

**EVALUATING STORE ATTRIBUTES OF TRANSMART CARREFOUR  
MANADO AS NEW STORE USING IMPORTANCE AND PERFORMANCE ANALYSIS**

**EVALUASI ATRIBUT TOKO DI TRANSMART CARREFOUR MANADO SEBAGAI TOKO  
BARU MENGGUNAKAN ANALISIS KEPENTINGAN DAN KINERJA**

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**ABSTRACT:** *Shopping is an activity that people often do to fulfill their everyday needs. This becomes the main reason for business people to open a retail store. A retail store is a place that people visit to fulfill their wants and needs. Transmart Carrefour Manado is a newcomer in retail business in Manado. In Manado, Transmart must maintain their strategy in order to compete with other retail stores. This research aims to evaluate the importance and performance of store attributes in Transmart Carrefour Manado. Store attributes are important elements that are as important as marketing strategy. In order to determine the value of variables of store attributes, this research takes a quantitative approach using convenience sampling. This research uses Importance and Performance Analysis in order to analyze the data. Store Image, Product Availability, Discounts, Product Assortment and Retailers Attitude are the variables of Store Attributes. Based on the results of the analysis, Store Image, Retailers Attitude, Product Availability and Discounts have higher importance and performance values, and Product Assortment has lower importance and performance to consumers. Transmart Carrefour Manado has to maintain the high importance and performance of these variables.*

**Keywords:** *store attributes, importance and performance analysis*

**ABSTRAK:** Berbelanja merupakan sebuah aktivitas yang sering orang lakukan untuk memenuhi kebutuhannya sehari-hari. Ini menjadi alasan utama bagi pelaku bisnis untuk membuka toko retail. Toko retail adalah sebuah tempat yang orang kunjungi untuk memenuhi keinginan dan kebutuhan mereka. Transmart Carrefour Manado adalah pendatang baru di dunia bisnis retail di Manado. Di Manado, Transmart harus mempertahankan strategi mereka dalam rangka untuk berkompetisi dengan toko retail yang lain. Penelitian ini bertujuan untuk mengevaluasi kepentingan dan kinerja dari atribut toko di Transmart Carrefour Manado. Atribut toko adalah elemen penting yang sama pentingnya dengan strategi pemasaran. Dalam rangka menentukan nilai dari variable dari atribut toko, penelitian ini membutuhkan pendekatan kuantitatif menggunakan convenience sampling. Penelitian ini menggunakan Analisis Kepentingan dan Kinerja dalam rangka menganalisa datanya. Gambaran Toko, Ketersediaan Produk, Diskon, Keragaman Produk dan Sikap Pengecer adalah variabel dari Atribut Toko. Berdasarkan hasil dari analisa, Gambaran Toko, Sikap Pengecer, Ketersediaan Produk dan Diskon mempunyai nilai kepentingan dan kinerja yang lebih tinggi, dan Keragaman Produk mempunyai nilai kepentingan dan kinerja yang lebih rendah bagi pelanggan. Transmart Carrefour Manado harus mempertahankan tingginya kepentingan dan kinerja dari variable-variabel tersebut.

**Kata kunci:** atribut toko, analisa kepentingan dan kinerja

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## INTRODUCTION

### Research Background

Consumption activities toward goods and services often change according to the surrounding environment that acts as influencers. Consuming goods and services are conducted essentially every day. The activity of consuming surely benefits entrepreneurs to compete in achieving consumers for what they offered such as products and services. Retail stores are one type of place that provides goods and services. Good retail stores that provide high quality products that meet that fulfill consumer desires.

Regarding to the fact that consumers play an important role in the successfulness of a retail business' future. Every innovation and strategy of retail stores affects consumer purchase decision. Every strategy that retail stores make must consider effectiveness and efficiency. This is also triggered by the level of competition in the field of major retail businesses against other competitors.

In addition to marketing strategies, there are also factors that influence consumer purchasing decisions and attract consumers to shop at the store. There are also factors that affect consumer purchase decisions which are store attributes. The importance of store attributes in determining purchase decision in a store is that consumers are able to judge whether or not the store makes consumers feel comfortable shopping for products available there.

One who is engaged in the retail store is Carrefour Transmart Manado. Transmart Carrefour has already built a name for itself in this society. The company has opened numerous outlets in various cities such as Jakarta, Bandung, Surabaya, and Makassar. This makes it as one of the competitors in the class of a supermarket in Manado. Although it opened not long ago in Manado, Transmart Carrefour Manado got a lot of positive response from people or consumers in Manado

Considering the competition Transmart Carrefour Manado should try hard to fix the existing factors such as marketing strategy and also store attributes as described previously to improve performance and increase the number of sale and purchase decisions of consumers in Carrefour Transmart Manado.

### Research Objective

To evaluate the importance and performance of Store Attributes in Transmart Carrefour Manado.

## THEORETICAL REVIEW

### Marketing

Nowadays marketing is very important. Marketing is the process of communication the value of product or service to costumer, for the purpose of selling the product or service. According to Kotler and Amstrong (2008), marketing is the process by which companies create value for costumer and build strong customer relationship in order to capture value from customer in returns. Marketing is the activity, set of institutions, and processes to creating, communicating, delivering, and exchanging offerings that have value or costumers, clients, partners, and society at large (American Marketing Association, 2008).

According to Lamb, Hair and McDaniel (2000:6) stated that the marketing is a process planning and running concept, pricing, promotion, and distribution of a number of ideas, goods and services to create exchanges that are able to satisfy individual goals of the organization.

Kotler, Saliba and Wrenn (1991) defines marketing as "the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services."

### Purchase Decision

There are several factors that can affect a consumer's purchase decision. Purchase decision is a taught process that leads a consumer from identifying a need, generating options and choosing a specific product and brand (Wharton, 2015). For making the purchasing decision in the marketplace a customer used to play the roles of buyer, payer and user (Sheth, Mittal, Newman and Sheth, 2004). Different literatures focus on traditional five phases in the decision-making process (Kotler and Keller, 2006). This process of decision making includes the need for recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior (Kotler and Keller, 2006). These five stages of decision making process are most widely used tools for

marketers to gain a better understanding about their customers and their behavior (Comegys, Hannual, and Vaisanen, 2006).

### **Store Attributes**

Store attributes can affect consumers' purchase decision and behavior. Store attributes are the underlying components of store dimensions (Ghosh, Tripathi and Kumar, 2010). Store attributes were needed as an impression of a store's physical, functional, and cognitive traits in a consumer's mind (Martineau, 1958). Effort and time were invested in determining which attributes that customer prioritizes during store choice (Reutterer and Teller, 2009) and brings customer satisfaction (Nilsson, Gärling and Marell, 2013). Store attributes were categorized into nine dimensions: merchandising, service, clientele, physical facilities, convenience, promotion, store atmosphere, institutional factors and past transactions (Lindquis, 1974). These nine dimensions shows the personality of a store and can attract more consumers to shopping at that store.

Store image is one element of store attributes. Martineau (1958) introduced the idea of store image and described it as the definition of a customer regarding a store according to its attributes that work functionally and psychologically. Martineau explained that the characteristics of store image help the customer differentiate it from that of other stores. The functional characteristics of a store include the layout of the store and its products, location, price and value-for-money attribute, and customer service. The psychological aspects include the luxury and attraction of the store.

Product assortment is the third variable in store attributes. As shelf space in traditional retail stores is limited, the major assortment issues faced by a retailer include what products, and how many of each, should be on the shelves in the stores. In a classical economic sense, the assortment decision is easy, as the rational retailer should choose the combination of products that yields the biggest profit in the long run. More products mean more flexibility and it gives the decision maker a sense of empowerment (Boatwright and Nunes 2001; Kahn and Lehmann 1991). Store image and satisfaction with the store is affected by the perceived store assortment (Anselmsson, 2006).

Discount can attract more consumers to shop at a store. The store image is judged on the basis of the nature of discounts in the store (Grewal, Monroe and Krishnan, 1998). Consumers have a perception of low overall prices of those stores that offer a small discount over a large number of items. Thus, frequency of price advantage is stronger over the magnitude of price advantage (Schiffman and Kanuk, 2008). Discounts may persuade several customers who are loyal to any other brand or store to change their preference.

Retailers attitude is part of store attributes. In small traditional stores it is observed that the role of a salesman is played by the retailer himself. A retailer's relationship efforts are defined as "any effort that is actively made by a retailer towards a consumer, which is intended to contribute to the consumer's perceived value above and beyond the core product and/or service efforts received. A salesperson can be seen as a strong variable towards store image and can play a significant role for repeat purchase and increasing satisfaction

Product availability, defined as the probability of having a product in stock when a customer order arrives (Chopra and Meindl, 2007:77). It is a key performance driver of customer service. When customers do not find the products available they show various behaviors like switching of store, brand or variant, delaying or even dropping the purchase (Kucuk, 2008). With the same perspective the study conducted by, (Corsten and Gruen, 2003) applied the five responses of, buy item at another store; delay purchase; substitute – same brand; substitute – different brand; and do not purchase item when a product is not available.

### **Previous Research**

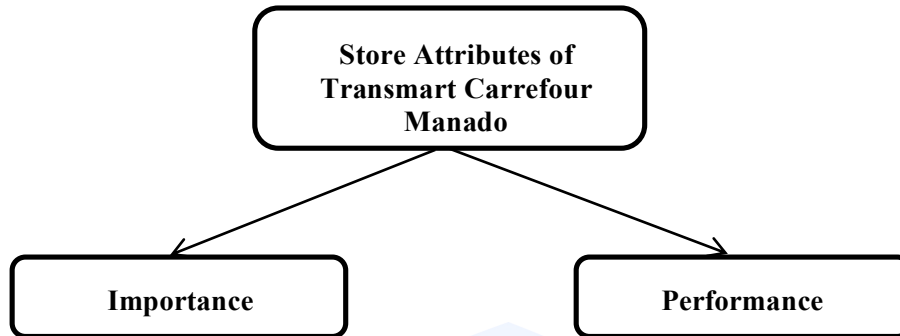
Surabhi Koul and Hari Govind Mishra (2013) finding that the customers purchasing grocery products emphasize on store attributes like product assortment, product availability and retailer's attitude. Similarly, the importance of different store attributes varies with product categories.

Hassan Zulqarnain, Abaid Ullah Zafar and Mohsin Shahzad (2015) analyzed how different factors such as variety, prices, quality and location of stores are affecting people choices when they select a store for shopping. It developed a good understanding of consumers' behaviors and factors they consider to choose retail stores. It has become very important in current competitive markets to understand what consumers' needs are and to deliver them not only appropriate products and services, but appropriate and suitable benefits for an enhanced shopping experience.

K.M Makhitha (2014) This study provided an insight into understanding the supermarket attributes used by students in selecting a supermarket. The findings reflect that cleanliness of the stores is the number one most important supermarket selection attribute. The ease of locating the merchandise and value for money was rated

second and third, respectively. This implies that marketers who want to target the students should incorporate cleanliness, ease of location and value for money into their retail marketing strategy since these are the most important attributes for students.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Articles and Journals (2018)*

This research is conducted to see the importance and performance of Store Attributes in Transmart Carrefour Manado.

## RESEARCH METHOD

### Type of Research

This research is the descriptive study with a quantitative approach. Descriptive research is used to describe characteristics of a phenomenon being studied. The method used in this research is Importance and Performance Analysis (IPA).

### Place and Time of Research.

This research had been conducted in Manado with the period time from January – April 2018.

### Population and Sample

Hanlon and Bret Larget (2011:7), a population is all the individuals or units of interest, typically there is not available data for almost all individuals in a population. The population in this research is all customers who visited Transmart Carrefour Manado as new store. The sample size will be 100 customers that have visited Transmart Carrefour Manado as a new store.

### Operational Definition

There is one main variable with five sub variables that are used in this research. The main variable is store attributes. The five sub variables are store image, product assortment, product availability, discounts and retailers attitude. These five sub variables are all elements of store attributes. The following table includes the operational definition of store attributes and also the operational definition of store image, product assortment, product availability, discounts and retailers attitude.

### Data Analysis Method

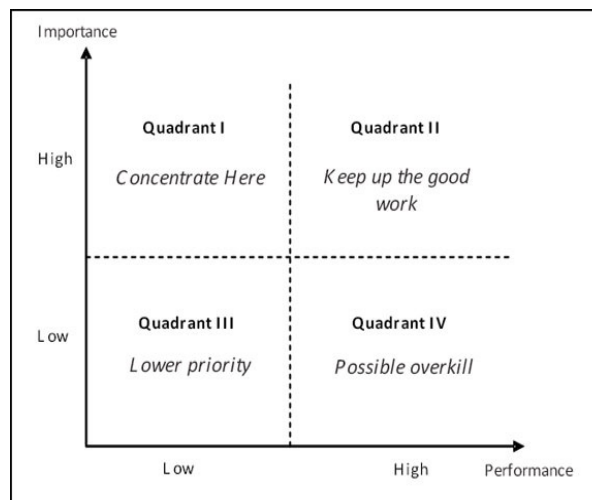
#### Validity and Reliability Test

Validity test is the measurement tool that is used to get the data is valid. Validity is extent to which a construct measures what it is supposed to measure. Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items measuring a concept hang together as a set.

### Importance and Performance Analysis

Slack (1991) presented an IPA model that considered a relationship between importance and performance and theorized that target levels of performance for particular product attributes should be proportional to the

importance of those attributes. The Importance Performance Matrix is divided into four quadrants based on the importance-performance measurement result as shown in the following figure:



**Figure 2. IPA Framework**

Source: Martilla, and James (1977)

**RESULT AND DISCUSSION**

**Validity and Reliability Result**

**Validity Test**

**Table 1. Validity Test Result**

Correlations		Average Importance	Average Performance	Average Important and Performance
Average Importance	Pearson Correlation	1	,940**	,948**
	Sig. (2-tailed)		,000	,000
	N	20	20	20
Average Performance	Pearson Correlation	,940**	1	,949**
	Sig. (2-tailed)	,000	,000	,000
	N	20	20	20
Average Important and Performance	Pearson Correlation	,948**	,949**	1
	Sig. (2-tailed)	,000	,000	
	N	20	20	20

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output (2018)

Table 1 shows the correlation index higher than 0.3 and less than 0.05 (5%) as significance level, so the research instrument is stated as valid.

**Reability Test****Table 2. Reability Test Result**

Cronbach's Alpha	N of Items
,980	3

Source: SPSS Output (2018)

Table 2 shows that Alpha Cronbach is 0.980 which is above the acceptance limit of 0.6; therefore, the research instrument is reliable.

**Importance and Performance Analysis of Store Attributes****Table 3. Attributes, Importance Mean, Performance Mean, Quadrant**

Store Attributes	Importance Mean	Performance Mean	Quadrant
Store Image	4.26	4.13	2
Product Assortment	3.61	3.46	3
Product Availability	4.09	3.99	2
Discounts	4.13	3.91	2
Retailers Attitude	4.18	3.99	2
AVERAGE	4.05	3.89	

Source: Data Processed (2018)

**Discussion**

This research has identified five attributes, namely: store image, product assortment, product availability, discounts, retailers' attitude. An important attribute is one that offers an important benefit towards the satisfaction of consumer needs (Aaker, Batra and Myers, 1992). Researcher has considered all variables/factors which are theories, books, journal and some other supporting sources in constructing whole research. Questionnaire is used to collect data and Likert scale is used to score data. The data then tabulated and analyzed with Importance and Performance Analysis Method. This method is useful to see the importance and performance of Transmart Carrefour Manado. IPA matrix divided into 4 quadrants, concentration here as quadrant I, keep up the good work as quadrant II, low priority as quadrant III, and possible overkill as quadrant IV. The sample in this research are 100 respondents and the data that collected from the questionnaire not only answer the questions about the attributes but also provide the information about respondent characteristic such as gender, age, education background, occupation and respondent frequency in visiting Transmart Manado.

There are no attributes in quadrant 1. This quadrant means Store Attributes are very important to the customers, but the performance levels are assessed lower by Transmart Carrefour Manado customers.

In quadrant 2, the importance is high and the performance is high. This quadrant is labeled as "keep up the good work". There are four attributes that located in this quadrant. Those attributes are store image, product availability, discount and retailer's attitude.

In quadrant 3 there is only one attribute categorized which is product assortment. Product assortment has less importance to consumers and also has low performance from Transmart Carrefour Manado. The attribute that is located in this quadrant has low priority to Transmart Carrefour Manado.

There are no attributes in quadrant 4. This quadrant is labeled as "possible overkill", which means the elements that are plotted in this quadrant are considered as low importance to the consumer, but the company provides higher performance.

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**CONCLUSION AND RECOMMENDATION**
**Conclusion**

Based on the importance and performance analysis result of Store Attributes of Transmart Manado, there are several things that can be concluded. There are five main variables of Store Attributes in this research which are a Store Image, Product Assortment, Product Availability, Discounts, Retailers Attitude. All the respondents were asked how important those attributes are and how the performance of the same attributes are as Store Attributes of Transmart Carrefour Manado. The conclusions below are drawn using IPA tools to link the importance and performance value.

1. The importance of the variables Store Image, Product Availability, Discounts and Retailers Attitude are high according to consumers of Transmart Carrefour Manado. These four store attributes are categorized in quadrant 2 while Product Assortment is categorized in quadrant 3, meaning that this store attribute is of low importance to consumers of Transmart Carrefour Manado.
2. The performance of the variables Store Image, Product Availability, Discounts and Retailers Attitude are high according to consumers of Transmart Carrefour Manado. These four store attributes are categorized in quadrant 2 while Product Assortment is categorized in quadrant 3, meaning that this store attribute has low performance in Transmart Carrefour Manado.

**Recommendations**

The researcher provided recommendations to the company in order to improve the store attributes based on the result above. The recommendations are:

1. Attributes that are located in quadrant 2 have a high importance to communities and high performance according to the Transmart Carrefour Manado consumers, so the company has to maintain the performance of Store Image, Retailers Attitude, Discount and Product Availability to keep this communities' satisfaction for the company performance.
2. In quadrant 3 Product Assortment have low importance and performance by customer perception, so it will be better for Transmart Carrefour Manado to focus more on the other attributes. Although, if needed in the future, this company can improve this attribute following the consumer need.

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