Bibliometric Analysis: Customer Service Experience in Retail Stores

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Resumo

Em resumo, foram analisados vários artigos para esta revisão da literatura, a fim de obter uma ideia clara de dois tópicos principais: lojas de retalho e experiência de serviço ao cliente. Assim, a investigação global baseia-se na identificação do conjunto de competências e ferramentas necessárias para introduzir as melhores práticas no domínio da experiência de serviço ao cliente, a fim de levar os quadros superiores a mudar a sua perspetiva.

A transformação digital está a mudar a relação entre os consumidores e as empresas. De facto, é precisamente através desta relação que podemos impulsionar ou melhorar a experiência do cliente. Afinal, existem inúmeras opções de escolha para os clientes e o mercado é altamente competitivo, tornando a escolha do cliente mais exige e informada.

O sucesso do cliente é, portanto, um modelo de negócio que visa a sua total satisfação. Para isso, é necessário garantir que os resultados que o consumidor deseja com a compra de determinado produto ou serviço sejam alcançados. A experiência do cliente é um esforço conjunto entre diferentes áreas capazes de criar um resultado, conhecido como experiência. Por isso, é necessário criar métodos e procedimentos que envolvam a empresa num diálogo ativo com o cliente, para que o resultado seja mais positivo. Existem alguns fatores que podem ser tidos em conta para se ter uma experiência inesquecível: expectativas e momentos de surpresa, envolvimento emocional e inovação.

Palavra-Chave: Análise Bibliométrica, Experiência de Cliente, Retalho, Consumidor, Satisfação, Inovação.

Classificação JEL:

L81 - Comércio a Retalho

O32 - Gestão da Inovação Tecnológica e I&D

Abstract

In summary, a variety of articles were analysed for this literature review to get a clear idea of two main topics: retail stores and the customer service experience. Thus, the overall research is based on identifying the set of skills and tools needed to introduce best practices in the field of customer service experience, to get senior management to change their perspective on strategic models.

The digital transformation is changing the relationship between consumers and companies. In fact, it is precisely through this relationship that we can boost or improve the customer experience. After all, there are countless options for customers to choose from and the market is highly competitive, making customer choice more demanding and informed.

Customer success is therefore a business model aimed at total customer satisfaction. To achieve this, it is necessary to guarantee that the results that the consumer wants from the purchase of that product or service are achieved.

The customer experience is a joint effort between different areas capable of creating a result, known as an experience. It is therefore necessary to create methods and procedures that involve the company in an active dialog with the customer, to make the result more positive. There are some factors that could be in account to have an unforgettable experience: expectations and surprised moments, emotional involvement, and innovation.

Keyword: Bibliometric Analysis, Customer Experience, Retail, Consumer, Satisfaction, Innovation.

CHAPTER 1

Introduction

It is becoming increasingly competitive in the market. Consumers are becoming more demanding, and the time needed to meet their expectations and needs should be kept to a minimum. To remain competitive, organizations must invest in the modernization of products, processes, and technologies, as well as adopt cost-reduction strategies. (Mentzer, 2001).

Currently, logistics is defined by the Council of Supply Chain Management Professionals (CSCMP, 2013) as "the part of the Supply Chain responsible for planning, implementing, and controlling the efficient, effective and efficient flow and storage of goods, services, and information between the point of origin and the point of consumption to meet customer requirements and/or needs". As a result, the policies of organizations regarding inventory levels and their respective locations have a significant impact on the size of inventories (Chopra, 2016).

To increase competitiveness, companies have started to adopt supply chain management Supply Chain Management (SCM) is a management method consisting of the efficient administration of all the organizations, processes, and activities that are part of the development of a product (e.g. design, production, distribution), from its conception to its sale to end customers (Swamidass, 2000), in which each participant affects, directly or indirectly, the performance of the others and therefore the performance of the product. (Lockamy, 2008).

Retail trade is a commercial activity consisting of the acquisition of products of various activities and branches for direct sale to consumers in appropriate establishments or in fixed and permanent squares (Diamond, 1996).

 In retail terms, Portugal has always been seen as a country of country or even a country of traditional commerce. However, with its development over the years, as a consequence of globalization and the investment of foreign capital in our country, this scenario has become a distant past. There has been an extraordinary evolution in this sector over the last 15 years, changing habits, customs, traditions, and the economy of (Salgueiro, 1996).

Retail can be classified in various ways, just like any other business, i.e., micro, small, medium, and large retail. The analysis and segmentation of this dissertation were based on the third revision carried out to the Classification of Economic Activities (CAE), which introduced some significant structural changes to the previous one. The CAE-REV 3, which came into force in January 2008, will be the basis of all future analysis and segmentation. In this way, retail companies will be divided, firstly, by their segment of activity. Although they are all retailers, it is important to distinguish them in terms of area, since each area has its own objective, motivation, way of working, and turnover. Figure 1 shows how retail trade will be segmented to facilitate data interpretation and to make the analysis more reliable, respecting reality and ensuring compliance with the classification of economic activities (INE, 2007).

Retail trade comprises the resale (without transformation) of new or second-hand goods, carried out in establishments, fairs, and markets, at home, by mail order, in the itinerant sale, among others, and aimed at final consumers (individuals, companies, or institutions). (INE, 2007).

Currently, the retail trade is not exclusively based on the sale of products to consumers. It is a sector that encompasses much more than the simple art of selling. To be successful today, the management of a retail business must be multidisciplinary, involving human resources management, logistics management, psychology, knowledge of psychology, notions of pure management, ideas of economics, information on how to communicate, notions of IT, sociology and many other areas that directly or indirectly cross the path of retail business management on a daily basis. 'Food, drink, and tobacco products' (33.7%, as in 2015), generated €15.6 billion of turnover and corresponded to the largest share of retail trade. With a total sales amount of €10.6 billion, the product group where 'clothing, medical and pharmaceutical products, hygiene articles, among others', aggregated 22.8% of the total turnover of retail trade (+0.6 p.p. than in 2015) (INE, 2016).

CHAPTER 2

Methodology

2.1) Research questions

This study tends to elaborate on the relationship between food retail area and Customer Service Experience, more precisely what is the best practice in main area of Retail. The review questions in this study are:

Q1: What does the bibliographic literature say about Retail and Customer Service Experience between 2012 and 2022?

Q2: How is the shopping experience in retail shops characterised from 2012 to 2022?

Q3: What is the best customer service experience have been identified in Retail Stores from 2012 to 2022?

2.2) Identification of the Research

Systematic literature review (SLR) is a method to collect publications and documents that fit our pre-defined inclusion criteria to answer a specific research question. The study can provide reliable findings and reliable conclusion that could help decision-makers and scientific practitioners to act accordingly. The SLR process ensures that the work is carefully planned before the actual review work starts.

The main characteristics of SLR are: clearly set the research question which the study would answer, having a clearly stated objectives that have an explicit and reproducible method, a searching strings that includes all related studies that would meet the eligibility criteria, and an assessment of the quality/validity of the selected studies (e.g., assessment of risk of bias and confidence in cumulative estimates) and systematic presentation and synthesis of the extracted data from the selected studies, and making the study findings are available for scientific purpose and decision making.

SLR is defined as a 'systematic, explicit, and reproducible method for identifying, evaluating, and synthesizing the existing body of completed and recorded work made by researchers, scholars, and practitioners'(Mengis et all, 2019).

For conducting a Systematic Literature Review, Xiao and Watson (2013) and also, Vicente-Saez & Martinez-Fuentes (2018) retrieved some steps to do it:

A) Formulating the research question that you want to answer;

B) Developing and validating the review protocol. This study will follow the bibliometric analysis guidelines as outlined by Professor Doctor Leandro F. Pereira in the Bibliometric State-of-the-Art Research Checklist;

C) Searching the literature, as articles selection;

D) Screening for inclusion, in this case, relevant and high-quality papers;

E) Data extraction;

F) Data analysis and synthesis from selected studies;

G) Reporting the results clearly and concisely.

Whereas systematic review identifies key scientific contributions to a field or question, meta-analysis offers a statistical procedure for Synthes-sizing findings to obtain overall reliability unavailable from any single study alone. Indeed, undertaking systematic review is now regarded as a 'fundamental scientific activity'. (Tranfield et all, 2003).

The purpose of this paper is to gain an impression of strategic management research and its evolution by considering the works of a great number of researchers in the field over an extended period of time using bibliometric methods. Ramos-Rodríguez and Ruíz-Navarro (2000) explore the intellectual structure of Strategic Change research by conducting an author, work, and journal co-citation analysis of a 30-year period. (Ramos-Rodríguez; Ruíz Navarro, 2000).

2.3) Articles Selection:

The data sample underwent a process of analysis that initially included a larger sample and was gradually reduced as the stages went by. The aim was to gather the most relevant information for the whole investigation. In this way, the information was extracted from Elsevier Scopus to meet the planned quality analysis criteria. The database covers a wider range of documents than a Web of Site Scopus also different format options for data

exporting that can be used in various bibliometric science mapping analysis tools. (Hallinger, 2019; Mongeon, 2016).

2.4) Research Questions:

Key Research Questions	What is the current state of research on the customer service experience in retail stores, as reflected in the bibliographic literature?
Research Questions	**Research Objective**
Q1: What does the bibliographic literature say about Retail and Customer Service Experience between 2012 and 2022?	R.O1: To identify the main opinion about customer service experience in retail stores
Q2: How is the shopping experience in retail shops characterised from 2012 to 2022?	R.O2: To understand how customer describe the experience in retail stores
Q3: What is the best customer service experience have been identified in Retail Stores from 2012 to 2022?	R.O3: To identify effective strategies to have the best customer service experience in retail stores

Table 1: Research questions

2.5) Data Criteria

Searched firstly on the 1 of December 2022, it was reduced the above string of articles to include the following criteria:

 1) English academic articles, a conference paper, or a book chapter;

 2) Paper as to be published after 01 January 2012 and before 31 December 2022, representing 10 years of analysis;

3) The database used was Elsevier Scopus;

4) The research method was designed to address a specific area of business analysis.

5) Thus, was limited to the following disciplines: Business, Management and Accounting, Social Sciences, Decisions Sciences, Retail, Customer Service Experience;

2.6) Articles Screening
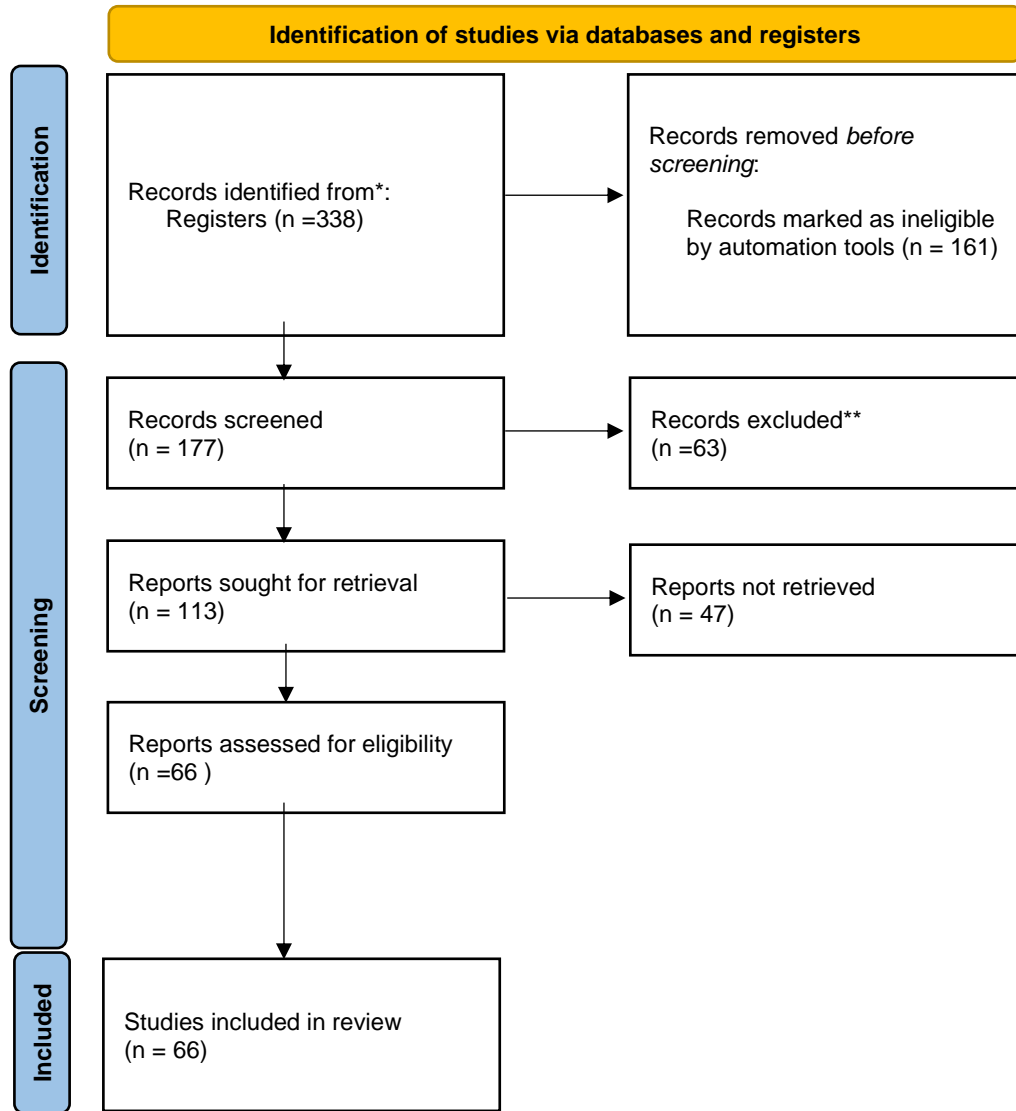
Fig.1: PRISMA Methodology

CHAPTER 3

Overall Findings

This chapter aims to show which topics have appeared in the literature over the last ten years.

3.1.1) Global Data Elsevier Scopus

Total papers collected data by searching the keyword "Customer Service Experience" and "Retail". The search engine used was Elsevier Scopus a comprehensive database with high-level papers and articles across a variety of themes.

TITLE-ABS-KEY (customer AND service AND experience AND in AND retail AND stores) AND PUBYEAR > 2011 AND PUBYEAR < 2023 AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "DECI") OR LIMIT-TO (SUBJAREA , "SOCI")) AND (LIMIT-TO (LANGUAGE , "English") OR LIMIT-TO (LANGUAGE , "Portuguese"))

Before applying the filters, a keyword search identified 338 documents. After applying the filters, papers were found 177 documents.

3.1.2) Documents by year

This figure (fig.2) represents the total number of publications between 2012 and 2022. The year with the most publications was 2021, while the year with the fewest publications was 2015. The results show decrease in the first years (2013-2015) but after this, it was a increase until 2019 and after this was instable.
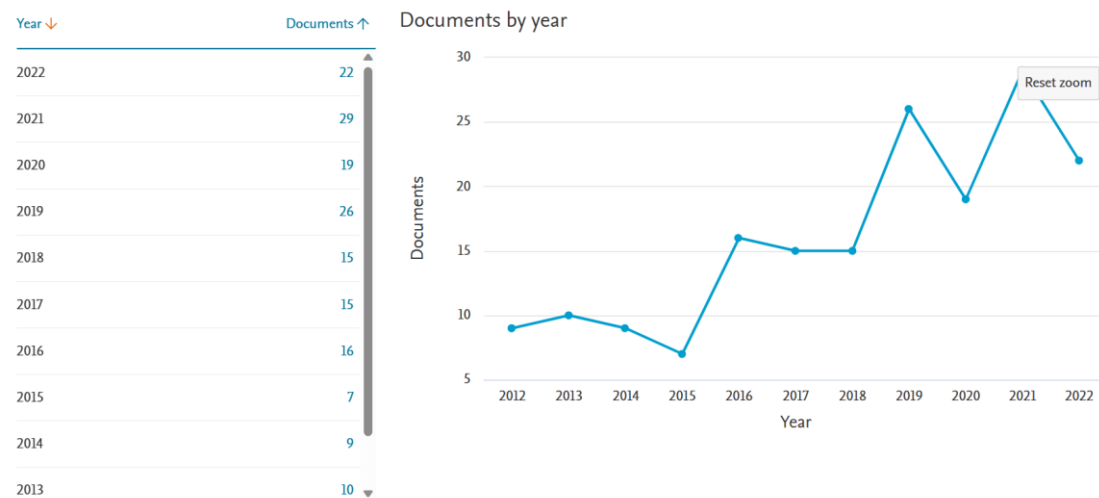
Fig.2: Documents by year

3.1.3) Documents by Subject

The research shows that in 338 documents, 46,4% of which are in the field of Business, Management, and Accounting, 11,2% in the field of Economics, Econometrics and Finance and 10% in the field of Social Sciences.

Subject area ↓	Documents ↓
Business, Management and Accounting	149
Economics, Econometrics and Finance	36
Social Sciences	32
Decision Sciences	26
Computer Science	24
Engineering	18
Psychology	8
Mathematics	7
Arts and Humanities	6
Environmental Science	4

Documents by subject area

Other (3.4%)
Environmental S... (1.2%)
Arts and Humani... (1.9%)
Mathematics (2.2%)
Psychology (2.5%)
Engineering (5.6%)
Computer Scienc... (7.5%)
Decision Scienc... (8.1%)
Social Sciences... (10.0%)
Economics, Econ... (11.2%)
Business, Manag... (46.4%)

Fig.3: Documents by subject

3.1.4) Documents by Country

The Figure 4 shows that most of the documents researched come from United States, the United Kingdom, and India. The first is United States with 47 documents, followed by United Kingdom with 24 documents.

Country/Territory ↑	Documents ↓
United States	47
United Kingdom	24
India	18
Italy	11
Australia	8
Spain	8
Malaysia	7
South Africa	7
South Korea	7
France	6

Documents by country or territory
Compare the document counts for up to 15 countries/territories.

Fig.4: Documents by country

3.1.5) Documents by Type

Regarding the type of document, 69.5% the documents searched are articles, 15,8% are book chapters, 12.4% are conference papers, 3% are reviews and 0.6% are conference review.
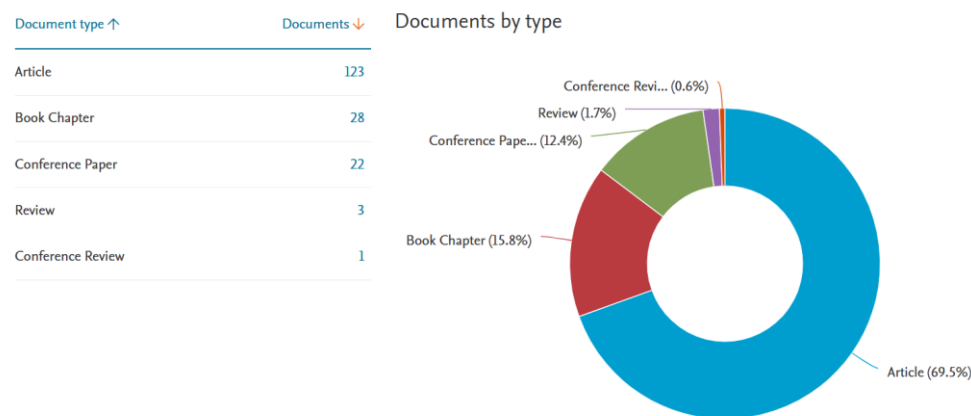
Fig.5: Documents by type

3.1.6) Keywords Selection

For the analysis, it was used the VOSviewer, which is the software that allows a bibliometric network to be built for future visualization and analysis. These networks are built through relationships between different publications. This extraction makes it possible to build maps s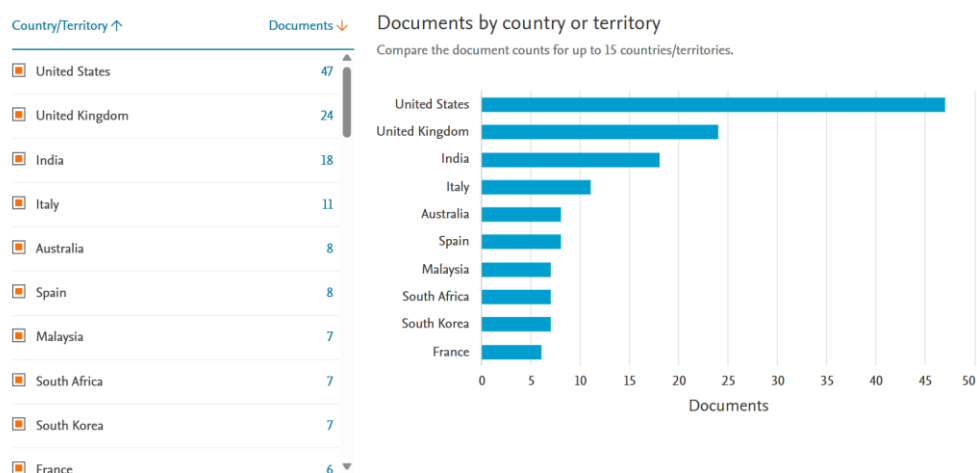howing a greater or lesser occurrence of a keyword, citation or author, based on scientific literature. In this case, a co-occurrence relationship between different keywords was used. (Vosviewer, 2023)

To map the co-occurrence of keywords, the VOSviewer was used for a total of 338 documents developed by the Scopus search. This evaluation allows a visualization of the main keywords, showing relationships and thematic patterns, in the specific research. Figure 6 shows that out of a total of 2012 keywords, 59 were selected.
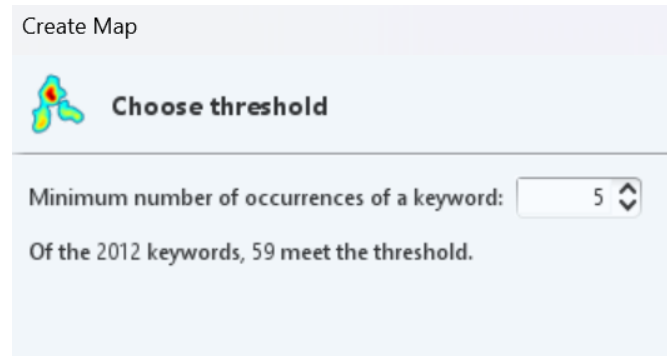
Fig.6: Occurrence of Keywords

3.1.7) Keyword co-occurrence Map

The Figure 7 shows the keyword co-occurrence map. This makes it possible to identify how often keywords occur, based on their size, the larger the keyword, the greater the number of occurrences. In addition to size, the distance between the words must also be considered, as their distance indicates the strength of the relationship between them (van Eck , 2011).
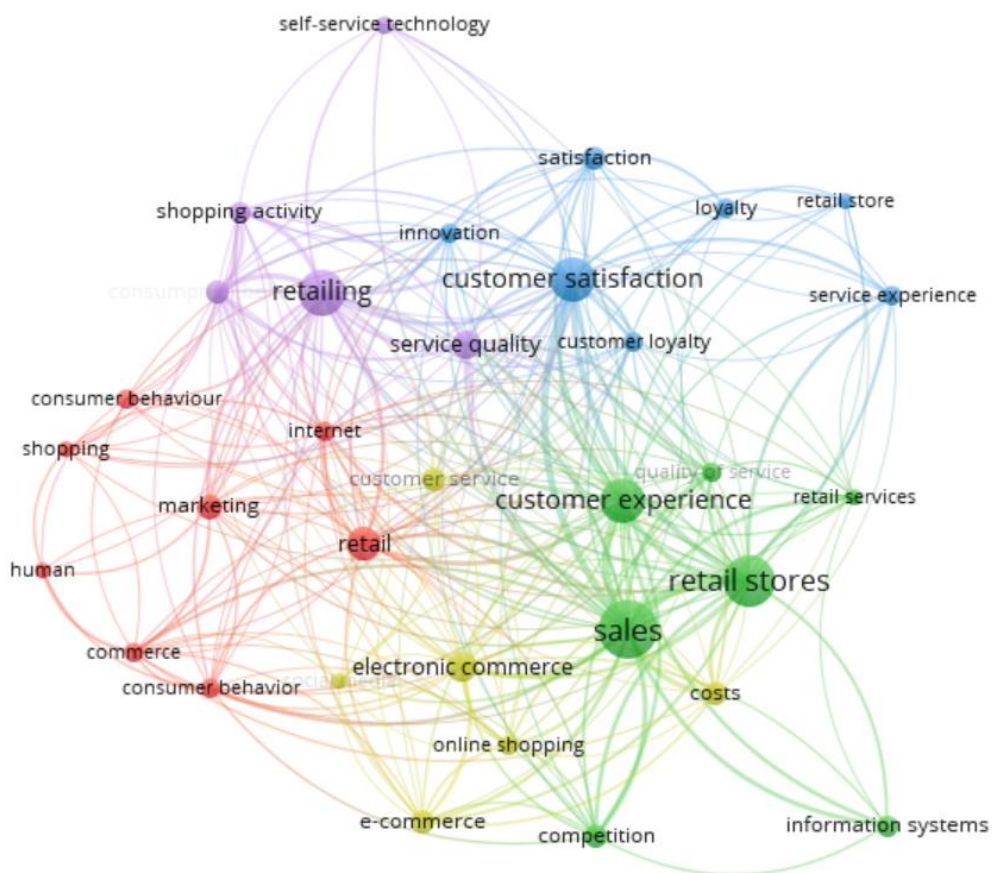

Fig.7: Keyword co-occurrence Map

According to figure 8, the keywords that appear most frequently are "Sales" and "Retail Stores". According to the co-occurrence relationship, the word with the strongest relationship is "customer experience": This means that the words "Sales" and "Retail stores" are often associated with the latter word, "customer experience", in the documents searched. The words in question are: "Customer satisfaction" and "Retailing".

Table 2 shows that the VOS viewer mapped 5 clusters. These are groups of keywords that appear frequently in the same documents, i.e. they have a strong co-occurrence relationship. As for the different clusters, words that are in different clusters appear together less frequently. In this case, there are two more keywords with a strong occurrence, but the distance is greater, which means they don't have as strong a co-occurrence as those in the same cluster.

Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5
Commerce	Competition	Customer loyalty	Costs	Consumption
Consumer	Customer	Customer	Customer	behaviour
behaviour	experience	satisfaction	service	Retailing
Human	Information	Innovation	e-commerce	Self-service
Internet	systems	Loyalty	online shopping	technology
Marketing	Quality of	Retail store	social media	Service quality
Retail	service	Satisfaction		Shopping activity
Shopping	Retail service	Service experience		
	Retail stores			
	Sales			

Table 2: Clusters by map

3.2) Data Analysis

3.2.1) Data Cleaning

After reading the titles of the documents and eliminating duplicates, 177 papers remained after a first triage of the 338 documents returned by the search in Elsevier Scopus. Following that, a second screening was performed by reading each abstract to ensure the relevance and quality of the documents and by eliminating the documents that required payment. After the second screening, 67 documents were left, which are listed in Table 3.

Authors	Title	Year	Cited by	Document Type
Parment A.	Generation Y vs. Baby Boomers: Shopping behavior buyer involvement and implications for retailing	2013	281	Article
Roy S.K., Balaji M.S., Sadeque S., Nguyen B., Melewar T.C.	Constituents and consequences of smart customer experience in retailing	2017	161	Article
Bustamante J.C., Rubio N.	Measuring customer experience in physical retail environments	2017	107	Article
Kim S., Park G., Lee Y., Choi S.	Customer emotions and their triggers in luxury retail: Understanding the effects of customer emotions before and after entering a luxury shop	2016	84	Article
Van Riel A.C.R., Semeijn J., Ribbink D., Bomert-Peters Y.	Waiting for service at the checkout: Negative emotional responses store image and overall satisfaction	2012	61	Article
Lloyd A.E., Chan R.Y.K., Yip L.S.C., Chan A.	Time buying and time saving: Effects on service convenience and the shopping experience at the mall	2014	58	Article
Krasonikolakis I., Vrechopoulos A., Pouloudi A., Dimitriadis S.	Store layout effects on consumer behavior in 3D online stores	2018	53	Article
Deshwal P.	Customer experience quality and demographic variables (age, gender, education level)	2016	53	Article
Powers T.L., Jack E.P.	The influence of cognitive dissonance on retail product returns	2013	53	Article

Fornari E., Fornari D., Grandi S., Menegatti M., Hofacker C.F.	Adding store to web: migration and synergy effects in multi-channel retailing	2016	50	Article
Mohd-Ramly S., Omar N.A.	Exploring the influence of store attributes on customer experience and customer engagement	2017	47	Article
Lin Z., Bennett D.	Examining retail customer experience and the moderation effect of loyalty programmes	2014	44	Article
Fagerstrøm A., Eriksson N., Sigurdsson V.	Investigating the impact of Internet of Things services from a smartphone app on grocery shopping	2020	42	Article
Aloysius J.A., Hoehle H., Venkatesh V.	Exploiting big data for customer and retailer benefits: A study of emerging mobile checkout scenarios	2016	38	Article
Fuentes-Blasco M., Moliner-Velázquez B., Servera-Francés D., Gil-Saura I.	Role of marketing and technological innovation on store equity satisfaction and word-of-mouth in retailing	2017	37	Article
Grzeskowiak S., Sirgy M.J., Foscht T., Swoboda B.	Linking retailing experiences with life satisfaction: The concept of story-type congruity with shopper's identity	2016	37	Article
Siqueira J.R., Jr., Peña N.G., ter Horst E., Molina G.	Spreading the Word: How Customer Experience in a Traditional Retail Setting Influences Consumer Traditional and Electronic Word-of-mouth Intention	2019	35	Article
Chiu C.L., Ho H.-C., Yu T., Liu Y., Mo Y.	Exploring information technology success of Augmented Reality Retail Applications in retail food chain	2021	34	Article
Cervellon M.-C., Coudriet R.	Brand social power in luxury retail: Manifestations of brand dominance over clients in the store	2013	32	Article
Li M., Choi T.Y., Rabinovich E., Crawford A.	Self-service operations at retail stores: The role of inter-customer interactions	2013	31	Article
Bouzaabia O., Van Riel A.C.R., Semeijn J.	Managing in-store logistics: A fresh perspective on retail service	2013	27	Article
Acquila-Natale E., Iglesias-Pradas S.	How to measure quality in multi-channel retailing and not die trying	2020	26	Article
Quach S., Jebarajakirthy C., Thaichon P.	Aesthetic labour and visible diversity: The role in retailing service encounters	2017	26	Article

Alan A.K., Kabadayi E.T., Yilmaz C.	Cognitive and affective constituents of the consumption experience in retail service settings: effects on store loyalty	2016	26	Article
Sharma P., Ueno A., Kingshott R.	Self-service technology in supermarkets – Do frontline staff still matter?	2021	24	Article
Burlison J., Oe H.	A discussion framework of store image and patronage: a literature review	2018	24	Review
Gil-Saura I., Molina M.E.R., Berenguer-Contri G.	Store equity and behavioural intentions: The moderating role of the retailer's technology	2016	24	Article
Irfan W., Siddiqui D.A., Ahmed W.	Creating and retaining customers: perspective from Pakistani small and medium retail stores	2019	19	Article
Moore S., Bulmer S., Elms J.	The social significance of AI in retail on customer experience and shopping practices	2022	17	Article
Goić M., Levenier C., Montoya R.	Drivers of customer satisfaction in the grocery retail industry: A longitudinal analysis across store formats	2021	17	Article
Wolpert S., Roth A.	Development of a classification framework for technology based retail services: a retailers' perspective	2020	15	Article
Nicod L., Llosa S., Bowen D.	Customer proactive training vs customer reactive training in retail store settings: Effects on script proficiency customer satisfaction and sales volume	2016	13	Article
Saarijärvi H., Kuusela H., Rintamäki T.,	Facilitating customers' post-purchase food retail experiences	2013	11	Article
Roe M., Spanaki K., Ioannou A., Zamani E.D., Giannakis M.	Drivers and challenges of internet of things diffusion in smart stores: A field exploration	2022	10	Article
Xu-Priour D.L., Cliquet G.	In-store shopping experience in China and France: The impact of habituation in an emerging country	2013	10	Article
Lin C.-Y.,	Understanding consumer perceptions and attitudes toward smart retail services	2022	9	Article
Grimmer L.	Drivers and barriers for city shopping: Perspectives from retailers and consumers in regional Australia	2021	9	Article

Nair S.R., Shams S.M.R	Impact of store-attributes on food and grocery shopping behavior: insights from an emerging market context	2020	9	Article
Le Q.H., Nguyen L.T.T.	The impact of Click and Collect's service quality on customer emotion and purchase decision: A case study of mobile world in Vietnam	2019	9	Article
Lyu F., Lim H.-A., Choi J.	Customer acceptance of self-service technologies in retail: A case of convenience stores in China	2019	8	Article
Happ E., Scholl-Grissemann U., Peters M., Schnitzer M.	Insights into customer experience in sports retail stores	2021	7	Article
Mao L.L.	Understanding retail quality of sporting goods stores: a text mining approach	2021	7	Article
D. Khaled A.S., Ahmed S., Khan M.A., Al Homaidi E.A., Mansour A.M.	Exploring the relationship of marketing & technological innovation on store equity word of mouth and satisfaction	2021	6	Article
Rosenbaum M.S., Edwards K., Ramirez G.C.	The benefits and pitfalls of contemporary pop-up shops	2021	6	Article
Turner J.J., Szymkowiak A.	An analysis into early customer experiences of self-service checkouts: Lessons for improved usability	2019	6	Article
Ma J., Kim C.,	How does salespeople's personal interaction affect customers' word-of-mouth in retailing?	2022	4	Article
Pi Z., Fang W., Perera S.C., Zhang B.	Enhancing the online buyer perception of consumer experience products in a dual-channel supply chain: A new role of free-riding	2022	4	Article
Hultman J., Egan-Wyer C.	Physical retailing vs. physical distancing–an empirical study of Swedish retail adaptations in the wake of Covid-19	2022	4	Article
Ha Y.	The effects of shoppers' motivation on self-service technology use intention: Moderating effects of the presence of employee	2020	4	Article
Giraldi L., Mengoni M., Bevilacqua M.	How to enhance customer experience in retail: Investigations through a case study	2016	4	Conference Paper

Reinares P., Garcia L.	Methods of improving the physical spaces of banking establishments	2012	4	Article
Gazzola P., Grechi D., Martinelli I., Pezzetti R.	The Innovation of the Cashierless Store: A Preliminary Analysis in Italy	2022	2	Article
Theopilus Y., Yogasara T., Theresia C., Ardine D.	Customer experience analysis of cosmetics retail store on millennial women	2021	2	Article
Mohamad Y.M., Makdessi M.G., Raad O.A., Damaj I.W.	SysMART outdoor services: A system of connected and smart supermarkets	2018	2	Conference Paper
Thomas S., Gandhi P., Susmita S.	Evaluating the Trajectory of Growth in the Pharmaceuticals Market: A Case of Karnavati Chemist Store in India	2016	2	Article
Yin Y.	An Exploration Study of Smart Retail Service Design for Older Customers in the UK	2021	1	Conference Paper
Angula E., Zulu V.M.	Tackling the 'death' of brick-and-mortar clothing retailers through store atmospherics and customer experience	2021	1	Article
HO T.V., Phan T.N., Le-Hoang V.P.	Positioning customer-based convenience store image: a multidimensional scaling approach via perceptual map	2021	1	Article
Premathilaka M.H.C.A., Perera H.N., Sugathadasa P.T.R.S.	Queue Server Efficacy in the Retail Industry: A Behavioral Study	2019	1	Conference Paper
Bonetti F., Perry P., Quinn L., Warnaby G.	Evaluating Managerial Drivers and Barriers to the Implementation of In-Store Technology in Fashion Retailing: An Abstract	2019	1	Book Chapter
Ueno A., Sharma P., Kingshott R.P.J.	Exploring the Impact of Self-Service Technologies on Retail Shoppers: An Abstract	2018	1	Book Chapter
Grewal D., Baker J., Levy M., Voss G.	The Effects of Wait Expectations Store Atmosphere and Merchandise Value Perceptions on Store Patronage Intentions	2015	0	Book Chapter
Erensoy A., Mathrani A., Schnack A., Zhao Y., Chitale V.S., Baghaei N	Comparing Customer Behaviours: Immersive Virtual Reality Store Experiences versus Web and Physical Store Experiences	2022	0	Conference Paper
Vinish P., Pinto P., Hawaldar I.T., Munshi M.M.	Coping emotional discomfort at retail checkout: Potential distractions and implications	2022	0	Article

Wu B., Yada K.	The Effect of Crowding on Visit Ratio at an Product Area: Based on RFID Data in a Japanese Supermarket	2018	0	Conference Paper
Fuentes-Blasco M., Moliner-Velázquez B., Servera-Francés D., Gil-Saura I.	Role of Marketing and Technological Innovation on Satisfaction and Word of Mouth in Retailing	2017	0	Book Chapter
Mangus S.M.	Shaping Customer Service & Store Atmosphere: An Exploratory Ethnography of Retail Environments	2015	0	Book Chapter

Table 3: Data base of analysis

3.2.2) Main Publications Keywords

In order for the analysis to be more in line with the objectives and respective research questions, a new, more appropriate map was created for the keywords of the selected articles, shown in figure 8. Article A shows the articles that made it into the database for this analysis. The map shows three colours: red, green and blue. The colours are distinguished by the density of the terms, where blue is the lowest density, green intermediate density and red the highest density.

The most relevant terms refer to information associated with the customer, those of intermediate relevance are associated with the retail shop experience in general and, finally, those of lowest density are associated with the experience itself.
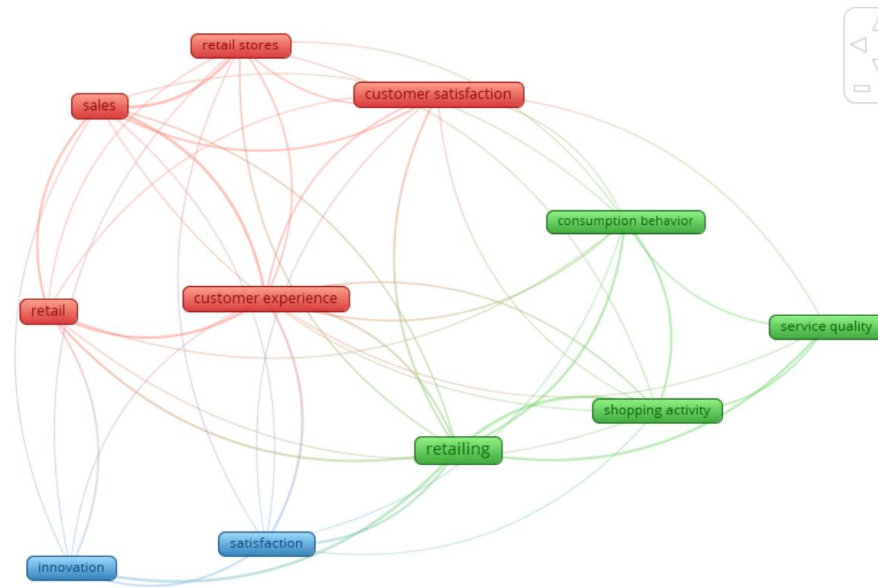
Fig.8: Main Publications Keywords Map

The Table 4 shows the 3 clusters developed by the VOS visualiser and the dimensions of the bibliographic network.

Customer	Retail Stores	Experience
Customer experience	Consumption behaviour	Innovation
Customer Satisfaction	Retailing	Satisfaction
Retail	Service quality	
Retail stores	Shopping Activity	
Sales		

Table 4: Final Clusters by Map

The first question is answered understanding what factors are important in customer service experience in this case, in retail stores, but always take into consideration "Sales" and "Customer satisfaction" to have a good or great experience.
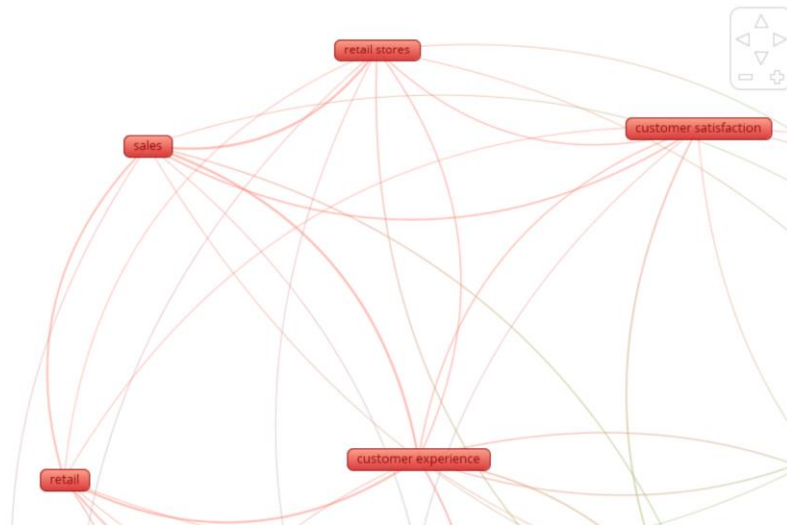
Fig.9: Customer Cluster

To answer the second question, "consumption behaviour" and "service quality" demonstrate what "shopping activity" represents, in this case in retail shops, providing the information to understand this issue and which factors become important.
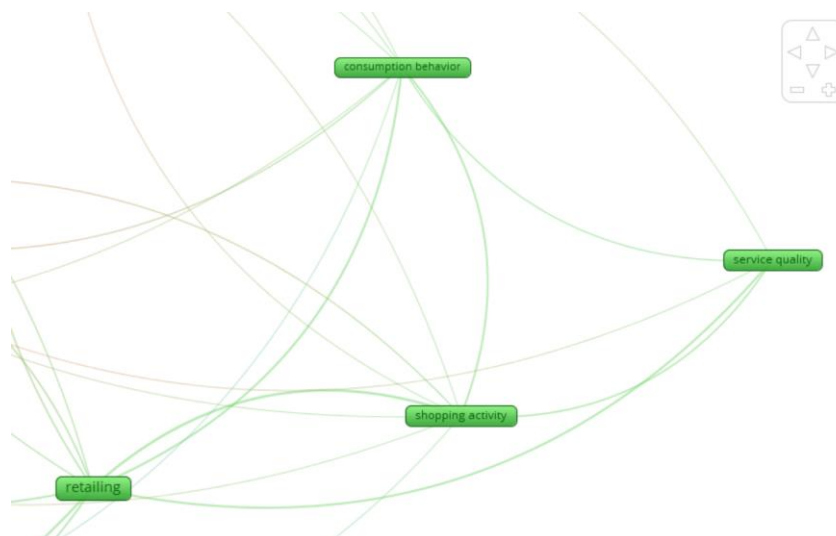

Fig.10: Retail stores cluster

Ultimately, there are two factors that are important in the experience a customer may have in a retail store. This experience can have different evaluations, from bad to excellent. As such, there are different factors that make a difference to this evaluation, and these are represented in this group. Another factor that is often referred to and associated with the experience is innovation, making it a differentiating factor in the evaluation of the experience. Finally, customer satisfaction is often associated with the customer experience, for example, if the customer experience is good, customer satisfaction will be just as good represents a good customer experience, combined with "innovation" makes the experience unique.

Fig.11: Experience Cluster

CHAPTER 4

Discussion and Findings

The purpose of this chapter is to conduct a literature review to answer the research questions.

4.1) What does the bibliographic literature say about Retail and Customer Service Experience between 2012 and 2022?

Not seen as annual planning because it is not important enough in strategic and budget planning as significant. Research is more valuable, but not able to underline the value of its connection to CSE (complex algorithm). Usually, success depends on efficiency and cost reduction. Usually, the CSE will not be important (Solomon, 2020).

4.1.2) Smart customer-centric enterprise

In recent years, the focus in retail has changed somewhat, as it no longer centres on the product, leading retailers to use a more analytical approach to the business, so it is pertinent to define metrics capable of evaluating customer profitability, thus also improving the business. All this analysis is facilitated by digital interactions, which allow more relevant information to be analysed by consumers their analytical capabilities. (Gupta & Ramachandran, 2021). For example, there are analysis bases that allow information to be collected on the customers who use the products and all the details associated with the product's journey, from its production to the moment it reaches the consumer (PwC, 2016).

The customer-smart enterprise has a very high level of self-awareness of its position in its customers' lives and is in tune with the rhythm of their lives. A customer-smart company will be more efficient in terms of its operations and more effective in translating the often-high expenditure on marketing and product development into bottom-line profitability. The company will be able to centralize customer experience-related information and link the different teams and departments that hold parts of the experience. In addition, it can effectively balance the needs of the company with the expectations of the customers. Some characteristics that one customer-smart company should answer:

- How much time and budget do you spend solving customer problems that are often self-inflicted?

- The staff know what experience they must deliver.

- The company knows the exact points in the customer journey where value is created or destroyed.

- Uses customer needs to actively design critical customer interactions.

- Monitors a series of key measures targeted at customer outcomes and makes changes based on those results.

- Ensures that all employees understand the impact of their actions on the customer, including front-line and back-line teams.

- Dedicates sufficient time and resources to training staff to deliver on the customer/brand promise

- The company is making small course adjustments every day to improve the experience.

(Pennington, 2016)

4.1.2) Knowledge about your customer

We need to understand how a customer experiences the company and where the key interaction points are that will influence and then drive their behaviour toward them. The background is about meeting a customer journey map (CJM) and it is an 'outside-in' assessment. This is why a process map is not a CJM. It becomes the pivot around which experiences can be visualized and designed, connecting data, information, people, and processes (Rosenbaum, 2017).

Emotions? In terms of customer experience, we must take emotions into account at two levels: one is reactive and the other is proactive. It means the need to be aware of and predict how customers are likely to feel at points of interaction. It's out of the company's control, but it will be important for how the experience is delivered. The other part, of the aim is to create an emotional reaction from the customer. The key is to recognize the likely emotional state of the customer at the start of the interaction, and we can plan for a positive outcome. In both cases, we understand the emotional outcome, design the

experience and deliver it through training, skills, access to data and systems, and then measure the results. It is thanks to this approach that customer experience is not necessarily more expensive, it can even be free and linked to the core position. (Pennington, 2016)

Traditionally, companies plan and 'design' processes that are linear, make assumptions about how the rational person will respond, and seek to minimize the number of steps to increase efficiency. Process mapping does not have to rely on customer sentiment. (Pennington, 2016)

When it comes to the customer experience, there is a different perspective on the part of the consumer and on the part of the retailer, since retailers place great value on the most innovative techniques to create unique and memorable experiences for customers, while consumers are more appreciative of social behaviour with retailers, the selection of the right product range and the ease at the time of purchase, thus making the experience a very positive one characterized by more traditional values. (Backstrom and Johansson, 2006)

To understand a customer's view, we can create personas that represent different groups of customers based on some characteristics of that specific group. The characteristics can be pictures of a typical customer, and details about their home life, work life, and age, but rarely do they have emotional content and how that persona feels in specific situations and about other customer groups. It can be a good idea to have a disaster recovery plan for bad experiences. Having customer experience defined as a key risk in the company's risk register is a great way to raise the profile and secure budget approval for customer experience development. Emotions drive behaviours and actions that directly relate to the company's bottom line on both sides of the balance sheet. On the revenue side, when we are emotionally connected or positive memories are created, the propensity to buy more and stay longer increases. On the cost side, there are various impacts, from reduced staff turnover to reduced customer complaints and therefore reduced cost of service. Emotions are exponentially relevant at critical moments in the customer lifecycle. These should be identified, and specific attention given to understanding the emotional components of these interactions, and an active design of the experience is then required. (Pennington, 2016)

4.1.3) Customer Experience

Understand how mission, vision and values connect to customer experience and then be able to align targets for where you want to get to and ensure that there is alignment within business. A customer experience is not an input: it is an output of activities inside the company. Stages: starting, evolving, maturing, and maintaining. Key points: customer strategy (have one), brand strategy (what expectation are you setting), customer knowledge (key needs do you know), business processes (how is customer included), customer data (what and how is it used), IT infrastructure (do you have a consolidated view of the customer experience), measures (what customer metrics exist and what do they achieve), people (who is engaged and how is that achieved). The actual customer experience is derived from the business strategy, brand and company values, the mission statement, and the vision statement. All information is important for customer experience design guide (CEDG). Firstly, it necessary to know mission, vision, values and brand positioning and also, what is the purpose of the company. Documents that will be useful for the business: the strategic plan (one to three years), brand documentation (values, promises), marketing plan, market research plan, monthly financial reporting, company KPIs by department, the internal investment appraisal terms of reference and organisation charts. These documents with customer experience description, your customer experience maturity outputs and you customer experience design guide- provide an ideal input to the plan (Pennington, 2016).

After the sale, the customer experience provides value to customers through the provision of information, services and interactions that result in attractive experiences, which means that the customer experience is not only related to sales, but the customer experience also influences brand preference, since it is also responsible for valuing the company and its own loyalty.

On the other hand, the integration of the customer experience gives importance to the employee experience, since the experience and the way in which jobs operate influence the perception that customers have of the company. In short, employees need to have the

right experience with the company they work for in order to build loyalty to provide the best customer experience (Schmitt, 2003).

Customer experience are the outcomes of a wide number of a virtual part of business working together to create an output called experience, with those parts often owned by disparate parts of the company. The plan is creating a platform for the experience agenda to grow up. It is about finding ways to connect people and processes and getting the company involved in active dialogue around the customer (Pennington, 2016).

4.1.4) CJM (Customer journey mapping)

Customer journey mapping is a structured way to understand and capture your customer's wants, needs and expectations at each stage of their experience with your company. Then to capture the individual interactions from customer viewpoint from initial awareness to leave and perhaps return. It's a tool for understanding how customers interact with the organisation with the multiple channels and touch-points at each stage of customer life cycle, but also what kind emotions they create. The flipside of CJM is employee journey mapping (EJM) based on business and culture value. Its is about 'outside-in' customer journey map (Croiser, 2012).

How important is a CJM? Give information to make some changes, identify dependencies upstream and downstream, identify different experiences for different customer segments, communicate about customer with your colleagues across the company and with help to software, and aggregate data and information currently dispersed across the company into one location. A lack of alignment in performance metrics and is a very significant cause of the gap between customer expectations and customer experience reality, and the resulting customer behaviours that adversely affect the business results. It is necessary setting an objective from outset. We need to be related to in-year business issue. Its about immediate context and purpose for the creation of the map and provides the sponsor and delivery team with the focus from day one. Its about anticipation like 3

months. CJM is the first 'set piece' in a customer programme inside to promote and engage the different departments (finance, legal, compliance, sales, service, operations, IT, HR and marketing as minimum). The team should have influencers, motivated, engaged, and vocal colleagues, and also youth and experience. Its means variety of customer viewpoints and voices. Senior executives rarely have the day-to-day and their presence can be inhibiting for other team members. (Pennington, 2016)

There are usually four components of a balanced scorecard: Financial (Financial performance), process (efficiency), organisational capacity (knowledge and innovation) and customer (satisfaction). (Pennington, 2016)

But companies focus just in three out of the four elements of the balanced scored, which is the least understood and believed by many to be least quantifiable. Instead of focus is on what such a strategy will do to benefit the business, usually in terms of sales or business efficiency – while these may be entirely appropriate measures, they need to be part of a set within a balanced scored. The customer experience can be beneficial identifying and targeting specific problems and enabling teams to be targeted and held responsible for change. Customer loyalty is regarded as a key driver of performance. (Pennington, 2016)

Studies show that companies with above average customer loyalty index scores have price-earnings (P/E) ratios that are more than double those of their competitors. Companies with loyal customers and employees enjoy higher margins and greater profits than those that fail to retain and satisfy their customers. Obtaining growth requires companies to go beyond customer satisfaction and create an experience that results in customer trusting the company for its consistent delivery of promises, products, services or solutions. Knowing what makes customers loyal and the degree of loyalty felt is important if increased value is to be realised (William, 2011).

4.1.5) CSE measures

Most major companies measure CS in some form and see it as a valuable way to assess a customer's experience of the interactions between the customer and the different parts of the organisation. Customer satisfaction measures provide valuable insight, particularly where assessments are carried out by segment or value group – however, you do need to

ensure that the vital opinions of the most profitable customers are not lost in the 'averaging' of the whole base. Leading customer experience organisations regard the level of customer loyalty as a critical indicator of future success, depending on functional and emotional experiences. (Pennington, 2016)

Loyal customers are more profitable – increasing the value of existing customers and reducing the acquisition cost of new customers. A customer's values rise with increased loyalty as: acquisition costs are amortised over a longer period, there is a tendency to increase their purchases and percentage of spend, they cost less to administer, they refer others, act as evangelists, spreading good news across markets, they are willing to pay a premium, they tend to forgive mistakes or underperformance in the product (Thomas, 2013).

The willingness of an individual to make a recommendation to a friend or colleague is recognised as the best indicator of loyalty as they put their own reputation on the line. It requires a strong emotional commitment. Recommendation is more important than satisfaction. At the customer experience discipline has matured more work has been undertaken to create measures that help to connect the experience to the company business results. Over the past few years a number of bespoke customer-driven measures have emerged, including Net Promoter Score (NPS), customer/client effort and customer expectation. (Pennington, 2016)

4.1.6) NET Promoter Score

Net promoter score relies on a single question and work by Fred Reichheld, Bain and company, and Satmetrix has shown, with empirical evidence, the answer to which correlates to improvements in business performance. This use a scale of 1-10 where scores of 0-6 are labelled as detractors, responses of 7-8 are labelled as a neutral and responses of 9-10 are promoters. By taking the percentage of the scores between detractors and subtracting that from the percentage of promoters you derive the NPS. This measure appears as a key performance indicator for senior managers and executives. (Reichheld, 2003)

Matthew Dixon, Karen Freeman, and Nicholas Toman noted that customers defect from companies as a direct result of poor experiences and poor service. They also show the Customer Effort Score as a metric. (Dixon, 2015)

The best practitioners of customer measures focus on acquisition, customer development, and retention behaviour as an integral part of their customer measurement. Retention measures are extremely important for tracking past and current performance. (Pennington, 2016)

Regarding data, the ability not only to gather the relevant information but then also to have permission to use data will become increasingly difficult based on more prohibitive laws surrounding the privacy of the individual and rights to control data held by third parties. Without access to data and the correct permissions, companies are going to find the challenge of connecting to their customers will be significantly increased. In a study published by David Jaffe and Bill Price, 80 percent of executives think their companies provided superior customer service, but only 8 percent of the customers of those companies thought they received superior customer service (the best service is no service). Ironically, the g-most companies' trustable behaviour is a nearly manic obsession with short-term financial results and almost total disregard for long-term financial implications. Managers sometimes take comfort in the sophistication and precision of their short-term financial metrics, ignoring the long-term effects simply because they can't be as precisely defined. (trustability metrix). When it comes to understanding how trustability creates financial value for a business, there are basically two approaches to the issue: a simple (philosophical approach) and a quantitative (analytical approach). They start with customers. By definition, all the revenue you will ever generate will come from the customers you have now and the ones you will have in the future. Companies don't know what is on the mind of customers and do have much more capable technologies for analysing their customers' needs and protecting their interests by providing positive customer experiences. The best companies are using IT capabilities to do a better job of remembering their customers' individual needs and preferences. (extreme trust: turning proactive honesty and flawless execution into long-term profits). (Price, 2008)

The objective is to use the customer view as another lens or prism through which to consider strategy, review business decisions and engage with colleagues. It will improve business results, by focusing on what will increase revenue and reduce costs. It raises the customer experience to a strategic rather than tactical level. It also help to increase customer loyalty, leading to increased customer value and increasing return. Finally, this

will be catalyst and person who leads the transformation towards a more customer-focused organisation.

CSE has four main goals:

- To increase revenue: attracting and retaining more valuable customers and getting them to stay longer and spend more and by doing more of what works and less of what does not work for customers.
- To bring balance to decision making: focusing on customer value rather than traditional revenue and cost containment considerations.
- To grow customer equity – by managing customers as an important business asset.
- To drive and lead organisational changes – by using customer insights to reveal the priority activities.

In this way, developing an understanding of what is working and the impact on business performance by focusing measures on customer-based outcomes and outputs, rather than on operational inputs and processes; a continuous improvement and feedback loop by developing actions plans from satisfaction, NPS and other surveys; putting in place channel measures to understand which channels perform best and most effectively, and use periodic assessments to check what is working and needs to improve. All details will be a good indicator with customer and employee actions to increase commitment and improve business results. (Pennington, 2016)

4.2) How is the shopping experience in retail shops characterised from 2012 to 2022?

The challenge is to understand where the inflection is, where the customer has high expectations and emotional involvement, and the company fails to meet those expectations during the customer journey. You need to create the CJM (customer journey map): tracking and collecting the interactions a customer has during an experience from the customer's point of view. (Rosenbaun, 2017)

The department/vendor is responsible for adding potential customers to the system and considers a customer as a "generated lead" regardless of whether they apply or not. "Remember that what gets measured gets done - look at how the different owners of the

customer experience are measured and align the measures across all terms. The digital experience challenges. (Penington, 2016)

From the customer's perspective, experiences are perfect and there is an expectation of consistency across channels, but different internal owners of parts of that experience cause inconsistency. To spot inconsistency, take a longitudinal view of the total experience. For example, to buy a car, we first research all the details online and then go to a physical showroom. The salesperson has to add some details and experiences that do not exist online. The end customer has a better point of view than the company, as they are exposed to the experience from one end to the other and not just parts of it. That's why it makes sense to survey customers. (Penington, 2016)

In traditional marketing, we have a customer value proposition (CVP) that considers three components: price, product, and service (you can trade customer service for service). It is also the "promise that value will be delivered and the customers' belief that the value will be experienced". (Payne, 2017)

The will to buy "sport" should be mediated by physical, technological and digital elements, enhancing interactions between consumers and the sports environment (Funk et al., 2012). New technologies have an impact on improving the experience according to the customers' needs, before, during, and after the purchase, just like their follow-up. They can also help to reduce operational costs. Examples of technologies used in sports shops, improving the shopping experience, are radio-frequency identification (RFID), near-field communication (NFC) and iBeacon.In-store, CSE can be considered as "a multidimensional construct focused on acustomer's cognitive, emotional, behavioural, sensory and social responses to a company's offers throughout the customer's buying journey" (Lemon; Verhoef, 2016).

For example, the use of RFID technology, allows understanding customer behaviour in real time, in order to create better shop management and creating a more personalised experience. These can also be collected in the fitting rooms, i.e. not after finishing the purchase, but what chances are the customers are interested in. (Landmark and Sjøbakk, 2017). In the case of NFC, it can facilitate payment transactions, so customers only need their phones to make a payment (Bradford and Hayashi, 2014), but they can also access coupons and offers during these transactions (Chen and Chang, 2013). This reduces their waiting time and increases the quality of the shopping experience (Dutot, 2015). Finally,

in the case of iBeacon, it has the ability to send messages to a specific location. Therefore, shops will be able to collect data about customers' shopping history and create offers adapted to their interests and customers' tastes. This is how intelligent retailing will be able to increase competitiveness in the market and improve the customer experience. (Angelo Bonfati, 2021)

In the case of shop layouts, these can play an important role in creating an incredible customer experience. In some cases, in sports retail it is crucial to invest in the "wow effect", creating an environment that customers don't expect to find, making it unusual and surprising in terms of internal organisation. In the case of this type of retail, inspiring and surprising scenarios are created, creating the sensation that the online experience will not be the same as buying in a physical shop. In this way, the layout of the sports shop is of extreme importance, exciting customers, and future customers, making them live the sports context in a unique way. For example, the brand Adidas recreated a football stadium, so that customers could feel the experience of entering it. Specific materials of these facilities were used, to get as close as possible to reality. In addition to Adidas, Nike has also created a stadium. Besides the possibility of watching games, it also offers a footwear customization area. Decathlon, on the other hand, has test areas open to the public in some shops, for example, an area to test skates, a 120m hiking trail, kayak exhibition and testing pools, a small ski test area and even a multisports field to try out football, basketball and volleyball. (Angelo Bonfati, 2021)

Regarding the dimension of the elements of sport environment, we have the example of Trano Sport, in which the manager shows that through an ambient music, daily cleaning and ambient perfume can improve the in-store experience. This dimension is important showing the identity of the company and at the same time, making the customer feel comfortable, but at the same time inspired to do sports. (Angelo Bonfati, 2021)

According to this study, the layout is based on design and environmental elements, having two major objectives: "fast shops", allowing a quick purchase, and "free best choice", allowing the customer to choose the most suitable product, considering the information available in shop, available stocks and other shop design elements. The goal in the market continues to be the search for better quality, more modern products that meet the needs of the market. (Angelo Bonfati, 2021)

As for social relations, this can have a great impact in the sense that employees can improve the customer experience, through communication during the service, about the services and with their competence/knowledge, but also through friendliness and courtesy. This is the parameter where we find the biggest difference compared to online shopping, allowing a personalization of service and attendance. (Angelo Bonfati, 2021)

For example, at Decathlon each employee is called a 'practice leader', this is true practitioner, getting to enhance the experience, through more competence and personal experience. Therefore, in personal relationships, it is also important that experience, technical and relational skills, but also personal experience, in order to create a more interactive and engaging experience. (Angelo Bonfati, 2021)

As for trialability, to provide a better experience, there is more and more interest in experimentation before buying. For example, at Adidas, through a computer, customers can customise details of the footwear they want to buy, already at Decathlon, customers have many items displayed, employees can check stocks of the various shops or make orders by customers through a mobile device. Another example is Nike and Adidas that use specific sports activities, such as using treadmills or screens with running scenes, which make the customer have an immersive experience. In this way, sports retailers are investing in creating experiences and product experimentation in the shop design, taking advantage of technology. (Angelo Bonfati, 2021)

As for real experience service, shops have increasingly sought to be a place to experience sports, whether in or out of shop. Therefore, product knowledge is transformed into the discovery of sports practice. For example, Adidas has created an area where the customer can kick the ball around a pitch while trying out the product. At Decathlon, in certain areas and in certain shops, it is possible to try archery or even mini-golf, or even through free sporting events, where they can bring the whole family together and share on social networks. Another example is the one that creates "zones" for special occasions, such as attending matches or concerts. (Angelo Bonfati, 2021)

For example, Amazon Go shops allow consumers to simply pick up items without having to stop at the checkout (AI and cameras capture the purchase and at the checkout (AI and cameras capture the purchase and charge the consumer); thus, increasing convenience. Other retailers and service providers focus on improving their social presence. For example, H&M has installed interactive voice mirrors in its New York flagship shop.

These mirrors wake up, when someone looks at them long enough and offer selfies, style advice and discounts.

Virtual reality can also transport consumers to some aspect of the retailer's history, reinforcing its social presence. The North Face, for example, offers customers (in certain shops) to put on virtual reality glasses and be transported to a hike in Yosemite (Dua, 2015).

Similarly, the "Omnistory Ayrton Senna" shop in São Paulo uses virtual reality to help consumers connect with Ayrton Ayrton Senna, a much-loved racing driver, by virtually transporting them into one of his race cars or other interactive experiences with his story (Yamashita, 2019).

Augmented reality (AR) is now being used by retailers Kate Spade and IKEA to help consumers create the looks desired looks. When customers in a Kate Spade shop touch a handbag, an augmented handbag, an augmented reality screen is activated and encourages the shopper to personalise the bag. The personalised bag is then presented to the shopper, along with various styling options (Gonzalez, 2018). IKEA allows consumers to upload photos of a room to their IKEA place app and then insert different pieces of furniture into that image to determine what looks best in the room (Joseph, 2017).

Another is Cadillac's virtual showrooms created by All Things Media (ATM) in partnership with Cadillac and games software company Unity. This technology was presented at the 2019 NFR Big Show. In this virtual showroom, consumers could customize Cadillacs, which appeared in 3D through VR headsets (Han 2017). The headsets provide visual connections so that while consumers virtually explore the car others can view their 3D experience simultaneously via monitors - in-store or at home. They also support voice communications, so consumers can interact with other users, whether those users are either in the shop or at home (Bailey 2019). The consumer wearing the headphones interacts with others during the experience - a form of social presence that is unique to this VR application (ATM, 2019).

McCormick and Company use VR to allow consumers to experience the McCormick flavour journey. Consumers read product codes in a shop, such as the one on a packet of cinnamon. Then their smartphones play related videos, such as stories about the cinnamon fields in Saigon, the cinnamon harvest and local farmers. Consumers can virtually walk through the cinnamon fields the cinnamon fields and watch them being harvested, which

creates a human element to the spice and its production process. The videos also provide information about the product, also establishing convenience benefits. (Kemet, 2019).

Avatars can also be used to create high desirability and social presence. Consider Millie, an avatar that uses AI to engage consumers in conversation, functioning as a receptionist, navigator, personal stylist or brand ambassador Millie encourages potential customers to try on Millie encourages potential customers to try on sunglasses and then offers suggestions, compliments and answers to their questions. Her social presence was demonstrable, through her appearance, interactivity, and mannerisms; her ability to answer questions also offered convenience benefits (Twenty BN, 2019).

Smart windows are another new technology. The shops Clas Ohlson are experimenting with windows that consumers can control with their smartphones. Outside the shop, a welcome window is activated and displays a QR code when a consumer walks past it. It also displays instructions to scan the QR code and take control of the window remotely. As the consumer swipes their phone from right to left, it moves the products on the screen so they can shop with ease. In addition to its novel appeal, this technology comes alive and interacts with consumers (high social presence) and offers access, benefits and transaction convenience. Smart screens can also evoke a heartfelt human presence. (Esteka, 2018).

Also, H&M's smart mirror in Times Square, New York, is not in a dressing room, like most mirrors, but in a prominent location in the flagship shop. Developed by Ombori and Microsoft, the mirror activates itself and starts talking when consumers are near it; this activation helps the activation helps draw consumers in and helps them overcome any hesitation to interact with it, according to one of the creators. Once drawn in, the mirror asks if you want to take a selfie or get fashion inspiration. For fashion inspiration, the mirror asks some additional questions to ensure useful looks are presented. QR codes are shown with the presented styles. If the selfie option is selected, the mirror takes a photo of the consumer and displays it as cover of an H&M magazine. Consumers can then upload the fashion cover image by scanning the QR code and share it on social media social media. According to Hassellof (2019), more than 100 consumers a day were taking a selfie with the mirror first introduced and 86% of those taking a selfie also scanned QR codes - which helped redirect consumers to the e-commerce space. H&M's smart mirror features high levels of social presence (i.e. the mirror speaks and interacts with

consumers) and convenience (i.e. it offers inspiring looks geared to consumers' preferences with downloadable QR codes). (Hassellof, 2019)

In a similar way, Hertz has started to roll out kiosks with digital screens on top of the kiosk. The digital screen digital screen on top of the kiosk creates a B face-time call with a customer service agent who can help you rent your car. The customer service agent is located at a different location and simply enters the kiosk when there is a customer who needs assistance. The kiosk prints out the necessary paperwork and allows the customer to enter information. Thus, by rationalising the allocation of employees in real time, the company has managed to increase convenience for customers and maintain a social presence This technology connects remote agents to a customer at a physical rental location. (Grosman, 2017).

4.3) What is the best customer service experience have been identified in Retail Stores from 2012 to 2022?

Customer experience design most importantly, customer experience design needs to be built into the annual planning process. A "wow" moment is achieved by failure because it is the first time that would be a norm. The challenge is to create a consistently good experience that meets the expectations created by our hands and to know where it is possible to exceed those expectations at a critical moment. (The "wow" moments are the exception. Truly great experiences are about consistency over time). The "wow" is a specific moment. "We are in the business of customer experience memories and it's about designing positive experiences; attention to detail is critical to success".(Penington, 2016)

Creating and managing a positive and memorable customer experience is often the greatest source of sustainable differentiation and therefore competitive advantage to share (Pennington, 2016).

Recognized as your customer experience: innovative, stock performance is better than competitors, the cost of complaint handling goes down, the company benefits from positive and free "word-of-mouth" from customers and the associated "halo effect", customers are more willing to share ideas and improvements, customers will bank a higher level of "forgiveness" when a mistake is made (EY, 2023).

At the heart of the economics of the sports retail experience is a memorable CSE. As such, sports retail is investing in creating a memorable in-store CSE under distinct strategic directions. It is essential to establish a unique shopping experience, created from very specific in-store environments, taking advantage of technology (smartphones, monitors and digital video walls) alluding to sports in order to create the desire for sports practice in the customer, i.e., surprising, stimulating and evolving to the point of the

To make a CSE unforgettable, the sales environment must intervene in four dimensions: DAST (design, environment, social and experiential) (Roggeveen et al., 2020). Design concerns the structural elements of the shop, according to the functional model and the aesthetic aspects, such as its layout, design and furniture. Environment is based on customers' senses and environmental conditions, such as lighting, smell, temperature environmental factors, which are based on the senses of individual consumers (e.g. sight sound, smell and touch), and background conditions (e.g. lighting, music, smell, temperature. The social part is the human interactions, such as customers and employees. And finally, the experiential aspect is the possibility/ability for a customer to experience a product/service.

In this way, the exchange of experiences is also central to understanding what the feedback from customers is, thus learning from mistakes, to develop ways of service and dissemination, but also making the name of the company even more recognisable. And it is at this point that we also introduce the customer questionnaire in question 1. (Angelo Bonfati, 2021)

As for the role of equipment shop, sports shops have become not only places to shop for sporting goods, but also places where sport is made to live on an emotional, physical and intellectual level. In this way, shops become not only points of sale, but also places where sports are practised, allowing an experience of involvement, entertainment, education and conviviality. Therefore, a pleasant, attractive, and inspiring layout, as well as a technological one, has become an essential measure to improve customers' experience, namely in a post-covid era, in which there have been changes in trends of sports practice, but also at a technological level. Therefore, sports retailers now play an important role, not only in selling products, but also as an important mediator in the practice of sports, also creating places for social activity and ensuring that the experience is shared with

others, the experience is based on active customer involvement/relationship active involvement of the customer. (Angelo Bonfati, 2021)

CHAPTER 5

Conclusion

Finally, the last chapter will present the conclusions of this study, based on the bibliometric analysis and the results of the discussion of the results presented. In addition to these conclusions, the limitations of this study will be presented.

One of the biggest challenges in relation to customer experience is that it hasn't been considered as an important KPI in business evaluation, even though it requires planning and strategy, which means that companies don't invest enough in terms of strategy and budget.

Companies usually take different factors into account: financial, process, organizational capacity, and customer. The latter is usually associated with customer satisfaction, however, this is more difficult to classify, as it is not as measurable as the previous ones and companies are usually more focused on sales or business efficiency, however, customer loyalty can be seen as a key driver of performance.

The customer experience is a joint effort between different areas capable of creating a result, known as an experience. It is therefore necessary to create methods and procedures that involve the company in an active dialog with the customer, to make the result more positive.

As for the customer experience in shops, this is often linked to expectations and emotional involvement, collecting interactions from the customer's experience and point of view is essential to making the results better and more consistent, winning over and retaining customer loyalty.

In addition to customer satisfaction and experience, technology associated with the moment of purchase, such as automatic tills, are innovations that win over and improve customer processes in the shop, before, during and after the moment of purchase. Another important factor is the in-store experience, which can be considered a "wow effect" for physical shops. This is an experience the customer has had but did not expect to find in the shop, which can often also be associated with store/product innovation and customer satisfaction. Examples of this are trying out products in-store, experiencing certain moments/scenarios in-store, personalising items, trying on clothes/make-up via a screen,

all of which make the experience in a physical shop make all the difference. In addition to technology, there is a determining factor in the customer experience, which is the approach/helpfulness of shop staff, the more dynamic, empathetic and knowledgeable/useful of the products/experience, the better the experience will be and the advantage for out-of-store retail.

To make the customer experience unforgettable, you need product and shop design in line with the function of the shop and the type of customer experience, you need different factors in the shop suited to the type of customer purchase (lights, temperature, smell, and music), appropriate human interactions between staff and customers and the possibility for the customer to try out and "feel" the product. All of this must be taken into account for the customer experience.

In this way, customer service experience has four main objectives: to increase revenue, to provide information for decision-making, to increase customer equity and to lead organisational change. All of this can continue to be achieved by increasing customer satisfaction and through different surveys, making it an important indicator for both the customer and the company, while also increasing employee commitment and boosting results.

We will now discuss the study's own limitations, which influenced the research on this topic. The first is the size of the sample, which was not large enough in terms of complexity and diversity. Initially, 338 documents on the subject were found, but the final sample only contained 67 documents, which shows that the sample may not be a true representation of the subject in question. As for the final sample, since the selection was also based on titles, sometimes titles that might have been interesting, but were not structured in the most interesting way for the topic, may have been eliminated, being a limiting factor for the topic.

Also associated with the sample, the availability of the data is a factor with some limitations in this case, since it was only taken from one database, which means that other documents from the scientific community relevant to the sample may not be represented.

Another factor that may be limiting or influential is that the sample included studies from different countries and continents, from different cultures that may have different

perspectives, since the shops may be very different, with ideas that may not be realisable in Europe or not as useful for the study.

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