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**Bachelor Thesis**

**Exploratory Study on the Customer Experience Dimensions in Retailing**

The Case of Maison Cailler

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# Abstract

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In order to face today's increasingly competitive retail environments, strategies based on price and innovation in products are no longer sufficient. To gain a competitive edge, retailers must develop new tools. Nowadays, many companies have chosen to focus on their customer experience. In the past, there has been various researchers in marketing who have been investigating on the experience dimensions as well as on the influence of the customer experience on important marketing outcomes. However, only a few scholars have provided information regarding the impact of single customer experience dimensions on customer satisfaction and customer loyalty intentions. The aim of our research is to identify the experience dimensions and determine their influence on these two marketing constructs. For this purpose, a survey was conducted on 318 Maison Cailler customers. The Maison Cailler is the second most visited tourist site in Switzerland. It engages customers' five senses through an outstanding factory experience. Considering its touch with senses, the Maison Cailler can be considered an experiential venue. The results of our study point out that the experience is composed of two dimensions, one mainly related to educational and aesthetic aspects and the other one mainly related to escapist and entertaining aspects. Our research contributes to a better understanding of the customer experience in retailing environments and leads to recommendations, which may be helpful for retailers. However, the results of our study lead to think that additional research is necessary in order to improve knowledge on the experience dimension and their impact on important marketing outcomes.

## **Keywords :**

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Customer experience dimensions, customer satisfaction, customer loyalty intentions, experiential marketing, experiential view of consumption, factory analysis

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## INTRODUCTION

In a world of increasingly fierce competition, it has become ever more difficult for companies to differentiate themselves from competitors. Therefore, they ought to develop new strategies and tools in order to dispose of a competitive edge. *Experiential Marketing* is one of these strategies. It offers an innovative way of competing, which avoids the traditional and monotonous way methods of competition based on price (Pine & Gilmore, 1999, p.1).

Even if some researchers (e.g. Holbrook, 2000) argue that the concept of experience has always existed, it can be observed that Experiential Marketing has gained in importance over the last years. In fact, nowadays many companies include Experiential Marketing components in their offer and aim at staging outstanding experiences for their customers. The coffeehouse chain Starbucks is one of the most frequently cited examples (e.g. Hetzel, 2002, p.127; Michelli, 2007; Schmitt, 2003, p.7). Starbucks indeed clearly illustrates the success of this method. Its worldwide expansion—from one store in Seattle 1971 to more than 20'000 in 64 countries in 2015—not only comes from the quality of its products, but much more from its remarkable setting. Various specific elements—e.g. a brand atmosphere, a warm and comfortable store design facilitating social interactions, jazz music, strong coffee smell, personalized cups, enthusiastic and friendly employees and free Wi-Fi—constitute together a unique multi-sensory customer experience.

This trend truly began in 1955 with the opening of the first theme park in California, United States of America (Pine & Gilmore, 1999, p.3). With his new concept, Walter E. Disney immersed his visitors in an enchanting world—in this case the world of fairy tales and Disney characters—reaching to all human five senses. This was the set up of a new type of amusement park based on the experience. Over the next decades, North American retailers started opening experiential venues (e.g. Rainforest Café, Nature Company, Hetzel, 2002, p.7). In this same period, researchers on consumer behaviour—mainly Holbrook and Hirschman (Hirschman & Holbrook, 1982; Holbrook & Hirschman, 1982)—were working on consumer feelings and hedonic aspects of consumption. The Experiential Marketing phenomenon in Europe goes back to the early 1990s as European retailers decided to copy the North American successful experiential concepts and adapt them to their markets (e.g. Nature & Découvertes, Hetzel, 2002, p.7).

Many factors have influenced the shift to an experience-based economy. In their book *The Experience Economy*, Pine & Gilmore (1999, p.5) claim that this change is partially due to the natural evolution of the economy towards at first always more valuable offers, from the extraction of raw material to goods, followed by services and lately experiences. Technological innovations contributed to the creation of new forms of experiences, which would have been impossible before (e.g. Pine & Gilmore, 1999, p.5; Schmitt, 1999). Another element is the increase level of power associated with brands. Nowadays most of the companies' offers are linked to brands; one brand can often include heterogeneous product categories. Therefore, products do not only fill in a set of functions, but are also a way of creating experiences (Schmitt, 1999). In addition to these points, the 2008 financial crisis encouraged shoppers to be more careful with their spending and to purchase only products that they judged as highly valuable. This forced companies to enhance their supply with, among other things, experiential components (Bäckström & Johansson, 2006).

Regarding Experiential Marketing, retailing seems to be the area that has received the most attention, from practitioners as well as from academicians. This resulted in the emergence of the concept of *Experiential Retailing* (see for example Kim, 2001). In their study comparing the retailer and consumer point of view on shopping experiences, Bäckström & Johansson (2006) found out that almost all of the retailers had a real willingness to stage first-class experiences for their customers in response to the increase in demand for this type of offering. The setting up of a special atmosphere with always more sophisticated technologies was the prominent wish. Today experience creation has even become a priority for many of them which do not hesitate to put *Customer Experience Management* at the central stage of their corporate strategy (Verhoef et al., 2009) and, consequently, invest considerable amounts of money in the creation of experiences (Dupuis & Le Jean Savreux, 2004). Many researchers have investigated the customer experience in retailing environments, especially since the early 2000s (e.g. Bäckström & Johansson, 2006; Carù & Cova, 2006 a/b, 2007; Dupuis et Le Jean Savreux, 2004; Grewal et al., 2009; Jones, 1999; Kozinets et al., 2002; Mathwick et al., 2001; Verhoef et al. 2009).

Recent research has dealt with the determinants that contribute to the staging of memorable experiences by conducting studies on various experience dimensions (e.g. Bäckström & Johansson, 2006; Chang & Horng, 2010; Grewal et al., 2009; Jones, 1999; Mathwick et al., 2001; Verhoef et al., 2009). The importance of entertainment was widely recognized in particular by Wolf (1999) in his book *The Entertainment Economy*. Experience is indeed fre-

quently associated with entertainment. The concept of entertainment has spread rapidly over the last years to expand beyond the areas of show business and cinema (Pine & Gilmore, 1999, p.3). Nowadays entertainment is present in many sectors of the economy. Entertainment and shopping intertwine themselves to become “*shoppertainment*” (Wolf, 1999, p.67). However, according to Pine & Gilmore (1999, p.30), entertainment is only one aspect of the experience; customers also *engage* in others ways, depending on their participation level and their connection with the event. Like other researchers, they identify several experience dimensions.

Recognizing the increasing customer demand for experiences, the growing importance of Experiential Marketing on the retailer part, the challenges faced by businesses in order to define the significant dimensions to operate, and at the same time the variance in the researchers’ results, it was decided to look into the options that are before the companies in terms of experience staging. To this end, this paper attempts to answer the following research question:

*“What is the impact of each experience dimension on customer satisfaction and customer loyalty intentions?”*

The question of the experience dimensions has a great managerial interest. In fact, staging an experiential context in order to create exclusive experiences or even simply adding experiential components to the consumer activity is highly valued by customers and may, by consequence, provide companies with a significant competitive advantage (Roderer, 2012). This marketing strategy can also strengthen the companies’ customer base. Indeed, previous literature has clearly demonstrated the interest and use of experience creation for satisfaction and loyalty purposes (e.g. Brakus & al. 2009; Chang & Horng, 2010; Lee et al., 2010) as well as for word-of-mouth purposes (Keiningham et al. 2007). As Mangold and Faulds (2009) pointed out, consumers are more likely to share information and recommend companies or brands to others when they have been actively involved with it. For this reason, there is a good chance that engaged customers use traditional–and/or online–word-of-mouth in order to advise their relatives and friends (Riivits-Arkonsuo & Leppiman, 2014). Moreover, as experiences are these days highly valued by individuals (and even more transformations, see Pine & Gilmore, 1999, p.165), they are more inclined to pay higher prices (Pine & Gilmore, 1999, p.1). For example, this is the reason why people think that it is worth drinking sangria on Las Ramblas in Barcelona, having dinner on the top of the Eiffel Tower in Paris or eating Cheese Fondue in Gruyères, Switzerland even if it is twice as expensive–or even more. Therefore,

Customer Experience can be used as a lever for firms to create economic value (Pine & Gilmore, 1999, p.ix). While many companies have already fully integrated the experience concept into their marketing strategy, a lot of opportunities still remain open.

Although Experiential Marketing has been studied since the 1980s and has been the subject of many articles in the marketing field, the experience dimensions deserve further investigation. Indeed, this topic remains relatively vague and academicians provide heterogeneous results. Moreover, methods to determine the proper stimuli to help out retailers with the delivery of rich customer experiences are limited and a standardized scale to measure the experience components is lacking (Gentile et al., 2007). Thus, this paper also has an academic interest.

Given all of these considerations, this paper aims at answering the research question mentioned above. In this context, this work starts by investigating the theoretical concepts already analysed by previous research. It firstly studies the role of emotions in the consumption experience. Secondly, it explores the literature on Experiential Marketing. Thirdly, drawing on prior research, it seeks for levers to operate in order to stage a memorable customer experience, concentrating on five key dimensions. Finally, it presents the tools available for companies for the staging of experiential environments, with a particular focus on in-store settings. In order to confirm or reject our hypotheses on the experience dimensions and their individual influence on customer satisfaction and customer loyalty intentions, a survey was conducted in partnership with the Maison Cailler, Broc, Switzerland; customers were asked to answer specific questions about their experience. To analyse the collected data, statistical tools were used. An exploratory factory analysis was applied for the identification of the experience dimensions. Linear regression was used for the determination of the impact of each of the experience dimensions on customer satisfaction and customer loyalty intentions as well as for the determination of link between customer satisfaction and customer loyalty intentions.

An exploratory factory analysis for the identification of the experience dimensions was applied and linear regression was used for the determination of the impact of each of the dimensions on customer satisfaction and customer loyalty.

We chose the Maison Cailler for our survey, as we believe it provides a good example of experiential environment. In fact, it offers to its customers an interactive visit, enabling them to discover the chocolate making process. The Maison Cailler customers also have the opportunity to purchase the full range of Cailler products, which are sold in a brand store located on site.

## THEORETICAL FRAMEWORK

Our theoretical framework firstly exposes the advances in research on consumers' behaviours and the advent of experiential marketing as a response to modern consumers' needs. Secondly, it looks at the various experience dimensions that are usually believed to have an impact on retail experiences. Drawing from prior research, five experience dimensions—which are likely to influence customer satisfaction and loyalty intentions—are suggested. These five aspects and their influence on customers' in-store experiences will be analysed along the existing literature. Finally, the tools retailers use to produce memorable experiences well as the current trends in experiential marketing are explored.

### **Towards an experiential view of consumption**

Neoclassical decision models assume that the consumer is fully rational and decides on the basis of previously known and measurable objectives and alternatives (Bieger, 2013 p.58). In this view, the consumer starts by having a need, which he wants to fulfil. Therefore, he/she looks for all of the available information that could help him/her in his/her decision-making process, and then assesses all of the alternatives to finally acquire a product and consume it. This type of consumer can be termed as *Homo Economicus* (see Kirchgässer, 2000) or *Information Processor* (see Bettman, 1979). However, it has been progressively noticed that individuals not only make decisions according to the expected utility provided by products but also with regard to other factors e.g. hidden or repressed desires. Furthermore, it has been found that, in most cases, consumers do not know about all of the available offers and are consequently unable to evaluate them accurately. Therefore, research suggests that purchase decisions are not pure rational processes, but rather decisions with *Bounded Rationality* (Simon, 1991). Consumers are seen as emotional beings (Carù and Cova, 2007, p.4).

This new approach goes back to the 1950s when scholars (e.g. Stones, 1954) began to investigate about the shopping motives (Jones, 1999). This field of academic research, which is commonly known as *Motivation Research* (see Hirschman & Holbrook, 1982), noticed that consumers were not only interested in purchasing products for their tangible features and functional benefits, but also regarding emotional aspects. The meaning attributed to products became a subject of great interest and it was claimed that all kind of product could represent something symbolic. This last one could be decisive when choosing a particular brand or product (Levy, 1959). With regard to the shopping activity, further research (see for example

Babin et al., 1994; Jones, 1999) suggested that consumers not only shop with the unique goal of acquiring the product they need. According to Babin et al. (1994), shopping incentives differ from person to person. In effect, some consumers might be exclusively interested in carrying out their purchase task, whereas others might shop for the activity itself and its benefits. For instance, compulsive buying has the power to help consumers deal with their emotions. Analysing shopping habits only with only the product acquisition perspective would therefore exclude some important dimensions and prevent from understanding the shopping experience as a whole (Babin et al., 1994).

It is in the 1980s that the “aestheticization” of daily life and the concept of hedonism appeared in the field of consumption (Batat & Frochot, 2014, p.1). Holbrook and Hirschman, pioneering authors in the domain (Hirschman & Holbrook, 1982; Holbrook & Hirschman, 1982) define hedonic consumption as “those facets of consumer behaviour that relate to the multi-sensory, fantasy and emotive aspects of one’s experience with products” (Hirschman & Holbrook, 1982, p.92) and introduce the *Experiential View* of consumption (Holbrook & Hirschman, 1982, p.132). This approach strongly focuses on hedonic, aesthetic and symbolic aspects of consumption and gives importance to the fun, enjoyment and feelings of pleasure that consumers get from the consumption of a product (Klinger, 1971, p.18). Nevertheless, product functionalities and rational thinking should never be neglected when analysing the consumption experience according to Hirschman & Holbrook (1982).

The experiential view of consumption is innovative with regard to many aspects (Hirschman & Holbrook, 1982; Holbrook & Hirschman, 1982). In addition to the points cited above, it does not only communicate through the verbal channel, but also includes the consumer’s five senses. Furthermore, it moves away from the traditional approach that concentrates its studies on highly functional products (e.g. basic food items or cleaning products) to focus on providing aesthetic or entertaining features (e.g. theatre play or visit of a museum), which are mostly consumed over time. Moreover, the hedonic approach has another way of dividing the market. Indeed, it does not distinguish individuals according to traditional criteria such as age or social class, but regarding to other characteristics i.e. *life style* variables such as the degree to which an individual seeks sensation and risk or the type of personality based on the time allocated to recreational activities (Holbrook & Hirschman, 1982). This new form of distinction is due to the subjectivity of hedonic consumption. Indeed, according to Addis & Holbrook (2001), the perception and the meaning of a product can vary depending on the individuals, who might react with different emotions.

This new viewpoint of consumption has encouraged researchers to further investigate on the antecedents and consequences of emotions in relation with the action of buying. For instance, Derbaix (1995) analysed the impact of advertising on individuals' emotions, whereas Phillips & Baumgartner (2002) investigated the mediating function of emotions on customer satisfaction.

### **Experiential Marketing in response to a new type of consumer**

It is in the romantic era of the 18<sup>th</sup> century, when people were not only looking for ways to escape their routine, but also seeking a pleasant life in which they would be satisfied and feel their needs fulfilled, that a new type of consumer emerged. Since that time, consumers are increasingly looking for pleasure and intense emotions. This new type of consumer does not anymore construct his/her identity by working, but by consuming hedonistic products in a particular social environment (Carù & Cova, 2007, p.5). He/she is even more present in modern and developed societies, where the basic needs i.e. psychological and safety needs are fulfilled (see *Maslow's hierarchy of needs*, Maslow, 1943), and where social and status issues are particularly important. In this kind of societies self-concept is the inner driving force of people, who tend to reduce the gap between their current self-concept and the one they desire (Bieger, 2013, p.58).

In response to this new consumer, looking for hedonistic products and emotionally laden experiences, research developed a new branch of marketing i.e. the Experiential Marketing. Experience is a new economic offering, following services, which corresponds particularly well to the postmodern consumers' needs. Indeed, whereas products and services are external to the individual, experiences are "created within the customer" (Pine & Gilmore, 1999, p.12) and are therefore essentially personal. Each experience is unique given that it is the result of the interaction between the created performance and the person's state of mind (Pine & Gilmore p.12).

Although Holbrook & Hirschman made rich discoveries in the 1980s (see Hirschman & Holbrook, 1982 and Holbrook & Hirschman, 1982), they were very innovative in their time and it took years before researchers used their concepts and developed them into a widely recognized marketing theory. After transactional and relationship marketing based on a one-to-one or interactive relationship with customers, this is only in the 1990s that researchers brought a new perspective of experiential marketing and provided the literature with many managerial journal articles (e.g. Cova & Carù, 2006 a/b; Dupuis, 2004; Filser, 2002) and

books (e.g. Firat & Dholakia, 1998; Pine & Gilmore, 1999). As a result managers were provided with new tools to adapt their marketing strategy to this newly discovered type of consumer (Batat & Frochot, 2014, p.5).

Four main points differentiate experiential marketers from traditional marketers (see Schmitt, 1999). First of all, traditional marketing bases its strategy on the functional attributes of products whereas experiential marketing gives importance to other aspects of consumption i.e. sensory, emotional, cognitive, behavioural or relational values. Secondly, experiential marketers rely on Holbrook and Hirschman's (Hirschman & Holbrook 1982; Holbrook & Hirschman, 1982) research and consider consumers as rational *and* emotional animals, not only following the traditional decision-making process, but also reacting with regard to their emotions. Thirdly, traditional marketers tend to define markets narrowly i.e. they believe firms only compete against companies that offer a very similar product category. For example, according to their point of view, regarding the ice cream market, Häagen-Dazs is in competition with Ben & Jerry's, but not with other dessert and snack producers. On the contrary, experiential marketers define broad markets that include all types of products that could be consumed within a particular consumption situation. They view consumption as a *Holistic Experience* occurring in a specific socio-cultural environment. For instance, this school of thought does not separate cinemas, theatres, operas and bars in three different categories of markets, but rather think of the "evening entertainment" market. It can be noticed that the separation between the different industries is becoming increasingly fuzzy. In effect, the experiential view of consumption influences the convergence between the various economic sectors. As a consequence, the competition rules are changing: competition is based on the consumer's lived experience and not anymore only on the various product functionalities within a narrow defined industry (Carù and Cova, 2007, p.150). Finally, methods and tools vary. Indeed, traditional marketers, which focus on the product functional attributes and on the utilitarian value of products, mostly use analytical and quantitative marketing tools (e.g. surveys), while experiential marketers use both quantitative and qualitative instruments (e.g. brain storming), adapting their tools for each particular case (Schmitt, 1999).

## On the experience dimensions

Several authors have discussed the experience dimensions i.e. the elements that contribute to the creation of a memorable customer experience. The literature about the experience dimensions is quite confusing, considering that scientists have analysed it on different levels and that their findings diverge.

First of all, Pine & Gilmore (1999) and Holbrook (2000) both define generic experience dimensions. According to Pine & Gilmore (1999, p.30), in order to stage an unforgettable customer experience, *Guest Participation* and *Connection* or *Environmental relationship* should be taken into consideration. In an experience context, consumers can simply observe and/or listen to the staged performance, having therefore no impact on it. This is also seen in the example of musical comedy spectators. Even if the audience can applaud and contribute to an enjoyable atmosphere, they do not have a real influence on the show and on their experience. In contrast, consumers can actively participate in the event and so co-create their own experience. One example is a customer in a cooking class. Regarding their relationship with the environment, guests can be either *absorbed* by the experience or *immersed* into the experience. The absorption phenomenon is “occupying a person’s attention by bringing the experience into the mind” (Pine & Gilmore, p.31). As an example, we can imagine someone listening to the radio in his/her car. Immersion correspond to the definition of “becoming physically (or virtually) a part of the experience itself” (Pine & Gilmore, p.31), like climbing trees in an adventure park. These two dimensions allow the division of the experience into four realms: *The Esthetic*, *The Escapist*, *The Entertainment* and *The Educational*. These four aspects of the experience can—or even should—be combined so as to propose an exclusive and individual offer (Pine & Gilmore, p.31).

Holbrook (2000) developed the theory of “four Es” of the production of experiences. According to this author the production of experiences is formed by the experience itself (with the subcategories escapism, emotions and enjoyment), the concepts of entertainment (with the subcategories esthetics, excitement and ecstasy), exhibitionism (with the subcategories enthruse, express and expose) and evangelizing (with the subcategories educate, evince and endorse). Filser (2002) also named these dimensions in his article on the production experiences in a retailing context.

Several authors interested in the identification of experience components in retailing defined the experience dimensions more specifically. The following table summarizes some of their most important findings.

Author(s)	Findings on the experience dimensions
Bäckström & Johansson (2006)	<i>Retailers' factors:</i> personnel, service elements, selection, price, design, display, layout, atmospherics <i>Consumers' factors:</i> social aspects, tasks, purchase, time/mood, state of being
Chang & Horng (2010)	Physical surroundings (with the subdivisions atmosphere, concentration, imagination, surprise), service providers, other customers, customers' companions, customers themselves (with the subdivisions cognitive learning and having fun)
Grewal et al. (2009)	Promotion, price, merchandise, supply chain, location
Jones (1999)	<i>Retailers' factors:</i> selection, store prices, environment, salespeople <i>Consumers' factors:</i> social aspects, task, time involvement, financial resources
Lemoine (2004)	Ambient factors, design factors, social aspects
Mathwick et al. (2001)	Visual appeal, entertainment value, escapism, intrinsic enjoyment, efficiency, economic value, excellence
Verhoef et al. (2009)	Social environment, service interface, retail atmosphere, price, customer experiences in alternative channels, retail brand, customer experience in t-1

Table 1: Authors and their findings on the experience dimensions

Source: Own illustration, based on Bäckström et al., 2006; Chang & Horng, 2010; Grewal et al., 2009; Jones, 1999; Lemoine, 2004; Mathwick et al., 2001; Verhoef et al. 2009.

In most of the studies, factors are not divided into different types. However, Jones (1999) and Bäckström & Johansson (2006) distinguish two groups of factors i.e. consumers and retailers factors. Consumers' factors relate to the factors the consumer himself (e.g. financial resources), whereas retailers' factors correspond to the instruments retailers may use to positively impact on in-store customers' experiences (e.g. store environment) (Jones, 1999). Besides differentiating between retailers' and consumers' factors, Bäckström & Johansson (2006) also present two different perspectives i.e. the retailer and the consumer perspective and compare them. Their findings show that they are some important discrepancies between the two perspectives regarding what makes a pleasant in-store experience. Indeed, while retailers are willing to use always more innovative methods in order to stage memorable in-store experiences (e.g. stimulate the consumer's five senses), and give priority to the hedonic

aspects of the experience, consumers stay focused on more basic aspects (e.g. personnel or layout). Our study concentrates on consumers' point of view, considering that buyers will be surveyed.

We can notice that the findings provided by these studies are distinct and do not allow a straightforward generalization. However, they still have similarities, which can be grouped into broader dimensions. It was therefore decided to focus on five dimensions, which are believed to form together the most important aspects of an in-store customer experience.

### *The entertaining dimension*

Entertainment is an increasingly important sector of the economy in many countries (Wolf, 1999, p.4). In his book *The Entertainment Economy*, Wolf (1999) states that entertainment is even “becoming the driving wheel of the new world economy” (p.4). Indeed, especially in developed areas, creative industries such as cinema, fashion or design are becoming more and more important and represent a great part of consumption expenditure (Carù & Cova, 2007 p.109). For many companies, entertainment is an imperative in the race to attract customers' attention. Indeed, today's consumers seek to be entertained by any kind of activity (Wolf, 1999, p.1999, p.10)—even if activities that used to be seen as merely utilitarian such as doing groceries shopping (Wolf, 1999, p.36). They have a tendency to be ever more interested in entertainment products (e.g. CDs, DVDs, books or toys), in particular to be able to offer entertaining gifts to their relatives, as well as going out (e.g. going to the restaurant, to the movies, to the casino or to theme parks) in order to live entertaining experiences (Wolf, 1999, p.33).

Consumers of our times are extremely influenced by entertaining content when they make purchasing decisions. They would rather choose a product—or store—that includes entertainment content to a standard one, because the former engages them emotionally (Wolf, 1999, p.48) and as they are relatively busy with their professional lives, they tend to look for entertainment content when they shop in order to combine these two activities and therefore save time (Wolf, 1999, p.44). For these reasons, they are more and more inclined to spend money in order to have fun (Wolf, 1999, p.33). We can relate Wolf's findings (1999) with *Browsing*, which can be considered as *Recreational Shopping Behaviour*. In this case, consumers shop just “for the fun of it” (Bloch & Richins, 1983, p.389).

In order to respond to the increasing customers' demand for entertainment, companies in all sectors of the economy have started to develop the *E-factor* (see Wolf, 1999, p.51), notably

the tourism industry (e.g. hotel New York New York in Las Vegas: casino and roller coaster inside the hotel), the food industry (e.g. MacDonald's: toys in Happy Meals, Wolf, 1999, p.59), the aviation industry (e.g. Singapore Airline: special entertainment system with an extensive selection of movies, video games and other options, Wolf, 1999, p.59) and the retail industry. Retailers are indeed progressively adding entertaining features to their venues in order to offer their customers opportunities to have fun (Wolf, 1999, p.62). As an example, we can mention the West Edmonton Mall in Canada, which offers—in addition to an incredible number of stores of any kind as well as a supermarket—loads of entertainment opportunities, among other things, a cinema with more than thirty screens, a casino, an indoor amusement park, an artificial lagoon with different types of animals, an artificial beach and a skating rink (Carù & Cova, 2007, p.166). All these entertainment opportunities have propelled the West Edmonton Mall at the first place of the most visited tourist attraction in Canada, beating therefore the Niagara Falls. In Switzerland, many shopping centres now also offer entertaining activities. For instance, the shopping mall “La Praille” in Geneva has nine movie theatres, one bowling alley and a fitness centre (La Praille, 2015). Not only large shopping malls, but also retailers active in specific industries, are offering more and more entertainment content. For instance, we can cite the German children's toys brand Playmobil (Hetzl, 2002, p.179), which has opened a particularly entertaining venue i.e. the “Playmobil Funpark” in the region of Paris. It includes six themed playgrounds for children as opportunities for them to be entertained while their parents have a drink at the City Café, supervising them. The full range of Playmobil toys are available in the boutique located on the site.

Entertainment has been acknowledged as an experience dimension by several researchers in marketing (Chang & Horng, 2010; Holbrook; 2000; Mathwick et al., 2001; Pine & Gilmore, 1999, p.30; Wolf, 1999, p. 81; cf. table above). For instance, Chang & Horng (2010) discovered in their study that *Having Fun* had a significant influence on how customers evaluate their in-store experience. Research has also recognized that entertainment had an impact on certain marketing outcomes. For example, it has been argued that entertaining aspects in shopping venues contributed to increase in-store traffic (Wolf, 1999, p.47), and that it tends to make shoppers stay longer than they would in ordinary stores—in some cases more three times longer (see the example of the outlet centre Ontario Mills in California, Wolf, 1999, p.10). This has a tendency to positively influence customers' spending in the store (Wolf, 1999, p.62), which generally leads to higher store revenues (Wolf, 1999, p.63). The entertainment factor can also impact consumers' engagement towards products or store employees (Wolf,

1999, p.62) and positively influence the likelihood that customers come back (Wolf, 1999, p.47).

As mentioned above, some researchers have recognized entertainment as an experience dimension. However, we can see that no particular attention has been given to its influence on marketing constructs such as customer satisfaction and customer loyalty intentions.

### *The aesthetic dimension*

It is since very ancient times, that human beings are interested in designing attractive artificial environments. Indeed, this trend already began with ancient Greeks, who set up splendid temples dedicated to their gods. Over the years, aesthetic physical surroundings have been created in shopping areas. While in the past shoppers were used to uncomfortable and overcrowded outdoor markets, they can nowadays enjoy attractive and roomy stores, which are not anymore only based on functional features, but which are, in extreme cases, almost pieces of arts (Kotler, 1973). A typical example is the American clothing store Abercrombie & Fitch, which could be called a *Consumption Palace* (Kotler, 1973, p.50). It was not until the 1970s, however, that managers started to truly consider aesthetic aspects in their marketing strategy (Kotler, 1973).

Nowadays, retailers are increasingly operating on aesthetic aspects of stores, more specifically on ambient conditions such as temperature, lighting, music or scent so as to stage experiences that engage olfactory, tactile, auditory and visual—and in some cases even gustatory—senses (Bäckström & Johansson, 2006). This led to the development of a new trend in marketing: the *Sensory Marketing*. Nature & Découvertes, pioneer company in this field, provide a good example (see interview with Françoise Vernet, marketing director by Nature & Découvertes, Rieunier, 2004). Its marketing strategy is based on the five senses, which enables a journey to the heart of nature. The two senses, which are the most stimulated, are the senses of hearing and smell. Nature & Découvertes diffuses the smell of cedar in most of its shops and activates the sense of hearing by the sound of water and background music. Visually, the store looks like an “Ali Baba cave” with a large number of original products. When it comes to taste, Nature & Découvertes offers herbal tea to its customers. The sense of touch is represented by strong interactivity with products; products are either presented on shelf or on podiums, in front of their packaging.

Kotler (1973) was the first author to research on store atmospherics. In 1973, his pioneering article *Atmospherics as a Marketing Tool* (cited by many authors such as Babin et al., 1994;

Bäckström et al. 2006; Dupuis & Le Jean Savreux, 2004; Jones, 1999; Kozinets et al., 2002; Lemoine et al., 2004; Baker et al., 2002) was published in the *Journal of Retailing*. With the purpose being to help managers, he explored the contribution of the physical surroundings to the creation of what has been later called the *Shopping Experience*.

Several authors recognized the impact of store environment on the customer shopping experience (e.g. Jones, 1999; Bäckström & Johansson, 2006; Verhoef et al., 2009; Chang & Horng, 2010, cf. table above). Designing an attractive store environment is a key element in which companies should invest in order to offer unforgettable experiences—and not only products and services—to their customers (Bäckström et Johansson, 2006; Batat & Frochot, 2014, p.100; Martineau, 1958; Turley and Milliman, 2000). The stores' aesthetics is what attracts customers, in other words, what make them enter and stay in the store. For this reason, it is crucial that the store environment is appealing, welcoming and cosy and that “customers feel free to be” (Pine & Gilmore, 1999, p.35). However, it does not need to be particularly *real* in order to make customers live an aesthetic experience. As long as “it is true to itself and comes off as real to its guests” (Pine & Gilmore, 1999, p.38) it is possible to connect customers' to their physical surroundings.

The definition of *Atmospherics* varies according to authors. For example, Kotler (1973) only includes intangible elements in his definition. Indeed, he argues that atmospherics can be described in visual, aural, olfactory and tactile terms—according to him taste is not a component of the atmosphere. Quite the contrary, other authors only consider tangible aspects such as layout, design or decoration (see for example Bäckström et al., 2006; Turley & Milliman, 2000). In order to describe tangible elements, the generic term *Store Design* is usually applied. Store design considers, among other things, the store style and its architecture (Bäckström & Johansson, 2006). A holistic definition of the atmospherics is given by Hoffman and Turley (2002), who agree to say that the atmospherics consists of both, tangible and intangible elements.

Atmospherics have been specifically defined as “the effort to design buying environments to produce emotional effects in the buyer that enhance his purchase probability” (Kotler, 1973, p.50). It has been shown that retailers can generate emotions in customers and so induce specific behaviours by modulating store atmospherics (Kotler, 1973). We can refer to the Stimulus-Organism-Response (S-O-R) model. In this case, the store environment is the stimulus (S). The latter influences a consumers' evaluation (O), which further leads to a behavioural response (R) (see for example Donovan & Rossiter, 1982). According to Bitner (1992), the

store atmosphere leads to three different types of customer reactions i.e. emotional, cognitive and physiologic reactions, which influences specific consumers' behaviours in the store as well as the interactions between customers and customer and employees. Obviously, it can influence consumers in a positive as well as in a negative way according to Rieunier (2013, p.18). For instance, in a positive case, i.e. if customers feel well in a store environment, it is likely that they think that they are spending less time shopping than it is actually the case (Spangenberg et al., 1996) and that they stay longer in the store (Rieunier, 2013 p.17). A positively perceived atmosphere can also lead to higher customer spending (e.g. Donovan & Rossiter, 1982) as well as to compulsive buying behaviours (Rieunier, 2013 p.17). Babin and Attaway (2000) pointed out, that atmospherics could also strengthen companies' relationships with customers.

It has also been demonstrated that single atmospheric elements can have an impact on the retail experience (Bäckström & Johansson, 2006). For example, several authors in the 1930s and after (e.g. Gundlach, 1935; Watson, 1942; Wedin, 1972) highlighted the fact that consumers enjoyed faster beat in music, which they find happier. According to Milliman's study on the effect of music on supermarket shoppers (1982), the tempo of instrumental background music can influence the speed of in-store traffic as well as the sales volume. Moreover, the degree to which the consumer is familiar to the music can influence his time perceptions. A familiar music usually gives the impression that the time spent in a store was shorter than it actually was (Bruner, 1990). In their study on consumers' behaviours in supermarkets, Llosa & Plichon (2002) found out that the music highly contributed to customer satisfaction; when a customer likes the music, he/she is satisfy with the store. Scents can also influence consumers' experience and therefore their purchase behaviour (Rieunier, 2013, p.19). For example, the smell of pancakes and waffles in a festival and the one of popcorn at the cinema are likely to encourage people to buy the products. According to Llosa & Plichon (2002), the elements that contribute the most to customer satisfaction—and to customer dissatisfaction—are the scents, colors and interior store design.

Already in the 1980's (Hirschman & Holbrook, 1982; Holbrook & Hirschman, 1982), researchers highlighted the importance of the five senses in consumption. They argued that in many cases, when a product is consumed, the five sensory channels are activated (Holbrook and Hirschman, 1982). Following this way of thinking, Pine & Gilmore (1999, p.59) stated that when sensory aspects are added to services, the company's offer becomes an experience.

Therefore, firms that take into account the consumers' five senses effectively are the most likely to succeed in the production of memorable experiences.

Even if the role of store environment (e.g. Bäckström & Johansson, 2006; Baker et al., 1994; Chang & Horng, 2010; Donovan et al., 1994; Grewal et al., 2009; Jones, 1999; Kotler, 1973; Mathwick et al., 2001; Verhoef et al., 2009) and specific atmospheric elements (e.g. Bruner, 1990; Grundlach, 1935; Llosa & Plichon, 2002; Rieunier, 2013; Watson, 1942; Wedin, 1972; Yalch & Spangenberg, 1988) on the customer in-store experience has been acknowledged, the impact of physical surroundings on constructs such customer satisfaction and loyalty intentions needs further attention.

### *The social dimension*

Nowadays many companies give attention to social interactions between customers and employees as well as the customer-to-customer relationships—with family and relatives or with other customers encountered during a shopping trip. For example amusement parks place particular importance on customer-employee interactions. In this respect, employees interpret characters by wearing costumes and playing different roles. Moreover, they follow a set of specific instructions concerning their behaviour towards park visitors (Graillot, 2014). The American library-coffee shop Barnes & Nobles, like amusement parks, emphasises on staff interactions with customers. In fact, salespersons are trained to be available for customers at any time and to advise the latter in the best possible way about interesting books to read (Hetzl, 2002, p. 129). The Zurich bag brand Freitag is also especially interested in providing an outstanding customer service through customers' interactions with employees, using notably personalized communication and unusual humour (Mathez de Senger, 2014).

Regarding customer-to-customer-relationships, Starbucks typically promotes bonding between customers and their family and friends—and in some cases even with other customers—in a context where the purpose is not especially to drink alcohol (see Hetzel, 2002, p.130). We can also mention the example of American Girl Place (see Borghini et al., 2009), where the environment invites different generations of women to talk together, among other things about the women life conditions throughout the ages. Also, *Customer Compatibility Management Techniques* have started to be developed by companies to better manage Customer-to-Customer (C2C)-relationships and to increase customer satisfaction (see Martin & Pranter, 1989). In order to bring together compatible customers they attract the same categories of customers at the same time (e.g. time period reserved for families with children), set up spe-

cial admission requirements (e.g. dress code) and organize separate areas (e.g. area reserved for adults).

Bäckström & Johansson (2006) rely on Sullivan & Adcock's (2002) work to define the social dimension as "all the interactions (e.g. physical, emotional) consumers have with other members of society" (Bäckström et Johansson, 2006, p.420). In the context of the customer experience, different aspects of the social dimension are identified, depending on the author. In fact, some authors describe the social dimension in terms of service providers or store personnel (see Bäckström & Johansson, 2006; Chang & Horng, 2010; Jones, 1999) while others mention customers' companions (see Chang & Horng, 2010; Verhoef et al., 2009) or other customers (see Chang & Horng, 2010; Verhoef et al., 2009).

The interaction between consumers and store personnel might be the aspect that has received the most attention from research. Its influence on the customer shopping experience has been notably proven in Jones' study (1999), where one tenth of the interviewees have mentioned store personnel when asked about their shopping experience. According to Jones (1999) particularly positive shopping experiences occur when (1) the staff offers an exceptional service and when (2) consumers are free to look around, without being constantly observed by the store employees. Research has also demonstrated that a well-designed experiential context creates and strengthens customer loyalty: for example when service and customer interaction are delegated to salespersons with strong social skills, it offers customers a thoughtful and personalised service that allows them to create an emotional bond with the retail establishment (Batat & Frochot, p.96). According to Bäckström & Johansson (2006), the store personnel should be helpful, give the customers advice and be able to deal with complaints. Social interactions between customers and employees have been recognized to be a key element in determining customer satisfaction (Bäckström et al., 2006).

Interactions with relatives also seem to be highly relevant for customers. Indeed, in Jones' study it was an often mentioned aspect: many interviewees spoke about the people they were with during their shopping trip. Chang & Horng (2010) provide similar findings and argue that companionship influences the way customers evaluate their in-store experience. This shows that getting along well with family and friends and spending a good moment with them is an important determinant of experience quality for customers. It has also been discovered that other customers met while shopping could impact on the shopping experience customers live. Reference is notably made to Chang & Horng (2010) who advance that interactions with other customers influence customers' evaluation of the quality of their in-store experience.

We can also mention Verhoef and his colleagues (2009), who argue that other shoppers present in the store at the same time affect the experience of each customer. For example, if a customer is asking an employee for advice and another customer also needs support in his purchase decision but no one is there to help, it might have a negative impact on the second customer's experience. Also, the presence of customers speaking loudly in the store may negatively impact on one's experience (Verhoef et al., 2009). Furthermore, in some cases, customers influence one another depending on the role that each one assumes. In fact, knowledgeable customers can help "beginners" and therefore influence their experience in a positive way (Verhoef et al., 2009).

As we have seen, several authors in previous literature consider the social dimension as to be an underlying dimension of the concept of experience (Bäckström & Johansson; 2006; Chang & Horng, 2010; Jones, 1999; Lemoine 2004; Verhoef et al., 2009). Nevertheless, as mentioned by Verhoef et al. (2009), there is a need for additional research in order to further understand how the customer's social surroundings influence in-store customer experiences.

#### *The escapist dimension*

In societies of our times, where consumers are increasingly seeking to get away from their daily pressures, demand for opportunities to escape everyday life and be immersed in varied experiences is increasing (Bataat & Frochot, p.84). Today's consumers are looking for a "third place" where they can socialize with members of their community and forget their everyday problems and concerns for a while. Some people find their "third place" in cyberspace (e.g. on social networks), whereas others prefer to escape their everyday life by going to theme parks or casinos. As a compromise between these two, some consumers simply go to experiential venues such as Barnes & Nobles (Pine & Gilmore, 1999, p.35). According to Pine & Gilmore (1999) Barnes & Nobles is "a place worth escaping to, for hanging out, browsing, sipping and talking" (p.35). This desire to escape reality can be summed up in the word *Escapism*, which Mathwick et al. (2001) defined as "the aspect of playfulness that allows the customer to "get away from it all"" (p.44).

To respond to the increase in demand for opportunities to escape reality, many companies today—especially in the tourism sector—use hyper-reality as basis for their commercial structure. Disneyland is a typical example of hyper-real environment, where reality and imaginary are combined so as to create an enchanted world. With its multiple attractions, various hotels-casinos and shows, Las Vegas can also be considered as hyper-real location. The Hotel Luxor

is a perfect example in terms of hyper-reality: it presents reproductions of Egyptian art in its “museum”, while authentic Egyptian artefacts are sold its stores (Grailot, 2004).

Such enchanted worlds, where the reality is re-created (*Hyperreality*) stand more chances to suit consumers’ expectations than the true real life (e.g. McCannell, 1973). Hyper-reality immerses consumers in the experience. *Immersion* represents a “state of total osmosis between the consumer and the experience” (Batat & Frochot, 2014, p.84), which allows the consumer to cut himself off from his habitual environment and forget his/her everyday worries. We can relate it to the concept of *Flow Experience* studied by the Hungarian sociologist Csikszentmihalyi. Flow experiences result in a particular consumer mental state in which the consumer is extremely concentrated and therefore loses all senses of time and is able to forget everything else Csikszentmihalyi (2000).

According to research (Batat & Frochot, 2014, p.84), the more the consumer is immersed with his body and his spirit in the experience, the better it will enable him to get away from his everyday life and the better he will perceive the experience. Some authors indeed acknowledged the existence of escapism as an experience dimension (Pine & Gilmore, 1999; Holbrook, (2000); Mathwick et al., 2001). However, even if literature provides some findings on the topic, the escapist dimension remains one of the least studied experience dimensions and would therefore need to be further examined. Furthermore, to the best of our knowledge there is no study, which has analysed the effect of escapist aspects of the experience on customer satisfaction and customer loyalty intentions.

#### *The educational dimension*

Today’s retailers seem to increasingly pay attention to educational aspects. Some of them offer their customers the possibility to discover how the products they sell are designed by opening their factories for visits (see *Brand Plants*, Carù & Cova, 2006a) or giving their customers information about the history of the brand (see *Brand museums*, Hollenbeck et al., 2008). For instance, the Swiss brand of water Henniez allows its customers to discover the Henniez bottling process, by offering on-demand two-hours guided tours (Commune de Moudon, 2015). In the Omega Museum in Biel, the oldest watch devoted to a single brand, visitors can discover the history of the brand since its beginning (Omega, 2015). Also, many companies active in the food industry add cooking recipes to the products they sell (e.g. Panzani).

In Bäckström & Johansson's study (2006), while consumers did not mention educational aspects when talking about their shopping experience, retailers' responses leads to believe that they consider education as to be relevant when staging in-store customer experiences. In this way, retailers tend to give some importance to educational aspects, among other things by giving consumers appropriate instructions on how to use the products sold in the store. Furthermore, we can notice that they are willing to give consumers the opportunity to learn something in their store and for this purpose they provide them with informative material.

Generally speaking, education corresponds to "all individual or collective activities and initiatives that contribute in various ways to the formation of an individual's intellectual and moral personality" (Carù & Cova, 2007 p.141). In order to truly inform consumers and improve their knowledge about something, research argues that either their mind or their body should be actively engaged, depending on the activity (Pine & Gilmore, 1999, p.32). Even if the first purpose of educational experiences is to inform and increase consumers' knowledge, it does not mean that those cannot be fun (Pine & Gilmore, 1999, p.32). The neologism *Edutainment* has emerged which refers to an educational experience, which is at the same time entertaining. Accordingly, edutainment also refers to the combination of two usually separated sectors of the economy i.e. entertainment and education (Carù & Cova 2007, p. 140)

Bäckström & Johansson (2006), Chang & Horng (2010) and Pine & Gilmore (1999, p.32) recognize education as an experience dimension. Chang & Horng (2010) speak about cognitive learning that they define as "the knowledge obtained from becoming involved in the service process". However, apart from these few authors, the impact of educational aspects of venues on the customer experience has been relatively neglected by research and might be the experience dimension, which has received the least attention from research.

### **Staging powerful in-store experiences**

Several researchers in marketing provide retailers advice with regard to experience staging. According to Pine & Gilmore (see Pine & Gilmore, 1999, p.47-61) the following five actions should be undertaken (1) theme their environment (2) create memorable impressions through specific cues (3) sale memorabilia and (4) engage customers' five senses. Carù & Cova (2007, p.41) agree on the fact that the environment should be themed and add that it should also be defined with specific boundaries, secured and highly monitored. Setting up clear boundaries will allow customers to escape their everyday worries for a while, whereas monitoring the area will enable to limit the risks customers take and make them feel secured. Many authors

(see for example Borghini et al., 2009; Hollenbeck et al. 2008; Kozinets et al., 2002, 2004) also state that the store environment should allow customers to participate in the creation of their own experience (see for example Borghini et al., 2009; Diamond et al., 2009; Hollenbeck et al. 2008; Kozinets et al., 2002, 2004).

Already more than 30 years ago, companies have started to develop experiential strategies (Carù & Cova, 2006a). They are now constantly innovating in order to meet today's consumers' needs (Bäckström & Johansson, 2006). Nowadays, many companies design experiential venues. Some manufacturers (e.g. Apple, Microsoft) have even turned into retailers in order to better enjoy control over the experience they offer (Dolbec & Chebat, 2013). Today, companies' strategies do not anymore only rely on intuition, store managers' common sense and simple operation on atmospheric components as it used to be in the past (Rieunier 1998; Lemoine, 2003). Instead, they are increasingly following a detailed study conducted by a team of qualified people with not only marketing skills, but also skills from other various distinct areas. In addition to that, the implementation of experiential stores is not only based on sensorial components, which are considered separately, but also on the concept of atmosphere in a broader sense. Indeed, companies are now basing their strategy on a holistic view of the store atmosphere and tend to include various dimensions that should be harmonized consistently (Rieunier, 2000, p.36) Furthermore, marketers are increasingly designing shopping venues with relationship marketing purposes instead of transactional purposes as it used to be. Indeed, their main objective no longer consists of an immediate increase in sales, but much more in the development of a relationship between the customer and the store, which they attempt to enhance by improving the offered customer experience (Batat & Frochot, p.24-26).

Companies stage experiences in two different ways (see e.g. Filser, 2002; Roderer, 2012). In the first situation, the company's offering is the experience itself. The firm creates an impressive theme-based experiential venue that reflects the concept of reenchantment. For instance, we can cite the German theme park Europapark, which offers to its guests more than 100 attractions and shows spread over 13 different European districts (Europapark, 2015), as well as the restaurant Papa Joe's—located in Bern, Basel and Zurich, Switzerland—which serves American cuisine in a Caribbean atmosphere (Papa Joe's, accessed on June 16, 2015). The tourism sector provides a particularly large number of examples, among others Costa Cruises, Club Med and the Santa Claus Village in Lapland. The purpose of this experience production process consists in offering a rich and rewarding experience to the customer. This experience can be of any type i.e. “real or virtual, in enclosed or open-air area, ephemeral or permanent,

confined to a computer screen or extended to an entire city” (Roderer, 2012, p.65). For example, the American brand Urban Outfitters is working on a project concerning an entire village dedicated to the brand in the suburbs of Philadelphia (Influencia, 2015). This kind of experience production—where the company offering is an experience—requires the presence of the customer like for any kind of service (Roderer, 2012), which means that the company has to manage the service production and the potential problems in real time (Batat & Frochot, p.36).

The second alternative consists in differentiating the company offering by operating on the experiential component of products. Filser (2002) argues that the consumption of any product contains an experiential and a non-experiential component. This enables retailers to revisit their positioning by working on the product experiential feature. This approach is relatively easy for products with a strong experiential component (e.g. spa). However, it calls for an innovative procedure in the case of highly functional products (e.g. kitchen utensils). Nespresso has been very successful in tapping the experiential component of a basically functional product i.e. the coffee capsule. It has not only created a new type of experience—the consumption of the best Italian espresso at home—but has also developed other elements, which have contributed to an experiential consumption. Firstly, Nespresso has two different distribution channels i.e. brand stores for direct sales and a highly experiential website for online sales. The latter allows an exclusive distribution to Nespresso club members, elevating brand uniqueness. Secondly, Nespresso has an outstanding communication strategy (Roderer, 2012). Indeed, Nespresso is today best known for its 2006 campaign with Georges Clooney, who was elected by the club members to be brand ambassador (Nespresso, FAQs, 2015). With an experiential strategy based on the product itself, its communication and its distribution, Nespresso might be the best example of differentiation based on experiential components of products. Actually, companies can also exploit other product characteristics in order to be experiential i.e. the price (e.g. flea markets, Sherry, 1990) and the product manufacturing process (see *Brand Plants*, Carù & Cova, 2006a) (Roderer, 2012). Regardless of whether offering the experience itself or a product with enhanced experiential components, investing in experiential marketing is in any case only meaningful if it provides a strategic lever leading to a competitive advantage (Kozinets & al. 2002).

With regard to the second alternative, Carù & Cova (2006a) identify four types of experience contexts used in practice in order to stage customer experiences i.e. *Brand Stores*, *Brand Plants*, *Brand Websites* and *Brand Fests*. Several scientific articles deal with brand stores

(e.g. Carù & Cova 2006a, Kozinets et al., 2002; Borghini et al., 2009) and some with brand plants (e.g. Carù & Cova 2006a, Kozinets et al., 2002) whereas the two other ones seem to have been far less studied and to be much less common in practice as well. As examples of brand stores, Carù & Cova (2006a) cite Apple stores, Audio Forum and Niketown (for Niketown see also Sherry, 1998 and Peñaloza, 1998). Brand plants have the specific characteristic to “draw customers into the process of designing, producing, packaging and/or delivering the item” (Pine & Gilmore, p.20). Among the most common examples in the literature, we can mention the Crayola Factory in Two Rivers Landing, Pennsylvania (cited by Carù & Cova 2006a; Carù & Cova 2007, p.39; Kozinets et al., 2002; Pine & Gilmore, p.20) and the Guinness Brewery in Dublin (cited by Batat & Frochot, p.87; Carù & Cova 2007, p.39).

More advanced forms of brand stores are becoming increasingly popular. We can mention *Flagship brand stores*. Flagship brand stores are stores fully dedicated to a brand, which encourage the use of realistic product settings. They can be seen as permanent exhibitions of the company know-how and most of the time are located in prestigious venues (Hetzl, 2002, p.242) e.g. many prestigious Swiss watch brands have their flagship brand store on the Bahnhofstrasse in Zürich, a renowned luxury shopping avenue. Kozinets et al. (2002) identifies three characteristics of flagship brand stores: (1) they carry a single brand (2) they belong to the brand manufacturer (3) they aim at creating or strengthening the brand image rather than to generate revenues. Furthermore, they usually present “lavish decor, sleek finished and attention to the smallest details” (Kozinets et al., 2002, p.20). Flagship brand stores enable customers to live powerful in-store experiences even more than regular brand stores, giving consumers more possibilities to immerse themselves and co-create their own experience as well as to “experience the brand sensorially, physically, emotionally and intellectually” (Dolbec & Chebat, p.461). Consumers consider them as places where they can enjoy themselves (Kozinets et al., 2004). As an example of flagship brand store, we can cite Nivea, which has opened two new Nivea “Häuser” after the great success of the first store of this kind in Hamburg (Beiersdorf, 2015): one in the world’s biggest shopping mall in Dubai and the other one on the famous avenue Unter den Linden in Berlin.

Kozinets and his colleagues (2002) present two additional types of brand-related stores i.e. the *Themed Entertainment Brand Store* and a hybrid version—a mix between the flagship brand store and the themed entertainment brand store—i.e. the *Themed Flagship Brand Store*. Themed entertainment brand stores, such as the Hard Rock Café (Hollenbeck et al., 2008), focus on selling a variety of branded products (i.e. Budweiser, Coca-Cola, Omaha Beef and

Hard Rock Café t-shirts in this case) in an entertaining environment. Themed flagship brand stores, such as ESPN Zone, possess characteristics of both flagship brand stores and themed entertainment brand stores, but concentrate even more on the brand, which is actually the fundamental purpose of the retail venue. Themed flagship brand stores are entertainment destinations and allow retailers to build brand loyalty and strengthen brand image (Hollenbeck et al., 2008). As explained by Kozinets et al. (2002) “consumers go to themed flagship brand stores not only to purchase products; they go to experience the brand, company, and products in an environment largely controlled by the manufacturer” (p.18). On top of that, Hollenbeck et al. (2008) identify a more elaborated form of the themed flagship brand store i.e. the *Brand museum*. In addition of having the features of a themed flagship brand store, the brand museum has the characteristics of being similar to a traditional museum and to have historical and educational aspects. Many of them offer their customers the opportunity to buy memorabilia in a retail store located next to the museum (Hollenbeck et al, 2008). In the same way as the themed flagship brand store, they allow building strong customer-brand relationships, but in comparison to all the other types of retail environments offer an even more extraordinary customer experience (Hollenbeck et al., 2008). Examples of brand museums are the World of Coca Cola Museum in Atlanta (Hetzl, 2002, p. 372; Hollenbeck et al., 2008) and the Guinness Storehouse Museum in Dublin (Batat & Frochot, p.87; Hollenbeck et al., 2008). Typically, the World of Coca Cola Museum aims at giving information about the brand Cola Coca and explains its history over the years. Visitors do not go to the World of Coca Cola Museum only to purchase Coca Cola products; it is much more, they visit the venue in order to have a brand experience and to be taught about the brand (Hollenbeck et al., 2008).

As we have seen, retailers are more and more innovative in terms of experiential venues design. In addition to stage always more experiential stores, they also start to show an interest in advances strategies related to experiential marketing. For example studies on consumers’ reaction to environmental stimuli have been conducted and have shown that consumers react differently depending on whether the store is highly frequented or empty. Basing themselves on these studies, in the future, retailers might modify physical and social store elements throughout the day, depending on the in-store traffic (Sibénil, 1994).

However, even though staging extraordinary customer experiences entails some clear benefits, it is quite unlikely that customers will be willing to live outstanding experiences every time they shop; this could lead to a sensory saturation. In some cases, consumers might just

want to find the product they are looking for and no more. Consequently, stores should also allow customers to shop rapidly and efficiently. To this end, retailers could organize their store in a way that allows both kinds of shopping trips – utilitarian and hedonic (Jones, 1999). Kozinets et al. (2002) support this point of view and argue it is not indispensable to create outstanding experiential venues in all cases. In some cases, when other aspects such as price, convenience, brand choice and speed are more important for consumers, there is no point in creating highly expensive retail establishments; this would be a waste of time and money (see also Wolf, 1999, p.282).

## CONCEPTUAL FRAMEWORK

With regard to our conceptual framework, we firstly deal with the development of our hypothesis. Then, we explain our model, which relies on our hypothesis. The model forms the basis for our statistical analysis.

### **Hypothesis development**

As stated above, our study focused on the experience dimensions and their impact on customer satisfaction and customer loyalty intentions. Our goal was to identify the different dimensions underlying the concept of customer experience, to determine the impact of each of these dimensions on customer satisfaction and customer loyalty intentions as well as the link between customer satisfaction and customer loyalty intentions. We chose these two constructs in our model, as many researchers in the marketing field have stressed their importance (e.g. Puccinelli et al., 2009). Furthermore, they are highly important for retailers. The purpose of all retailers, in the end, is to make customers purchase their products so as to generate profits. The influence of customer satisfaction and customer loyalty on firm profitability has been widely acknowledged by previous research (see for example Hallowell, 1996).

Several scholars have attempted to identify the customers' experience dimensions (Bäckström & Johansson, 2006; Chang & Horng, 2010; Grewal et al., Jones, 1999; Lemoine, 2004; Mathwick et al. 2001; Verhoef et al., 2009, cf. table 1). Store environment is the element, which has received the most attention from researchers in the retailing area (see for example Bitner, 1992; Donovan et al., 1994). Retailers and marketing managers have understood that they can enhance the customer experience by operating on the consumers' environment and agree on the fact that consumers immersed in positive store environment will live positive experiences, which leads to customer satisfaction and loyalty (Batat & Frochot, 2014 p.100). It has also been acknowledged that sensorial marketing elements produce affective, cognitive and behavioural reactions in consumers.

The entertaining and the social dimensions have also been found to be underlying the customer experience construct by several researchers (*Entertaining*: Chang & Horng, 2010; Holbrook, 2000; Mathwick et al., 2001; Pine & Gilmore, 1999, p.29; *Social aspects*: Bäckström & Johansson, 2006; Chang & Horng, 2010; Jones, 1999; Lemoine, 2004; Verhoef et al., 2009) while the two other dimensions i.e. the escapist and educational dimensions have not

received so much attention. However, research still acknowledges them (*Escapism*: Holbrook, 2000; Mathwick et al. 2001; Pine & Gilmore, 1999, p.33, *Education*: Chang & Horng, 2010). Many scholars (e.g. Caruana, 2002; Brakus & al. 2009; Chang & Horng, 2010; Lee et al., 2010) have acknowledged the impact of the customer experience on customer satisfaction and customer loyalty. As mentioned earlier on, the influence of some of the experience dimensions on important marketing outcomes has been studied (e.g. impact of store atmosphere on customer-company relationships, Babin & Attaway, 2000). However, there is a need for further investigation on the experience dimensions and their individual influence on marketing constructs such as customer satisfaction and customer loyalty intentions. After our review of previous literature (see theoretical framework), we were able to elaborate our hypotheses (inspired by Klaus & Maklan, 2013). The first hypothesis aims at determining if our items load on the expected customer dimensions discussed in the theoretical part. The purpose of the two hypothesis groups (HS<sub>1</sub> to HS<sub>5</sub> and HL<sub>1</sub> to HL<sub>5</sub>) is used to determine the impact of each experience dimension on customer satisfaction and loyalty intentions.

<b>Experience dimensions</b>
H <sub>QD</sub> : Our items load on the expected customer experience dimensions Note: expected customer experience dimensions are aestheticism, escapism, entertainment, education and social aspects.

<b>Customer satisfaction</b>
H <sub>DS1</sub> : The more positive customers perceive venue aesthetic aspects, the greater is their satisfaction. H <sub>DS2</sub> : The more positive customers perceive venue escapist aspects, the greater is their satisfaction. H <sub>DS3</sub> : The more positive customers perceive venue entertaining aspects, the greater is their satisfaction. H <sub>DS4</sub> : The more positive customers perceive venue educational aspects, the greater is their satisfaction. H <sub>DS5</sub> : The more positive customers perceive venue social aspects, the greater is their satisfaction.

<b>Experience dimensions–customer loyalty intentions</b>	
H <sub>DL1</sub> :	The more positive customers perceive venue aesthetic aspects, the greater are their loyalty intentions.
H <sub>DL2</sub> :	The more positive customers perceive venue escapist aspects, the greater are their loyalty intentions.
H <sub>DL3</sub> :	The more positive customers perceive venue entertaining aspects, the greater are their loyalty intentions.
H <sub>DL4</sub> :	The more positive customers perceive venue educational aspects, the greater are their loyalty intentions.
H <sub>DL5</sub> :	The more positive customers perceive venue social aspects, the greater are their loyalty intentions.

Table 2: Hypotheses on the experience dimensions, customer satisfaction and loyalty intentions  
Source: Own illustration

We assumed the experience underlying structure would emerge as expected, as our items and dimensions had already been used in previous studies. We expected the aesthetic, entertaining and social dimensions to have a greater impact on customer satisfaction and customer loyalty than the escapist and educational dimensions. We believed that the various experience dimensions would have a greater impact on customer satisfaction than on customer loyalty intentions. This assumption was made on the basis of Klaus & Maklan’s study results (2013), which say that overall customer experience has a greater impact on customer satisfaction (path estimate score of 0.64) than on customer loyalty (path estimate score of 0.59).

## Model

Our model, which illustrates our hypotheses, is consistent with Chang & Horng (2010). The first part of our model shows the dimensions that we expect to be the underlying factors of the experience construct. The  $X_1, X_2, X_3, X_4$  correspond to the observable variable, i.e. the items of our questionnaire, which were used to measure each factor. The second part of our graph shows the supposed dependences between each of the factor and respectively customer satisfaction and customer loyalty intentions—if they are found to be relevant factors of the experience construct.

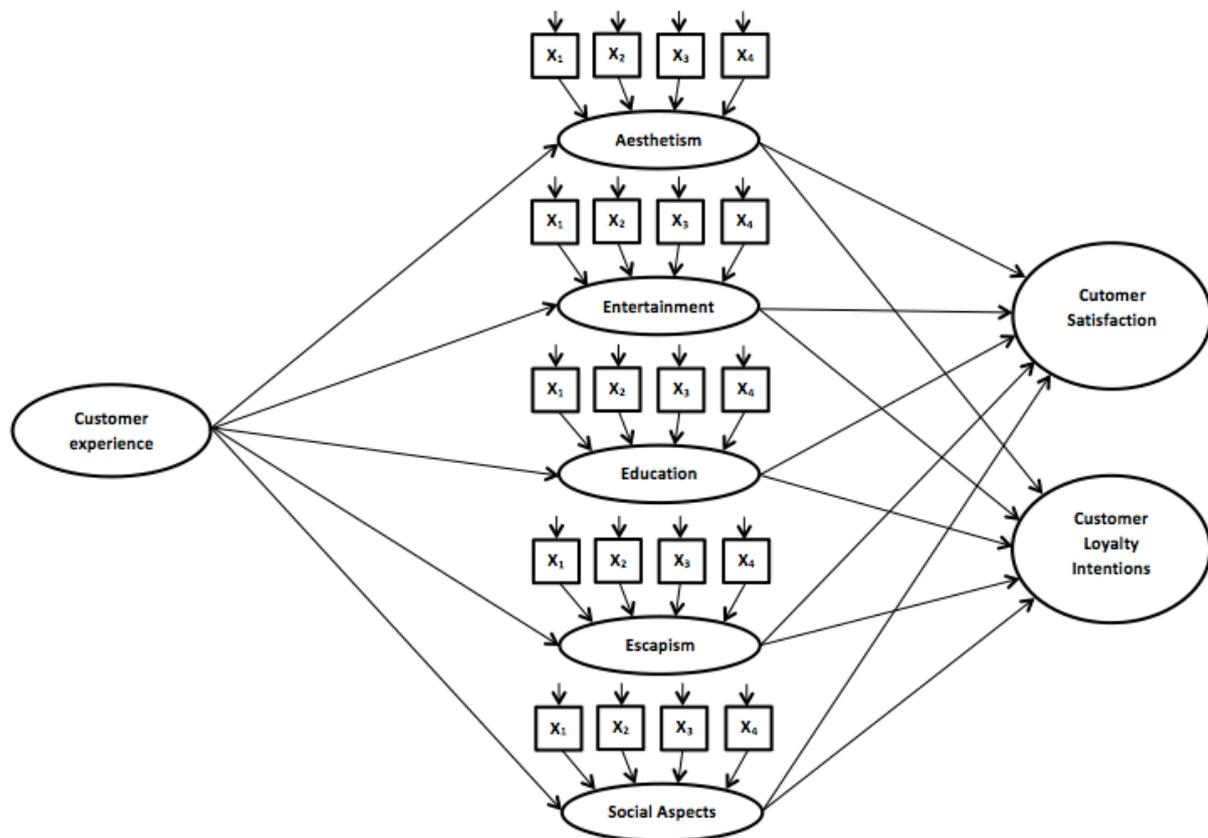


Figure 1: Expected model

Source: Own illustration based on Chang & Horng, 2010, p. 2407

## RESEARCH METHODOLOGY

Considering that the experience dimensions were relatively unexplored and the researchers' results differed from one another, an exploratory research method was chosen for our study. However, unlike other researchers who used qualitative methods such as the Critical Incident Technique (Bäckström et al., 2006; Bitner, 1990 Jones, 1999; see also Flanagan, 1954) to explore the experience dimensions, we decided to rely on *Quantitative Methods*. We considered quantitative methods to better fit our study. Indeed, since we wished to interview people just after they had visited the experiential venue (*Face-to-face survey*), a questionnaire with closed-ended questions that could be analysed with statistical tools – more suitable for loud and crowded places–seemed to be more appropriate. One other reason to proceed this way was that in other studies (e.g. Jones, 1999) some of the respondents could not remember any critical shopping incident they had lived and some others gave vague responses, which suggests that the incident was not well remembered and that some of the information given might have been incorrect (Flanagan, 1954). By interviewing people directly on-site, when the experience is still fresh in their mind, we believed in having more chances to get accurate answers. We chose Maison Cailler, Broc, Switzerland for our study since we believed that it covered all the features of an experiential venue. In addition to that, to the best of our knowledge, no similar study had been conducted in Switzerland.

The following sub-chapters describe our research methodology. Firstly, we set out the context of our study and discuss our choice. Secondly, we look at the way we collected our data. In this data collection section we deal with items and scale development for the purpose of the elaboration of our questionnaire, the characteristics of our sample and we explain how our questionnaire was pre-tested as well as how the actual data collection was conducted. The last part of the research methodology concerns the way we analysed the collected data i.e. the statistical tools we used.

### **Context of the study**

Since 2011, the Maison Cailler attracts more than 400'000 visitors a year (Wicht, 2014) and is the most visited tourist attraction in the French-speaking part of Switzerland, before the Château de Chillon, and the second most visited site in Switzerland after the Museum of Transport in Lucerne. Since its opening on the 1<sup>st</sup> of April 2010, an expanding number of

tourists are coming from all over the world to the Maison Cailler—up to 2500 visitors a day—to find out how Swiss chocolate is made and to live a memorable experience (Tornare, 2015).

The Maison Cailler is located at the heart of Gruyères region. It is opened 363 days a year, from 10am to 17pm in the wintertime and from 10am to 18pm in the summertime. Admission is 12 Swiss francs for adults—it is free for children under 16 years old—making it one of the cheapest tourist attractions in Switzerland (Tornare, 2015). From outside, the building presents itself as a white factory, with Cailler written on top. In front of it there is a fountain and a play area for children. After paying admission in a small building next to the factory, visitors are directed towards the interior of the museum to pick up their audio guides (called Choco guides). When their group is highlighted in green on a video screen, they have to join the visit starting point. In the first gallery, while waiting for their tour, visitors can read texts displayed on walls about the history of Cailler and its founders. In the second gallery, the evolution of Cailler's product packaging can be observed. The following part of the visit is a 20-minutes fully automatic show, where visitors walk through eight different rooms and learn about the history of chocolate, from the Aztec ceremonies to the foundation of the factory in Broc. The next step is the discovery of the chocolate fabrication process involving around ten people—from cocoa farmers in Ivory Coast through milk producers in Gruyères to marketing managers—who talk about their professions. In this room visitors are able to touch, smell and taste the chocolate's main raw materials i.e. cocoa butter, cocoa beans, sugar, almonds and hazelnuts. After that, visitors can see the production line of Mini Branches Cailler—which they can taste—and have a look inside the actual factory. The visit ends by information on how to fully appreciate chocolate tasting and the actual tasting room. If they wish, visitors can take a digital picture of themselves, as memorabilia of their visit at the Maison Cailler. In March 2015, for its fifth anniversary, the Maison Cailler has been renovated in order to make the visit even more interactive and fascinating by further engaging the customer's five senses. New activities to keep visitors busy during the waiting time—until three hours during the summer time—i.e. a Treasure Hunt, a sound and light show and an interactive quiz have also been set up (Tornare, 2015).

The great majority of Cailler customers indicate that they are satisfied with their experience at the Maison Cailler (Rime, 2014). How can the incredible success of Maison Cailler be explained? According to Isabelle Raboud Schüle, curator of the Musée Gruérien in Bulle “this success forms part of the mass cultural products trend. Chocolate touches senses and emotions. Visitors find all what they are looking for. In addition, Cailler takes advantage of the

family anchoring with its milk chocolate from the region”. The Director of the Maison Cailler, Fleur Helmig highlights that the success of the Maison Cailler is attributed to the product itself—chocolate makes people dream—and to the quality of the experience lived at the Maison Cailler. She points out that the Maison Cailler is willing to provide an “unforgettable experience to its visitors” (Rime, 2014), through the attraction itself with its entertaining and educative aspects and the services delivered by the site personnel.

Alessandro Rigoni, Head of the Business Unit Chocolate for Nestlé Switzerland, argues that the Maison Cailler is an “important pillar of the brand and a powerful marketing tool” (Tornare, 2015). Moreover, the Maison Cailler enables to increase brand awareness worldwide—half of the visitors come from outside Switzerland, mainly from France, Germany and Italy, but increasingly also from other regions such as China, India, Russia and Middle East (Tornare, 2015)—and therefore improves exportation prospects. According to Alessandro Rigoni “the demand for quality Swiss chocolate like Cailler is significant” (Guisan, 2014), amongst others, thanks to the incredible success of the Maison Cailler.

We suggest that the Maison Cailler offers a good example in terms of *Experiential Marketing* and differentiation strategy based on the experience. In fact, Cailler differentiate itself from other Swiss chocolate brands—although other brands such as Frey and Lindt are starting to imitate Cailler (Buchs, 2014)—by giving the opportunity for customers to discover the chocolate production process. The Maison Cailler can be considered as a *Brand Plant*, where customers live a *Factory Experience* (see Carù & Cova, 2006a). However, the boundary between brand plant and tourist attraction is fuzzy and nowadays a large number of factory tours charge admission fees in the same way as brand museums (see Hollenbeck et al., 2008). Often, both, brand plants and brands museums are combined. Besides, the Maison Cailler presents the typical retail mission of a *Brand Museum* i.e. (1) it promotes a brand (2) it has become an entertainment destination (3) it informs and educate consumers about a brand (4) it documents, studies and interprets a brand (Hollenbeck et al., 2008, p.337). In addition to make its customers live a factory experience, the Maison Cailler enables them to shop in a brand store located in the same building, right in front of the visit exit. The store not only offers chocolate but also merchandising products such as postcards, posters, cups, Swiss army knives, pens, colouring books and USB sticks as gift for their visitors’ family – this especially applies for tourists – or to commemorate their visit at the chocolate factory.

## Data collection

### *Items and scale development*

After exploration of the experience concept in the existing literature (see theoretical framework), we retained five experience dimensions, i.e. the estheticism, the escapism, the entertainment, the education and the social aspects. On the basis of these five dimensions, we generated a list of 20 items largely borrowed from the previous scientific literature. Concerning the two marketing outcomes *Customer Satisfaction* and *Customer Loyalty Intentions*, entire existing scales were used.

<b>Construct</b>	<b>Scale</b>
Customer experience	<i>The Brand Experience Scale</i> (Brakus et al., 2009) <i>The Experience Quality Scale</i> (Chang & Horng, 2010) <i>The Service Quality of Retail Stores Scale</i> (Dabholkar et al., 1996) <i>The Experiential Value Scale</i> (Mathwick et al., 2001)
Customer satisfaction	<i>Customer Satisfaction Scale</i> (e.g. Dagger et al., 2007)
Customer loyalty Intentions	<i>Behavioural loyalty Intentions Scale</i> (e.g. Parasuraman et al., 2005; Zeithaml et al., 1996).

Table 3: Scales used to measure our constructs  
Source: Own illustration

A *mixed, bidirectional and symmetrical seven-point Likert scale* (Evrard et al., 2009, p.270) was used to measure our items. Most of the chosen items were originally based on a seven-points scale—only Dabholkar and his colleagues (1996) rated their items on a 5-points scale—furthermore, 7 represents the optimum between the number of points of reference and the quality of the information collected (Evrard et al, 2009, p. 268).

At the end of our questionnaire, we inserted a question regarding the level of comprehension of our items, so that our results did not get biased because of comprehension reasons. This is particularly relevant in our context, given that the Maison Cailler customers come from all over the world and speak many different languages. Therefore a lot of them had to answer our questionnaire in English even though it was not their mother tongue. For this reason, if respondents rated their comprehension level between 1 and 3, we decided not to take the questionnaire into account for our statistical calculations.

In order to enhance the reliability of our questionnaire we used *Multiples Scales* i.e. we introduced in our questionnaire several questions aiming at measuring the same phenomenon, by formulating the item each time differently. The items related to the diverse dimensions were

dispersed in the questionnaire, so as to limit the interactions between the answers (Evrard et al., p.308).

### *Sample*

We defined our target population as follow: “Maison Cailler customers, visiting the Chocolate factory between the 14<sup>th</sup> and the 16<sup>th</sup> of July”. However, we were aware that our actual survey population was going to be smaller due to the lack of time and imperfections of the sampling frame (see Evrard et al., p. 219) e.g. customers with low levels of English, French or German proficiency could not be surveyed or their questionnaire was not taken into account because of poor understanding. Regarding the sampling method we decided to choose a non-random method: the *Quota Method* (see Evrard et al., p.230) and selected respondents according to the following three criteria: (1) Gender (2) Age (3) Nationality. As we did not have statistical information concerning the two first categories, we chose to interview approximately 50% of male and 50% of female, more than 25% of people from each of the following age groups (1) under 25 years old (2) between 25 and 44 years old and (3) between 45 and 65 years old. We estimated that less people aged over 65 visited the chocolate factory and therefore decided to survey a minimum of 8% of people (4) over 65 years old. Concerning the third criteria–nationality—we based ourselves on statistics of a journal article (Tornare, 2015) and made the decision to survey about 50% of Swiss people and 50% of people coming from abroad. Socio-demographics questions were asked at the end of our questionnaire in order to guarantee the distribution of the respondents in the categories mentioned above. Furthermore, we did not interview people we personally knew. In this way, we ensured a broader dispersion of the Swiss respondents in the different Swiss cantons. Regarding the *Sample Size*, we decided to rely on Denis Darpy’s work (see Evrard et al., 2009, p.324). The principle is to form a sample of 3 to 5 times the number of parameter to be estimated. In our case, as we expected a 5-dimensions structure and had 20 items (items 1.1 to 1.20) we calculated our required sample size as follow: 5 dimensions X 20 items = 100 parameters to be estimated X 3 to 5. Therefore our *Minimum Sample Size Requirements* was  $100 \times 3 = 300$ .

### *Questionnaire pre-test*

According to Evrard et al. (2009, p. 254), questionnaires should be firstly pre-tested on a small sample size of  $12 < N \leq 30$  in order to detect problems of comprehension in the questions and evaluate the time necessary to fill out our questionnaire. Therefore we pre-tested the English version of our questionnaire at the Maison Cailler.

Our team collected 27 questionnaires by English speaking customers. The profile of pre-test respondents with regard to gender, age, nationality and language in which the questionnaire was completed—in the pre-test only the English version was distributed—is described in the table below.

Categories		Number of respondents per category	Percentages (rounded)
<b>Gender</b>	Male	17	63%
	Female	10	37%
<b>Age</b>	< 25 years old	11	41%
	25-44 years old	10	37%
	45-64 years old	6	22%
	> 64 years old	0	0%
<b>Nationality</b>	Swiss	11	41%
	Other	16	59%
<b>Language</b>	English	27	100%
	French	0	0%
	German	0	0%

Table 4: Profile of respondents, pre-test  
Source: Own illustration

The pre-test allowed us to evaluate the questionnaire comprehension. 70% of the interviewed customers strongly agreed with the fact that the questionnaire was easy for them to fill out and rated their questionnaire understanding at 7 while 26% rated it at 6 and less than 4% at 5. With an average questionnaire comprehension of 6.7 on 7 we judged our questionnaire as easy to complete for Maison Cailler customers. We could observe that most of the customers took between 3-5 minutes to complete our questionnaire. Some spelling and grammatical mistakes were corrected after the pre-test was conducted.

After the pre-test, our questionnaire was translated in French and German—with translation in the target language and back translation in the source language. This way, we ensured no question wording influence on our results. The final version of our questionnaire in English, French and German can be found in the appendices.

### *Actual data collection*

The Director of the Maison Cailler, Fleur Helmig gave us her agreement to survey Maison Cailler customers during the month of July (2015). Being interested in the results of our study, she allowed us to reward customers filling out the questionnaire with a Mini Branche Cailler.

Customers were surveyed after their visit. Our “stand”—two bar tables covered with a white cloth—was located just next to the cashiers. We had the questionnaires in all three languages i.e. English, French and German, blue pens and some Mini chocolate bars ready on the tables. We were not expecting customers to come spontaneously to us so we decided to actively seek for motivated people inside the store, while not disturbing them during their shopping.

This is what we basically said when approaching customers:

*“Good morning/Good afternoon! Have you already visited the factory/seen the museum? (If the answer was yes) Would you have five minutes to complete a survey about your visit and your satisfaction? This is for a bachelor thesis in marketing at the University of Fribourg. Thank you very much”.*

We were actually quite impressed with the motivation of customers to complete our survey and could note that the great majority of them filled out our questionnaire carefully and without asking questions about the meaning of items. For the rare questions we had, we tried to answer in the best possible way (one member of the data collection team spoke Spanish fluently, so she was able to help Spanish customers with the items in English when needed).

Every night after our data collection session, we firstly counted the number of questionnaires we had already collected. Then we separated them three times according to the demographic data provided i.e. (1) Gender (2) Age (3) Nationality and counted the number of respondents in each category. In this way, we managed to respect our sample size requirements as well as our quotas in each category.

Thanks to our highly effective team—composed of four people with good command of the three languages and especially briefed for the exercise (see Evrard et al. 2009, p.280)—data collection was easier than initially thought and we collected all of the questionnaires required for our sample in three days.

The table below shows the number of respondent per day.

Day	Number of respondents
Day 1, Tuesday 14 <sup>th</sup> of July 2015	175
Day 2, Wednesday 15 <sup>th</sup> of July 2015	106
Day 3, Thursday 16 <sup>th</sup> of July 2015	37

Table 5: Number of respondents per day  
Source: Own illustration

## Data analysis

Firstly, we checked if our data set was suitable for factory analysis i.e. that our variables formed a set coherent enough to look for common dimensions. For this purpose, we used a correlation matrix, Kaiser-Meyer-Olkin measure of Sampling adequacy (KMO MSA) and Bartlett's sphericity test. Then, we conducted a factory analysis on the first part of our questionnaire (questions 1.1 to 1.20) in order to determine whether the experience concept was composed of the five previously defined experience dimensions. Factory analysis was initially developed by Spearman (1904) and is one of the oldest methods of data analysis. It consists in reducing a set of data by replacing the initial variables by a smaller set of variables (Evrard et al., 2009, p.398) i.e. *Factors* or *Latent Variables* (latent variables, Evrard et al., 2009, p.410). Shortly, it is a *Data Reduction Technique* (Crawford & Lomas, 1980). Factors or latent variables cannot be measured directly but only indirectly through a set of observable variables. In our study, we disposed of 20 items found in the existing scientific literature, which had to be reduced to a smaller set of variables. To conduct our study, we used a *R-type approach*, which consists in looking for factors in the set of variables, i.e. as linear combination of the initial variables (Evrard et al., 2009, p.399). Our variables did not need to be standardized as they were rated on comparable scales; they were only 7-points scales in our questionnaire (Evrard et al., 2009, p.400). We decided to compare the model proposed by SPSS, a 2-factors model, with two other models i.e. a 3-factors and a 4-factors model. To measure the interne reliability of each of our factors, we used Cronbach's alpha, which is considered as the most important reliability index to measure the interne reliability of a set of items i.e. factors (Evrard et al., 2009, p.321).

To confirm or refute our hypotheses concerning customer satisfaction and customer loyalty intentions, we used *Linear Regression*. Basing on the results obtained through the factor analysis, this statistical tool helped us to determine the strength and significance of the relationship between the explanatory variables—in our case experience dimensions—and the varia-

bles to be explained—in our case customer satisfaction and customer loyalty intentions. The second part of our questionnaire has been used to construct the satisfaction variable (average of items 2.21 to 2.25) and the third part to construct the customer loyalty intentions variable (average of items 3.26 to 3.30).

## RESULTS

In the following section findings of our empirical study at the Maison Cailler are presented. The empirical data analysed here comes from a total of 318 questionnaires collected by Maison Cailler customers between the 14<sup>th</sup> and the 16<sup>th</sup> of July 2015. Firstly, we describe the profile of respondents. Secondly, we show that our data set is suitable for factory analysis by presenting a correlation matrix as well as the results of Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's sphericity test. Finally, we discuss the results of our factory analysis and of our regressions.

Statistics have been carried out using SPSS 21. For presentational reasons, the data has sometimes been summarized. However, SPSS raw data can be found in the appendices.

### **Respondent profile**

The table below presents the profile of the 318 respondents regarding gender, age, nationality and the language in which the questionnaire was completed. When data was collected a particular attention was paid to the respect of our previously defined quotas. Firstly, our sample is well balanced in terms of gender with 48% of male and 52% of female. Furthermore, it contains approximately the same number of respondents in the first three age categories i.e. <25 years old, between 25-44 years old and between 45 and 64 years old. The last age category i.e. >64 years old achieves a smaller percentage as defined previously in our quotas. In view of the origin of the respondents, it can be noticed that our quotas have been respected, with approximately half of the respondents coming from Switzerland (48%) and the other half from abroad (52%). Foreign customers interviewed came from 31 different countries, with a large number from France (41), United Kingdom (26) and United States (25). 48% of the respondents completed our questionnaire in French, 35% in English and 17% in German. Figure 5 shows the language distribution.

Categories		Number of respondents per category	Percentages (rounded)
Gender	Male	152	48%
	Female	166	52%
Age	< 25 years old	95	30%
	25-44 years old	99	31%
	45-64 years old	96	30%
	> 64 years old	28	9%
Nationality	Swiss	154	48%
	Other	164	52%
Language	English	113	36%
	French	152	48%
	German	53	17%

Table 6: Profile of respondents  
Source: Own illustration

## Appropriateness of factory analysis

This section aims at showing that our data is suitable to conduct factory analysis. For this purpose, we used a correlation matrix as well as Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO SMA) and Bartlett's sphericity test.

Our *Correlation Matrix* only presents positive correlation coefficients i.e. all of our items are positively correlated. In the second part of the table, it can be observed that all of the correlations between items are significant (sig.=0.000). It is a good start for our factory analysis, showing that it is reasonable to look for common dimensions in our data set (for an extract of the correlation matrix see appendices). Then, the *Kaiser-Meyer-Olkin Measure of Sampling Adequacy* and the *Bartlett's sphericity test* show that our set of variables meets the requirements for factor analysis. According to Kaiser (1974), our KMO value, which is very close to 1 (KMO=0.934), would be very suitable for the factor analysis and would be labelled "marvellous". Concerning Bartlett's sphericity test, it is significant (sig.=0.000) and therefore allows us to reject the null hypothesis and concludes that there are correlations in our data set, which makes it suitable for factor analysis.

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.934
Bartlett's Test of Sphericity	Approx. Chi-Square	3197.875
	df	190
	Sig.	.000

Table 7: KMO and Bartlett's Test  
Source: SPSS data

## **Experience dimensions**

The purpose of this section is to present the results regarding the experience dimensions and their impact on customer satisfaction and customer loyalty intentions. We firstly present the model proposed by SPSS: a two factors model. Secondly, we present two other possible models, one with 3 and one with 4 factors.

### *2-dimensions model*

When we conducted factory analysis on the first part of our questionnaire (items 1.1 to 1.20) with SPSS, a 2-factor model emerged. The existence of these two factors can be determined thanks to the criterion of Eigenvalue  $\geq 1$  (e.g. 1960). Table 8 (see next page) presents the total variance explained table after varimax-rotation. 45.491% of the variance is explained by the factor 1 and 7.327% by the factor 2. The percentage of cumulative explained variance is rated at 52.818%.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	<b>9.098</b>	<b>45.491</b>	45.491	9.098	45.491	45.491	5.305	26.523	26.523
2	<b>1.465</b>	<b>7.327</b>	<b>52.818</b>	1.465	7.327	52.818	5.259	26.295	52.818
3	.986	4.928	57.746						
4	.924	4.620	62.366						
5	.847	4.236	66.602						
6	.790	3.949	70.551						
7	.717	3.587	74.138						
8	.620	3.101	77.239						
9	.582	2.910	80.149						
10	.497	2.485	82.635						
11	.460	2.298	84.933						
12	.432	2.160	87.093						
13	.399	1.995	89.088						
14	.393	1.965	91.053						
15	.377	1.883	92.935						
16	.346	1.730	94.665						
17	.324	1.619	96.284						
18	.268	1.340	97.624						
19	.252	1.259	98.884						
20	.223	1.116	100.000						

Extraction Method: Principal Component Analysis.

Table 8: Total variance explained, 2-factors model  
Source: SPSS data

Table 9 presents the 2-factors varimax-rotated solution of item loadings. The highest number of each line—in bold—indicates to which factor it belongs to. Some items can belong either to factor one or to factor 2, as their loadings present very close values.

<b>Rotated Component Matrix<sup>a</sup></b>		
	Component	
	1	2
1.1 _entertaining	<b>.517</b>	<b>.540</b>
1.2 _dreamworld	<b>.755</b>	.233
1.3 _knowledge	.360	<b>.679</b>
1.4 _aesthetic	.151	<b>.672</b>
1.5 _wecoming	<b>.385</b>	<b>.397</b>
1.6 _happy	<b>.583</b>	.352
1.7 _learn	.178	<b>.777</b>
1.8 _strongvisual	.187	<b>.745</b>
1.9 _involve	<b>.696</b>	.274
1.10 _entertains	<b>.501</b>	.565
1.11 _chocoguide	.206	<b>.725</b>
1.12 _shareproducts	<b>.530</b>	.446
1.13 _sensoryway	.391	<b>.591</b>
1.14 _getaway	<b>.711</b>	.247
1.15 _indivudalattention	<b>.715</b>	.140
1.16 _imaginativespace	<b>.735</b>	.344
1.17 _enjoythemselves	<b>.478</b>	.468
1.18 _talkfriends	<b>.700</b>	.182
1.19 _helplearn	.429	<b>.551</b>
1.20 _materials	.299	<b>.581</b>
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

a. Rotation converged in 3 iterations.

Table 9: Rotated component matrix, 2-factors model  
Source: SPSS data

Table 10 shows which items load on which factor. A name was given to each factor.

Factor	Items	Name
1	(1.1), 1.2, (1.5), 1.6, 1.9, (1.10), 1.12, 1.14, 1.15, 1.16, 1.17, 1.18	Experience dimension 1a
2	1.1, 1.3, 1.4, 1.5, 1.7, 1.8, 1.10, 1.11, 1.13, 1.19, 1.20	Experience dimension 2a

Table 10: Factors, items and names, 2-factors model  
Source: SPSS data

Now, we test the reliability of each group of variables, i.e. of each factor. Our Cronbach's alpha is equal to 0.895 and 0.898 for the experience dimension 1a and the experience dimension 2a respectively. In exploratory studies a Cronbach's alpha above 0.6 is held as acceptable (Evrard et al., 309). Consequently, our Cronbach's alpha for a 2-factors model, which are close to 1, show that our factors have a good interne consistency and are reliable.

Table 11 shows the Cronbach's alpha of experience dimension 1a and experience dimension 2a.

Cronbach's alpha $\alpha$		
Dimension	Cronbach's alpha $\alpha$	Number of items
1a	0.895	9
2a	0.898	11

Table 11: Cronbach's alpha, 2-factors model  
Source: Own illustration, based on SPSS data

Now, we aim at analysing the impact of each of the emerged experience dimensions—experience dimension 1a and experience dimension 2a—on customer satisfaction and customer loyalty intentions. This operation is conducted with linear regression.

Regarding customer satisfaction, our results show that the experience dimension 2a (Beta=0.459,  $t(315)=8.524$ ,  $p<0.001$ ) is a better predictor of customer satisfaction than the experience dimension 1a (Beta=0.381,  $t(315)=7.072$ ,  $p<0.001$ ). By using the stepwise methodology, it can be observed that 62% of the total variance is explained by the model ( $F(1,315)=50.012$ ,  $p<0.01$ ,  $R^2=0.622$ ,  $R^2_{ADJUSTED}=0.620$ ).

Table 12 is a model summary of linear regression for customer satisfaction (2-factors model).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.750 <sup>a</sup>	.562	.561	.57276	.562	406.031	1	316	.000
2	.789 <sup>b</sup>	.622	<b>.620</b>	.53292	.060	50.012	1	315	.000
a. Predictors: (Constant), dimension2									
b. Predictors: (Constant), dimension2, dimension1									

Table 12: Model summary of linear regression for customer satisfaction, 2-factors model  
Source: SPSS data

Table 13 shows the coefficients results of linear regression for customer satisfaction (2-factors model).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.825	.260		3.169	.002
	dimension2a	.867	.043	.750	20.150	.000
2	(Constant)	.990	.243		4.067	.000
	dimension2a	.530	.062	<b>.459</b>	8.524	.000
	dimension1a	.337	.048	<b>.381</b>	7.072	.000

a. Dependent Variable: customer satisfaction

Table 13: Coefficient results of linear regression for customer satisfaction, 2-factors model  
Source: SPSS data

Regarding customer loyalty intentions, our results show that the experience dimension 1a (Beta=0.479,  $t(315)=7.787$ ,  $p<0.001$ ) is a better predictor of customer loyalty intentions than the experience dimension 2a (Beta=0.276,  $t(315)=4.487$ ,  $p<0.001$ ). By using the stepwise methodology, we can see that 50.4% of the total variance is explained by the model ( $F(1,315)=20.134$ ,  $p<0.01$ ,  $R^2=0.507$ ,  $R^2_{ADJUSTED}=0.504$ ).

Table 14 is a model summary of linear regression for customer loyalty intentions (2-factors model).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.690 <sup>a</sup>	.476	.474	.80603	.476	286.700	1	316	.000
2	.712 <sup>b</sup>	.507	<b>.504</b>	.78268	.031	20.134	1	315	.000

a. Predictors: (Constant), dimension1a  
b. Predictors: (Constant), dimension1a, dimension2a

Table 14: Model summary of linear regression for customer loyalty intentions, 2-factors model  
Source: SPSS data

Table 15 shows the coefficients results of linear regression for customer loyalty intentions (2-factors model).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.452	.260		5.592	.000
	dimension1a	.786	.046	.690	16.932	.000
2	(Constant)	.315	.357		.880	.379
	dimension1a	.546	.070	<b>.479</b>	7.787	.000
	dimension2a	.410	.091	<b>.276</b>	4.487	.000

a. Dependent Variable: customer loyalty intentions

Table 15: Coefficient results of linear regression for customer loyalty intentions, 2-factors model  
Source: SPSS data

### *3-dimensions model*

In order to be sure that the model proposed by SPSS is the one, which provides the best results in terms of regression, we decided to generate a 3-factors model. Table 16 (see next page) shows the total variance explained after varimax-rotation. 45.491% of the variance is explained by the factor 1, 7.327% by the factor 2 and 4.928 by the factor 3. The percentage of cumulative explained variance is rated at 57.746%.

<b>Total Variance Explained</b>									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	<b>9.098</b>	<b>45.491</b>	45.491	9.098	45.491	45.491	4.604	23.018	23.018
2	<b>1.465</b>	<b>7.327</b>	52.818	1.465	7.327	52.818	4.415	22.077	45.095
3	<b>.986</b>	<b>4.928</b>	<b>57.746</b>	.986	4.928	57.746	2.530	12.651	57.746
4	.924	4.620	62.36						
5	.847	4.236	66.602						
6	.790	3.949	70.551						
7	.717	3.587	74.138						
8	.620	3.101	77.239						
9	.582	2.910	80.149						
10	.497	2.485	82.635						
11	.460	2.298	84.933						
12	.432	2.160	87.093						
13	.399	1.995	89.088						
14	.393	1.965	91.053						
15	.377	1.883	92.935						
16	.346	1.730	94.665						
17	.324	1.619	96.284						
18	.268	1.340	97.624						
19	.252	1.259	98.884						
20	.223	1.116	100.000						

Extraction Method: Principal Component Analysis.

Table 16: Total variance explained, 3-factors model  
Source: SPSS data

Table 17 presents the 3-factors varimax-rotated solution of item loadings. The highest number of each line—in bold—indicates to which factor it belongs to. Some items can belong to different factors, as their loadings present very close values.

<b>Rotated Component Matrix<sup>a</sup></b>			
	Component		
	1	2	3
1.1_entertaining	<b>.564</b>	<b>.537</b>	.106
1.2_dreamworld	<b>.771</b>	.210	.158
1.3_knowledge	.342	<b>.639</b>	.260
1.4_aesthetic	.160	<b>.656</b>	.156
1.5_wecoming	<b>.428</b>	<b>.399</b>	.059
1.6_happy	<b>.582</b>	.321	.191
1.7_learn	.153	<b>.737</b>	.263
1.8_strongvisual	.182	<b>.718</b>	.211
1.9_involve	<b>.690</b>	.238	.208
1.10_entertains	<b>.530</b>	<b>.550</b>	.152
1.11_chocoguide	.212	<b>.703</b>	.185
1.12_shareproducts	<b>.480</b>	.385	.319
1.13_sensoryway	.418	<b>.579</b>	.140
1.14_getaway	<b>.694</b>	.204	.232
1.15_indivudalattention	<b>.691</b>	.095	.226
1.16_imaginativespace	<b>.661</b>	.263	.393
1.17_enjoythemselves	.268	.310	<b>.691</b>
1.18_talkfriends	.468	.009	<b>.725</b>
1.19_helplearn	.242	.407	<b>.647</b>
1.20_materials	.129	.451	<b>.588</b>
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 7 iterations.			

Table 17: Rotated component matrix, 3-factors model  
Source: SPSS data

Table 18 shows which items load on which factor. A name was given to each factor.

<b>Factor</b>	<b>Items</b>	<b>Name</b>
1	1.1, 1.2, 1.6, 1.9, (1.10), 1.12, 1.14, 1.15, 1.16	Experience dimension 1b
2	(1.1), 1.3, 1.4, 1.5, 1.7, 1.8, 1.10, 1.11, 1.13	Experience dimension 2b
3	1.17, 1.18, 1.19, 1.20	Experience dimension 3b

Table 18: Factors, items and names, 3-factors model  
Source: Own illustration, based on SPSS data

Now, we test the reliability of each group of variables, i.e. of each factor. Our Cronbach's alpha is equal to 0.889, 0.869 and 0.788 for the experience dimension 1b, 2b and 3b respectively. Consequently, our Cronbach's alpha, which are above 0.6 are held as acceptable (Ev-rard et al., 309) and show a good interne consistency and reliability of our factors.

Table 19 shows the Cronbach's alpha of experience dimensions 1b, 2b and 3b.

Cronbach's alpha $\alpha$		
Dimension	Cronbach's alpha $\alpha$	Number of items
1b	0.889	8
2b	0.869	8
3b	0.788	4

Table 19: Cronbach's alpha, 3-factors model  
Source: Own illustration, based on SPSS data

Now, we aim at analysing the impact of each of the three experience dimensions—experience dimension 1b, experience dimension 2b and experience dimension 3b—on customer satisfaction and customer loyalty intentions. This operation is conducted with linear regression.

Our results show that experience dimension 1b (Beta=0.378,  $t(314)=6.663$ ,  $p<0.001$ ) is a better predictor of customer satisfaction than experience dimension 2b (Beta=0.317,  $t(314)=5.08$ ,  $p<0.001$ ) and than experience dimension 3b (Beta=0.176,  $t(314)=3.388$ ,  $p<0.001$ ). By using the stepwise methodology, it can be observed that 62.1% of the total variance is explained ( $F(1,314)=11.477$ ,  $p<0.01$ ,  $R^2=0.621$ ,  $R^2_{ADJUSTED}=0.618$ ).

Table 20 is a model summary of linear regression for customer satisfaction (3-factors model).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.737 <sup>a</sup>	.543	.542	.58526	.543	375.508	1	316	.000
2	.779 <sup>b</sup>	.608	.605	.54325	.065	51.773	1	315	.000
3	.788 <sup>c</sup>	<b>.621</b>	.618	.53443	.014	11.477	1	314	.001
a. Predictors: (Constant), dimension1b									
b. Predictors: (Constant), dimension1b, dimension2b									
c. Predictors: (Constant), dimension1b, dimension2b, dimension3b									

Table 20: Model summary of linear regression for customer satisfaction, 3-factors model  
Source: SPSS data

Table 21 shows the coefficients results of linear regression for customer satisfaction (3-factors model)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.327	.194		11.991	.000
	dimension1b	.663	.034	.737	19.378	.000
2	(Constant)	1.186	.240		4.940	.000
	dimension1b	.411	.047	.457	8.704	.000
	dimension2b	.422	.059	.378	7.195	.000
3	(Constant)	1.086	.238		4.566	.000
	dimension1b	.340	.051	<b>.378</b>	6.663	.000
	dimension2b	.355	.061	<b>.317</b>	5.807	.000
	dimension3b	.160	.047	<b>.176</b>	3.388	.001

a. Dependent Variable: satisfaction

Table 21: Coefficient results of linear regression for customer loyalty intentions, 3-factors model  
Source: SPSS data

Our results show that experience dimension 1b (Beta=0.540,  $t(315)=9.263$ ,  $p<0.001$ ) is a better predictor of customer loyalty intentions than the experience dimension 2b (Beta=0.221,  $t(315)=3.799$ ,  $p<0.001$ ). The experience dimension 3b has not been found to have an impact on customer loyalty intentions. By using the stepwise methodology, it can be observed that 51.4% of the total variance is explained by the dimensions 1b and 2b, but not by the dimension 3b ( $F(1,315)=14.433$ ,  $p<0.01$ ,  $R^2=0.517$ ,  $R^2_{ADJUSTED}=0.514$ ).

Table 22 is a model summary of linear regression for customer loyalty intentions (3-factors model).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.704 <sup>a</sup>	.495	.493	.79112	.495	309.643	1	316	.000
2	.719 <sup>b</sup>	.517	.514	.77482	.022	14.433	1	315	.000

a. Predictors: (Constant), dimension1b  
b. Predictors: (Constant), dimension1b, dimension2b

Table 22: Model summary of linear regression for customer loyalty intentions, 3-factors model  
Source: SPSS data

Table 23 shows the coefficients results of linear regression for customer loyalty intentions (3-factors model).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.233	.262		4.699	.000
	dimension1b	.814	.046	.704	17.597	.000
2	(Constant)	.373	.342		1.090	.276
	dimension1b	.624	.067	<b>.540</b>	9.263	.000
	dimension2b	.318	.084	<b>.221</b>	3.799	.000

a. Dependent Variable: customer loyalty intentions

Table 23: Coefficient results of linear regression for customer satisfaction, 3-factors model  
Source: SPSS data

#### *4-dimensions model*

Now, we present a 4-factors model. Table 24 (see next page) shows the total variance explained after varimax rotation. 45.491% is explained by the factor 1, 7.327 by the factor 2, 4.928 by the factor 3 and 4.620 by the factor 4. The percentage of cumulative explained variance is rated at 62.366%.

<b>Total Variance Explained</b>									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	<b>9.098</b>	<b>45.491</b>	45.491	9.098	45.491	45.491	4.330	21.648	21.648
2	<b>1.465</b>	<b>7.327</b>	52.818	1.465	7.327	52.818	4.237	21.187	42.835
3	<b>.986</b>	<b>4.928</b>	57.746	.986	4.928	57.746	2.416	12.079	54.914
4	<b>.924</b>	<b>4.620</b>	<b>62.366</b>	.924	4.620	62.366	1.490	7.452	62.366
5	.847	4.236	66.602						
6	.790	3.949	70.551						
7	.717	3.587	74.138						
8	.620	3.101	77.239						
9	.582	2.910	80.149						
10	.497	2.485	82.635						
11	.460	2.298	84.933						
12	.432	2.160	87.093						
13	.399	1.995	89.088						
14	.393	1.965	91.053						
15	.377	1.883	92.935						
16	.346	1.730	94.665						
17	.324	1.619	96.284						
18	.268	1.340	97.624						
19	.252	1.259	98.884						
20	.223	1.116	100.000						

Extraction Method: Principal Component Analysis.

Table 24: Total variance explained, 4-factors model  
Source: SPSS data

Table 25 presents the 4-factors varimax-rotated solution of item loadings. The highest number of each line—in bold—indicates to which factor it belongs to. Some items can belong to different factors, as their loadings present very close values.

<b>Rotated Component Matrix<sup>a</sup></b>				
	Component			
	1	2	3	4
1.1_entertaining	<b>.539</b>	<b>.519</b>	.091	.225
1.2_dreamworld	<b>.729</b>	.182	.149	.278
1.3_knowledge	.302	<b>.613</b>	.254	.255
1.4_aesthetic	.108	<b>.625</b>	.158	.261
1.5_wecoming	.193	.264	.118	<b>.850</b>
1.6_happy	<b>.570</b>	.310	.176	.170
1.7_learn	.195	<b>.758</b>	.234	-.022
1.8_strongvisual	.204	<b>.728</b>	.187	.042
1.9_involve	<b>.724</b>	.253	.176	.031
1.10_entertains	<b>.510</b>	<b>.535</b>	.137	.210
1.11_chocoguide	.219	<b>.705</b>	.166	.092
1.12_shareproducts	<b>.488</b>	.387	.300	.101
1.13_sensoryway	.436	<b>.585</b>	.114	.075
1.14_getaway	<b>.749</b>	.231	.193	-.036
1.15_indivudalattention	<b>.574</b>	.026	.246	.494
1.16_imaginativespace	<b>.661</b>	.260	.374	.144
1.17_enjoythemselves	.318	.338	<b>.667</b>	-.057
1.18_talkfriends	.476	.014	<b>.716</b>	.075
1.19_helplearn	.206	.387	<b>.650</b>	.219
1.20_materials	.067	.417	<b>.602</b>	.287
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				

Table 25: Rotated component matrix, 4-factors model  
Source: SPSS data

Table 26 shows which items load on which factor. A name was given to each factor.

<b>Factor</b>	<b>Items</b>	<b>Name</b>
1	1.1, 1.2, 1.6, 1.9, (1.10), 1.12, 1.14, 1.15, 1.16	Experience dimension 1c
2	(1.1), 1.3, 1.4, 1.7, 1.8, 1.10, 1.11, 1.13	Experience dimension 2c
3	1.17, 1.18, 1.19, 1.20	Experience dimension 3c
4	1.5	Experience dimension 4c

Table 26: Factors, items and names, 4-factors model  
Source: Own illustration, based on SPSS data

Now, we test the reliability of each group of variables, i.e. of each factor. Our Cronbach's alpha is equal to 0.889, 0.869 and 0.788 for the experience dimension 1c, 2c and 3c respectively. The dimension 4 is composed of only one dimension. Therefore, it makes no sense to calculate the Cronbach's alpha. Our Cronbach's alpha, which are above 0.6 are held as acceptable (Evrard et al., p.309) and show a good interne consistency and reliability of our factors.

Table 12 shows the Cronbach's alpha of each the experience dimension 1c, 2c, 3c and 4c.

<b>Cronbach's alpha <math>\alpha</math></b>		
<b>Dimension</b>	<b>Cronbach's alpha <math>\alpha</math></b>	<b>Number of items</b>
1c	0.889	8
2c	0.869	7
3c	0.788	4
4c	Only one item	

Table 27: Cronbach's alpha, 4-factors model  
Source: Own illustration, based on SPSS data

Our results show that the experience dimension 1c (Beta=0.384,  $t(313)=6.840$ ,  $p<0.001$ ) is a better predictor of customer satisfaction than the experience dimension 2c (Beta=0.313,  $t(313)=5.839$ ,  $p<0.001$ ) and than the experience dimension 3c (Beta=0.177,  $t(313)=3.415$ ,  $p<0.001$ ). The experience dimension 4c has not been found to have an impact on customer satisfaction. By using the stepwise methodology, we can see that 61.8% of the total variance is explained by the experience dimension 1c, 2c and 3c, but not by the experience dimension 4c ( $F(1,313)=11.662$ ,  $p<0.01$ ,  $R^2=0.622$ ,  $R^2_{ADJUSTED}=0.618$ ).

Table 28 is a model summary of linear regression for customer satisfaction (4-factors model).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.737 <sup>a</sup>	.543	.542	.58610	.543	374.462	1	315	.000
2	.780 <sup>b</sup>	.608	.605	.54383	.065	51.863	1	314	.000
3	.789 <sup>c</sup>	.622	<b>.618</b>	.53483	.014	11.662	1	313	.001
a. Predictors: (Constant), dimension1c									
b. Predictors: (Constant), dimension1c, dimension2c									
c. Predictors: (Constant), dimension1c, dimension2c, dimension3c									

Table 28: Model summary of linear regression for customer satisfaction, 4-factors model  
Source: SPSS data

Table 29 shows the coefficients results of linear regression for customer satisfaction (4-factors model).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.325	.194		11.965	.000
	dimension1c	.663	.034	.737	19.351	.000
2	(Constant)	1.333	.227		5.874	.000
	dimension1c	.419	.046	.466	9.030	.000
	dimension2c	.393	.055	.372	7.202	.000
3	(Constant)	1.206	.226		5.332	.000
	dimension1c	.346	.051	<b>.384</b>	6.840	.000
	dimension2c	.331	.057	<b>.313</b>	5.839	.000
	dimension3c	.161	.047	<b>.177</b>	3.415	.001
a. Dependent Variable: customer satisfaction						

Table 29: Coefficient results of linear regression for customer satisfaction, 4-factors model  
Source: SPSS data

Our results show that the experience dimension 1c (Beta=0.551,  $t(314)=9.608$ ,  $p<0.001$ ) is a better predictor of customer loyalty intentions than the experience dimension 2c (Beta=0.209,  $t(314)=3.643$ ,  $p<0.001$ ). The experience dimensions 3c and 4c have not been found to have an impact on customer loyalty intentions. By using the stepwise methodology we can see that 51.2% of the total variance is explained by the experience dimensions 1c and 2c but not by the experience dimensions 3c and 4c ( $F(1, 314)$ ,  $p<0.001$ ,  $R^2=0.515$ ,  $R^2_{ADJUSTED}=0.618$ ).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.704 <sup>a</sup>	.495	.493	.79228	.495	308.735	1	315	.000
2	.718 <sup>b</sup>	.515	<b>.512</b>	.77728	.020	13.269	1	314	.000
a. Predictors: (Constant), dimension1c									
b. Predictors: (Constant), dimension1c, dimension2c									

Table 30: Model summary of linear regression for customer loyalty intentions, 4-factors model  
Source: SPSS data

Table 31 shows the coefficients results of linear regression for customer loyalty intentions (4-factors model).

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.231	.263		4.686	.000
	dimension1c	.814	.046	.704	17.571	.000
2	(Constant)	.514	.324		1.584	.114
	dimension1c	.638	.066	<b>.551</b>	9.608	.000
	dimension2c	.284	.078	<b>.209</b>	3.643	.000
a. Dependent Variable: customer loyalty intentions						

Table 31: Coefficient results of linear regression for customer loyalty intentions, 4-factors model  
Source: SPSS data

### Results summary

Firstly, SPSS proposes a 2-factors model, which explains 52.818% of the total variance. It presents high Cronbach's alpha values for the two factors, which means that the two dimensions have a good intern consistency (0.895 and 0.898 respectively). It provides therefore a good solution. However, it can be observed that a 3-factors model enables to explain a higher percentage of the total variance i.e. 57.748%. The Cronbach's alpha values provided by the 3-factors solutions are slightly lower than the ones of the 2-factors model. However, they are still high (0.889, 0.869 and 0.788 respectively) and show therefore also a good intern consistency of the factors. The 3-factors solution has a relatively similar items distribution of the factors. Indeed, it simply adds a third dimension including the items 1.17, 1.18, 1.19 and 1.20, providing therefore also a coherent solution. Adding one more dimension (4-factors model) to the model increases the total variance explained to 62.366% and provides the same Cronbach's alpha values as the 3-factors model. However, it can be noticed that a single item constitutes the fourth dimension, which means that a 4-factor solution does not make much sense. According to these criteria—total variance explained, Cronbach's alpha and item distribution—it seems that the 3-factors solution is the best alternative. However, we still need to check if it also provides good results in terms of regression in comparison with the 2-factors solution initially proposed by SPSS.

Table 32 summarizes the beta values obtained with each of the model (2-factors and 3-factors model):

Beta values				
	2-factors model		3-factors model	
Customer satisfaction	Dimension 2a	0.459	Dimension 1b	0.378
	Dimension 1a	0.381	Dimension 2b	0.317
			Dimension 3b	0.176
Customer loyalty intentions	Dimension 1a	0.479	Dimension 1b	0.540
	Dimension 2a	0.276	Dimension 2b	0.221

Table 32: Beta values 2-and 3-factors models  
Source: Own illustration, based on SPSS data

Generally speaking, it can be said that the experience dimensions are predictors of customer satisfaction and customer loyalty intentions. However, looking at the table below we can see that the 2-factors model initially proposed by SPSS provides better results in terms of regression. Indeed, it provides higher beta values, which indicates a stronger relationship between the explanatory variables—in our case the experience dimensions and the variables to be explained—in our case customer satisfaction and customer loyalty intentions. Also, it can be observed that in the 3-factors model the experience dimension 3b has no impact on the customer loyalty intentions. Therefore, even if the 3-factors model explain a higher percentage of the total variance, the 2-factors solution proposed by SPSS seems to be the best alternative, providing better results in terms of regression. We will therefore concentrate on the 2-factors model initially provided by SPSS.

According to the 2-factors model, the experience dimension 2a has a greater influence on customer satisfaction (Beta=0.459) than the experience dimension 1a (Beta=0.381) and the experience 1a has a greater impact on customer loyalty intentions (Beta=0.479) than experience dimension 2a (Beta=0.276). In order to confirm or refute our previously defined hypotheses, we look at the item distribution with the 2-factors model. It can be noticed that the experience dimension 1a is more related to educational and aesthetic aspects, whereas the experience dimensions 2a is more related to escapist and entertaining aspects. However, both dimensions also include social aspects. Therefore, we could say that educational and esthetic aspects have a greater impact on customer satisfaction than escapist and educational aspects, whereas escapist and educational aspects have a greater impact on customer loyalty intentions than educational and esthetic aspects.

Therefore, our hypothesis concerning the experience dimensions did not emerge as expected. Indeed, while we expected five dimensions, the best solution regarding the different criteria mentioned above presents only two dimensions i.e. one mainly relating to educational and esthetic aspects i.e. experience dimension 1a and one mainly relating to escapist and entertaining aspects i.e. experience dimension 2a. However both also include social aspects.

We decided to reformulate our hypotheses so that they can be use for further research.

<b>Experience dimensions</b>
<p>H<sub>QD</sub>: Our items load on two-experience dimensions.</p> <p>Note: The two experience dimensions were named experience dimension 1 and experience dimension 2. Experience dimension 1 mainly relate to esthetic and educational aspects, whereas experience dimension 2 relate more to escapist and entertaining aspects. However, both also include social aspects.</p>

As we have seen in our correlation matrix all of our items were positively and significantly correlated. This means that all of the items of the first section—which aimed at measuring aesthetic, escapist, entertaining, educational and aspects—were significantly and positively correlated with the items regarding customer satisfaction and customer loyalty intentions. So, actually all of our items go into the same direction.

According to the links mentioned above, we reformulated our hypotheses concerning the experience dimensions and their influence on customer satisfaction and customer loyalty intentions in the following way:

<b>Customer satisfaction</b>
<p>H<sub>DS1</sub>: The more positive customers perceive the experience dimension 1, the greater is their satisfaction.</p> <p>H<sub>DS2</sub>: The more positive customers perceive the experience dimension 2, the greater is their satisfaction.</p> <p>Note: Experience dimension 1 mainly relate to esthetic and educational aspects, whereas experience dimension 2 relate more to escapist and entertaining aspects. However, both also include and social aspects.</p>

<b>Customer loyalty intentions</b>
<p>H<sub>DL1</sub>: The more positive customers perceive the experience dimension 1, the greater are their loyalty intentions.</p> <p>H<sub>DL2</sub>: The more positive customers perceive the experience dimension 2, the greater are their loyalty intentions.</p> <p>Note: Experience dimension 1 mainly relate to esthetic and educational aspects, whereas experience dimension 2 relate more to escapist and entertaining aspects. However, both also include social aspects.</p>

*Synthetic model*

We summarized our results in a model, which differs from the previous one in some points. Indeed, we can see that the experience construct is no longer composed of the five previously defined dimensions i.e. esthetic, entertainment, escapism, education and social aspects. Indeed, only two dimensions seem to be the best alternative according to our statistical analysis. As it was complicated to give names to these two dimensions, which are composed of items with heterogeneous content, we decided to name them *experience dimension 1* and *experience dimension 2*.

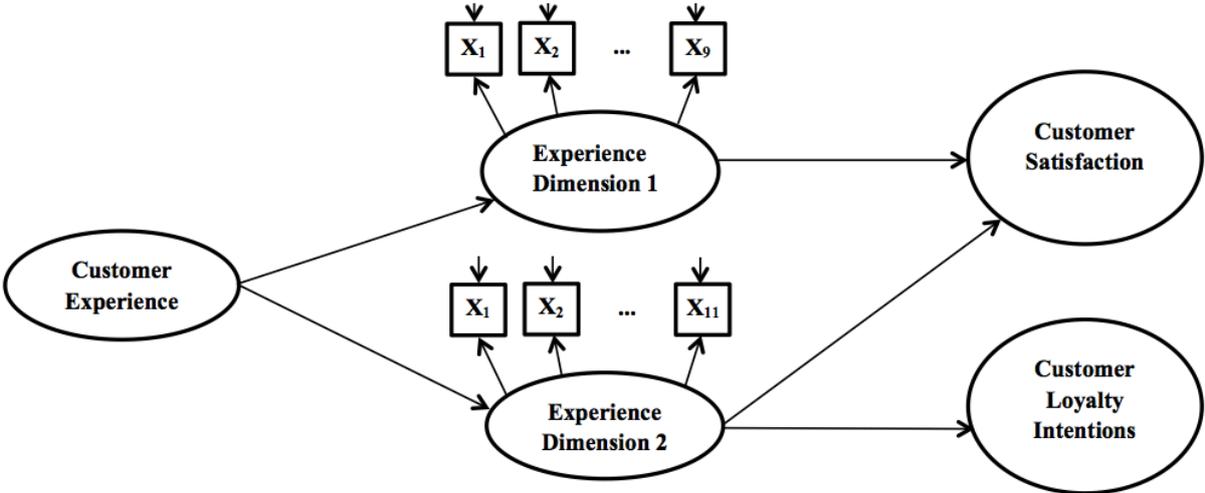


Figure 2: Synthetic model  
Source: Own illustration

## CONCLUDING DISCUSSION

The aim of this study was to gain a better understanding of the construct of experience, determine its dimensions and their influence on two important marketing outcomes i.e. customer satisfaction and customer loyalty intentions. We clarified the experience construct and its influence on customer satisfaction and customer loyalty intentions by reviewing the existing literature and undertaking a quantitative study at the Maison Cailler, Switzerland's second most visited tourist attraction.

Studies, which have led to the advent of experiential marketing, date back to the 1980s (see Holbrook & Hirschman, 1982; Hirschman & Holbrook, 1982). These scholars have pioneered the development of a new way of thinking that enabled to move from a vision that considered human beings as Homo Economicus who only make rational decisions to a vision that admits the essential role played by the emotions. In this same period, the emergence of a new type of consumer, seeking to reduce boredom from everyday routine and increasingly looking for new products, services and experiences (!) contributed to make retailers rethink their offering. In Europe, it is already more than 20 years ago that retailers have started to use experiential marketing strategies when designing their venues.

However, at no time in history customer experience management has been more important than today. It represents one of the most complex and urgent issues for today's retail businesses (Klaus & Maklan, 2013), which have to face increasingly competitive environments and meet the needs of more and more demanding customers. Customer satisfaction and customer loyalty intentions are two key determinants of a company's situation, having an influence on its profitability and, as a result, on its long-term survival. Pine & Gilmore (1999) and some other authors (Bäckström & Johansson, 2006; Chang & Horng, 2010; Grewal et al., 2009; Lemoine, 2004; Mathwick et al., 2001, Verhoef et al., 2009) investigated the experience dimensions and gave retailers recommendations on how to stage memorable experiences for their customers. Nevertheless, their findings do not allow a straight generalization and information concerning the experience' most important elements from a customer's point of view is lacking. Moreover, the influence of single experience dimensions on important marketing outcomes such as customer satisfaction and customer loyalty intentions is still at a nascent stage. Our study addressed these gaps.

Our in-depth literature review enabled to summarize the previous studies' most important findings and therefore have a clearer overview on the experience dimensions. We highlighted five dimensions i.e. the esthetic, the entertainment, the escapist, the educational and the social aspects that seemed to be among the most important one in literature. However, other dimensions such as the price or the product selection could also have been taken into account. Our literature review provides information on each of the five experience dimension. For each dimension, the current trends in retailing are discussed and examples of companies, which use a marketing strategy particularly related to the dimension, are given.

The findings put forward in our quantitative study at the Maison Cailler do not identify five dimensions, but only two. It is difficult to give them a name that encompasses all of their aspects. However, convergent items can still be found within each dimension. Indeed, the first experience dimension is mainly composed of items related to aesthetism and educational aspects, whereas the experience dimension 2 is mainly composed of items related to escapist and educational aspects. However, even if our items were taken from scales with names related to aesthetic, entertaining, educational, escapist and social aspects their attribution to these categories is relatively subjective. In addition to that, our study confirmed a positive and significant correlation between all of our items of our questionnaire. Although our factory analysis only revealed two factors, we can assert correlations between our items concerning aesthetic, entertaining, educational, escapism and social aspects and our items concerning customer satisfaction and customer loyalty intentions. In our case, generally speaking, the Maison Cailler customers rated the different aspects of the venue between 5-7, which led to high satisfaction and loyalty intentions rates. In other venues, the structure of the first section of our questionnaire may appear differently.

The results obtained through our factory analysis are not all consistent with previous literature. Previous research, which mostly conducted qualitative studies on the topic, pointed out a larger number of dimensions—usually between 3 and 8. However, like previous research, our study did confirm the existence of correlations between aesthetics, entertaining, educational, escapism and social aspects and customer satisfaction resp. customer loyalty intentions (this only applies for the items we have chosen and their attribution to the different aspects is relatively subjective).

Our regression analysis led to some interesting findings. We demonstrated the effect of the experience dimension 1 and 2 on customer satisfaction and customer loyalty intentions. We could conclude that the experience dimension 1 has a stronger impact on customer satisfaction than the experience dimension 2. From these findings, it can be interpreted that esthetic and educational aspects of the experience, which are perceived by customers in a positive way, are likely to positively influence customer satisfaction and customer loyalty intentions. Also, we can say that escapist and entertaining aspects, which are perceived by customers in a positive way, are likely to positively influence customer satisfaction and customer loyalty intentions in a positive way. Furthermore, given that all of our items are positively and significantly correlated, we can assume that aesthetic, entertaining, educational, escapist and social aspects positively influence customer satisfaction and customer loyalty intentions. These findings cohere with results from other researchers. Indeed, generally speaking, research argues that positively perceived aesthetic, entertaining, educational, escapist and social aspects of venues positively influence companies' important marketing outcomes and are therefore beneficial for them.

Even if our findings on the experience dimensions and on their impact on customer satisfaction and customer loyalty intentions do not allow generalizations, we can still draw some implications and suggestions from our literature review as well as from our empirical findings aiming at supporting managers in their marketing strategies. Firstly, as we have seen in the literature review, there are some actions that retailers can take into account in order to stage powerful customer experiences. According to previous research, retailers should clearly define their experiential venue (Carù and Cova, 2007, p.41) among other things by theming it. Another element, which seems to be particularly important, is to engage the customers' five senses (e.g. Pine & Gilmore, 1999, p.59). Many researchers also argue that venues should make it possible for customers to participate in the creation of their own experience (Borghini et al., 2009; Diamond et al., 2009; Hollenbeck et al., 2008; Kozinets et al., 2002, 2004). After our quantitative study conducted at the Maison Cailler, we can confirm that managers should pay particular attention to esthetic, entertaining, educational, escapist when designing their venues and should give particular attention to in-store social interactions. For academic research, our paper allowed to give an overview of the existing literature on the experience construct. Our results, which were not totally consistent with prior research, indicate that the experience construct is a complex construct and that its dimensions are relatively hard to define. For this reason, the experience construct needs further investigation.

Although our study is comprehensive, it does suffer from some limitations. Firstly, our questionnaire was conducted in a specific kind of experiential venue—a brand plant/brand museum—in a specific country—Switzerland—and on a relatively small sample—318 customers. We encourage other researchers to replicate our survey in other types of experiential contexts, in other countries and on broader sample sizes to analyse if the items load on the same factors as well as to confirm the reliability of the customer satisfaction scale and loyalty intentions scale already used in previous research. In this way, our findings could be generalized and a broader marketing theory could be developed. However, other researchers should be aware that our questionnaire is only appropriate for situations in which customers are accompanied with their family or friends; it is not suitable for situations in which customers shop alone (see Klaus & Maklan, 2013). Secondly, our research was operated with a survey questionnaire and relied on quantitative methods. We acknowledge that further research should also conduct qualitative studies with the help of in-depth interviews, which would probably help to discover new dimensions, mentioned by the customers themselves. Unlike previous studies, which asked customers to remember episodes occurring sometimes many months earlier, these studies should be conducted directly on-site. Thirdly, as mentioned by Verhoef et al. (2009) customer experience experiences cannot be seen as single events separated from one another. In our study, we did not take into account the link between current, previous and future experiences. To complete our research, longitudinal studies should be conducted. Fourthly, in our study we chose to analyse the impact of customer the experience dimensions on customer satisfaction and customer loyalty intentions. However, customer loyalty intentions are only based on what the customer has in mind just after visiting the experiential venue and about what he thinks he will do in the future. Another venue for research would be to conduct a study over time and observe the actual purchase behaviour of customers. It would also be interesting to analyse the impact of the customer experience dimensions on other marketing constructs such as the firm profitability (see Klaus & Maklan, 2013). Experiential marketing is becoming increasingly popular in marketing strategies. Therefore, it is certain that other scientific articles will complement our study and the literature on the topic.

## APPENDICES

### Output SPSS

#### *Profile of respondents*

<b>Age</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
	<25	95	29.9	29.9
	25to44	99	31.1	61.0
Valid	45to64	96	30.2	91.2
	>64	28	8.8	100.0
	Total	318	100.0	100.0

<b>Gender</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
	male	153	48.1	48.1
Valid	female	165	51.9	100.0
	Total	318	100.0	100.0

<b>Language</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
	english	113	35.5	35.5
	french	152	47.8	83.3
Valid	german	53	16.7	100.0
	Total	318	100.0	100.0

**Origin**

	Frequency	Percent	Valid Percent	Cumulative Percent
switzerland	154	48.4	48.4	48.4
france	41	12.9	12.9	61.3
uk	26	8.2	8.2	69.5
usa	25	7.9	7.9	77.4
india	9	2.8	2.8	80.2
brazil	7	2.2	2.2	82.4
spain	7	2.2	2.2	84.6
canada	5	1.6	1.6	86.2
poland	5	1.6	1.6	87.7
china	4	1.3	1.3	89.0
israel	4	1.3	1.3	90.3
uae	4	1.3	1.3	91.5
bulgaria	3	.9	.9	92.5
deutschland	3	.9	.9	93.4
kuwait	2	.6	.6	94.0
malaysia	2	.6	.6	94.7
netherlands	2	.6	.6	95.3
russia	2	.6	.6	95.9
angola	1	.3	.3	96.2
azerbaijan	1	.3	.3	96.5
belgium	1	.3	.3	96.9
czech republic	1	.3	.3	97.2
italia	1	.3	.3	97.5
mexico	1	.3	.3	97.8
norway	1	.3	.3	98.1
philippines	1	.3	.3	98.4
portugal	1	.3	.3	98.7
saudi arabia	1	.3	.3	99.1
senegal	1	.3	.3	99.4
slovakia	1	.3	.3	99.7
sweden	1	.3	.3	100.0
Total	318	100.0	100.0	

Valid

*Extract of correlation matrix*

	1.1_entertainin g	1.2_dreamworl d	1.3_knowledg e	1.4_aesthetic
1.1_entertaining	1.000	.530	.548	.424
1.2_dreamworld	.530	1.000	.429	.243
1.3_knowledge	.548	.429	1.000	.454
Correlation 1.4_aesthetic	.424	.243	.454	1.000
1.5_wecoming	.407	.424	.417	.348
1.6_happy	.512	.544	.342	.333
1.7_learn	.519	.381	.597	.380

...

Sig. (1-tailed)	1.1_entertaining		.000	.000	.000
	1.2_dreamworld	.000		.000	.000
	1.3_knowledge	.000	.000		.000
	1.4_aesthetic	.000	.000	.000	
	1.5_wecoming	.000	.000	.000	.000
	1.6_happy	.000	.000	.000	.000
	1.7_learn	.000	.000	.000	.000

...

*Factors' reliability*

Dimension 1a :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.895	.895	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.2_dreamworld	43.99	61.302	.698	.568	.880
1.6_happy	43.66	64.269	.625	.419	.886
1.9_involve	44.34	59.632	.674	.509	.882
1.12_shareproducts	43.68	64.198	.613	.385	.887
1.14_getaway	44.44	59.732	.696	.526	.880
1.15_indivudalattention	44.02	62.624	.611	.420	.887
1.16_imaginativespace	44.21	58.897	.753	.638	.876
1.17_enjoythemselves	43.88	64.332	.602	.472	.888
1.18_talkfriends	44.23	60.748	.646	.478	.885

Dimension 2a :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.899	11

**Item-Total Statistics**

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
60.09	55.226	.665	.479	.888
60.46	52.712	.711	.540	.884
60.29	54.637	.580	.400	.892
59.98	56.957	.498	.293	.896
60.22	53.539	.655	.493	.888
60.24	53.343	.669	.520	.887
60.38	53.181	.677	.498	.886
60.19	53.448	.653	.473	.888
60.23	55.023	.632	.426	.889
60.47	54.094	.609	.408	.890
60.53	53.950	.586	.378	.892

Dimension 1b :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.889	.891	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.1_entertaining	38.54	49.988	.651	.430	.879
1.2_dreamworld	39.16	44.952	.721	.570	.869
1.6_happy	38.84	47.919	.623	.413	.878
1.9_involve	39.51	43.529	.692	.515	.872
1.12_shareproducts	38.85	47.853	.610	.378	.879
1.14_getaway	39.61	43.867	.700	.523	.871
1.15_indivudalattention	39.19	46.598	.601	.386	.881
1.16_imaginativespace	39.38	43.566	.735	.590	.867

Dimension 2b :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.869	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.3_knowledge	42.64	27.230	.699	.519	.845
1.4_aesthetic	42.48	28.452	.580	.395	.858
1.5_wecoming	42.17	30.489	.462	.248	.869
1.8_strongvisual	42.40	27.760	.647	.476	.851
1.7_learn	42.42	27.687	.655	.502	.850
1.10_entertains	42.56	27.630	.657	.451	.850
1.11_chocoguide	42.37	27.635	.650	.467	.850
1.13_sensoryway	42.41	28.768	.632	.421	.853

Dimension 3b :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.793	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.17_enjoythemselves	16.91	8.554	.642	.419	.714
1.18_talkfriends	17.26	7.632	.600	.392	.743
1.19_helplearn	16.78	9.207	.610	.382	.733
1.20_materials	16.84	9.214	.559	.344	.755

Dimension 1c :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.889	.891	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.1_entertaining	38.54	49.988	.651	.430	.879
1.2_dreamworld	39.16	44.952	.721	.570	.869
1.6_happy	38.84	47.919	.623	.413	.878
1.9_involve	39.51	43.529	.692	.515	.872
1.12_shareproducts	38.85	47.853	.610	.378	.879
1.14_getaway	39.61	43.867	.700	.523	.871
1.15_indivudalattention	39.19	46.598	.601	.386	.881
1.16_imaginativespace	39.38	43.566	.735	.590	.867

Dimension 2c :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.869	7

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.3_knowledge	36.33	22.364	.684	.499	.845
1.4_aesthetic	36.15	23.406	.571	.388	.860
1.8_strongvisual	36.08	22.628	.656	.477	.849
1.7_learn	36.10	22.507	.670	.499	.847
1.10_entertains	36.25	22.742	.641	.431	.851
1.11_chocoguide	36.05	22.577	.653	.465	.849
1.13_sensoryway	36.09	23.614	.633	.420	.852

Dimension 3c :

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.793	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1.17_enjoythemselves	16.91	8.554	.642	.419	.714
1.18_talkfriends	17.26	7.632	.600	.392	.743
1.19_helplearn	16.78	9.207	.610	.382	.733
1.20_materials	16.84	9.214	.559	.344	.755

# Questionnaires

*English version*

 UNIVERSITÉ DE FRIBOURG UNIVERSITÄT FREIBURG	<b>Study on the Customer Experience Dimensions – Maison Cailler</b>  <b>English Version</b>
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You are kindly requested to participate in my study on the experience dimensions designed for the purpose of my Bachelor Thesis under the direction of Prof. Dr. Olivier Furrer at the University of Fribourg. The questionnaire should take less than 5 minutes to complete.

The survey is composed of 4 sections. Each section contains a series of statements. You are kindly invited to answer the statements by circling the number that best fits your impressions on the Maison Cailler.

« 1 » corresponds to « strongly disagree », whereas « 7 » to « strongly agree ».

<b>Strongly disagree</b>						<b>Strongly agree</b>
1	2	3	4	5	6	7

Please be assured that I have obtained the authorization of Maison Cailler and that the information collected will remain strictly confidential.

### Section 1/4

**Answer the following statements spontaneously with regard to your impressions on the Maison Cailler.**

	Strongly disagree							Strongly agree	
	1	2	3	4	5	6	7		
1. The Maison Cailler is very entertaining.	1	2	3	4	5	6	7		
2. Entering the Maison Cailler is like walking in a dream world.	1	2	3	4	5	6	7		
3. The Maison Cailler enables people to obtain much knowledge.	1	2	3	4	5	6	7		
4. The Maison Cailler is aesthetically appealing.	1	2	3	4	5	6	7		
5. The Maison Cailler employees are welcoming and customer-friendly.	1	2	3	4	5	6	7		
6. Being at the Maison Cailler makes people feel happy and relaxed.	1	2	3	4	5	6	7		
7. The Maison Cailler enables people to learn something new.	1	2	3	4	5	6	7		
8. The Maison Cailler makes a strong visual and sensory impression.	1	2	3	4	5	6	7		
9. The Maison Cailler enables people to get so involved that they forget everything else.	1	2	3	4	5	6	7		
10. The Maison Cailler does not just sell products; it entertains people.	1	2	3	4	5	6	7		
11. The information provided by the Chocoguide (audio guide) of the Maison Cailler makes it possible to learn.	1	2	3	4	5	6	7		
12. Visiting the Maison Cailler enables to share new products with friends and family.	1	2	3	4	5	6	7		
13. The Maison Cailler is interesting in a sensory way.	1	2	3	4	5	6	7		
14. Being at the Maison Cailler enables to « get away from it all ».	1	2	3	4	5	6	7		
15. The Maison Cailler employees give customers individual attention.	1	2	3	4	5	6	7		

16. Staying at the Maison Cailler is just like being in another imaginative space.	1	2	3	4	5	6	7
17. The Maison Cailler is a place where people can enjoy themselves.	1	2	3	4	5	6	7
18. Visiting the Maison Cailler gives the opportunity to talk to friends and family.	1	2	3	4	5	6	7
19. The Maison Cailler billboards and pictures help people learn.	1	2	3	4	5	6	7
20. Materials associated with the Maison Cailler (such as shopping bags, brochures etc.) are visually appealing.	1	2	3	4	5	6	7

**Section 2/4**

**Answer the following statements concerning your satisfaction about your visit at the Maison Cailler.**

	Strongly disagree			Strongly agree			
21. My feelings towards the Maison Cailler are very positive.	1	2	3	4	5	6	7
22. I feel good about coming to the Maison Cailler for the offering I am looking for.	1	2	3	4	5	6	7
23. Overall I am satisfied with the Maison Cailler and the services provided.	1	2	3	4	5	6	7
24. I feel satisfied that the Maison Cailler produces the best results that can be achieved for me.	1	2	3	4	5	6	7
25. The extent to which the Maison Cailler has produced the best possible outcome for me is satisfying.	1	2	3	4	5	6	7

**Section 3/4**

**Answer the following statements concerning the brand Cailler as accurately as possible.**

	Strongly disagree			Strongly agree			
26. I will say positive things about Cailler to other people.	1	2	3	4	5	6	7
27. I will recommend Cailler to someone who seeks my advice.	1	2	3	4	5	6	7
28. I will encourage friends and relatives to buy Cailler products.	1	2	3	4	5	6	7
29. I will consider Cailler the first choice to buy chocolate.	1	2	3	4	5	6	7
30. I will buy more Cailler products in the next years.	1	2	3	4	5	6	7

**Now please evaluate the difficulty of this questionnaire.**

	Strongly disagree			Strongly agree			
31. It was easy for me to fill out this questionnaire.	1	2	3	4	5	6	7

**Section 4/4**

**Finally, please provide us with the demographic information required below.**

- Age:     < 25 y.o.             25-44 y.o.             45-64 y.o.             > 64 y.o.
- Gender:  Male                     Female
- Country of residence: \_\_\_\_\_

**Thank you for your valuable collaboration.**

<b>UNI</b> <b>FR</b>  UNIVERSITÉ DE Fribourg UNIVERSITÄT FREIBURG	<b>Etude sur les dimensions de l'expérience client – Maison Cailler</b>  <b>Version française</b>
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Je vous invite à participer à mon étude sur les dimensions de l'expérience effectuée dans le cadre de mon travail de Bachelor en Marketing sous la direction du Prof. Dr. Furrer à l'Université de Fribourg. Le questionnaire ne devrait pas vous prendre plus de 5 minutes.

Le questionnaire est composé de 4 sections. Chaque section contient une série d'affirmations. Je vous invite à répondre aux affirmations en entourant le chiffre qui correspond le mieux à vos impressions sur la Maison Cailler.

Le « 1 » correspond à « pas du tout d'accord » et le « 7 » correspond à « tout à fait d'accord ».

<b>Pas du tout d'accord</b>							<b>Tout à fait d'accord</b>
1	2	3	4	5	6	7	

J'ai obtenu l'accord de la Maison Cailler pour réaliser ce questionnaire et les informations récoltées resteront strictement anonymes.

#### Section 1/4

**Veillez répondre spontanément aux affirmations suivantes se rapportant à vos impressions sur la Maison Cailler.**

	Pas du tout d'accord						Tout à fait d'accord
	1	2	3	4	5	6	7
1. La Maison Cailler est très divertissante.	1	2	3	4	5	6	7
2. Entrer dans la Maison Cailler, c'est comme pénétrer dans un monde de rêves.	1	2	3	4	5	6	7
3. La Maison Cailler permet d'acquérir beaucoup de connaissances.	1	2	3	4	5	6	7
4. La Maison Cailler est attirante esthétiquement.	1	2	3	4	5	6	7
5. Les employés de la Maison Cailler sont accueillants et conviviaux.	1	2	3	4	5	6	7
6. Etre à la Maison Cailler rend joyeux et détend.	1	2	3	4	5	6	7
7. La Maison Cailler permet d'apprendre de nouvelles choses.	1	2	3	4	5	6	7
8. La Maison Cailler fait une forte impression quant à l'aspect visuel et aux autres sens.	1	2	3	4	5	6	7
9. La Maison Cailler implique tellement les gens qu'ils en oublient tout le reste.	1	2	3	4	5	6	7
10. La Maison Cailler ne vend pas seulement des produits; elle divertit.	1	2	3	4	5	6	7
11. L'information fournie par les Chocoguides (audio guides) de la Maison Cailler permet d'apprendre.	1	2	3	4	5	6	7
12. Visiter la Maison Cailler permet de partager de nouveaux produits avec ses amis et sa famille.	1	2	3	4	5	6	7
13. La Maison Cailler est intéressante d'un point de vue sensoriel.	1	2	3	4	5	6	7
14. Etre à la Maison Cailler permet d' « échapper à tout ».	1	2	3	4	5	6	7
15. Les employés de la Maison Cailler portent de l'attention à chaque client.	1	2	3	4	5	6	7
16. Etre à la Maison Cailler, c'est comme être dans un monde imaginaire.	1	2	3	4	5	6	7

17. La Maison Cailler est un endroit où les gens peuvent s'amuser.	1	2	3	4	5	6	7
18. Visiter la Maison Cailler permet de discuter avec ses amis et sa famille.	1	2	3	4	5	6	7
19. Les panneaux d'affichage et images de la Maison Cailler aident à apprendre.	1	2	3	4	5	6	7
20. Les accessoires et documents associés à la Maison Cailler (tels que les sacs, brochures etc.) sont visuellement attractifs.	1	2	3	4	5	6	7

#### Section 2/4

**Maintenant, veuillez répondre aux affirmations suivantes concernant votre satisfaction sur votre visite à la Maison Cailler.**

	Pas du tout d'accord				Tout à fait d'accord			
	1	2	3	4	5	6	7	
21. Mes sentiments envers la Maison Cailler sont très positifs.	1	2	3	4	5	6	7	
22. A la Maison Cailler, je trouve toute l'offre que je recherche.	1	2	3	4	5	6	7	
23. Globalement, je suis satisfait(e) de la Maison Cailler et des services fournis.	1	2	3	4	5	6	7	
24. Je suis satisfait(e) que la Maison Cailler produise les meilleurs résultats possibles pour moi.	1	2	3	4	5	6	7	
25. L'étendue avec laquelle la Maison Cailler a accompli les meilleures prestations possibles pour moi me satisfait.	1	2	3	4	5	6	7	

#### Section 3/4

**Répondez aux questions suivantes concernant la marque Cailler le plus précisément possible.**

	Pas du tout d'accord				Tout à fait d'accord			
	1	2	3	4	5	6	7	
26. Je dirai des choses positives sur la marque Cailler à d'autres personnes.	1	2	3	4	5	6	7	
27. Je recommanderai la marque Cailler à quelqu'un qui me demande conseil.	1	2	3	4	5	6	7	
28. J'encouragerai mes amis et mes proches à acheter des produits Cailler.	1	2	3	4	5	6	7	
29. Je considérerai la marque Cailler comme premier choix pour acheter du chocolat.	1	2	3	4	5	6	7	
30. J'achèterai plus de produits Cailler dans les années à venir.	1	2	3	4	5	6	7	

**Maintenant, veuillez s'il vous plaît évaluer la difficulté du questionnaire.**

	Pas du tout d'accord				Tout à fait d'accord			
	1	2	3	4	5	6	7	
31. J'ai eu de la facilité à répondre à ce questionnaire.	1	2	3	4	5	6	7	

#### Section 4/4

**Pour finir, veuillez indiquer les informations démographiques suivantes vous concernant.**

1. Age:     < 25 ans                     25-44 ans                     45-64 ans                     > 64 ans

2. Sexe:     Masculin                     Féminin

3. Pays de résidence: \_\_\_\_\_

**Merci pour votre précieuse collaboration.**

<b>UNI</b> <b>FR</b>  <small>UNIVERSITÉ DE FRIBOURG</small> <small>UNIVERSITÄT FREIBURG</small>	<b>Studie über die Dimensionen des Kundenerlebnisses – Maison Cailler</b>  <b>Deutsche Fassung</b>
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Ich bitte Sie hiermit an meiner Studie über die Dimensionen des Kundenerlebnisses teilzunehmen, welche ich für meine Bachelorarbeit unter der Direktion von Prof. Dr. Olivier Furrer an der Universität Freiburg verwenden werde. Dieser Fragebogen wird ungefähr 5 Minuten Ihrer Zeit benötigen.

Der Fragebogen besteht aus 4 Sektionen. Jede Sektion enthält eine Serie von Aussagen. Ich bitte Sie diese zu beantworten, indem Sie die Nummer umkreisen, welche Ihrem Eindruck über Maison Cailler am besten entspricht.

Eine « 1 » bedeutet dies trifft für Sie « überhaupt nicht zu », eine « 7 » dies trifft für Sie « voll und ganz zu ».

<b>Trifft überhaupt nicht zu</b>							<b>Trifft voll und ganz zu</b>	
1	2	3	4	5	6	7		

Dieser Fragebogen wurde mit der Genehmigung von Maison Cailler erstellt und wird streng vertraulich behandelt.

**Sektion 1/4**

**Beantworten Sie spontan die folgenden Aussagen zu Ihrem Eindruck über Maison Cailler.**

	Trifft überhaupt nicht zu						Trifft voll und ganz zu
	1	2	3	4	5	6	7
1. Maison Cailler ist sehr unterhaltsam.	1	2	3	4	5	6	7
2. Maison Cailler fühlt sich an wie eine Traumwelt.	1	2	3	4	5	6	7
3. Maison Cailler gibt Leuten viel Wissen bekannt.	1	2	3	4	5	6	7
4. Maison Cailler ist ästhetisch ansprechend.	1	2	3	4	5	6	7
5. Die Angestellten bei Maison Cailler sind freundlich und nett.	1	2	3	4	5	6	7
6. Maison Cailler beglückt und entspannt.	1	2	3	4	5	6	7
7. Im Maison Cailler lernt man etwas Neues.	1	2	3	4	5	6	7
8. Maison Cailler macht einen starken visuellen und sensorischen Eindruck.	1	2	3	4	5	6	7
9. Im Maison Cailler wird man so involviert, dass man alles andere vergisst.	1	2	3	4	5	6	7
10. Maison Cailler verkauft nicht nur Produkte; es unterhält die Kundschaft.	1	2	3	4	5	6	7
11. Die Informationen von Maison Cailler's Chocoguide (Audioguide) hilft den Besuchern etwas zu lernen.	1	2	3	4	5	6	7
12. Der Besuch bei Maison Cailler bringt dazu, neue Produkte mit Freunden und Familie zu teilen.	1	2	3	4	5	6	7
13. Maison Cailler ist im sensorischen Wege interessant.	1	2	3	4	5	6	7
14. Der Besuch bei Maison Cailler erlaubt es Besuchern, den Alltag beiseite zu lassen.	1	2	3	4	5	6	7
15. Die Angestellten bei Maison Cailler bieten ihren Kunden individuelle Aufmerksamkeit.	1	2	3	4	5	6	7
16. Ein Besuch bei Maison Cailler fühlt sich an, wie in eine andere Phantasiewelt einzutauchen.	1	2	3	4	5	6	7
17. Maison Cailler ist ein Ort, an dem sich Leute amüsieren können.	1	2	3	4	5	6	7

18. Maison Cailler zu besuchen, ist eine Gelegenheit, um sich mit Freunden und Familie zu unterhalten.	1	2	3	4	5	6	7
19. Von Maison Cailler's Bilder und Plakate kann man etwas lernen.	1	2	3	4	5	6	7
20. Materialien in Verbindung zu Maison Cailler (z.B. Einkaufstaschen, Broschüren usw.) sind optisch ansprechend.	1	2	3	4	5	6	7

**Sektion 2/4**

**Beantworten Sie die folgenden Aussagen über Ihre Zufriedenheit während des Besuches bei Maison Cailler.**

	Trifft überhaupt nicht zu			Trifft voll und ganz zu			
	1	2	3	4	5	6	7
21. Meine Gefühle gegenüber Maison Cailler sind sehr positiv.	1	2	3	4	5	6	7
22. Im Maison Cailler finde ich alle Angebote, die ich suche.	1	2	3	4	5	6	7
23. Ich bin mit Maison Cailler und dem Service im Allgemeinen zufrieden.	1	2	3	4	5	6	7
24. Ich finde, dass Maison Cailler die besten Resultate erreicht, die es für mich hervorbringen kann.	1	2	3	4	5	6	7
25. Das Ausmass, zu dem Maison Cailler sich für mein Wohlhaben eingesetzt hat, ist befriedigend.	1	2	3	4	5	6	7

**Sektion 3/4**

**Beantworten Sie die folgenden Aussagen über die Marke Cailler so genau wie möglich.**

	Trifft überhaupt nicht zu			Trifft voll und ganz zu			
	1	2	3	4	5	6	7
26. Ich werde positiv über Cailler sprechen.	1	2	3	4	5	6	7
27. Ich werde Cailler an Leute empfehlen, welche mich um Rat fragen.	1	2	3	4	5	6	7
28. Ich werde Freunde und Verwandte dazu ermutigen, Produkte von Cailler zu kaufen.	1	2	3	4	5	6	7
29. Ich werde Cailler als meine erste Wahl benutzen, wenn ich Schokolade kaufe.	1	2	3	4	5	6	7
30. Ich werde in den nächsten Jahren mehr Produkte von Cailler kaufen.	1	2	3	4	5	6	7

**Bitte geben Sie noch an, wie schwierig es war für Sie, diesen Fragebogen auszufüllen.**

	Trifft überhaupt nicht zu			Trifft voll und ganz zu			
	1	2	3	4	5	6	7
31. Das ausfüllen dieses Fragebogens ist mir leicht gefallen.	1	2	3	4	5	6	7

**Sektion 4/4**

Geben Sie zum Schluss noch folgende benötigten demographischen Informationen an.

1. Alter:             < 25 Jahre alt     25-44             45-64             > 64

2. Geschlecht:     Mann             Frau

3. Aufenthaltsland: \_\_\_\_\_

**Ich danke Ihnen für Ihre wertvolle Zusammenarbeit.**

## Working team

### *Data collection*

Day	Team
Pre-test, Sunday, 12 <sup>th</sup> of July 2015	Alexandra Stritt
Day 1, Tuesday 14 <sup>th</sup> of July 2015	Alexandra Stritt
	Mathilda Stritt
	Camille Macheret
Day 2, Wednesday 15 <sup>th</sup> of July 2015	Alexandra Stritt
	Emmanuelle Caron
Day 3, Thursday 16 <sup>th</sup> of July 2015	Alexandra Stritt

### *Questionnaire translations*

Langage	Translator(s)	
English → French	Alexandra Stritt	Cambridge Certificate in Advanced English, French native speaker
French → English	Charlotte Reinhard	French and English native speaker
English → German	Luzi Widmer	Very good knowledge in English, German native speaker
German → English	Camille Macheret	Goethe C1 and Cambridge certificate in Advanced English

### *Final versions re-readings*

Object	Corrector(s)	
Questionnaire: English version	Magdalena Dafflon	English native speaker, English teacher
Questionnaire: French Version	Martine Stritt	French native speaker
	Jean-Claude Stritt	French native speaker
Questionnaire: German Version	Anita Vignola	German native speaker
Text	Charlotte Reinhard	English native speaker
	Daniel Watson	English native speaker, English teacher

## Pictures



Picture 1: Maison Cailler, exterior view

Source: Cailler. Accessed on 10<sup>th</sup> of August 2015. Retrieved from:  
<https://cailler.ch/maison-cailler/visitez-nous/heures-douverture-tarifs/>



Picture 2: Maison Cailler, brand store

Source: Outlook Traveller. Accessed on 10<sup>th</sup> of August 2015. Retrieved from:  
<http://www.outlooktraveller.com/trips/choco-struck-at-maison-cailler-switzerland-1005435#6635>



Picture 3: Maison Cailler, gallery

Source: Outlook Traveller. Accessed on 10<sup>th</sup> of August 2015. Retrieved from:  
<http://www.outlooktraveller.com/trips/choco-struck-at-maison-cailler-switzerland-1005435#6635>



Picture 4: Maison Cailler, chocolate raw materials

Source: Tornare, M. (2015, March 22). La Maison Cailler devient plus interactive pour ces 5 ans. La Liberté. Retrieved from: <http://www.laliberte.ch/news/la-maison-cailler-devient-plus-interactive-pour-ses-cinq-ans-278394#.VdHS2ov4uQs>



Picture 5: Maison Cailler, Mini Branches tasting

Source: Buchs, J.-P. (2014, March 30<sup>th</sup>). L'incroyable succès de la Maison Cailler. Bilan. Retrieved from: <http://www.bilan.ch/economie-plus-de-redaction/lincroyable-succes-de-maison-cailler>



Picture 6: Maison Cailler, tasting room

Source: Two Small Potatoes. Accessed on 10<sup>th</sup> of August. Retrieved from: <http://twosmallpotatoes.com/tag/maison-cailler/>

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