “I have built a personal relationship with the people at company”. Excluding SPE5 and SPE9, 6 was rated in 50% of responses while 5, 4 and 7 were rated in 17%, 15% and 11% respectively. SPE9 and SPE5 were the only items in this dimension where there were more responses with a score below the middle point of the scale than above. The responses on these two items are concentrated on 2 and 4, which received 26% and 23% of responses, respectively. Furthermore, SPE5 and SPE9 were the items that received lower averages with 3.04 and 3.21, after these the lowest rated item was SPE1 "Company advises(d) me throughout the process" with 4.49. The items that obtained the highest averages were SPE2 “Dealing with company is easy”, SPE8 “Company delivers a good customer service” and SPE7 “The people I am dealing with (at company) have good people skills” with 5.97, 5.81 and 5.59, respectively.

3.1.3 Post-Purchase Experience

In the Post-Purchase Experience dimension only 4 of 7 items fall above the middle point. PPE6 “I am happy with company as my provider”, PPE4 “Company will look after me for a long time”, PPE5 “Company deal(t) well with me when things go(went) wrong” and PPE3 “Company keeps me up to date about their products and latest developments” fall above the middle point. PPE 1 "I choose company because they know me" has a widely dispersed distribution, with scores 1, 2, and 4 each having a proportion exceeding 20%. PPE2 “Company knows exactly what I want” also has a widely dispersed distribution, with scores 4, 5, and 6 each having a proportion exceeding 20%. PPE7 "Being a client at/customer of company gives me social approval" has a widely dispersed distribution among all ratings, except in 4 which had 37% of the responses. The items with averages lower than 4 were PPE 1 and PPE7. PPE1 had an average of 2.96. Furthermore, no item received an average above 6.

3.1.4 Satisfaction

Within the satisfaction construct 58% of responses fall in 6 and 17% in 5. More than 63% of the responses in items STA1 “My feelings towards the company are very positive”, STA2 “I feel good about coming to the company for the offerings I am looking for" and STA3 "Overall I am satisfied with the company and the service they provide" received a score of 6, i.e., the answers are concentrated on score 6. The remaining two items had their responses split over scores 6 and 5, essentially. The item that obtained the highest average was STA3 (average = 6.1). The items with the lowest scores on this scale were STA4 "I feel satisfied that the company produces the best results that can be achieved for me" and STA5 "The extent to which the company has produced the best possible outcome for me is satisfying". However, both had an average of 5.2. The respondents appear to be satisfied.

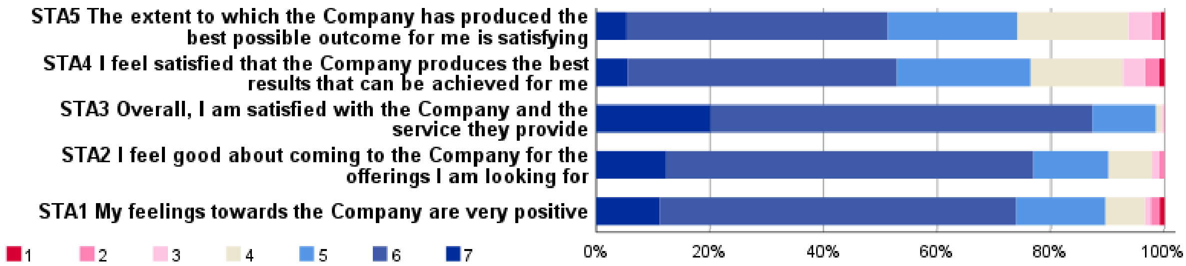

Figure 8 Graph of responses in stacked bars by items related to Customer Satisfaction

3.1.5 Repurchase Intention

Within the Repurchase intention 42% of responses fall in 6, 22% in 5 and 11% in 7. Only 5% of the responses fall below the middle point of the scale. The item averages varied between 5.5 and 4.9, indicating that the item averages were very close. All items had a similar distribution. The items with the best averages were RI1 "I plan to do most my future shopping in this company" and RI4 "When I go shopping, I consider this COMPANY first" with 5.40 and 5.29, respectively. The lowest averages were in RI2 "If I go shopping today, I will go to this COMPANY again" and RI5 "When I go shopping, this company is my first choice", with 4.81 and 4.85, respectively.

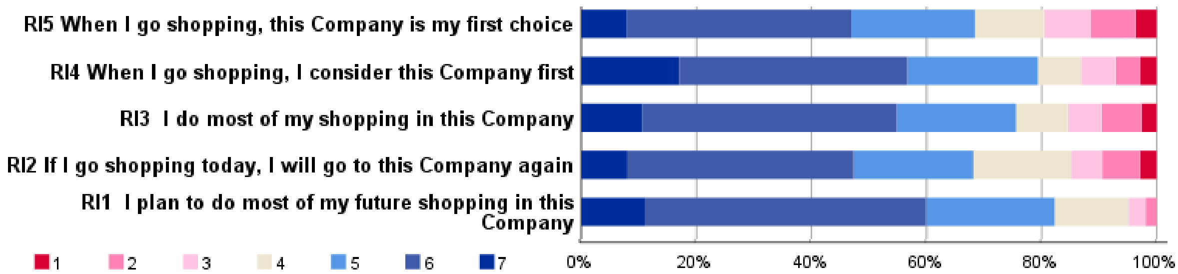

Figure 9 Graph of responses in stacked bars by items related to Repurchase Intention

3.3 Analysis of the experience, satisfaction and repurchase intention

Before the construct's analysis, the consistency of the scales was assessed through Cronbach's Alpha and the result was positive since the alpha was always above 0.70 (Bonett & Wright, 2015), as shown in Table 3.

Table 3 Cronbach's Alphas for the measurement scales

	Number of items	Cronbach's Alpha	N
Customer experience	25	0.93	441
Customer Satisfaction	5	0.81	551
Repurchase Intention	5	0.90	549

Note: N = Represent the number responses valid; Total responses = 576

After confirming the consistency of the constructs, the overall study of the metrics is carried out:

- EXQ: With an average of 5.04 and a standard deviation of 0.78, it can be concluded that the quality of experience, while not particularly high, is positive. Nevertheless, no dimension had a coefficient of variation greater than 30%. Brand experience dimension besides being the dimension with the best average, 5.30, was also the one where the retailers under study had the most difference. Service Provider Experience dimension obtained the second highest average, 4.94, within the EXQ dimensions and presented very similar levels for both Decathlon and Sport Zone. In general, respondents tend to be pleased with their purchasing experience, particularly the simplicity with which they dealt with the organizations involved. The post-purchase dimension was the dimension that obtained the lowest average, 4.62, within the EXQ scale, and the values were closer among the companies. In terms of standard deviation, the dimensions of customer experience showed very close values in Brand experience and Service Provider Experience, 0.78 and 0.75, respectively, while the post-purchase/consumption experience showed higher values (standard deviation = 0.96).

Table 4 Means and standard deviation for Brand Experience, Service Provider Experience and Post-Purchase Experience

	Decathlon		Sport Zone		**Total**	
	Mean Perception	Standard deviation	Mean Perception	Standard deviation	Mean Perception	Standard deviation
Brand Experience	5.46	0.69	5.11	0.85	5.30	0.78
Service Provider Experience	5.00	0.68	4.86	0.84	4.94	0.75
Post-Purchase Experience	4.71	0.87	4.51	1.06	4.62	0.96

- Satisfaction: This scale has an average score of 5.59 and a standard deviation of 0.73. In other words, it is highest average across the scales and the lowest coefficient of variation (0.14%). While Decathlon's average was 5.73, Sport Zone's was 5.41. The coefficient of variation it was not greater than 30%.
- Repurchase intention: This scale is second-best rated construct, with an average rating of 5.14, however Decathlon received an average of 5.46, while Sport Zone scored average of 4.71. It was the scale with the greatest difference between retailers, which was 0.8. It is possible to state that respondents want to return to these stores, and this attitude is stronger among Decathlon customers. The coefficient of variation it was not greater than 30%.

Table 5 Means and standard deviation for customer experience, satisfaction and repurchase intention

	Decathlon		Sport Zone		**Total**	
	Mean Perception	Standard deviation	Mean Perception	Standard deviation	Mean Perception	Standard deviation
Customer Experience	5.04	0.67	4.83	0.85	4.95	0.76
Customer Satisfaction	5.73	0.63	5.41	0.81	5.59	0.73
Repurchase Intention	5.46	1.02	4.71	1.30	5.14	1.21

3.4 Research Hypotheses Testing

To test the research hypotheses, a mediation model was carried out. The results are shown in Figure 10.

The findings support H1 and H2 by showing that customer experience has a direct and significant positive effect on satisfaction (b = 0.758, $s.e.$ = 0.025, p<0.001) as well as on repurchase intention (b = 0.463, $s.e.$ = 0.076, p<0.001). H3 is validated since satisfaction has a favourable and significant impact on repurchase intention (b=0. 770, $s.e.$=0.079, p<0.001). Moreover, the total effect of EXQ on repurchase intention is 1,047.

The unstandardized indirect effect of EXQ on repurchase intentions, mediated by satisfaction, was 0.584 and is statistically significant because zero (the null) does not fall between the lower (0.44) and upper (0.72) bounds of the 95% confidence interval. Therefore, H2.1 is validated.

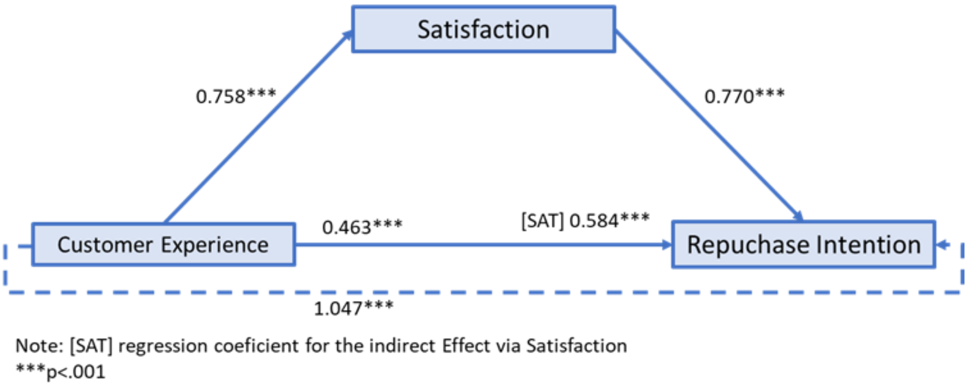

Figure 10 Effect of Customer Experience, Satisfaction and Repurchase intentions and EXQ mediated by Satisfaction on repurchase Intention [1]

After examining the overall impact, an examination of each of the Shop Networks was conducted.

The result of the study conducted with Decathlon customers showed that EXQ is a significant and positive predictor (*b*=0.187, *s.e.*=0.093, *p*=0.045) of repurchase intention, similarly to Satisfaction (*b*=0.962, *s.e.*=0.099, *p*<0.001). EXQ shows a positive and significant impact (*b*=0.702, *s.e.*=0.035, *p*< 0.001) on Satisfaction. The unstandardized indirect effect is 0.6753 and is statistically significant (given 0 does not falls within the confidence interval). Moreover, the total effect of EXQ on repurchase intention is 0.862.

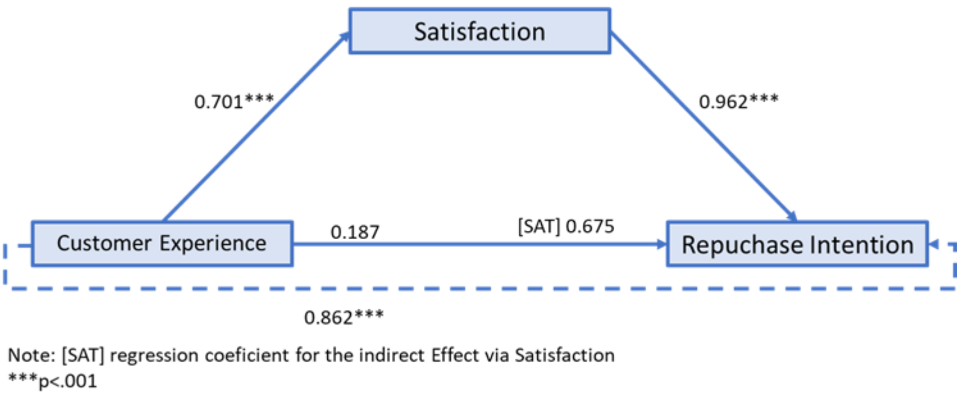

Figure 11 Decathlon Conceptual model

The results of the study conducted with Sport Zone are similar to the ones of the Decathlon, with EXQ being a significant and positive predictor (*b*=0.817, *s.e.*=0.1147, *p*<0.001) of repurchase intention, similarly to Satisfaction (*b*=0.374, *s.e.*=0.120, *p*=0.002). EXQ shows a positive and significant impact (*b*=0.779, *s.e.*=0.033, *p*<0.001) on Satisfaction. The unstandardized indirect effect is 0.2911 and is statistically significant (given 0 does not falls

[1] Data requirements are shown in Annex F and G.

within the confidence interval). Moreover, the total effect of EXQ on repurchase intention is 1.108.

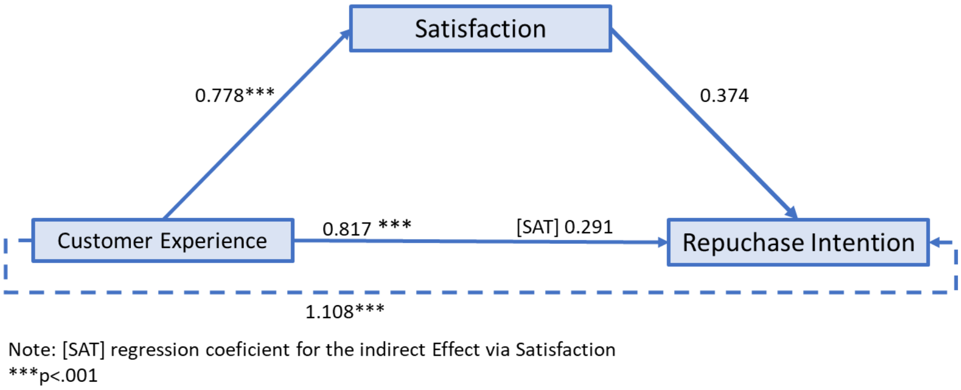

Figure 12 Sport Zone Conceptual model

Similarly to the general analysis, the working hypotheses are also confirmed when is consider the individually each shops. The analysis revealed that the influence of Customer Experience on Repurchase Intention is primarily mediated by Satisfaction, as the indirect effect was more relevant than the direct effect in both cases. Customer Experience had a greater impact on Satisfaction in Sport Zone (0.816) than in Decathlon (0.746), although it was close. Satisfaction, on the other hand, had a greater positive impact on repurchase intention in Decathlon (0.590) than in Sport Zone (0.233). In the end, Sport Zone's standardized coefficient of total effect of Customer Experience on Intention to Repurchase was 0.723, which is more positive than Decathlon's, which was 0.561.

3.5 Main Considerations

The collected data has been analysed and discussed throughout this chapter, and it is now time to systematize some of the main conclusions.

In the subchapter of the sample analysis, the characteristics of this sample were presented. It is suggested that special attention be paid to the fact that sample is largely composed of individuals under 30 years of age and that most of the responses come from people who shop in shops in the districts of Lisbon and Setubal.

To evaluate the reliability of the scales, each one was tested and each one presented a Cronbach's alpha value greater than 0.70. In other words, the scales are reliable.

Almost every response falls above the midpoint of the seven-point scale, allowing to conclude that customer experience, satisfaction, and repurchase intention are favourable among the respondents. Customer satisfaction (average = 5.59) obtained the greatest rating, followed by repurchase intention (average = 5.14), while customer experience (average = 4.95) received the lowest rating among the constructs. Decathlon had a higher score across all dimensions than Sport Zone and almost among all items. Although the mean was higher in

Satisfaction than in Customer experience, the variation of both scales was similar. On the other hand, Repurchase intention, which had a mean close to the one registered by Customer experience, obtained a much higher variation than the other two scales. In terms of variation between shops, Sport Zone always presented a higher variation. Nevertheless, no scale had a coefficient of variation greater than 30%. Which means a low heterogeneity of the respondents on these issues.

Only four items received ratings of less than four (middle point of the scale), half of which related to the Service Provider Experience and the other half to the Post-Purchase Experience.

The less favourable results are consistent with the framework of both companies' operations. Big Retail Chains that supply a variety of items and services are often have less personal and more complex than small shops (Bregman, 2009).

All the research hypotheses that were first presented were validated, overall and for each retail chain. The results are consistent with the literature because they showed that EXQ had significant and direct effects on Satisfaction (Çevik & Şimşek, 2020; Happ et al., 2020; Roy, 2018; Anderson and Mittal, 2000; Klaus and Maklan, 2013) and Repurchase Intentions (Çevik & Şimşek, 2020; Maklan & Klaus, 2013). In addition to this, satisfaction had a partial mediating effect between EXQ and Repurchase Intentions, as in the study conducted by Çevik & Şimşek (2020) in the sport sector. However, until date, the difference between two distinct companies in the Portuguese sport retail sector has not been conducted. Additionally, Satisfaction has also shown significant and direct effects on Repurchase intention similarly to other studies (Kazancoglu & Demir, 2021; Han et al., 2020). Table 6 summarizes the hypotheses validation.

Table 6 Results from Validating Research Hypotheses

Hypotheses	Result
H.1. Customer Experience has direct positive influence on Satisfaction.	Validated
H.2. Customer Experience has direct positive influence on Repurchase Intentions.	Validated
H.2.1 Customer Experience has direct positive influence on Repurchase Intentions mediated by satisfaction.	Validated
H.3. Satisfaction has direct positive influence on Repurchase Intentions	Validated

Conclusion

In this chapter the investigation's key findings are reported in order to address the original research questions and compare the outcomes to the study's hypotheses. The conclusion is organised in three subchapters: 1) Research question; 2) Recommendations; 3) Limitations and directions for future research.

Research Question

The goal of this work is to add to the existing knowledge about the impact that consumer experiences have on the satisfaction and repurchase intention (mediated or not by satisfaction). Furthermore, the effect of satisfaction on repurchase intention was investigated. These concepts have been studied in various contexts, and they are applied in this work in the Portuguese context in sporting goods stores, more specifically in Decathlon and Sport Zone. Through analysing the data collected from 576 sports retail shoppers, it was validated the relationship between customer experience and customer satisfaction, customer experience and repurchase intentions, customer experience and repurchase intentions mediated by satisfaction and customer satisfaction and customer repurchase intention, as suggested by Klaus (2014).

Overall, both companies have achieved good levels of customer experience, but there is room for improvement. Furthermore, the majority of replies on the satisfaction and repurchase intention scales were above the middle of the scale, suggesting that respondents are satisfied and want to shop in these stores again. As indicated in this paper, customer experience has a positive and significant impact on repurchase intention and consumer satisfaction, and these findings are in line with the results achieved by other studies (Klaus, 2014; Roy, 2018; Happ et al., 2020).

Recommendations

Both companies can improve their operations. Decathlon and SportZone both had averages lower than 7, indicating that there is opportunity for development. SportZone, in particular, has a bigger opportunity for development because it has lower averages than Decathlon in almost every item. From an operations standpoint, some recommendations will be provided for each dimension.

Brand experience stands out among the EXQ dimensions, having obtained the highest average. However, there is room for improvement. Although it is clear that both shops have good reputations, the results suggest that shops should be concerned with ensuring that customers perceive their offers as being of the highest quality and that their employees give impartial advice. In the specific case of Sport Zone, it seems important to reinforce the idea that the offers are superior. In practical terms, this may mean:

- Increase and improve the educational and social media content presented in both companies' coaching platforms and social websites (Boudet et al., 2017; Ariker et al., 2015).
- Provide pertinent advice that clients might not have considered and organising events that allow the presentation of the offers (Boudet et al., 2017). Companies can remind customers of things they search but did not buy. Technique can be seen as weird or unpleasant if not handled with care (Boudet et al., 2017).
- Presenting the most recent and technologically evolved offers and ensuring the existence of products that cover most of the needs (Mann, 2022; Buffoni et al., 2017; Dawson et al., 2016)

Service Provider Experience had an average equal to 4.94. It seems that customers, at the time of purchase, have not developed relationships with the shop staff and have not been advised. This suggests that businesses should focus on strengthening these areas. In practice, businesses can:

- Provide equipment that assist shoppers in determining which products best suit their needs (for example, provide equipment that analyse running and recommend a specific type of shoe or insole based on the preferences of the athletes), and include demonstrations of the most important qualities for those who buy that product (for example, equipment that demonstrate the resistance of the material used in the construction of surfboards) (Court et al., 2009). Seventy-one percent of consumers want businesses to provide individualized encounters, and seventy-six percent are dissatisfied when this does not occur (Arora et al., 2021).
- Optimize the service (Arora et al., 2021; Lindecrantz et al., 2020). Nike is a good example of a sports retailer that allows consumers to instantly view the availability of items and request delivery to a specific area in its stores (Lindecrantz, Gi, & Zerbi, 2020).
- Improve the atmosphere inside the store by combining music (Gopal & Gopal, 2010; Michel et al., 2017) and colours (Soars, 2009), adequately to influences customer moods and choices.
- Ensure that employees stay in the firm, are able to perform well and can swiftly create a relationship with the customer (Steffen & Atorough, 2015). Companies must ensure that their employees do what they want to do and that involves that puts emphasising on their growth, engagement and well-being (Chodyniecka et al., 2022).

The post-purchase/consumption dimension was the dimension that obtained the lowest classification within the EXQ dimension (average= 3.6), and no item received an average score above 6. To address these issues businesses can:

- Developed after-sales services, such as delivery, online support, warranty, service centre's repair and customer training (Majava & Isoherranen, 2019)
- Assign one-month discounts and provide discounts on related services or commodities (Boudet et al., 2017; Lesonsky, 2020). This approach can be used to encourage customers to subscribe to the e-mails and join the apps of the shops, which can be used to track customer behaviour.
- Offer a document of testimonials or other forms of social confirmation (Majava & Isoherranen, 2019; Lesonsky, 2020).
- Build up systems to encourage them to buy on a regular basis (Lesonsky, 2020)
- Set up a system capable of making customised proposals that use the customer's history and profile into account (Mann, 2022; Buffoni et al., 2017; Dawson, Hirt, & Scanlan, 2016)

It is suggested that businesses must try to enhance customer Satisfaction and repurchase intentions, in particularly Sport Zone, which looks to be lower than their direct competition.

With the aim of comprehending the influence of customer experience on other variables in the unique context of the Portuguese sports retail chain, the research hypotheses were examined using simple and linear regressions.

The direct, beneficial impact of customer experience on satisfaction in this context was validated, supporting hypotheses H1. The results show that customer experience may explain 62% of the variation in Satisfaction, which is a good relationship. The results of other investigations (Roy, 2018; Happ et al., 2020; Klaus & Maklan, 2013) are consistent with this.

Additionally, it was validated that the direct and positive effect of customer experience on repurchase intention lends support to hypotheses H2. The findings indicate that 51% of the variation in repurchase intentions may be attributed to customer experience and satisfaction. The findings of additional investigations (Çevik & Şimşek, 2020; Maklan & Klaus, 2013) support this.

Another finding supported hypotheses H3. Satisfaction has a direct positive influence on repurchasing intention in this context. This is supported by the findings of other researches (Yi & La, 2004; Han et al., 2020; Liang, Choi, & Joppe, 2018; Cronin Jr & Taylor, 1994; Mangolele & Zulu, 2022; Zeithaml et al., 1996)

In this study, it was revealed that satisfaction had a large and positive influence on the repurchase intention.

Limitations and directions for future research

This research has some limitations, just like any other study, but also provides some hits for future research developments.

First, a sample of sports retail customers was employed in our study, which was done in one nation and centred on a specific retail environment. The majority of the responses come from people who shop in the Lisbon district, and 40% of the respondents have a degree with the highest academic achievement, indicating that this sample does not represent the Portuguese population. Nonetheless, due to the nature of these stores, it is very likely that the customer base of these stores does not reflect the Portuguese and may tend to have younger and eventually more educated customers. In addition, it was not possible to collect a significant number of responses from people who practice some specific sports. As a result, its findings may be applicable to the specific sample collected, but not necessarily to the Portuguese Sporting Retail customer population or to a specific sport.

Second, new technologies are emerging – such as online shopping and virtual reality – and customer experience is a vital component through which businesses set themselves apart from rivals and increase. Companies must articulate the in-store experience with these new technologies. A study related to this relationship may be a good start for future research.

Third, the target of this study was the customer experience in the context of a retailer selling a range of products covering several sports. Moreover, assessing specific sports retail services, such as football or surfing, may be enlightening for those specific sports.

Fourth, the study only looked into in-store customer experience in Portugal at a specific time. The replication of our work in other countries may give important insights and develop more robust theory.

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Annex

Annex A: The geographical distribution of Sport Zone and Decathlon stores.

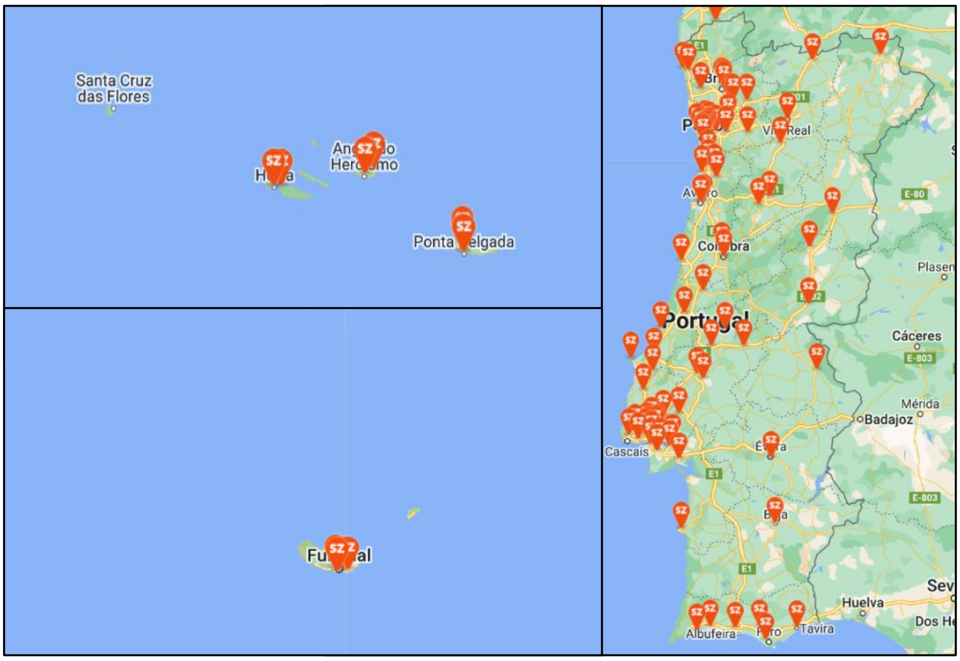

Figure A.1 Geographical Distribution of Sport Zone stores[2]

[2] The stores are located in Abrantes, Alameda Shopping, Alegro Montijo, Alegro Setúbal, Alegro Sintra, Almada Fórum, Almeirim, Alverca, Amadora, Amoreiras, Arrábida Shopping, Aveiro Continente, Aveiro Fórum, Barcelos, Beja, Bombarral, Braga Minho Center, Braga Nova Arcada, Braga Parque, Bragança Shopping, Caldas La Vie, Caniço, Cascais Shopping, Castelo Branco Fórum, Chaves Retail Park, Coimbra Alma Shopping, Coimbra Eiras Retail Park, Coimbra Shopping, Colombo, Covilhã Serra Shopping, Évora, Fafe, Faro Fórum Algarve, Figueira da Foz, Fórum Barreiro, Fórum Madeira, Gaia Shopping, Guarda La Vie, Guia, Guimarães Espaço, Guimarães Shopping, Lagos, Lamego, Leiria Shopping, Loulé, Loures Shopping, Madeira La Vie, Madeira Shopping, Maia Jardim, Maia Shopping, MAR Shopping Matosinhos, Marco De Canaveses, Moita, Monção, Mozelos, Nazaré, Norte Shopping, Oeiras Parque, Oliveira De Azeméis, Ovar, Paços de Ferreira, Parque Nascente, Penafiel, Peniche, Pombal, Portalegre, Portimão Retail Park, Porto Alto, Rio Sul Shopping, Santa Maria Da Feira, Santarém, São João Da Madeira, Sines, Spacio Olivais, Tavira Gran Plaza, Tomar, Torres Novas, Torres Vedras Arena, Ubbo, Valongo, Vasco da Gama, Via Catarina, Viana Estação, Viana Retail, Vila Real, Viseu Continente, Viseu Palácio Do Gelo and Glicinias Plaza.

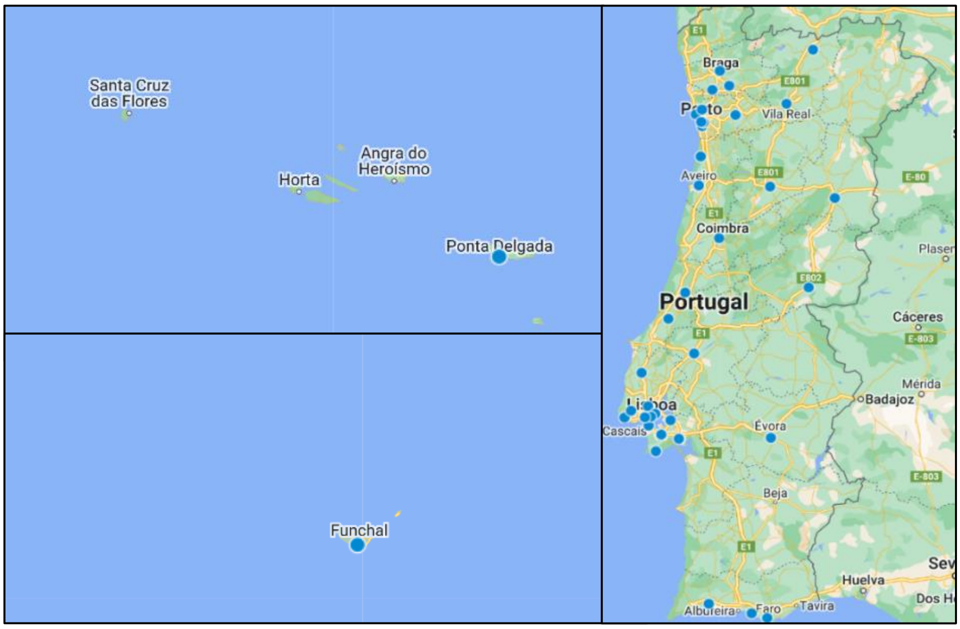

Figure A.2 Geographical Distribution of Decathlon stores[3]

[3] The stores are located in Almada, Amadora (Alfragide), Aveiro, Barreiro, Braga, Cascais, Castelo Branco, Chaves, Coimbra, (Decathlon Connect) Quarteira, (Decathlon Express) Alcobaça, (Decathlon Express) Vila Real, Sesimbra, Évora, (Express) Penafiel, Famalicão (Connect), Faro, Funchal, Guarda, Guimarães, Leiria, Lisboa Centro, Lisboa Oriente, Loures, Maia, Matosinhos, Montijo, Ovar, Ponta Delgada, Portimão, Porto Boavista, Porto Centro, Santarém, (Service Center Setúbal), Setúbal, Sintra, Torres Vedras, Vila Nova de Gaia and Viseu.

Annex B: Questionnaire

Portuguese version

Investigação | Qualidade do Serviço Prestado pelas Retalhistas de Produtos Desportivos

O presente questionário insere-se no âmbito de uma dissertação de Mestrado a decorrer no ISCTE – Instituto Universitário de Lisboa e destina-se a recolher informação exclusivamente para este fim. O estudo tem como objetivo avaliar a perceção da qualidade da experiência do cliente em redes de lojas de artigos de desporto, o seu impacto na satisfação do cliente e na intenção de voltar a lojas da rede.

O estudo é realizado por Luís Filipe Fonseca Niza (Luis_Filipe_Fonseca_Niza@iscte-iul.pt), que poderá contactar caso deseje colocar uma dúvida ou partilhar algum comentário.

Se tem mais de 18 anos e foi a lojas da Decathlon ou da Sportzone no último ano, peço-lhe que disponha de cerca de 6 minutos para responder a este questionário, relativo à sua experiência como cliente deste serviço.

A sua participação é voluntária e não existem respostas certas ou erradas, pelo que se pretende que responda de forma mais honesta possível. As respostas ao questionário são anónimas e confidenciais e serão analisadas no conjunto de todos os participantes, e nunca de forma individual. Se aceitar participar, por favor avance para a página seguinte. O preenchimento do questionário presume que compreendeu e que aceita as condições do presente estudo, consentindo participar.

Muito obrigada pela sua participação!

Qual a sua Idade? _____________

Qual é o seu sexo?

- ☐ Feminino
- ☐ Masculino
- ☐ Outro

Qual o nível de escolaridade mais elevado que completou?

- ☐ Sem grau de escolaridade completo
- ☐ Ensino básico - 1º Ciclo (4.º ano de escolaridade)
- ☐ Ensino básico - 2º Ciclo (6.º ano de escolaridade)
- ☐ Ensino básico - 3º Ciclo (9.º ano de escolaridade)
- ☐ Ensino Secundário (12.º ano de escolaridade)
- ☐ Ensino. Pós-Secundário não Superior
- ☐ Licenciatura
- ☐ Mestrado
- ☐ Doutoramento

Em média, com que frequência pratica Desporto?

- Menos de 1 vez por mês
- 1 vez por Mês
- 2 vez por Mês
- 3 vez por Mês
- 1 vezes por Semana
- 2 vezes por Semana
- 3 vezes por Semana
- Mais de 3 vezes por semana

Indique o desporto que pratica mais frequentemente:

- Não pratico desporto
- Andebol
- Badminton
- Basquetebol
- Basebol
- Bodyboard
- Caminhada
- Canoagem
- Ciclismo
- Corrida
- Dança
- Desportos de Combate e Artes Marciais
- Futebol
- Futsal
- Ginásio ou Fitness
- Ginástica
- Golfe
- Hipismo
- Hóquei
- Natação ou Mergulho
- Padel
- Paddle Surf
- Patinagem
- Pesca
- Rugby

- Skate
- Snowboard ou Ski
- Surf
- Ténis
- Triatlo
- Tiro (Incluindo Caça)
- Voleibol
- Outro

Indique o 2º desporto que pratica mais frequentemente:

- Não pratico desporto
- Andebol
- Badminton
- Basquetebol
- Basebol
- Bodyboard
- Caminhada
- Canoagem
- Ciclismo
- Corrida
- Dança
- Desportos de Combate e Artes Marciais
- Futebol
- Futsal
- Ginásio ou Fitness
- Ginástica
- Golfe
- Hipismo
- Hóquei
- Natação ou Mergulho
- Padel
- Paddle Surf
- Patinagem
- Pesca
- Rugby
- Skate

- Snowboard ou Ski
- Surf
- Ténis
- Triatlo
- Tiro (Incluindo Caça)
- Voleibol
- Outro

Por favor, especifique o desporto que pratica se escolheu a opção outro, em alguma das duas perguntas anteriores. _________________

Quanto é que gasta em compras de artigos desportivos para si, por ano?

- Menos de 50 Euros
- Entre 50 e 99,99 Euros
- Entre 100 e 199,99 Euros
- Mais de 200 Euros

Em que Distrito/Região Autónoma, regularmente, realiza a compra de artigos desportivos?

- Açores
- Aveiro
- Beja
- Braga
- Bragança
- Castelo Branco
- Coimbra
- Évora
- Faro
- Guarda
- Leiria
- Lisboa
- Madeira
- Portalegre
- Porto
- Santarém
- Setúbal
- Viana do Castelo
- Vila Real
- Viseu

Secção 2 Açores

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Angra do Heroísmo
- Calheta
- Corvo
- Horta
- Lagoa
- Lajes das Flores
- Lajes do Pico
- Madalena
- Nordeste
- Ponta Delgada
- Povoação
- Praia da Vitória
- Ribeira Grande
- Santa Cruz da Graciosa
- Santa Cruz das Flores
- São Roque do Pico
- Velas
- Vila do Porto
- Vila Franca do Campo

Secção 3 Aveiro

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Águeda
- Albergaria-a-Velha
- Anadia
- Arouca
- Aveiro
- Castelo de Paiva
- Espinho
- Estarreja
- Ílhavo
- Mealhada
- Murtosa
- Oliveira de Azeméis
- Oliveira do Bairro

- Ovar
- Santa Maria da Feira
- São João da Madeira
- Sever do Vouga
- Vagos
- Vale de Cambra

Secção 4 Beja

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Aljustrel
- Almodôvar
- Alvito
- Barrancos
- Beja
- Castro Verde
- Cuba
- Ferreira do Alentejo
- Mértola
- Moura
- Odemira
- Ourique
- Serpa
- Vidigueira

Secção 5 Braga

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Amares
- Barcelos
- Braga Braga
- Cabeceiras de Basto
- Celorico de Basto
- Esposende
- Fafe
- Guimarães
- Póvoa de Lanhoso
- Terras de Bouro
- Vieira do Minho

- Vila Nova de Famalicão
- Vila Verde
- Vizela

Secção 6 Bragança

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alfândega da Fé
- Bragança
- Carrazeda de Ansiães
- Freixo de Espada à Cinta
- Macedo de Cavaleiros
- Miranda do Douro
- Mirandela
- Mogadouro
- Torre de Moncorvo
- Vila Flor
- Vimioso

Secção 7 Castelo Branco

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Belmonte
- Castelo Branco
- Covilhã
- Fundão
- Idanha-a-Nova
- Oleiros
- Penamacor
- Proença-a-Nova
- Sertã
- Vila de Rei
- Vila Velha de Ródão

Secção 8 Coimbra

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Arganil
- Cantanhede
- Coimbra
- Condeixa-a-Nova
- Figueira da Foz

- Góis
- Lousã
- Mira
- Miranda do Corvo
- Montemor-o-Velho
- Oliveira do Hospital
- Pampilhosa da Serra
- Penacova
- Penela
- Soure
- Tábua
- Vila Nova de Poiares

Secção 9 Évora

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alandroal
- Arraiolos
- Borba
- Estremoz
- Évora
- Montemor-o-Novo
- Mora
- Mourão
- Olivença
- Portel
- Redondo
- Reguengos de Monsaraz
- Vendas Novas
- Viana do Alentejo
- Vila Viçosa

Secção 10 Faro

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Albufeira
- Alcoutim
- Aljezur
- Castro Marim

- Faro
- Lagoa
- Lagos
- Loulé
- Monchique
- Olhão
- Portimão
- São Brás de Alportel
- Silves
- Tavira
- Vila do Bispo
- Vila Real de Santo António

Secção 11 Guarda

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Aguiar da Beira
- Almeida
- Celorico da Beira
- Figueira de Castelo Rodrigo
- Fornos de Algodres
- Gouveia
- Guarda
- Manteigas
- Mêda
- Pinhel
- Sabugal
- Seia
- Trancoso
- Vila Nova de Foz Côa

Secção 13 Leiria

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alcobaça
- Alvaiázere
- Ansião
- Batalha
- Bombarral

- Caldas da Rainha
- Castanheira de Pera
- Figueiró dos Vinhos
- Leiria
- Marinha Grande
- Nazaré
- Óbidos
- Pedrógão Grande
- Peniche
- Pombal
- Porto de Mós

Secção 14 Lisboa

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alenquer
- Amadora
- Arruda dos Vinhos
- Azambuja
- Cadaval
- Cascais
- Lisboa
- Loures
- Lourinhã
- Mafra
- Odivelas
- Oeiras
- Sintra
- Sobral de Monte Agraço
- Torres Vedras
- Vila Franca de Xira

Secção 15 Madeira

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Calheta
- Câmara de Lobos
- Funchal
- Machico

- Ponta do Sol
- Porto Moniz
- Porto Santo
- Ribeira Brava
- Santa Cruz
- Santana
- São Vicente

Secção 12 Portalegre

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alter do Chão
- Arronches
- Avis
- Campo Maior
- Castelo de Vide
- Crato
- Elvas
- Fronteira
- Gavião
- Marvão
- Monforte
- Nisa
- Ponte de Sor
- Portalegre
- Sousel

Secção 16 Porto

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Amarante
- Baião
- Felgueiras
- Gondomar
- Lousada
- Maia
- Marco de Canaveses
- Matosinhos
- Paços de Ferreira

- Paredes
- Penafiel
- Porto
- Póvoa de Varzim
- Santo Tirso
- Trofa
- Valongo
- Vila do Conde
- Vila Nova de Gaia

Secção 17 Santarém

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Abrantes
- Alcanena
- Almeirim
- Alpiarça
- Benavente
- Cartaxo
- Chamusca
- Constância
- Coruche
- Entroncamento
- Ferreira do Zêzere
- Golegã
- Mação
- Ourém
- Rio Maior
- Salvaterra de Magos
- Santarém
- Sardoal
- Tomar
- Torres Novas
- Vila Nova da Barquinha

Secção 18 Setúbal

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alcácer do Sal

- Alcochete
- Almada
- Barreiro
- Grândola
- Moita
- Montijo
- Palmela
- Santiago do Cacém
- Seixal
- Sesimbra
- Setúbal
- Sines

Secção 19 Viana do Castelo

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Arcos de Valdevez
- Caminha
- Melgaço
- Monção
- Paredes de Coura
- Ponte da Barca
- Ponte de Lima
- Valença
- Viana do Castelo
- Vila Nova de Cerveira

Secção 20 Vila Real

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Alijó
- Boticas
- Chaves
- Mesão Frio
- Mondim de Basto
- Montalegre
- Murça
- Peso da Régua
- Ribeira de Pena

- Sabrosa
- Santa Marta de Penaguião
- Valpaços
- Vila Pouca de Aguiar
- Vila Real

Secção 21 Viseu

Em que concelho, regularmente, realiza a compra de artigos desportivos?

- Armamar
- Carregal do Sal
- Castro Daire
- Cinfães
- Lamego
- Mangualde
- Moimenta da Beira
- Mortágua
- Nelas
- Oliveira de Frades
- Penalva do Castelo
- Penedono
- Resende
- Santa Comba Dão
- São João da Pesqueira
- São Pedro do Sul
- Sátão
- Sernancelhe
- Tabuaço
- Tarouca
- Tondela
- Vila Nova de Paiva
- Viseu
- Vouzela

Secção 22 Retalhista de Material Desportivo

Das duas redes de lojas seguintes, qual usa com maior frequência?

- Sport Zone
- Decathlon

Responda às questões seguintes tendo como “Rede de Lojas” a rede que selecionou na última questão.

Secção 23 Indique, por favor, o seu nível de concordância com cada uma das afirmações seguintes. Utilize a escala 1 = “Discordo totalmente” a 7 = “Concordo totalmente”.

1 - Discordo Totalmente; 2 - Discordo; 3 - Discordo Parcialmente; 4 - Não concordo nem discordo; 5 - Concordo Parcialmente; 6 - Concordo; 7 - Concordo Totalmente; Não sei/Não respondo

1. Esta Rede de Lojas tem boa Reputação
2. De forma Geral, estou satisfeito(a) com esta Rede de Lojas e o serviço que prestam
3. Quando vou às compras, esta Rede de lojas é a primeira que considero
4. Esta Rede de lojas é capaz de se adaptar para responder às minhas necessidades
5. Estou feliz com esta Rede de Lojas como meu fornecedor
6. A oferta desta Rede de Lojas é superior à da concorrência
7. Eu pretendo realizar as minhas futuras compras nesta Rede de Lojas
8. Esta Rede de Lojas vai atender às minhas necessidades durante muito tempo
9. Esta rede de Lojas oferece um bom serviço ao cliente
10. As instalações desta Rede De Lojas estão melhor projetadas para atender às minhas necessidades do que as dos seus concorrentes
11. Escolho esta Rede de Lojas por outros motivos para além do preço
12. Sinto-me bem em vir esta Rede de Lojas para encontrar o que preciso
13. Faço maioria das minhas compras nesta Rede de Lojas
14. Fazer compras nesta Rede de Lojas é fácil
15. Estou confiante nas competências da equipa da Rede de Lojas
16. Os funcionários desta rede de Lojas têm competências para lidar com as pessoas
17. Ser cliente desta Rede de Lojas dá-me aprovação social
18. Esta Rede de Lojas mantém-me informado(a), sobre novos produtos e serviços.
19. Estou agradado em relação a esta Rede de Lojas
20. Escolho esta Rede de Lojas porque eles me conhecem
21. As pessoas que trabalham nesta Rede de Lojas são bons representantes da marca
22. Esta Rede de Lojas mantém me atualizado(a) sobre as novidades da sua oferta.
23. A equipa desta Rede de Lojas compreende os meus desejos e preocupações
24. Se eu for hoje às compras, irei a esta Rede de Lojas
25. Estou satisfeito que a Rede de Lojas produz o melhor resultado que é possível atingir para o meu caso
26. As instalações desta Rede de Lojas são construídas para servir da forma mais eficiente possível
27. Quando vou às compras, esta rede de lojas é a minha primeira escolha

28. Nesta Rede de Lojas, costumo lidar sempre com as mesmas pessoas
29. A qualidade do Serviço desta Rede de Lojas é a melhor
30. Estou satisfeito com o quanto esta Rede de Lojas conseguiu encontrar a melhor solução para o meu caso
31. Esta Rede de Lojas lidou bem comigo quando alguma coisa correu mal
32. Esta Rede de Lojas dá-me conselhos ao longo do processo
33. A Rede de Lojas sabe exatamente o que eu quero.
34. Esta Rede de Lojas aconselha-me de modo imparcial sobre quais os produtos/serviços que melhor se adequam às minhas necessidades.
35. Desenvolvi uma relação de proximidade com os funcionários da Rede de Lojas.

English Version

Research | Quality of Service Provided by Sporting Goods Retailers

This questionnaire is part of a master's dissertation being carried out at ISCTE - Instituto Universitario de Lisboa and is intended to collect information exclusively for this purpose. The study aims to evaluate the perception of the quality of customer experience in chains of sporting goods retailers, its impact on customer satisfaction and the intention to return to shops of the chain.

The study is carried out by Luís Filipe Fonseca Niza (Luis_Filipe_Fonseca_Niza@iscte-iul.pt), who you may contact if you wish to ask a question or share a comment.

If you are over 18 years of age and have been to Decathlon or SportZone shops in the last year, I would ask you to take approximately 6 minutes to complete this questionnaire concerning your experience as a customer of this service.

Your participation is voluntary and there are no right or wrong answers, so we ask that you answer as honestly as possible. The answers to the questionnaire are anonymous and confidential and will be analysed in the aggregate of all participants, never individually. If you agree to participate, please proceed to the next page. By completing the questionnaire, you are assuming that you have understood and accept the conditions of this study and consent to participate.

Thank you very much for your participation!

What is your age? _____________

What is your gender?

- ☐ Female
- ☐ Male
- ☐ Other

What is the highest level of education you have completed?

- ☐ No schooling completed
- ☐ Primary schools - 1st Cycle (4th year of schooling)
- ☐ Primary schools - 2nd Cycle (6th year of schooling)
- ☐ Basic Education - 3rd Cycle (9th year of schooling)
- ☐ Secondary Education (12th school year)
- ☐ Post-Secondary Non-Higher Education
- ☐ Undergraduate Degree
- ☐ Master
- ☐ PhD

On average, how often do you practice Sport?

- Less than once a month
- Once a month
- 2 times a month
- 3 times a Month
- Once a Week
- 2 times per Week
- 3x Per Week
- More than 3 times per Week

Please indicate the sport you play most often:

- I do not play sports
- Handball
- Badminton
- Basketball
- Baseball
- Bodyboard
- Walking
- Canoeing
- Cycling
- Running
- Dance
- Combat Sports and Martial Arts
- Football
- Futsal
- Gym or Fitness
- Gymnastics
- Golf
- Horse riding
- Hockey
- Swimming or Diving
- Padel
- Paddle Surfing
- Skating
- Fishing
- Rugby

- Skateboarding
- Snowboard or Ski
- Surfing
- Tennis
- Triathlon
- Shooting (Including hunting)
- Volleyball
- Other

Please indicate the second sport you practise most often:

- I do not play any sport
- Handball
- Badminton
- Basketball
- Baseball
- Bodyboard
- Walking
- Canoeing
- Cycling
- Running
- Dance
- Combat Sports and Martial Arts
- Football
- Futsal
- Gym or Fitness
- Gymnastics
- Golf
- Horse riding
- Hockey
- Swimming or Diving
- Padel
- Paddle Surfing
- Skating
- Fishing
- Rugby
- Skateboarding

- Snowboard or Ski
- Surfing
- Tennis
- Triathlon
- Shooting (Including hunting)
- Volleyball
- Other

Please specify the sport you play if you chose other in any of the previous two questions. ___________________

How much do you spend on buying sporting goods for yourself each year?

- Less than 50 Euros
- Between 50 and 99.99 Euros
- Between 100 and 199.99 Euros
- More than 200 Euros

In which District/Autonomous Region do you purchase sports goods regularly?

- Azores
- Aveiro
- Beja
- Braga
- Bragança
- Castelo Branco
- Coimbra
- Évora
- Faro
- Guarda
- Leiria
- Lisbon
- Madeira
- Portalegre
- Porto
- Santarém
- Setúbal
- Viana do Castelo
- Saskatchewan
- Viseu

Section 2 Azores

In which municipality do you regularly buy sporting goods?

- Angra do Heroísmo
- Calheta
- Corvo
- Horta
- Lagoa
- Lajes das Flores
- Lajes do Pico
- Madalena
- Nordeste
- Ponta Delgada
- Povoação
- Praia da Vitória
- Ribeira Grande
- Santa Cruz da Graciosa
- Santa Cruz das Flores
- São Roque do Pico
- Velas
- Vila do Porto
- Vila Franca do Campo

Section 3 Aveiro

In which municipality do you regularly buy sporting goods?

- Águeda
- Albergaria-a-Velha
- Anadia
- Arouca
- Aveiro Aveio
- Aveiro
- Espinho
- Estarreja
- Ílhavo
- Mealhada
- Murtosa
- Oliveira de Azeméis
- Oliveira do Bairro

- Ovar
- Santa Maria da Feira
- Ovar
- Ovar
- Vagos
- Vale de Cambra

Section 4 Beja

In which municipality do you regularly buy sporting goods?

- Aljustrel
- Almodôvar
- Alvito
- Barrancos
- Beja
- Castro Verde
- Cuba
- Ferreira do Alentejo
- Mértola
- Moura
- Odemira
- Ourique
- Serpa
- Vidigueira

Section 5 Braga

In which municipality do you regularly buy sporting goods?

- Amares
- Barcelos
- Braga
- Braga
- Barcelos
- Esposende
- Fafe
- Guimarães
- Povoa de Lanhoso
- Lands of Bouro
- Povoa de Lanhoso

- Vila Nova de Famalicão
- Wroclaw
- Vizela

Section 6 Bragança

In which municipality do you regularly buy sporting goods?

- Alfândega da Fé
- Bragança
- Carrazeda de Ansiães
- Freixo de Espada à Cinta
- Macedo de Cavaleiros
- Miranda do Douro
- Mirandela
- Mogadouro
- Torre de Moncorvo
- Vila Flor
- Vimioso
- Vinhais

Section 7 Castelo Branco

In which municipality do you regularly buy sporting goods?

- Belmonte
- Castelo Branco
- Covilhã
- Fundão
- Idanha-a-Nova
- Oleiros
- Penamacor
- Proença-a-Nova
- Sertã
- Vila de Rei
- Vila Velha de Ródão

Section 8 Coimbra

In which municipality do you regularly buy sporting goods?

- Arganil
- Cantanhede
- Coimbra
- Condeixa-a-Nova

- Figueira da Foz
- Góis
- Lousã
- Mira
- Miranda do Corvo
- Montemor-o-Velho
- Oliveira do Hospital
- Pampilhosa da Serra
- Penacova
- Penela
- Soure
- Tábua
- Vila Nova de Poiares

Section 9 Évora

In which municipality do you regularly buy sporting goods?

- Alandroal
- Arraiolos
- Borba
- Estremoz
- Évora
- Montemor-o-Novo
- Mora
- Mourão
- Olivença
- Portel
- Redondo
- Reguengos de Monsaraz
- Vendas Novas
- Viana do Alentejo
- Vila Viçosa

Section 10 Faro

In which municipality do you regularly buy sporting goods?

- Albufeira
- Alcoutim
- Aljezur

- Castro Marim
- Faro
- Lagoa
- Lagos
- Loulé
- Monchique
- Olhão
- Portimão
- São Brás de Alportel
- Silves
- Tavira
- Vila do Bispo
- Vila Real de Santo António

Section 11 Guarda

In which municipality do you regularly buy sporting goods?

- Aguiar da Beira
- Almeida
- Celorico da Beira
- Figueira de Castelo Rodrigo
- Fornos de Algodres
- Gouveia
- Guarda
- Manteigas
- Mêda
- Pinhel
- Sabugal
- Seia
- Trancoso
- Vila Nova de Foz Côa

Section 13 Leiria

In which municipality do you regularly purchase sporting goods?

- Alcobaça
- Alvaiázere
- Ansião
- Batalha
- Bombarral

- Caldas da Rainha
- Castanheira de Pera
- Figueiró dos Vinhos
- Leiria
- Marinha Grande
- Nazaré
- Óbidos
- Pedrógão Grande
- Peniche
- Pombal
- Porto de Mós

Section 14 Lisboa

In which municipality do you regularly purchase sporting goods?

- Alenquer
- Amadora
- Arruda dos Vinhos
- Azambuja
- Cadaval
- Cascais
- Lisboa
- Loures
- Lourinhã
- Mafra
- Odivelas
- Oeiras
- Sintra
- Sobral de Monte Agraço
- Torres Vedras
- Vila Franca de Xira

Section 15 Madeira

In which municipality do you regularly purchase sporting goods?

- Calheta
- Câmara de Lobos
- Funchal
- Machico
- Ponta do Sol
- Porto Moniz

- Porto Santo
- Ribeira Brava
- Santa Cruz
- Santana
- São Vicente

Section 12 Portalegre

In which municipality do you regularly purchase sporting goods?

- Alter do Chão
- Arronches
- Avis
- Campo Maior
- Castelo de Vide
- Crato
- Elvas
- Fronteira
- Gavião
- Marvão
- Monforte
- Nisa
- Ponte de Sor
- Portalegre
- Sousel

Section 16 Porto

In which municipality do you regularly purchase sporting goods?

- Amarante
- Baião
- Felgueiras
- Gondomar
- Lousada
- Maia
- Marco de Canaveses
- Matosinhos
- Paços de Ferreira
- Paredes
- Penafiel
- Porto

- Póvoa de Varzim
- Santo Tirso
- Trofa
- Valongo
- Vila do Conde
- Vila Nova de Gaia

Section 17 Santarém

In which municipality do you regularly purchase sporting goods?

- Abrantes
- Alcanena
- Almeirim
- Alpiarça
- Benavente
- Cartaxo
- Chamusca
- Constância
- Coruche
- Entroncamento
- Ferreira do Zêzere
- Golegã
- Mação
- Ourém
- Rio Maior
- Salvaterra de Magos
- Santarém
- Sardoal
- Tomar
- Torres Novas
- Vila Nova da Barquinha

Section 18 Setúbal

In which municipality do you regularly purchase sporting goods?

- Alcácer do Sal
- Alcochete
- Almada
- Barreiro

- Grândola
- Moita
- Montijo
- Palmela
- Santiago do Cacém
- Seixal
- Sesimbra
- Setúbal
- Sines

Section 19 Viana do Castelo

In which municipality do you regularly purchase sporting goods?

- Arcos de Valdevez
- Caminha
- Melgaço
- Monção
- Paredes de Coura
- Ponte da Barca
- Ponte de Lima
- Valença
- Viana do Castelo
- Vila Nova de Cerveira

Section 20 Vila Real

In which municipality do you regularly purchase sporting goods?

- Alijó
- Boticas
- Chaves
- Mesão Frio
- Mondim de Basto
- Montalegre
- Murça
- Peso da Régua
- Ribeira de Pena
- Sabrosa
- Santa Marta de Penaguião
- Valpaços
- Vila Pouca de Aguiar

- Vila Real

Section 21 Viseu

In which municipality do you regularly purchase sporting goods?

- Armamar
- Carregal do Sal
- Castro Daire
- Cinfães
- Lamego
- Mangualde
- Moimenta da Beira
- Mortágua
- Nelas
- Oliveira de Frades
- Penalva do Castelo
- Penedono
- Resende
- Santa Comba Dão
- São João da Pesqueira
- São Pedro do Sul
- Sátão
- Sernancelhe
- Tabuaço
- Tarouca
- Tondela
- Vila Nova de Paiva
- Viseu
- Vouzela

Section 22 Sporting Goods Retailer

Of the following two chain shops, which do you use more often?

- Sport Zone
- Decathlon

Please answer the following questions, having as "Store Chain" the chain you selected in the last question.

Section 23

Please indicate your level of agreement with each of the following statements. Use the scale 1 = "Strongly disagree" to 7 = "Strongly agree".

1 - Totally Disagree; 2 - Disagree; 3 - Partially Disagree; 4 - I neither agree nor disagree; 5 - Partially Agree; 6 - Agree; 7 - Totally Agree; Don't know/no answer

1. Company has a good reputation
2. Overall, I am satisfied with the company and the service they provide.
3. When I go shopping, I consider this company first.
4. Company demonstrates flexibility in dealing with me.
5. I am happy with company as my provider.
6. Company’s offerings are superior.
7. I plan to do most of my future shopping in this company.
8. Company will look after me for a long time.
9. Company delivers a good customer service.
10. Company's facilities are better designed to fulfil my needs than their competitors.
11. I choose company not because of the price alone.
12. I feel good about coming to the company for the offerings i am looking for.
13. I do most of my shopping in this company.
14. Dealing with company is easy.
15. I am confident in company’s expertise.
16. The people I am dealing with (at company) have good people skills.
17. Being a client at/customer of company gives me social approval.
18. Company keeps me informed.
19. My feelings towards the company are very positive.
20. I choose company because they know me.
21. The people who work at company represent the company brand well.
22. Company keeps me up to date about their products and latest developments.
23. Company’s personnel relate to my wishes and concerns.
24. If I go shopping today, I will go to this company again.
25. I feel satisfied that the company produces the best results that can be achieved for me.
26. Company's (online and/or offline) facilities are designed to be as efficient as possible (for me).
27. When I go shopping, this company is my first choice.
28. At company I always deal with the same forms and/or same people.
29. Company’s offerings have the best quality.
30. The extent to which the company has produced the best possible outcome for me is satisfying.
31. Company deal(t) well with me when things go(went) wrong.
32. Company advises(d) me throughout the process.
33. Company knows exactly what i want

34. Company gives independent advice (on which product/service will best suit my needs).
35. I have built a personal relationship with the people at company.

Annex C: Item Translation

Table C.1 Item Translation

Item	Portuguese Version	English Version
	Brand experience	
BRE1	Esta Rede de Lojas tem boa Reputação	Company has a good reputation.
BRE2	Estou confiante nas competências da equipa da Rede de Lojas	I am confident in Company's expertise.
BRE3	Esta Rede de Lojas aconselha-me de modo imparcial sobre quais os produtos/serviços que melhor se adequam às minhas necessidades.	Company gives independent advice (on which product/service will best suit my needs).
BRE4	Escolho esta Rede de Lojas por outros motivos para além do preço	I choose Company not because of the price alone.
BRE5	As pessoas que trabalham nesta Rede de Lojas são bons representantes da marca	The people who work at Company represent the Company brand well.
BRE6	A qualidade do Serviço desta Rede de Lojas é a melhor	Company's offerings have the best quality.
BRE7	A oferta desta Rede de Lojas é superior à da concorrência	Company's offerings are superior.
	Service (provider) experience	
SPE1	Esta Rede de Lojas dá-me conselhos ao longo do processo	Company advises(d) me throughout the process.
SPE2	Fazer compras nesta Rede de Lojas é fácil	Dealing with Company is easy.
SPE3	Esta Rede de Lojas mantém-me informado(a), sobre novos produtos e serviços.	Company keeps me informed.
SPE4	Esta Rede de lojas é capaz de se adaptar para responder às minhas necessidades	Company demonstrates flexibility in dealing with me.
SPE5	Nesta Rede de Lojas, costumo lidar sempre com as mesmas pessoas	At Company I always deal with the same forms and/or same people.
SPE6	A equipa desta Rede de Lojas compreende os meus desejos e preocupações	Company's personnel relate to my wishes and concerns.
SPE7	Os funcionários desta rede de Lojas têm competências para lidar com as pessoas	The people I am dealing with (at Company) have good people skills.

SPE8	Esta rede de Lojas oferece um bom serviço ao cliente	Company delivers a good customer service.
SPE9	Desenvolvi uma relação de proximidade com os funcionários da Rede de Lojas.	I have built a personal relationship with the people at Company.
SPE10	As instalações desta Rede De Lojas estão melhor projetadas para atender às minhas necessidades do que as dos seus concorrentes	Company's facilities are better designed to fulfil my needs than their competitors.
SPE11	As instalações desta Rede de Lojas são construídas para servir da forma mais eficiente possível	Company's (online and/or offline) facilities are designed to be as efficient as possible (for me).
	Post-purchase/consumption experience	
PPE1	Escolho esta Rede de Lojas porque eles me conhecem	I choose Company because they know me.
PPE2	A Rede de Lojas sabe exatamente o que eu quero.	Company knows exactly what I want
PPE3	Esta Rede de Lojas mantém me atualizado(a) sobre as novidades da sua oferta.	Company keeps me up to date about their products and latest developments.
PPE4	Esta Rede de Lojas vai atender às minhas necessidades durante muito tempo	Company will look after me for a long time.
PPE5	Esta Rede de Lojas lidou bem comigo quando alguma coisa correu mal	Company deal(t) well with me when things go(went) wrong.
PPE6	Estou feliz com esta Rede de Lojas como meu fornecedor	I am happy with Company as my provider.
PPE7	Ser cliente desta Rede de Lojas dá-me aprovação social	Being a client at/customer of Company gives me social approval.
	Satisfaction	
STA1	Estou agradado em relação a esta Rede de Lojas	My feelings towards the Company are very positive.
STA2	Sinto-me bem em vir esta Rede de Lojas para encontrar o que preciso	I feel good about coming to the Company for the offerings I am looking for.

STA3	De forma Geral, estou satisfeito(a) com esta Rede de Lojas e o serviço que prestam	Overall, I am satisfied with the Company and the service they provide.
STA4	Estou satisfeito que a Rede de Lojas produz o melhor resultado que é possível atingir para o meu caso	I feel satisfied that the Company produces the best results that can be achieved for me.
STA5	Estou satisfeito com o quanto esta Rede de Lojas conseguiu encontrar a melhor solução para o meu caso	The extent to which the Company has produced the best possible outcome for me is satisfying.
	Repurchase Intention	
RI1	Eu pretendo realizar as minhas futuras compras nesta Rede de Lojas	I plan to do most of my future shopping in this Company.
RI2	Se eu for hoje às compras, irei a esta Rede de Lojas	If I go shopping today, I will go to this Company again.
RI3	Faço maioria das minhas compras nesta Rede de Lojas	I do most of my shopping in this Company.
RI4	Quando vou às compras, esta Rede de lojas é a primeira que considero	When I go shopping, I consider this Company first.
RI5	Quando vou às compras, esta rede de lojas é a minha primeira escolha	When I go shopping, this Company is my first choice.

Annex D: Sample Characterization

Table D.1 Sample Characterization

	Absolute frequency	Relative Frequency
Education level		
PhD	19	3%
Master	61	11%
Undergraduate Degree	228	40%
Post-Secondary Non-Higher Education	25	4%
Secondary Education (12th school year)	207	36%
Basic Education - 3rd Cycle (9th year of schooling)	31	5%
Primary schools - 2nd Cycle (6th year of schooling)	2	0%
Primary schools - 1st Cycle (4th year of schooling)	3	1%
No schooling completed	0	0%
Total	**576**	**100%**
Sport Frequency		
More than 3 times per Week	109	19%
3 times per Week	85	15%
2 times per Week	103	18%
Once a Week	102	18%
3 times a Month	35	6%
2 times a month	20	3%
Once a month	23	4%
Less than once a month	99	17%
Total	**576**	**100%**
Sport Practice (1st or 2nd Option)		
Walking	277	48%
Gym or Fitness	268	47%
Running	79	14%
Dance	54	9%
Football	40	7%
I do not play any sport	40	7%
Cycling	29	5%

Combat Sports and Martial Arts	29	5%
Canoeing	28	5%
Swimming or Diving	25	4%
Padel	24	4%
Gymnastics	19	3%
Volleyball	19	3%
Handball	12	2%
Futsal	9	2%
Other Sports	48	8%
Total	**1000**	**174%**
Money Spent on the stores		
Less than 50 Euros	286	50%
Between 50 and 99.99 Euros	160	28%
Between 100 and 199.99 Euros	81	14%
Over 200 Euros	49	9%
Total	**576**	**100%**
Store Location		
Lisbon	170	30%
Sintra	101	18%
Almada	36	6%
Amadora	36	6%
Oeiras	30	5%
Cascais	27	5%
Setúbal	17	3%
Other	159	28%
Total	**576**	**100%**

Annex E: Item analysis

Table E.1 Percentages of responses per items

Item	1	2	3	4	5	6	7
BRE1	0%	0%	1%	2%	10%	61%	26%
BRE2	0%	1%	1%	7%	14%	63%	14%
BRE3	2%	4%	5%	23%	21%	41%	5%
BRE4	1%	4%	6%	13%	18%	49%	9%
BRE5	1%	1%	5%	21%	20%	45%	7%
BRE6	1%	3%	5%	31%	26%	29%	5%
BRE7	2%	6%	7%	20%	22%	29%	14%
SPE1	2%	7%	5%	28%	17%	37%	3%
SPE2	0%	1%	1%	4%	11%	63%	21%
SPE3	4%	7%	4%	21%	17%	38%	10%
SPE4	0%	1%	2%	11%	20%	52%	14%
SPE5	13%	26%	14%	22%	11%	13%	1%
SPE6	1%	6%	5%	30%	20%	33%	5%
SPE7	0%	0%	2%	8%	19%	56%	15%
SPE8	0%	1%	1%	4%	15%	64%	15%
SPE9	22%	27%	6%	25%	7%	12%	2%
SPE10	0%	3%	4%	18%	14%	49%	11%
SPE11	0%	1%	1%	9%	20%	60%	10%
PPE1	23%	29%	6%	21%	8%	11%	2%
PPE2	5%	12%	8%	29%	23%	22%	3%
PPE3	5%	9%	4%	20%	15%	41%	6%
PPE4	1%	3%	2%	17%	18%	49%	11%
PPE5	0%	2%	2%	24%	10%	48%	14%
PPE6	0%	2%	1%	8%	16%	60%	14%
PPE7	11%	14%	5%	37%	9%	21%	3%
STA1	1%	2%	1%	7%	16%	63%	11%
STA2	0%	1%	1%	8%	13%	65%	12%
STA3	0%	0%	0%	1%	11%	67%	20%
STA4	1%	2%	4%	16%	23%	47%	6%
STA5	1%	2%	4%	19%	23%	46%	5%
RI1	0%	2%	3%	13%	22%	49%	11%
RI2	3%	7%	5%	17%	21%	39%	8%

RI3	3%	7%	6%	9%	21%	44%	11%
RI4	3%	4%	6%	7%	23%	40%	17%
RI5	4%	8%	8%	12%	22%	39%	8%

Table E.2 Summary of responses

	N							Percentiles		
	Valid	**Missing**	**Mean**	**S.D**	**Median**	**Minimum**	**Maximum**	**25**	**50**	**75**
BRE1	571	5	6.1	0.7	6	2	7	6	6	7
BRE2	564	12	5.8	0.9	6	1	7	6	6	6
BRE3	550	26	5.0	1.3	5	1	7	4	5	6
BRE4	572	4	5.3	1.3	6	1	7	5	6	6
BRE5	553	23	5.2	1.2	6	1	7	4	6	6
BRE6	556	20	4.8	1.2	5	1	7	4	5	6
BRE7	562	14	5.0	1.5	5	1	7	4	5	6
SPE1	546	30	4.7	1.4	5	1	7	4	5	6
SPE2	575	1	6.0	0.8	6	2	7	6	6	6
SPE3	557	19	4.9	1.5	5	1	7	4	5	6
SPE4	567	9	5.6	1.0	6	2	7	5	6	6
SPE5	551	25	3.4	1.6	3	1	7	2	3	5
SPE6	552	24	4.8	1.3	5	1	7	4	5	6
SPE7	562	14	5.7	0.9	6	1	7	5	6	6
SPE8	570	6	5.9	0.8	6	2	7	6	6	6
SPE9	549	27	3.1	1.7	3	1	7	2	3	4
SPE10	569	7	5.3	1.2	6	1	7	4	6	6
SPE11	569	7	5.6	0.9	6	1	7	5	6	6
PPE1	567	9	3.0	1.7	2	1	7	2	2	4
PPE2	557	19	4.3	1.5	4	1	7	4	4	5
PPE3	562	14	4.8	1.6	5	1	7	4	5	6
PPE4	558	18	5.4	1.2	6	1	7	5	6	6
PPE5	508	68	5.4	1.2	6	2	7	4	6	6
PPE6	574	2	5.7	1.0	6	2	7	5	6	6
PPE7	545	31	4.0	1.7	4	1	7	2	4	5
STA1	574	2	5.7	1.0	6	1	7	5	6	6
STA2	575	1	5.8	0.9	6	2	7	6	6	6
STA3	576	0	6.1	0.6	6	2	7	6	6	6
STA4	563	13	5.2	1.2	6	1	7	5	6	6
STA5	560	16	5.2	1.1	6	1	7	4	6	6
RI1	569	7	5.5	1.1	6	2	7	5	6	6
RI2	558	18	5.0	1.5	5	1	7	4	5	6

RI3	573	3	5.1	1.5	6	1	7	5	6	6
RI4	575	1	5.3	1.5	6	1	7	5	6	6
RI5	572	4	4.9	1.6	5	1	7	4	5	6

S.D= Standard Deviation

Annex F: Validation of Linear Regression Assumptions – Satisfaction

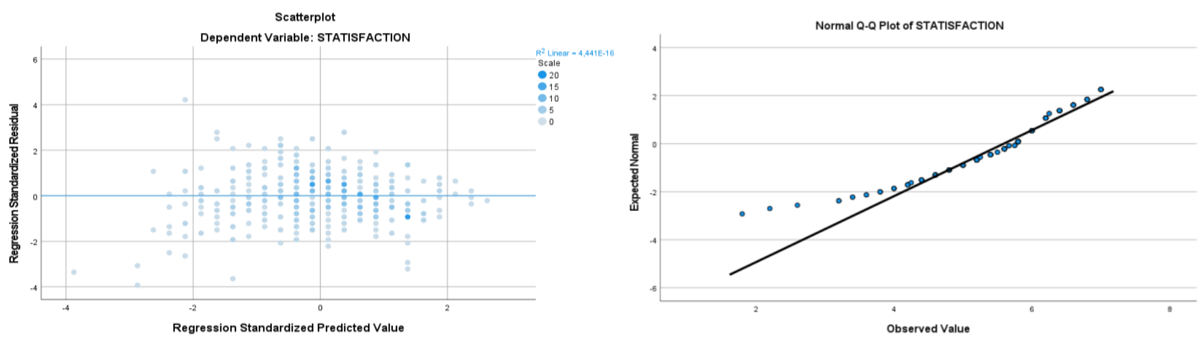

Figure F.1 Scatterplot and Normal Q-Q Plot– SATISFACTION

Table F.1 Residual Statistics – SATISFACTION

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3531	7.1438	5.5917	.57422	576
Residual	-1.77339	1.89221	.00000	.44779	576
Std. Predicted Value	-3.899	2.703	.000	1.000	576
Std. Residual	-3.957	4.222	.000	.999	576

Dependent Variable: STATISFACTION

Table F.2 Kolgomorov-Smirnov - SATISFACTION

	Statistic	df	Sig.
SATISFACTION	.142	576	<.001

a. Lilliefors Significance Correction

Annex G: Validation of Linear Regression Assumptions – Repurchase Intention

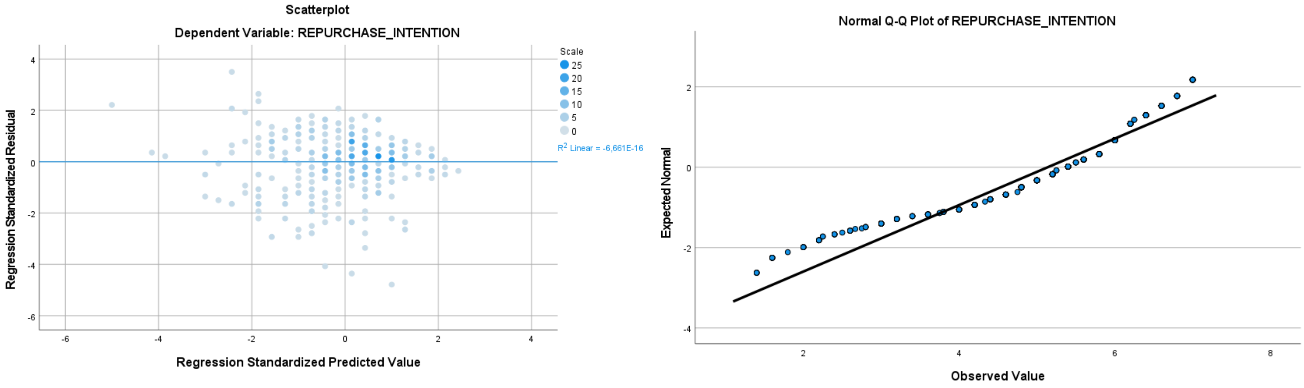

Figure G.1 Scatterplot and Normal Q-Q Plot - REPURCHASE INTENTION

Table G.1 Residual Statistics – Repurchase Intention

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.9281	7.1859	5.1384	.86902	576
Residual	-3.95883	3.02270	.00000	.84094	576
Std. Predicted Value	-4.845	2.356	.000	1.000	576
Std. Residual	-4.699	3.588	.000	.998	576

Dependent Variable: REPURCHASE_INTENTION

Table G.2 Kolgomorov-Smirnov – Repurchase Intention

	Statistic	df	Sig.
Repurchase Intention	.124	576	<.001

a. Lilliefors Significance Correction

Table G.3 Coefficients – Repurchase Intention

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-1.459	.275		-5.307	<.001		
STATISFACTION	.770	.079	.463	9.756	<.001	.378	2.644
EXQ	.463	.076	.290	6.106	<.001	.378	2.644

a. Dependent Variable: REPURCHASE_INTENTION

Annex H: Output of the Macro Process (Mediation)

Run MATRIX procedure:

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.1 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : RI
    X  : EXQ
    M  : SAT

Sample
Size:  576

**************************************************************************
OUTCOME VARIABLE:
 SAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,7886      ,6218      ,2009   943,8860     1,0000   574,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1,8368      ,1236    14,8564      ,0000     1,5940     2,0796
EXQ           ,7581      ,0247    30,7227      ,0000      ,7097      ,8066

Standardized coefficients
         coeff
EXQ      ,7886

**************************************************************************
OUTCOME VARIABLE:
 RI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,7148      ,5110      ,7176   299,3492     2,0000   573,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant    -1,4592      ,2750    -5,3067      ,0000    -1,9993     -,9192
EXQ           ,4631      ,0759     6,1060      ,0000      ,3142      ,6121
SAT           ,7697      ,0789     9,7557      ,0000      ,6147      ,9246

Standardized coefficients
         coeff
EXQ      ,2901
SAT      ,4635

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 RI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,6555      ,4297      ,8354   432,5581     1,0000   574,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     -,0455      ,2521     -,1805      ,8568     -,5407      ,4497
EXQ          1,0467      ,0503    20,7980      ,0000      ,9478     1,1455
```

```
         coeff
EXQ      ,6555

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
     1,0467      ,0503    20,7980      ,0000      ,9478     1,1455      ,6555

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
      ,4631      ,0759     6,1060      ,0000      ,3142      ,6121      ,2901

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
SAT      ,5835      ,0733      ,4384      ,7238

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
SAT      ,3655      ,0452      ,2758      ,4525

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Annex I: Output of the Macro Process (Mediation) per store

Output of the Macro Process for Decathlon

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.1 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : RI
    X  : EXQ
    M  : SAT

Sample
Size:  329

**************************************************************************
OUTCOME VARIABLE:
 SAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,7458      ,5563      ,1753   409,9069     1,0000   327,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2,1867      ,1764    12,3972      ,0000     1,8397     2,5337
EXQ           ,7019      ,0347    20,2462      ,0000      ,6337      ,7701

Standardized coefficients
         coeff
EXQ      ,7458

**************************************************************************
OUTCOME VARIABLE:
 RI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,6854      ,4698      ,5593   144,4386     2,0000   326,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     -,9903      ,3819    -2,5928      ,0099    -1,7417     -,2389
EXQ           ,1870      ,0929     2,0124      ,0450      ,0042      ,3699
SAT           ,9621      ,0988     9,7415      ,0000      ,7678     1,1564

Standardized coefficients
         coeff
EXQ      ,1218
SAT      ,5897

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 RI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,5617      ,3155      ,7199   150,7052     1,0000   327,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1,1135      ,3574     3,1157      ,0020      ,4104     1,8166
EXQ           ,8623      ,0702    12,2762      ,0000      ,7241     1,0005
```

```
Standardized coefficients
         coeff
EXQ      ,5617

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      ,8623      ,0702    12,2762      ,0000      ,7241     1,0005      ,5617

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
      ,1870      ,0929     2,0124      ,0450      ,0042      ,3699      ,1218

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
SAT      ,6753      ,0797      ,5198      ,8318

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
SAT      ,4398      ,0436      ,3516      ,5221

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Output of the Macro Process for Sport Zone

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.1 ****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : RI
    X  : EXQ
    M  : SAT

Sample
Size:  247

**************************************************************************
OUTCOME VARIABLE:
 SAT

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,8157      ,6654      ,2207   487,2612     1,0000   245,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1,6515      ,1729     9,5493      ,0000     1,3108     1,9921
EXQ           ,7783      ,0353    22,0740      ,0000      ,7088      ,8477

Standardized coefficients
         coeff
EXQ      ,8157

**************************************************************************
OUTCOME VARIABLE:
 RI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,7361      ,5418      ,7812   144,2594     2,0000   244,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant    -1,2631      ,3811    -3,3142      ,0011    -2,0138     -,5124
EXQ           ,8165      ,1147     7,1203      ,0000      ,5906     1,0424
SAT           ,3740      ,1202     3,1120      ,0021      ,1373      ,6108

Standardized coefficients
         coeff
EXQ      ,5334
SAT      ,2331

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 RI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,7236      ,5236      ,8089   269,2892     1,0000   245,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     -,6454      ,3311    -1,9494      ,0524    -1,2975      ,0067
EXQ          1,1076      ,0675    16,4100      ,0000      ,9747     1,2406
```

```
Standardized coefficients
         coeff
EXQ      ,7236

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
     1,1076      ,0675    16,4100      ,0000      ,9747     1,2406      ,7236

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
      ,8165      ,1147     7,1203      ,0000      ,5906     1,0424      ,5334

Indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
SAT      ,2911      ,1191      ,0583      ,5272

Completely standardized indirect effect(s) of X on Y:
        Effect     BootSE   BootLLCI   BootULCI
SAT      ,1902      ,0776      ,0386      ,3432

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```