Exploring Motivational Drivers for Shopping at Physical Fashion Retail Stores: Evidence from South Africa

Roland GOLDBERG

North-West University (NWU) roland.goldberg@nwu.ac.za

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Abstract

This study explored the motivational drivers that influence customers' decisions to frequent physical fashion retail stores in South Africa, so as to be more competitive and customer-satisfaction driven in the face of challenges orchestrated by increased online shopping and the COVID-19 pandemic. The qualitative methodology followed an exploratory research design. Data were collected by conducting ten in-depth interviews analyzed by coding, categorization, and thematization. The findings of this study show that South African customers prefer to shop instore due to tactile and sensory reasons, instant gratification, and social contact. Six themes were identified by analyzing the data: browsing, fitting, timeliness, therapy, socializing, and expectation. The insights gained from this study are of importance to academics, researchers, and retail administrators for deepening the understanding of why customers shop at physical fashion retail stores, and how improvement of customer experience and store attractiveness can be implemented within physical retail environments. Improving the identified motivation drivers should be attempted by fashion retailers in an effort to remain competitive, increase customer footfall and pivot on shifting customer preferences, given that it could increase customer satisfaction and loyalty.

Keywords: customer motivation, in-store shopping, store attractiveness, fashion retail, South Africa.

JEL classification: M31, L81, D12.

Introduction

The fashion retail industry, as well as numerous other industries, have been significantly impacted by the COVID-19 pandemic during which various restrictions imposed by governments constrained the movement of customers. As such, due to the decrease in customer footfall, many physical retailers experienced dwindling profits during this time, with some even having to close their stores permanently (Santamarina et al., 2020). In addition, the constant rise of online shopping, accelerated by the restrictions imposed during the COVID-19 pandemic, has contributed to the many challenges faced by physical retail stores (Sheth, 2020). A change in consumer behavior amongst customers in multiple generational cohorts has prompted customers to change their shopping habits with many preferring to shop online instead of frequenting physical retail spaces (Lissitsa and Kol, 2021). According to Shanthi and Kannaiah (2015) customers find it increasingly more convenient to shop online rather than venturing into shopping centers and physical retail stores.

A shift in consumer behavior creates the need for an in-depth analysis of the motivational drivers that influence customers' decisions to frequent physical retail spaces with the goal of enhancing competitiveness and customer satisfaction. According to Ballantine et al. (2015), customers are still motivated to shop at physical stores due to various motivational drivers like atmospheric cues, product assortment, pricing tactics, and promotional activities. These drivers need to be identified and honed to improve customer patronage at physical fashion retail stores. Physical fashion retailers are under ever increasing pressure to create experiences in store that can match or outperform online shopping alternatives. The use of tactile, sensory elements, and

social interaction that in-store physical shopping environments afford is quite distinct from what online retail environments can achieve (Grewal et al., 2017). Retailers can thus use the elements mentioned above to provide their customers with increased value by curating a positive in-store experience and maintaining a favorable image of their physical retail stores in customers' minds (Musso and Druica, 2014). This study aims to identify and explore various motivational drivers that can offer actionable insights for fashion retailers in South Africa.

The primary objective of this study seeks to establish the motivational factors influencing or driving customers to shop at physical fashion retail stores in South Africa. The secondary objectives are to identify variables contributing to a positive in-store experience and to establish what really drives customers to rather shop at physical fashion retailers instead of shopping for fashion items online.

1. Literature Review 1.1 Shopping motivation

Motivation is defined by Schiffman and Wisenblit (2019) as the innate need to prompt specific actions to meet requirements. Shopping motivations, including both internal and external factors (Horváth and Adıgüzel, 2018), drive customers toward utilitarian needs and hedonic desires (Lee and Wu, 2017). Hedonic shopping motivation is a behavioral factor that positively influences core psychological requirements such as social fulfilment and personal competency, which are predicated on diminishing unpleasant experiences and boosting pleasant experiences, and improving on these (Erdem and Yilmaz, 2021). Hedonic motivation refers to the impulses that drive customers to pursue imagination, happiness, pleasure, and sensuality (Kumar and Yadav, 2021). Task-oriented behavior in shopping, in turn, is characterized as a utilitarian shopping motivation, where a customer seeks to obtain a practical benefit or meet an economic necessity. Such customers use the shopping excursion to discover a specific product they require (Zeeman, 2013). A utilitarian customer is also an individual who is interested in analytically addressing problems. It is a customer who does not like shopping, and who is not easily swayed by emotions when purchasing items (Vieira et al., 2018).

Determinants like perception, learning, attitude, lifestyle, and personality influence customer shopping motivation (Roberts-Lombard and Parumasur, 2017). Six key shopping motives include seeking adventure, socializing, seeking gratification, searching for ideas, buying for others, and searching for value (Goworek and McGoldrick, 2015). Shopping is integral to contemporary societies, driven by individual needs and societal variables (Solomon, 2018). Recognizing customer shopping motivations assists retailers in tailored marketing, enhancing their ability to meet diverse customer needs in a dynamic marketplace (Davis, 2023).

Customer motivation is key to store attractiveness as it shapes perceptions and engagement with the physical retail environment. Customers are more likely to stay in a physical retail store longer and are likely to increase their purchases when they are enjoying the experience offered by the retailer. Retailers may improve the overall appeal of their physical retail stores and encourage profound customer loyalty and experience by understanding and accommodating customer shopping motivation (Sulaiman and Ahmed, 2017).

1.2 Customer experience

Customer experience is a phenomenon that encompasses every part of a business offering as well as the customer's response to these offerings in every direct or indirect encounter with the business. Advertising, packaging, product and service features, simplicity of use, dependability, and customer service quality are all part of the business offering, denoting to the overall customer experience (Waqas et al., 2021). In addition, customer processes and

responses to the shopping environment, scenarios, and customer attributes are part of the customer buying experience (Gusti Ayu et al., 2021). Customer experience is a complex and comprehensive concept that is comprised of different components, namely emotional (feel), cognitive (think), physical (act), and social identity (relate) (Schmitt, 1999).

These components are described by Gentile et al. (2007) as follows: A product offering can elicit an emotional experience for the customer in order to elicit an effective relationship with the business, its brand, or products; thereby, an emotional component (feel) is a component of the customer experience that involves an individual's affective system through the generation of moods, feelings, and emotions. The cognitive component (think) is a part of the customer experience that entails thinking or conscious mental processes; a product or service offering may encourage customers to use their creativity or solve problems. The physical component (act) arises from the practical act of doing something; in this sense, the pragmatic component encompasses the idea of usability and all stages of the product's life cycle, not only the post-purchase period. The validation of an individual's system of values and beliefs, frequently via the adoption of a specific lifestyle or learned habits, is referred to as the social identity component (relate) of a customer's experience in which the product and its consumption become symbols of adherence to specific values that the business and brand represent, and that its customers share.

1.3 Experience economy

Pine and Gilmore's (1999) concept for the experience economy can help to explain the relationship between customer experience and in-store experience. According to Pine and Gilmore's model, economic value has evolved from commodity extraction to product distribution, then to service supply, and eventually to the staging of memorable events. The instore experience becomes an important component in this transition, setting the foundation for memorable and meaningful consumer encounters. Customers seek more than just products (El-Adly and Eid, 2016); thus the in-store environment becomes a platform for immersive and engaging experiences, transforming shopping into an event. In the context of the experience economy, customer experience is inextricably linked to in-store experience, as retailers strive to create environments that go beyond mere transactions, providing customers with memorable and emotionally resonant encounters that add to the store's overall appeal and attractiveness.

However, the COVID-19 pandemic has brought significant changes in consumer behavior, especially toward in-store experiences. Recent studies highlight how customers are now seeking sensory and social experiences in physical stores, and retailers have had to adapt by incorporating contactless technologies and enhanced safety measures (Sheth, 2020).

The experience economy extends beyond the creative industries and cultural sectors; it also includes how products and services can create experiential value (Sundbo & Serensen, 2013). Pine and Gilmore (2011) created the 4E construct based on the experience economy approach to capture a complete view of the customer experience (Snel, 2011). The four realms of experiencing value, known as the 4E construct, comprise two dimensions and four types of experiences. The two dimensions and four types of experiences are depicted in Figure 1, illustrating the experience economy's realms.

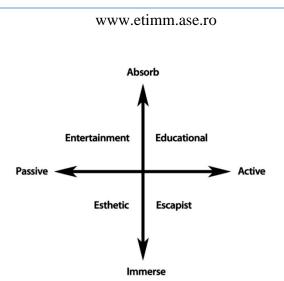


Figure 1. The experience economy realms Source: Pine and Gilmore, 2011, p. 45

Educational experiences take place when customers actively involve themselves in the physical retail environment to learn something and acquire new knowledge. In fashion retailing, this might include the latest in fashions, materials, and styling tips (Pine and Gilmore, 2011). These can be heightened by the use of information displays, interactive workshops, and knowledgeable advice from staff.

Entertainment experiences passively expose the customer to events or performances that create enjoyment and amusement. These can be attained through in-store advertisements, live music, and interactive displays that engage and amuse customers (Pine and Gilmore, 2011). Mathwick et al. (2001) note that entertainment elements raise customer satisfaction and lengthen time spent in the store.

Escapist experiences refer to customers frequenting a store that provides them with a sense of escape from their daily routines. In fashion retailing, this could be attained through themed store environments, virtual reality experiences, or any kind of display whisking them away into another world (Pine and Gilmore, 2011). All these consumptions are bound to raise the emotional engagement of customers and provide them with long-lasting memories.

Aesthetic experiences are related to the sensory and visual appeal of the store environment. The combination of store design, lighting, color scheme, and display of products generates the aesthetic experience (Pine and Gilmore, 2011). It has been proved that more attractive environments can enhance the perception of quality and evoke positive emotions in customers' minds (Bitner, 1992).

1.4 Store attractiveness

The concept of store attractiveness is multi-dimensional, considering the activation of emotional, cognitive, behavioral, sensorial, and social responses to a retailer's offering. Lemon and Verhoef (2016) state that stores most effective in engaging customers at different levels are more likely to provide and deliver a positive, memorable shopping experience. Some of these elements include store design, product display, and customer service that all combine to create store attraction and influence customer perception (Bitner, 1992).

The experiences offered to customers by physical retail stores will generate perceived values for customers, and if these perceived values are positive, it will lead to increased levels of customer satisfaction, which in turn, will improve store attractiveness (Cachero-Martinez and Vazquez-Casielles, 2017). Fashion retailers, especially, invest a significant number of

resources in improving their store attractiveness with a view to, among others, increase customer footfall (Hilal, 2019).

The COVID-19 pandemic has further transformed store attractiveness, as retailers had to implement new health and safety protocols to meet evolving customer expectations (Gauri et al., 2021; Pantano et al., 2020). Recent studies show that customers now place greater emphasis on the tactile and social experiences provided by stores, making the integration of new technologies, like contactless payments and virtual fitting rooms (Grewal et al., 2021; Das & Debroy, 2022), essential to enhancing store attractiveness in the post-pandemic era (Grewal et al., 2023).

1.5 The South African Fashion Retail Industry

Fashion is generally defined as the style or types of clothing and accessories worn by groups of individuals at a time. The fashion retail market includes clothing, casual wear and accessory items for babies, toddlers, essentials, formalwear, formalwear-occasion, and outerwear for men, women, boys and girls (MarketLine, 2021). While the term fashion is commonly associated with the design and style of clothing, accessories, and footwear, the fashion retail industry encompasses the supply of goods, the fiscal production and interpretation methods, distribution lines, and sales of design and style items, all of which are supported by a global network of manufacturers and workforce on both the manufacturing and retail sides of the industry to streamline products to meet demand (Statista, 2022).

It has been noted that there is a clear polarity between the high end of the industry and the mass-produced side. The supply of fashion items, the production methods, distribution process, and sales of items differentiate in the fashion retail landscape today that is dominated by brands and companies in the latter group (Moeng, 2012). The fashion industry's indicator of prevailing market trends stems from the volatile and intensifying demand of customers, which lead to the increased production of fashion retail goods and sales. The global apparel market generated 1.55 trillion dollars in revenue in 2021, and it is expected to expand by more than 25 per cent by 2026 (Statista, 2022).

South Africa has an influential shopping center culture rooted in society's love for community engagement. This situation allows for much choice regarding opportunities for high and lower-end businesses to open retail locations (De Klerk, 2021). The country's shopping center retail industry is, indeed, a lucrative market. The South African retail industry, in comparison to other African countries, boasts sophisticated and well-developed shopping centers that attract versatile customers from all over the continent (De Klerk, 2021). The global fashion retail industry is a valuable commodity; it is also regarded as a necessarily innovative sector because of it being influenced by volatile style fluctuations and trends. Indeed, fashion retailers in South Africa must continuously try to foresee what customers will want in the future, as this ability to predict clothing trends (and turn them into products in a brief enough period to be lucrative) has become an indicator for success in the fashion retail sector (Ren et al., 2020).

The fashion retail industry in South Africa is a significant contributor to the economy, and is one of Africa's leading markets (Pather, 2015). The retail sales of textiles, clothes, and footwear in 2018 amounted to 175 billion Rand. The apparel and textile sector in South Africa contributes about 8 percent to the country's manufacturing GDP and 3 percent of the country's total GDP each year (De Klerk, 2021). The South African government reported that a rebound in average monthly earnings of employed industry workers to 9.7 percent y/y in the second quarter of 2021 from 3.2 percent y/y in the previous quarter, which has allowed household spending from South Africans to still make a significant contribution to the 1.2 percent q/q rise

in headline GDP during the quarter (IHS Markit, 2021) This suggests that South African customers are expected to spend more on non-essentials in the post-COVID-19 future.

Even though the demand for fashion items is on the rise in South Africa, brick-and-mortar fashion stores are losing footfall to online fashion retailers as customers are opting for the more convenient option of shopping online. The physical retail environment is transitioning from a service economy to an experience economy, and retailers are struggling to adapt to these changes in customer expectations and demand (Pine & Gilmore, 2011). Therefore, brick-and-mortar retailers should strive to provide their customers with a unique and positive in-store experience instead of merely selling products and services. This study sets out to investigate the drivers that motivate customers to shop at physical fashion retail stores in South Africa with the aim of improving customer footfall, experience, perception, and loyalty.

2. Research Methodology

This study applied an exploratory research design with qualitative methods. Ten in-depth interviews were conducted with participants who shop at physical fashion retail stores in the Gauteng province of South Africa. Open coding, axial coding, categorization, and thematization was conducted. Initially, open coding was employed to break down the data into discrete parts, where significant patterns and concepts were identified. This was followed by axial coding, where these concepts were groups into broader categories based on their relationships and similarities. Finally, thematization involved grouping these categories into overarching themes that represent key motivational drivers in customers' decisions to shop in physical fashion retail stores.

To ensure the reliability of the coding process, two independent coders analyzed the data separately. After the initial coding phase, the results were compared, and any discrepancies were discussed. This step ensured that the coding was consistent and reflected the participants' responses accurately.

A non-probability convenience and judgment sampling method was used to select participants. The sample size involved ten participants who are regular customers at physical fashion retail stores in Gauteng. The rationale for including these participants is to ensure that only those participants who had relevant experience and insights into the research topic were selected to partake in the study.

The research was conducted in South Africa's Gauteng province. Gauteng is South Africa's wealthiest province, with Sandton being the wealthiest city on the African continent. The assumption was that this would imply that customers may be able to spend more of their discretionary income on fashion-related items.

Primary data was collected through in-depth interviews, focusing on participants' in-store shopping experiences and perceptions of store attractiveness. The interviews were semi-structured, allowing for flexibility in exploring different aspects of customer motivation and experience.

Only participants aged 18 years and older were invited to participate in this study for ethical reasons. Permission was obtained from research participants prior to interviewing. Participants were asked to sign a consent form to partake in the study in which they indicated their voluntary consent to participate in the study; the form indicated that their identities and responses would remain anonymous. In cases where participants' responses were quoted verbatim as supporting evidence in an article or conference paper, participants were assigned a participant number to ensure anonymity. This participant number was assigned when transcribing the data, and by so doing, ensured participant anonymity during data analysis.

3. Results and Discussion

The analysis revealed six main themes that motivate customers to frequent physical fashion retail stores in Gauteng, South Africa: browsing, fitting, timeliness, therapy, socializing, and expectation.

Theme 1: Browsing

The study's results indicate that most participants enjoy looking at and examining a physical product when shopping at a physical fashion retail store. A large majority of the participants also indicated that they prefer touching and feeling a product when shopping, as opposed to merely viewing these items online. A few participants indicated that they specifically shop at a physical fashion retail store when they are shopping for clothing. Some of the participants also mentioned that they enjoy shopping at a physical fashion retail store to identify the latest fashion and trends, whether it is from in-store displays or by observing fellow customers, paying attention to what they are wearing or buying at the time. Participant 1 said: "…seeing maybe even what other people are picking out, and so that also gives me an idea of what is currently the fashion or like in style". Participant 7 said: "You can actually see what the color really looks like…".

The ability to touch and feel products and inspect products for quality and detail is often cited as an advantage over online shopping (Silva et al., 2021). Seeing and touching a product provides assurance and satisfaction to customers (Lennon et al., 2017). According to Grewal et al. (2017), the tactile nature of physical shopping enhances customer experience by enabling customers to discover new products and the latest trends.

Theme 2: Fitting

The results of this study indicate that most of the participants preferred to try on fashion items prior to the purchase of such products in physical fashion retail stores. Participant 1 said: "…I like when I decide to purchase something I like to try it on and see what it looks like on me before I choose to purchase it." Participant 2 said: "…clothes I rarely like buy online, just because I never know if it will like fit on me".

The fitting room experience is crucial as it allows customers to assess the comfort and fit of clothing, reducing the risk of post-purchase dissatisfaction (Park et al. 2012). The importance of fitting rooms influencing purchase intentions suggests that fitting rooms should be clean, spacious, and well-lit to increase customer satisfaction (Kim and Lennon, 2013).

Theme 3: Timeliness

The majority of participants indicated that they prefer to purchase items directly from a physical fashion retail store rather than waiting for delivery, since they could use the product immediately. Due to the simplicity and convenience of exchanging or returning items in person, a few participants stated a preference for shopping at actual fashion retail establishments. Due to the time-consuming nature of website navigation and product discovery, one participant stated that they dislike shopping online. Participant 2 said: "...convenience in a sense of like needing it right now, driving to a store is like really helpful". Participant 3 said: "...sometimes you need an item of clothing tonight or tomorrow and then you need to just drive and, yea, get it".

This preference for instant gratification is further supported by research showing that customers appreciate being able to have immediate possession and use of their purchases (Gupta and Gentry, 2016). Harris et al. (2017) reiterate that it is also convenient in terms of returns and exchanges, adding to the appeal of in-store shopping because it makes fixing size, fit, and quality problems so much easier.

Theme 4: Therapy

The results of the study indicate that most of the participants preferred to shop at physical fashion retailers as it provides a unique experience and a sense of escape. Participants mentioned that that they prefer to shop at a physical fashion retail store, because they find it therapeutic in some sense. Participant 7 said: "…*it is a whole experience going out there and buying something to wear*".

This finding is reflected in previous research conducted on the psychological benefits accruing from shopping, in which shopping has been said to be able to take on a form of leisure and provide relief from various stressors (Kang and Johnson, 2011). The in-store shopping experience has a sensory and social nature that can be considered therapeutic and that can have a positive impact on mood and well-being (Rohm and Swaminathan, 2018).

Theme 5: Socializing

The results of this study indicate that a large majority of participants enjoyed socializing in a physical fashion retail store, whether it be with friends, other customers, or with the sales staff. Participant 4 said: "*Human interaction. So, just to get out sometimes and not just be on your phone*". Participant 5 said: "*For me, it's very beneficial if I can speak to an assistant, and even if there are other clients in the store fitting with me, I like to converse with them and maybe get their opinions*". Participant 8 said: "…*I love getting out of the house and seeing people. I like the interaction with other people*".

Socializing during shopping enhances the experience by providing opportunities for interaction and shared enjoyment (Huang and Hsu Liu, 2017). The role of social interaction in customer satisfaction creates the need to train staff to be friendly, knowledgeable, and attentive (Grewal et al., 2017).

Theme 6: Expectation

The study underscores the strong preference of most participants for physical fashion retail stores over online shopping, attributing this preference to their confidence in knowing precisely what to expect with in-store purchases. This assurance stems from two vital factors: the ability to visually and tactilely inspect items, enabling them to assess color, fabric, texture, and quality, as well as try on products to gauge fit and suitability, and the in-person confirmation that ensures purchased items match expectations, eliminating the disappointments often associated with online shopping where products may not meet the mental image created during the online selection process. Participant 6 said: "*I end up spending more time or money than I intended to. That is why I prefer to go to a shop and just look for the stuff I really need*". Participant 7 said: "...*I find buying from an e-commerce store*...*scary*...*I don't know if it is going to fit, I don't know if it's going to look nice, I don't know if I am going to like the color because the color could be different and I don't like – I don't know if I'm going to like the material even. So, I did recently buy something online and I absolutely hated the material*".

The ability to inspect a product both by look and feel before buying guarantees that items are according to expectations, thus diminishing the risk of disappointment (Lennon et al., 2017). Reliability is especially important in products for which fit and material quality matter, such as fashion items (Bäckström and Johansson, 2017).

Conclusions, limitations and future directions of research

The findings from this study provide important insights for retail managers and marketers within South Africa's fashion retail sector to work on the improvement of the in-store experience and the creation of more attractive stores. Identification of these motivational

drivers – browsing, fitting, timeliness, therapy, socialization, and expectation - confirms the knowledge of the multi-faceted nature of customer preference for physical retail environments. It is through this emphasis on these elements that retailers create a much more engaging and fulfilling shopping experience, which became vital in terms of customer attraction and retention due to the challenges posed by the COVID-19 pandemic and the rise and proliferation of online shopping.

Furthermore, this study contributes to the academic literature on consumer behavior and retail management by identifying six key motivational drivers that influence customers to shop in physical fashion retail stores in South Africa. It extends existing theories on shopping motivation and the customer experience by offering a context-specific understanding of how sensory experiences and social interactions impact in-store shopping behavior. The findings provide valuable insights for advancing theoretical frameworks such as Pine and Gilmore's 'Experience Economy' while also introducing the concept of 'therapy shopping' which requires further exploration. Additionally, this research addresses a gap in the literature by focusing on the South African retail environment, offering a localized perspective that can inform global retail strategies.

Drawing from the study's findings, several actionable recommendations can be made to retailers seeking to improve their physical store environments. Most importantly, retailers should strive to create a multisensory shopping experience through optimizing store design, lighting, and music in a physical fashion retail store to make customers feel welcome and eager to explore and enjoy the shopping experience. The fitting rooms are also imperative to invest in, considering that trying on clothes forms a major part of the shopping activity. It is crucial that businesses incorporate fitting rooms that are well-designed, clean, spacious, and well-lit to ensure improved customer satisfaction and increase sales. Another critical factor is the emphasis on customer service. The staff's friendliness, knowledge, and attention can enhance the social dimension of shopping, thereby increasing customer loyalty. Since social interaction is one of the critical factors in customer satisfaction, retailers must use this to their advantage by establishing a friendly, warm, and engaging environment for all customers (Grewal et al., 2017; Huang and Hsu Liu, 2017).

Physical fashion retailers should integrate technologies like augmented reality and artificial intelligence to offer personalized shopping experiences, allowing customers a clearer view of the products. This closes the gap between online and in-store shopping, offering customers new ways of interacting with products as described by El-Adly and Eid (2016). In addition, retailers should focus on immediate gratification by emphasizing the immediacy and convenience of buying products in-store to distinguish physical stores from their online competitors. Accordingly, this would lead to a buying decision that emphasizes instant possession and easy return to draw customers who value the time utility and convenience features of a sale (Gupta and Gentry, 2016). Finally, shopping events could be created as an element of entertainment by hosting workshops, promotional events like seasonal sales or fashion shows, and by incorporating interactive displays. By offering customers memorable experiences, retailers can increase footfall and create long-term relationships (Bitner, 1992; Pine and Gilmore, 2011). Focusing on these areas allows retailers to create a more engaging and satisfying shopping experience, hence elevating their competitiveness in the market.

This study has several limitations that should be acknowledged. The qualitative nature of the research and the small sample size of ten participants may limit the generalizability of the findings. Additionally, the study was conducted in Gauteng, which, while economically significant, may not fully represent the diverse consumer behaviors and preferences across South Africa. Furthermore, the data collection relied on self-reported information from participants, which may be subject to biases and inaccuracies.

Future research should aim to address these limitations by employing quantitative methods and larger, more diverse samples to validate the findings. Expanding the study to include multiple regions within South Africa and other countries could provide a more comprehensive understanding of consumer behavior in physical fashion retail stores. Additionally, longitudinal studies could offer insights into how customer motivations and preferences evolve over time, particularly in response to changes in the retail landscape and technological advancements.

Further research could also explore the impact of specific sensory elements and customer service practices on shopping behavior in various retail settings. Investigating the role of emerging technologies, such as augmented reality and artificial intelligence, in enhancing instore experiences could provide valuable insights for retailers looking to innovate and adapt to changing consumer expectations. By continuing to explore these areas, researchers can help retailers better understand and meet the needs of their customers, ultimately leading to improved customer satisfaction and business success.

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