

Daniel Jesensky

# Creating Entrepreneurial Opportunities

Interpretative Research about Role of  
POP Advertising Displays in  
Customer Purchase Decision Making



JYVÄSKYLÄ STUDIES IN BUSINESS AND ECONOMICS 128

Daniel Jesensky

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Customer Purchase Decision Making

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## **ABSTRACT**

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Diss.

This study creates entrepreneurial opportunities through better understanding of the role that Point of Purchase advertising displays (POP ADs), as one of marketing communication media, play in customer purchase decision-making in Czech Hypermarkets. The research explains the key phenomena playing role in and influencing customers' decision making when encountering POP Ads, and their resulting success or failure. Existing theoretical findings about POP advertising media and buying from them are rather of positivistic-quantitative character. Contribution of our study is involvement of the interpretive research approach employing the "Grounded Theory" for analysis of qualitative data collected through 2 focus group discussions resulting to creation of the Paradigm Model. The created entrepreneurial opportunity in form of the Paradigm Model allows exploitation of interpretive knowledge about POP ADs that can help Point of purchase advertising entrepreneurs in a better execution of POP ADs on the market.

Keywords: Entrepreneurial opportunity, POP advertising, POP advertising display, customer, purchase decision making, social constructionism, Grounded Theory, Paradigm Model

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## LIST OF ABBREVIATIONS

FGD	Focus Group Discussion
FGDs	Focus Group Discussions
GT	Grounded Theory
POP	Point of Purchase
POP AD	Point of Purchase Advertising Floor Display
POP Ads	Point of Purchase Advertising Floor Displays
E.g.	For example
EM	Entrepreneurial Marketing
EO	Entrepreneurial Opportunity
Eos	Entrepreneurial Opportunities

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# 1 INTRODUCTION

Today, Czech customers are confronted with problems arising from surplus and multiplicity. It is no longer possible to buy just a bottle of lemonade. It is necessary to choose from a mass of various lemonade brands which differ in their package and other attributes. This brings us to the subject of this study – experience of customers with Point of Purchase Advertising Displays (further on abbreviated as POP ADs) that are a part of the marketing communication at the point of purchase. The aim of this study is to understand customer decision making when encountering POP AD through interpretive research, and analyze and interpret its results as the Entrepreneurial Opportunity through a theoretical discussion, with related theories grouped in a paradigm of the Entrepreneurial Marketing. The research process will clarify the complex reality, in which today's customers, who could have different expectations and different shopping habits, are buying within spectacular environment of today's hypermarkets from POP ADs of various colors, materials, dimensions, and, of course, designed for various kinds of goods of different brands. Our interest, therefore, does not remain purely on the general level but we will try to work with concrete aspects and attributes to be able to increase theoretical knowledge in given subject and create comprehensive recommendations for the Point of purchase Advertising (lately abbreviated as POP advertising) entrepreneurial practice with potential to be exploited as the entrepreneurial opportunity (lately abbreviated as EO) according to related theories.

In this chapter, entrepreneurial and consequently practical background of the research is introduced, followed by the Point of purchase Advertising Display (lately abbreviated as POP AD) definition, a brief mention of the history of POP AD execution context, as well as a brief characterization of the author's background. Further, we will place POP ADs into the environment of hypermarkets and present existing studies about POP advertising media. Then we will state what knowledge is currently lacking in paradigmatic contexts, and, finally, we will formulate the research questions and explain our expectations from the research with regards to previous researches and needs of

the POP advertising entrepreneurial practice itself.

## 1.1 The entrepreneurial nature of research

In general, entrepreneurs today must operate in an environment consisting of increased risk, decreased ability to forecast, fluid firm and industry boundaries, a managerial mindset that must unlearn traditional management principles, and new structural forms that not only allow for change, but also help create it (Morris et al., 2002). It is a competitive landscape that has been characterized by four over-riding forces: change, complexity, chaos, and contradiction (Hift and Reed, 2000). These forces are also having an important effect on POP advertising and POP AD business. Markets are shifting, overlapping, fragmenting, and frictionless; distribution channels are being reshaped, reconfigured, and bypassed; firms interact as competitors, customers, and collaborators in a global, knowledge economy; and customers are becoming ever more demanding (Day and Montgomery, 1999; Kinnear, 1999). POP advertising is context dependent, but the context is continually changing.

In a globalizing economy and highly competitive environment the current Czech SME suppliers, developers, producers and implementers of POP ADs massively face more and more pressures on innovation and efficiency, as virtually the most powerful source of competitive advantages that can be employed (e.g. economies of scale and cost strategies simply do not have resources). Their ability to innovate is significantly influenced by access to information and knowledge. POP displays suppliers actually do not employ too many sophisticated data sources (like research results) and are mostly having skills and knowledge in classical disciplines such as design, production, distribution, but these are slowly becoming exhausted (Lelovičová, 2006), and a certain need exists for the knowledge based POP advertising entrepreneurship in this specific time. In this context, the aim of this study is to create new Entrepreneurial Opportunities in the specific field of development and implementation of POP ADs through an analysis and interpretation of results of the qualitative research within theories linked to the Entrepreneurial opportunity creation and exploitation. Results of the research about the role of POP ADs in customer purchase decision making generated in this study and their discussion with Entrepreneurial Opportunity theories can bring new theoretical knowledge in this field and also provide new resources of innovations for POP advertising entrepreneurs.

The following research explores relationships among responses to typical POP ADs in hypermarkets as basis for development of the Paradigm Model of customer focused POP ADs to be exploited in entrepreneurial ventures. The conceptual development retains those emotions-experiential shopping value linkages (Paridon and Carraher, 2009) and extends these fundamental relationships by incorporating understanding of specific shopping experience, habits and expectations as mediators of the effects of shopping decisions when

purchasing products from POP ADs. In other words, the focus of our study is to create understanding of aspects and their relations that play role in success or failure of POP ADs placed in hypermarket environment. Research data are collected via 2 focus group discussions (lately abbreviated as FGDs) with hypermarket customers and POP advertising professionals. The results represented by the Paradigm Model according to the Grounded Theory strategy (Strauss and Corbin, 1999) indicate meanings, relations, and principles which need to be considered by entrepreneurs when developing and placing POP ADs in shops. Neither practice, nor theory is actually supplying this kind of complex outputs covering this subject in all of its contexts. The actual theory provides mostly quantitative outcomes focused on particular aspects, primarily from a psycho-behavioral paradigm. Understanding of direct and contextual aspects and their relations is lacking. In this context we can recognize the opportunity in the actor-centered sociology approach, which also did not seem to be represented enough in the examined theories and researches. This assumption is also supported by a later discussed call for a paradigmatic change in marketing towards interpretive knowledge (Arndt, 1985 and others). Therefore, it is fruitful from both, the academic, as well as the practical point of view to look at the decision making process of customers as a source of knowledge from which SMEs display entrepreneurs can generate new opportunities by understanding the role of POP AD attributes in customer shopping decision making when encountering POP ADs. Based on this understanding, the overall performance of this marketing communication tool can be improved.

Nowadays, the results of scientific research can serve as resources of information and opportunities as any other but academic knowledge is usually being very complicated for the world of practice. Since the beginning of the modernity, entrepreneurs have been using scientific knowledge to find new opportunities for their business. The thing was to get an access to what no one else knew because they did not acquire the scientific language. For example, H. Ford used the theoretical knowledge borrowed from Frederick Winslow Taylor's work *The Principles of Scientific Management* published in 1911, in which he described substantial productivity improvement by applying the scientific method to the management of workers. Scientific management methods called for optimizing the way tasks were performed and for simplifying the jobs to such extent so that workers could be trained to perform their specialized sequence of motions in their "best" way. Prior to scientific management, work was performed by skilled craftsmen who had learned their jobs in lengthy apprenticeships. They made their own decisions about how their job was to be performed. Scientific management took away much of this autonomy and converted skilled crafts into a series of simplified jobs that could be performed by unskilled workers who could be trained for the tasks easily. Taylor (1911) became interested in improving worker productivity early in his career when he observed gross inefficiencies during his contact with steel workers. This example analogically shows nature of our intentions to employ also our research outcomes to entrepreneurial practice as an opportunity. Apart from a scientific contribution, this thesis aims to create real entrepreneurial

opportunities through new knowledge based on research about customer decision making.

An opportunity is in literature often defined as “a chance for progress or advancement” (see e.g. Bettiol et al., 2011; Casson and Wadeson, 2007). In this context we are able to consider also results of our research as an opportunity. We will go into deep understanding of decision making process when customers encounter POP ADs which focus on customers as social actors, and in this new understanding we will consequently search for entrepreneurial opportunities (lately abbreviated as EOs) defined by entrepreneurship and entrepreneurship marketing theories. Obtained results of our research will then be interpreted as an opportunity with a practical potential, as we will generate concrete recommendations based on the approached academic study which can be used during daily POP AD development and implementation. Thanks to the scientific approach, the research subject is examined in detail through scientific research methods which, in turn, are usually hidden; therefore, this also is the reason why special opportunities usable by entrepreneurs in the POP advertising market are created.

Opportunities created through our research help POP entrepreneurs innovate their approaches and improve created POP ADs. Our research outcomes could serve as an applicable tool for innovation through increasing power and efficiency of created POP ADs. Our research creates opportunities through knowledge on customers’ decision making when encountering POP ADs, which helps create better POP ADs and, consequently, adds value not just to POP advertising SMEs owners and customers shopping in hypermarkets but also to retail operators, brand producers and distributors, and service providers investing budgets in this kind of advertising media. Consequent exploitation of created opportunities increases potential of entrepreneurs’ competitiveness, profitability and overall market performance. It is also possible that employment of commercial and scientific research outcomes will soon become a trend or natural evolution of POP advertising business. In relation to this, probably not only nice and technically functional POP ADs will be accepted by investors in future but they will demand POP ADs having features reflecting also shopping customer-centric aspects (Hřebecký, 2012).

In the background of our research, we employ entrepreneurship, entrepreneurial marketing (lately abbreviated as EM) and EOs theoretical concepts. These paradigms will theoretically frame, interpret and support creation and exploitation of EO created through our interpretive study. This will also show multidisciplinary approach interconnecting EM paradigm with socio-constructionist paradigm focusing on customer decision making. A broad theoretical discussion in the following text will show the way theories on EO can be used and interpreted in context of customer decision making and POP advertising to recognize, create and exploit real opportunities in entrepreneurial practice. That is just the opportunity specified in the theoretical framework of the EM, which corresponds to the nature of an opportunity created by this research as will be discussed in detail in the theoretical chapter XY. The marketing and entrepreneurship interface has developed a substantial

body of literature over the last decade. Marketing has much to offer the study of entrepreneurship (Murray, 1981; Hills, 1987) and likewise entrepreneurship can look to marketing as the key function within the firm, which can encompass innovation and creativity. Omura et al. (1993) perceive the interface between the two disciplines as having distinct areas of both, difference and overlap. This approach is having signs of transactional epistemology (Hubík, 1999) with participatory paradigm in behind. As the differences are between traditional marketing which operates in a consistent environment where market conditions are continuous and the firm is satisfying clearly perceived customer needs, and pure entrepreneurship which operates in an uncertain environment where market conditions are discontinuous and the needs of the market are as yet unclear. The overlap exists in two areas; one where market conditions are continuous and entrepreneurship aids the process of identifying as yet unperceived needs and secondly in a discontinuous market where entrepreneurship guides marketing strategy to develop existing needs in a new environment. In essence these researchers perceive the interface as focusing on identifying opportunities in a changing environment. EM is characterized by responsiveness to the marketplace and a seemingly intuitive ability to anticipate changes in customer demands (Collinson and Shaw, 2001).

We consider our approach as meaningful and relevant, as we did not find much about EM in connection with customer shopping decision making in academic literature, and we are willing to create new theoretical knowledge of practical value exploitable as an opportunity defined by the EM paradigm.

In the following chapters, Let us discuss background of consequent research aimed at understanding of customer shopping decision making as a resource of entrepreneurial opportunity creation.

## **1.2 Background of the research subject**

The overall objective of this work based on qualitative research is to create a comprehensive model of aspects, i.e. categories of codes, their dimensions and relations indicating characteristics and circumstances which play a role with customers experiencing POP ADs. Consequently, we will provide a structured presentation of understanding of POP ADs role in customers' behavior and decision making when encountering them in hypermarkets. To simulate tangible executions of display designs during research process, we focused on two categories of products and two well-known brands of such products. Specifically, we talk about FMCG products - snack food (Snickers brand by Mars company worldwide), and non-alcoholic beverages (Coca-Cola). Nevertheless, the whole research was not limited thematically only to these displays, categories and brands. Particular brands and displays examples served only as context and examples to create knowledge about POP ADs generally.

### **1.2.1 Author's position and background**

The researcher is an entrepreneur responsible for strategic management, sales and marketing in a private company, which, since 1993, has focused on POP advertising development, production and implementation on the market. This company is one of the biggest and oldest Czech market players in the field. In addition to local business, the company operates actively in Slovakia, Hungary, Poland, Slovenia, Croatia, Germany, France and other markets. The main customers are multinational firms, especially those distributing FMCG products (food, drinks, cosmetics, electronics and financial services – Coca-Cola, Nestlé, P&G, Canon, Generali, L'Oréal, Henkel, Nokia, Sony, Samsung etc.).

Apart from working at the company, the researcher is also very active in the field of association work, e.g. at POPAI Central Europe in the position of a vice-president and head of the "POP Theory and Research" section. One of the main missions of this section is to perform research projects and educate marketing professionals and university students in POP advertising issues.

The previous activities of this work's author had focused rather on immediate practice, while this study prepared the first step towards the mastery of an academic approach to the given topic.

### **1.2.2 Definition of POP Advertising floor displays**

Further in this study, we focus on a clear definition of what we consider as POP advertising floor displays (POP ADs), followed by a useful brief introduction of the basic areas of related practical activities. All references to POP AD or POP Ads below mean POP advertising floor display or displays. By POP advertising media, POP advertising materials, in-store displays, advertising displays or POP displays we mean POP displays generally, not just those situated on the floor (for example advertising displays or other materials placed on a counter or shelf).

For the purpose of this study, POP AD is defined as an organized display placed on the floor space and displaying merchandise in a store (Krofiánová, 2009). Merchandise picking or selection pertains to the manner in which customers serve themselves to the product from the display at the retail. According to Varley (2001), POP AD is a moveable fixture often containing full color graphics and a brand message. Fixtures are marketer provided pieces of equipment, or shippers that are used to stock product at secondary locations (Varley, 2001). It is an advertising medium made of one or more materials. It could be just decorative or carrying goods intended for sale (Krofiánová, 2009). For instance, POP ADs provide customers with information, add to store atmosphere, and play a substantial promotional role (Quelch and Bonvetre, 1983; Agnew, 1987).

Examples of concrete realizations of POP ADs in the Czech Republic are shown in Picture 1 below.



PICTURE 1 Examples POP advertising floor displays (source: author's archive)

As indicated in the second part of this chapter, efficiency of floor POP AD could greatly vary case to case. Nevertheless, based on literature it has the power to notably increase brand sales across FMCG (Fast Moving Consumer Goods) brands only because displaying on POP AD and its performance is stronger than any other branded P-O-P material (Blatt, 2002).

### 1.2.3 Historical background of POP Advertising in the Czech Republic

In the last two decades, it has been possible to observe a complete transformation of shopping and selling methods in the Czech Republic. As a result of transition from a centrally planned economy to an economy based on principles of free market competition, not only the circumstances, in which we buy, changed, but there was also a radical change of the conception itself about what "buying" means. In the 1980s Czechoslovakia, supply failures were common on the level of basic needs, there was a permanent lack of high quality goods and the then advertisement now seems surrealistic to today's marketing specialists. In such an environment, "buying" often meant to mobilize all available resources, especially various friends and friends of friends with the fact that success has never been definite in advance. Today, it seems absurd to us not to be able to find a certain type of goods or even a certain brand in our store. While in the 1980s, the biggest innovation in a way of selling was to expand small supermarkets, which had been already quite common in the West, today's distribution network in the Czech Republic is dominated by large supermarkets and hypermarkets. While in that time, it was normal to meet women going from work to do shopping and buckling under the weight of their reticules, today we see whole families going by car to do shopping and on

such occasion also going to the cinema or for a lunch.

Before 1989, the term POP advertising practically did not exist in Czech retail market and the entire promotion of sales points has been limited only to shop windows (Skalníková, 2005). After 1990, the attention of professionals focused on searching what the effectiveness of a particular advertising medium was. The researches conducted in that time focused on customers' opinions on various types of advertising media. The results of recent researches made by the agency Marktest (Vysekalová, 2009) showed that unlike the advertising on television, people don't mind the advertising at sales point; they even think that there could be more of this advertising and that advertising helps them. These findings confirmed that in the sphere of POP advertising, there exist great possibilities to get an almost immediate response from customers. That is indeed the reason why there began to be perceived a great entrepreneurial opportunity in this sphere to address customers effectively (Mikeš, 2007).

The history of the Czech retail and the role of POP advertising were presented by Krofiánová et al. (2009) and Krejčí (2007) in their works. Among others, the following brief summary comes also from their works. Before the 1989 Velvet Revolution, customers could find only limited offer of standard good in the stores. For the lack of choice of goods, there was not a reason to use means of in-store communication, because the products in the stores were sold even without any promotion. The stores communicated with customers mainly via shop windows, and so window dressers were largely hired. Then in-store materials, if used, provided functional information about the products.

After 1989, the lack of goods has been rapidly overcome after opening borders. In the first period after 1989, the main role of in-store communication means was to inform customers about the existence of brands and products. The store shelves were not richly supplied with goods and there was a lack of brand products. In these conditions, in-store materials fulfilled the simple informative task to give customers an idea of a product or brand. Only simple and cheap POP material dominated the stores. In this phase, retail chains did not hinder placing POP advertising in stores, because the shelves were not glut of products and cheap POP advertising media fulfilled their purpose satisfactorily.

In the second half of the 1990s, the retail market was saturated. On one hand, new foreign brands were launched to the market and a variant offer expanded. On the other hand, the number of local brands increased. Many Czech producers learned to produce high quality products, managed marketing principles and there arose the overpressure of brand products. Retail chains gained wide selection possibilities and began to restrict the placement of POP means from suppliers, first because of the mentioned overpressure of product offer and also pursuant to the instructions from foreign headquarters of the chains, which specified rules for placing POP advertising media in stores. Following the new situation, suppliers focused on creating in-store materials, which would be interesting for retail chains. Some retail chains accepted the new types of in-store materials (for example shelf displays, special packing of cartons into shelves, or extra pallets), because these satisfied their strategy and

enabled the effective use of store space. The new types of POP means meant a qualitative shift in in-store communication and brought benefits for both subjects; the advertisement submitters built their brand more easily and the chains saved their sales space. The mission of POP advertising media changed. The informative function was slightly suppressed; POP materials had a task mainly to support sales of a given product, i.e. to attract customers to buy such a product.

After the year of 2000, new phenomena in the sphere of advertisement emerged: the meaning of TV advertisement relatively decreased as well as the amount of time people had spent in front of TV, while the number of communication channels increased together with the possibilities to choose how to spend leisure time. Producers of branded products focused on ways to invest financial resources to sales promotion better and more efficiently. One of the communication channels, identified for the sales promotion and brand building, was a shopping area. Quality and effectiveness of POP advertising media improved, more complex and dynamic forms appeared and POP advertising became to be used more and more as a brand building tool. This phase could be characterized as a diversion from referring to the product itself towards the endeavor to get over the emotions related to a brand via POP advertising media placed in stores.

It seems that today we are experiencing another qualitative shift in practice towards more comprehensive promotional activities designed to inform customers perfectly, support product sales and build a brand. We could expect that during the following years, POP advertising media would again fulfill the informative function for customers, but on a higher level. Nowadays, customers are more skeptical, cautious, experienced and they think more about what they are buying. Effective communication on POP advertising media should be simple and objective; it should describe the benefits of a product or brand. In this context, POP advertising has some specifics in comparison with other types of marketing communication. Bass and Wind (1995, p. 17) argued that *"Currently at that time, the main advantage of advertising in the point of sale is that this ad does not annoy the customer, on the contrary, it helps him or her with orientation with respect to other types of advertisement"*. In the same vein, Andrews and Currim (2002, p. 65) wrote that *"Customers are limited information processors who seek to conserve cognitive energy when making perhaps dozens of purchases in lower-involvement hypermarket shopping environments; they may attempt to use the same decision heuristics across product categories and that is where POP advertising can play an important role."* From the above mentioned, we dare to deduce that the POP advertising is not only about persuading customers to buy, but it is still used as a cue to provide information and simplify purchasing.

In the initial phase after 1989, POP advertising media were placed in retail stores for free due to the weak competitive environment and little offer of their variances. In the other phase, offer widened and therefore exceeded possibilities to place POP advertising media in stores. As a result of this development, representatives of retail structures began to negotiate with producers of branded products about conditions of advertisement placement in stores. The

parameter of the value for placing POP advertising media in stores became important. Nowadays, the offer of products by producers of branded products is still larger, so retailers have better possibilities to choose their suppliers. POP advertising materials are perceived as a part of overall comprehensive communication of a retailer and they are often made a part of contracts concluded between them and submitters of an advertisement. The overall approach to the sphere of communication in stores is much more sophisticated than in the 1990s. Today, retailers are trying to co-operate more with submitters of advertisement while completing POP environment. POP advertising media become a source of income for retailers also because of the fees for renting the advertisement space. In connection with increasing prices of TV advertisement and with new possibilities in the sphere of investments of companies into under and above the line advertising, branded producers begin to consider a wider spectrum of brand communication not only via TV advertisement. This can be supported by Koppl (2007, p. 9 - 10) who is saying that *"In the past most investments were directed towards classical - mass media (above the line) - advertising: The ratio of investments in commercial communications has constituted 60 percent of investments in above the line advertising to 40 percent of investments in below the line advertising for a long time."* Koppl (2007) also indicated that currently the investment ratio is changing in the favor of below the line advertising - in the USA, 30 percent of all investments go into mass media advertising and 70 percent into below the advertising where POP advertising is the most dominant part. In relation to this change, advertising is starting to focus on a specific target group of customers, in contrary to the past when advertising affected the entire, non-differentiated market. Ruiz and Sicilia (2004, p. 660) published that *"The particular growth potential in the USA - approximately 60 percent of the total budget for advertising is devoted to in-store promotion; in the Czech Republic this is only about 25 percent"*. It has also been stated that sales promotion comprises of a wide variety of short-term, tactical promotional tools designed to generate an immediate market response. In the last five years, the budgets of many manufacturers of customer packaged goods have undergone a dramatic shift with *"more dollars being spent on sales promotion than on mass media advertising"* (Kumar and Leone, 1988, pp. 178 - 185). Their conclusions are supported by the view of Rhea and Massy (1986), who indicate that in 1984, sales promotion expenditures exceeded 80 billion USD in comparison with 48 billion for mass media advertising. From these numbers we can assume that POP advertising is a growing marketing communication discipline and can hope for similar development also in the Czech market.

The importance of POP advertising communication will continue to grow, if its functionality further develops and, being an informative tool, its importance for brand building further increases. This assumption leads us to conduct our research and consider it contributory opportunity creation approach. POP advertising activities, which will lead to improvements in the entire product categories assortment, could be the future form of co-operation between retailers and advertising spenders - producers of brand products (Krejčí, 2007; Krofiánová et al., 2009; Mikeš, 2007).

Now we can go on to the next chapter, which deals directly with POP AD and hypermarket environment and will help us to complete the basis necessary for determining the research questions.

### **1.3 Introduction to POP Advertising research**

In this part of the text we will briefly introduce the entire environment of hypermarkets and its position within the Czech retail network, further we will be mention some characteristics of this environment and the role of POP AD. And we will also formulate a research gap to show reasons for need of such research which is introduced in this work.

#### **1.3.1 Hypermarket and its environment**

As described by Krejčí (2007) or Cimler and Zadražilová (2007, p. 152), the hypermarket is defined as a self-service large-area store offering a wide range of non-food goods of short-, medium- and long-term consumption, as well as food goods. The hypermarket sales area is a coherent whole bordered by a cash-desk system. The extent of sales areas, which defines a hypermarket as store type, varies in different countries. Generally, the most widely used is the lower limit of 2,500 m<sup>2</sup> sales area. Above this limit up to 5,000 m<sup>2</sup> we talk about smaller hypermarkets (in the Czech Republic e.g. Interspar, Kaufland, Hypernova Compact) and above the limit of 5,000 m<sup>2</sup> we talk about big hypermarkets (e.g. Tesco, Hypernova, Globus, Interspar).

Thus the hypermarkets differ from supermarkets and discount shops mainly by sales area, assortment extent and structure; and from other shopping centers they differ by the overall constructional lay-out, disposition of cash desk systems and assortment extent (up to 60 thousand of items depending on the size of sales area). The situation in the Czech retail market in is characterized by these shares of particular retail formats: 36 percent hypermarkets, 17 percent supermarkets, 17 percent discount stores, 13 percent self-service shops, 17 percent others (Šebková, 2012). Sophistication of sales in hypermarkets caused the level of this selling format share (Šercl, 2007). For these reasons, especially in context of strengthening the position of hypermarket as the main retail channel of FMCG categories, hypermarket was chosen to be a contextual retail format of this research. But according to the assumption of Boček (2009), we could say that in terms of the demand on functionality of POP advertising, similar rules could be applied also for other types of retail channels, so some of our research outcomes can serve as inspiration also for other types of retail formats. Stores, customers, and the interaction between them have been a fertile area of research for many known authors e.g. Kotler, 1974; Donovan and Rossiter, 1982; Bitner, 1992; Baker et al., 1992, 1994, 2002; Turley and Milliman, 2000; Hoffman and Turley, 2002; Vysekalová, 2009 and many others. The presented studies are trying to cope with the main difficulty of the hypermarket

environment research, which is a huge number of influencing and not always measurable phenomena related to the environment and products as well as customers. As an example we could mention the research, which endeavored to classify the influencing environment variables into five different groups with a different impact on other variables: *“Exterior, general interior, layout, interior display, and human variables – are known to impact many outcome variables, including sales, time spent, approach-avoidance behavior, overall evaluation, and patronage intentions”* (Raajpoot et al., 2008, p. 825).

Phenomena of POP AD is often researched and published in context of retail shops atmospherics. Kotler (1974, pp. 49 - 64) published that practical and theoretical interest in retail atmospherics is predicated on the belief that the retail environment can be controlled by manipulating various cues, and in turn, store patrons' behavior can be affected. It has also been published that atmospherics research has produced a significant body of research describing various customer reactions brought about by manipulating specific ambient cues - music manipulation, for example, can affect customer patience, emotional reactions and approach behaviors (Yalch and Spangenberg, 1990; Hui et al., 1997; Chebat et al., 2001). Likewise, *“changing the background colors can influence product quality ratings”* (Bellizzi and Hite, 1992, p. 347), and manipulating the odors in a shopping environment can influence the *“customers' purchase intentions and time spent shopping”* (Spangenberg et al., 1996, p. 69). More recent reports also show importance of locating products and POP advertising media in store environment. For example, Dagnadi and Freeman (1988) published that manufacturers are willing to pay hefty slotting allowances to ensure a strategic placement for their products on retail shelves and retail floor.

Although many articles that examine atmospheric effects on customer behavior give credit to Kotler (1973) for initiating the literature stream, the work in this area actually predated his article by almost 10 years. Although Kotler was the first to use and define the term *“atmospherics”* as the intentional control and structuring of environmental cues, several other researchers had manipulated elements in the environment in studies previous to Kotler's article (Cox, 1964, 1970; Smith and Curnow, 1966; Kotzan and Evanson, 1969; Frank and Massey, 1970; Curhan, 1972). As this stream has evolved from these early articles, marketing researchers have come to the realization that if customers are influenced by physical stimuli experienced at point of purchase, then the practice of creating influential atmospheres should be a marketing strategy for most exchange environments.

As noted in a more recent article written by Bitner (1990), such atmospheric planning can make the difference between a business success or failure (Turley and Milliman, 2000). Also Schmitt (1999) noted that the retail store environment is an extremely outstanding means of providing experience to customers while it is also the most important cause of strong feelings and the given memorable experiences actually endeavor to gain the attention and awareness of the customers. Kotler (1974), Baker (1986) and Turley and Milliman (2000) found that different store environments and atmospheres will deliver different psychological feelings to a customer. These feelings in turn

affect their enjoyment of shopping, the amount of time spent browsing, their intention to purchase and the personal values they attain throughout the shopping experience. Donovan and Rossiter (1982) suggested that emotional responses induced by in store environments are the major determinants of the amount of money the customers spend.

Although cognitive factors affect customers store selection and planned purchase within stores to a certain degree, the store environment is also a factor to determine their purchasing decisions since it affects the in-store shopping experience directly. If a customer is satisfied with the store, their intention to visit it again will increase and they may be more loyal to the store. Vice versa, if a customer feels uncomfortable with the store environment, they may not go to the store again. These previous findings clearly illustrate to retailers that every part of the store environment is a tool to communicate and to keep up with their customers. Customers want to be „ (...) entertained, stimulated, emotionally affected and creatively challenged" (Elliot, 1998, p. 12). In the study of Chan and Chan (2008, p. 412) it was shown that *"If the shoppers feel satisfied and pleasant in the store, through different merchandise display methods, the in enjoyment, shopping time and intention of purchasing will be increased."* Therefore, it is essential for POP advertising entrepreneurs, investors and retailers to spend time and money on researching and developing of advanced POP advertising media, especially POP ADs in order to increase the customers' pleasure directly and indirectly to arouse their intention to buy.

To customers, hypermarket and POP advertising inseparable relate the phenomenon of unplanned impulsive shopping. Study of Hawkins and Stern (1962, p. 60) discovered that *"an important role in advertising display performance is played by the phenomenon of impulse purchase, which is a purchase that was not planned before entering the store and which is often initiated by means of POP material, promo actions or effective presentation of the product. It is a purchase that a client will decide to do at the point of sale under the presentation of a certain product."* POP advertising is a part of sales promotion activities. Being a communication means, its target is to draw the attention of a potential customer and affect their purchase behavior by tools ensuring a direct contact of the customer with the product. Impulse buying is generally considered to be synonymous with unplanned buying. It describes any purchase a shopper makes but did not plan in advance (Stern, 1962). Hawkins and Stern also declared (1962, p. 60) that *"accordingly with other known studies on shopper behavior, an increasing number of customer purchases are being made without advanced planning"*. Related conclusions were discovered in a recent study by Dittmar and Drury (2000). They indicated that POP ADs should become a part of store interiors affecting impulsive buying. Their function is to provide customers with information fast, to help them in the selection of goods, POP and to provoke them in shopping, activating their impulse buying behavior. The mainstream approach has been concerned with identifying general factors, such as exposure to in-store stimuli (e.g. POP AD), which increases unplanned purchasing, supported by Abratt and Goodey (1990), or with developing theoretical lists of food and drinks that are likely to be bought on impulse, supported by Bellenger, Robertson and

Hirschman (1978). This information may be useful for choosing POP advertising media and goods for sales promotions. Beside that Krofiánová (2007, p. 5) wrote that *"it is currently emphasized that approximately 75 percent of all purchase decisions are realized in stores and approximately 50 percent of all purchase realizations arise in the store, i.e. the percentage of impulse purchases is in the range of approximately 60-75 percent, naturally depending on the specific product category."* In this context it can be assumed that functional POP AD can play an important role in what customer finally adds to their cart as there are a huge number of purchases realized without a previous plan, which can be stimulated or influenced by POP advertising.

Impulsive character of shopping from POP AD seems to be decisive for quite a number of researches and we will attend to it in the second chapter of the work, which deals with the theory on this subject. But before that, it is necessary to summarize the existing researches and formulate objectives and research questions of the work.

### **1.3.2 POP Advertising research**

At the retail level the shoppers' attention and the eventual purchase are met by a great challenge since the message of the brand must break through huge masses of different information trying to reach the customer (Young, 2000). Furthermore, studies show that the customer is likely to ignore at least one third of the brands on shelf. Therefore POP AD can be used to increase the chance of customers noticing a specific brand or product. That will help customers to find and identify a brand easily and make an informed purchase decision.

In these conditions, it is not surprising that attracting customers' visual attention at the point of purchase strongly influences customer choices. For example, Woodside and Waddle (1975) showed that POP media multiplies the effects of a price reduction by a factor of six and that it can even increase sales in the absence of price change. Other field experiments have documented the influence of shelf space, location quality, and display organization on sales (e.g. Drèze et al., 1994; Wilkinson et al., 1982).

Most of the found researches on the topic of the influence of advertisement on customers were realized by the method of an experiment in the field. For example Holdbrook and Hirschman (1982), Tauber (1972), Tellis (1998) or Bermann and Evans (1989) deal with the experiment in their publications and they describe it as a certain project which manipulates with one or more independent variables to enable observing their effect on a dependent variable, in which they were interested. The factor or independent variable is a suspected reason of certain phenomenon, for example a type of POP advertising media placed in store. The dependent variable is an extent of this phenomenon, for example remembering advertisement or a purchase of the promoted product. An experiment in the field examines changes of the independent variable in time on the real market. That is a feasible method, because it shows sales resulting from decision making of customers under

normal conditions (Tellis, 1998).

Subsequently, the most often used methods dealing with advertising are focused statistical analyses of sales in relation to POP advertising applications. As an example, we could mention the research of Adams and Spaeth (2003, p. 10) who wrote: *"When armed with independent statistically valid evidence of the sales response from a particular combination of POP materials, marketers, sales forces and retailers will have compelling reasons to focus on execution and measurement – to achieve the maximum potential incremental sales, fully leverage both the promotional event or product placement and leverage the POP expenditure."* At the same time, some of the learning may cause a redirecting of spending from less efficient and effective materials into those with a track record of delivering incremental sales profitably. This shifting, based on knowledge, is healthy for POP producers, delivers greater value to marketers and retailers and is rewarded by the customer who drives the entire process with the additional product purchases (Adams and Spaeth, 2003). They also showed that increase in sales due to placing POP advertising media varies significantly – its values depend on the actual state of health and perception of the brand (in terms of the actual position in the brand life cycle, loyalty and customer feedback stability, perception of its attributes and others) and on the current state and volume of other advertising activities of the brand and the whole category (Adams and Spaeth, 2003). Dhar (2001, p. 77) showed in his study that: *"Advertising displays are able to increase the sale of supported brands/goods/services in the range of approximately 10 to 300 percent and greater display activity increases overall category performance."* Few key types of retail store-based interventions, including point-of-purchase (POP) applications, were identified by Glanz and Yaroch (2004). In their study there is strong support for the feasibility of these approaches and modest evidence of their efficacy in influencing shopping decision making. Gibson (1992) reports that up to 62 percent of total sales of popular brands are attributable to POP advertising media. In addition, Buscher et al. (2001, pp. 912 - 913) researched POP influence on sales and found out that *"2-week POP intervention significantly increased yogurt consumption relative to the baseline. These increases were maintained 2 weeks after the messages were removed."* Buscher et al. (2001)'s analysis of the survey data suggests that the POP messages served as a reminder, rather than pressure, to consume, or maintain the consumption, of healthy food. Given the success of our intervention and the potential for POP interventions to be conducted relatively inexpensively and with little labor, we recommend their use in e.g. cafeteria systems. This citation illustrates the practical potential of this type of marketing researches. Besides that, the positive sales impact of display on customer decision making has been estimated by a number of studies (Wilkinson, Mason and Paksoy, 1982; Curhan, 1974; Chevalier, 1975; Narasimhan, Neslin and Sen, 1996; Wittink et al., 1988).

Also Blatt (2002) specifically assessed POP materials sales effectiveness through the use of statistical sales response models. The lift for each material was determined by statistically isolating the sales impact from placing that particular advertising material on the product display or at the main shelf. The effects of other various factors such as a product display, location of the product

display (for example endcap, lobby, aisles or counter zone), store differences, seasonality, price reduction, promotion and other variables were factored out to isolate the lift effect (see attached Graph 1). Each brand was evaluated separately using its own response model. All “brand-store-week” observations for a particular material were used to obtain the sales lift. The models isolated the effects of each material by factoring out the mentioned variables, including other POP materials. A sales lift was derived for an individual type of POP material if that material was observed enough times by itself, meaning it was statistically valid to provide an individual lift for that material. The criteria to determine reliability (of single material lifts from model results) was a minimum of 25 observations (an observation is a store-week) and an acceptable square for the model (‘r-square’ serves as a statistical indicator of accuracy for the sales lift projection). While brand material combination lifts were not modeled separately, the multiplicative value of the individual material lifts was judged an acceptable estimate of the maximum lift attributable to that combination. An average brand lift was reported for each category by weighing the brand results by volume for brands with sufficient observations (Blatt, 2002).

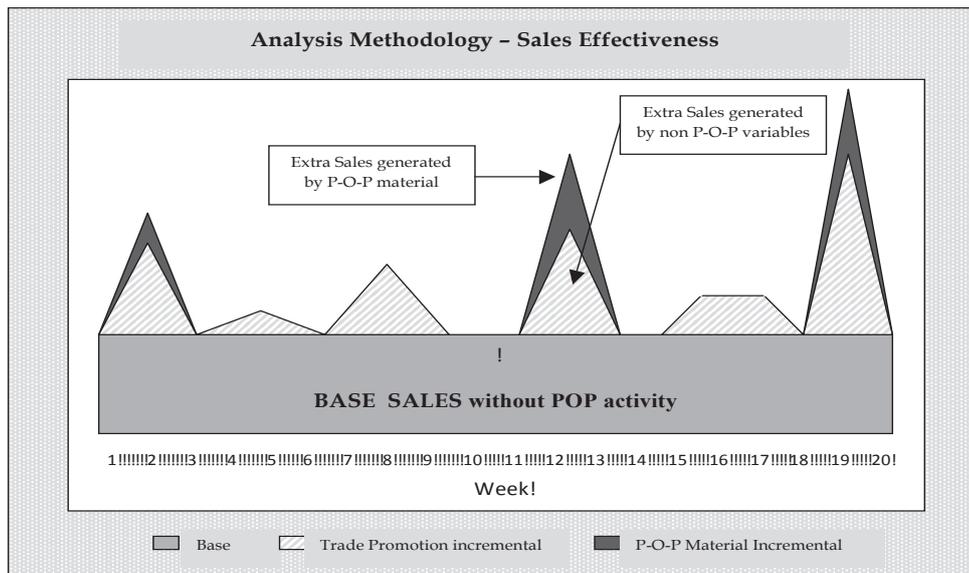


FIGURE 1 Sales effectiveness - analysis methodology, adapted from Blatt (2002, p. 17).

In addition to the mentioned researches, an agency for marketing research led by Boček (2005) carried out a more comprehensive project of testing the effectiveness of POP means on the Czech market combining more research methods. Except the analysis of sales data, the research focused on the evaluation of spontaneous and supported knowledge of applied advertising

media by customers after leaving the point of placing POP, further an overall attractiveness of POP and analysis on point of placement, purchase motivation caused by POP, analysis of planned and impulsive purchase and influence of POP on buying products. (Boček, 2005) In the first phase, there was made a research of customer behavior directly by located POPs using a technique of observing and structured questioning. Based on the findings, they worked out such a solution that responds to main requirements of customers and that was accurately described within the report from the research (Mohyla, 2006).

Another research project was testing battery-powered POP AD for the company Energizer that focused on evaluating effectiveness of POP AD using the technique of observations, structured questionnaires for buyers (a summary of opinions, impressions and attitudes of respondents), interviews with shop assistants and observing sales results in the time when POP AD called Energizone had been located in a tested store compared to sales after removing the Energizone (Šnajdrová, 2006).

In England, Martin Kingdon (2007) carried out a sophisticated research using the Polytrack system. The evaluation system used special cameras, the record of which was used to analyze the number of customers passing in measured sectors and to automatically identify their gender and age. The cameras were recording main entrances to stores as well as the parts of those stores with measured POP media. The obtained data were evaluated within the research as so called Impact Ratio defined as: "*POP in real vision of customer /measured by eye tracking cameras/ divided by number of customer passed around POP*" (Kingdon, 2007, p. 27). This research was realized generally as an efficiency audit of POP applications used in the UK stores.

Another mostly quantitative data collection technique to analyze impact of POP advertising media on customers is eye tracking. Eye tracking studies have shown that eye contacts with communication media displayed on a retail shop shelf are valid measures of visual attention and are generally correlated with POP advertising media consideration (Pieters and Warlop, 1999; Russo and Leclerc, 1994). Eye tracking cameras were already used to evaluate the success of POP campaigns in the Czech Republic within the research of Smékal (2007). They detected how the customers were noticing POP materials. The sample consisted of 24 buyers in two hypermarkets. To obtain the most relevant data, the researcher tried to approach such a tested situation which was as close as possible to reality; and he also preceded the research experimentally. Respondents were sent to do shopping and they were supposed to normally like doing a common weekend shopping. They did not know what the objective of the research was, or which materials were examined. There was not predetermined any obligatory route in the store. Using only eye tracking within the research would be considerably inaccurate and indicative in determining exact performance of measured POP advertising media without tracking effects on sales of promoted goods (ibid.).

### 1.3.3 Research gap and contribution

Although it is apparent that considerable attention is paid to store environment and POP advertising materials including POP AD, some questions remain unanswered. On the level of more general researches, we mainly meet limitations of variables that could be included, which has methodological reasons.

Specifically, for example statistical analyses could not work with variables that cannot be quantified. The tested variables are also perceived as objective, not as intentionally selected by researcher. Within the examined case studies, there were mostly proceeded analyses of particular applications in specific forms. There was no research found that would manipulate with various variables of measured POP media, i.e. it was not examined whether the application was used really in a form that provides the biggest possible potential to an implementer. Explanatory and interpretative studies were not found either. For instance the authors Adams and Spaeth (2003, p. 10) comment their previously mentioned studies: *"It will still be important to conduct the types of communications studies done for other media to answer the 'why' questions. Even with a direct link between campaign and performance the understanding of what drove success or failure may not be apparent."* Entrepreneurs hoping to repeat successes and avoid repeating failures are advised to seek the reasons why. In turn, this research can only build market knowledge, enhance the quality of POP advertising and increase the value of the medium. POP advertising will now not only be measured, but also it will set the standard for planning and tracking the link between audience delivery and short-term sales response (Adams and Spaeth, 2003). As companies begin to experiment with audience delivery and sales effectiveness measures, new insights will be developed, which will likely refine this methodology and extend the various applications. In relation to that, it is contributory to mention the results from the study conducted by Alexander (2001) that supports importance of further knowledge creation helping improve quality and functionality of POP ADs and POP advertising media generally. The study shows the phenomenon of "clean floor policy" conducted by many retailers. This activity causes huge limitations and restrictions in placing of POP media to stores in reaction to increasing quantity and implementation of poorly functioning POP media in their floor space. Liljenwall and Phillips (2008) assume that this situation is caused by the already mentioned trend that implementers and investors of POP advertising had been transferring budget to in-store communications as a reaction to a shift in customer behavior. The effectiveness of classical media was reduced at the time when customers were postponing their product decision making until they were in store. To address the former and to capitalize on the latter, there has been a massive growth in POP advertising communications, which in turn lead to saturation. For example, *"POPAI UK business association found that in an average sized supermarket, there were 4,624 display items"* (Liljenwall and Phillips, 2008, p. 31).

Implementers who want to increase product sales often implement POP programs, but since many retailers forbid POP AD because of the fear of

cluttering up their floor space, the placement for POP materials is hard to find (Alexander, 2001). The POP material must preferably include attributes that provides the product's key features, benefits and impact, since customers react positively to this useful information (Alexander, 2001). Moreover, the message in the POP advertising program needs to be concise, since customers receiving too much information will simply ignore the message. The physical environment has the ability to influence customer behavior and is especially apparent for service businesses such as retail stores, further it is explained that this environment is full of cues that signals the firm's capabilities and quality. That is very significant in communicating the firm's image and purpose to its customers (Bitner, 1992). Boston's (2003) article sharpens its focus explaining that POP advertising is meant to reach customers in the "moment of truth", which is the point of purchase and must have carefully maintained specific features to be able to catch their attention and engage them to interact with the merchandise. This is also supported by Harrington (2002) who states that brands need to have POP media in the right form and on the right place where the customer is in the right mode to receive it, or else the message is likely to be ignored.

Given the above mentioned, we could expect a similar development in the Czech Republic. This trend is mentioned here because with its gradual fulfillment at the local market we could expect more pressure on retail formats that would be forced to adopt a strategy of implementation of POP AD so as to avoid an oversaturation of sales space with useless executions. The objective of this study reflects this inquiry as it aims at identification and analysis of attributes of success helping POP advertising entrepreneurs, investors and retailers to select functional applications and helps detecting and eliminating POP ADs that do not fulfill their mission.

Let us mention one more example of conclusion of a general statistical study - contents of a shopping basket: *"Due to analytical restrictions, however, multi-category choice models can only handle a small number of categories. Hence, for large retail assortments, the issue emerges of how to determine the contents of shopping baskets with a meaningful selection of categories as this is traditionally resolved by managerial intuition"* (Boztug and Reutterer, 2008, p. 299). Our standpoint consists in a conviction that some aspects of customer decision making are so complex that they do not allow any statistical analysis. A certain shift can be made on the basis of qualitative research with an objective not to create a quantitative model of purchase decision making but rather a qualitative model allowing better understanding of customer behavior based on statements about their long-term experience. This standpoint and its context are also discussed in detail in chapters 2.6.1 and 2.6.2. Also Evans (2007, p. 44) supports our intention and he comments the situation of researching POP advertising media as follows: *"Whilst there are still too few companies investing the time, money and effort into ensuring that the total customer in-store experience matches the innovation levels displayed by their POP materials a start has been made by forward thinking marketers who see point of purchase as a key communications route and take the time to understand how to leverage this channel best; but more companies must realize that the*

*theory of product promotions and customer relationships needs to be dovetailed into an effective customer in-store experience.*" One characteristic of practically all above mentioned researches is that they deal with what could be described very clumsily as "customer in-store experience". The change in the perspective we want to adopt could be described as deviation from the question how to shape customer shopping based on variables we could monitor towards the answer to question what phenomena, which could be distinguished and categorized within purchasing from POP AD, are crucial regardless of whether they are externally observable or we could manage them so to increase sales.

This research would also like to contribute to the increase of sales from used POP AD, but here we will endeavor to capture even the variables that are not externally observable or controllable simply because they have an effect on success or failure of a POP AD in case of particular customers. In relation to these thoughts we have decided to choose the qualitative approach for our research. After a study of academic and commercial researches on the topic of POP advertising, there was found out that qualitative methods are not usually applied in this sphere. In principle, there was no concrete scientific or suitable commercial research specified just for the topic of influence of shopping environment on customers decision making or similar topics where using qualitative strategy. On the other hand, there exists a common commercial practice of qualitative research which tests a possibility of success of particular products. Qualitative, theoretically fairly well-founded model of dependence of various phenomena influencing customer decision making while encountering POP AD and their characteristics could then be used for higher quality analysis and so to complete missing knowledge at the scientific and practical field of POP advertising. The uniqueness of our approach is supported by focusing on a particular POP medium (POP ADs) in the context of hypermarkets in the Czech Republic. This focus was not found in the used literature sources, so it provides besides already mentioned contributions also another opportunity to create new and innovative theoretical knowledge.

As we will see in the second and third chapters, our next contribution is that the research aims to create a specific Paradigm Model which could be used for more adequate POP ADs in the future and also for a more frequent qualitative research and interpretation of qualitative data in both academic and entrepreneurial practice. For this purpose, procedures of Grounded Theory (Strauss and Corbin, 1999) will be employed for the analysis of data collected from FGDs. Since the analysis itself using the Grounded Theory should not lead to adequate interpretations of statements of our informants (it rather categorizes them), we decided to apply the socio-constructivist interpretation model (Berge and Luckmann, 1999) which we will introduce in the second theoretical chapter. This approach employs specific research strategies and theoretical concepts enabling us to contribute with creation of new knowledge in the context of discussed gaps in other researches found.

The specific contribution of this research is entrepreneurial nature and its aim to analyze it as the creation and exploitation of entrepreneurial opportunity via theoretical discussion with theories of entrepreneurship (e.g. Venkataraman,

1997, Shane and Venkataraman, 2000 ; Ireland and Webb, 2007; Acs, 2006; Audretsch and Thurik, 2001; Stangler, 2009 and others), theories of entrepreneurial marketing (e.g. Hills et al., 2008; Miles and Darroch, 2006; Morris et al., 2002; Bjerke and Hultman, 2002; Shaw, 2004; Hills and Singh, 1998 and others) and entrepreneurial opportunity theories (e.g. Venkataraman, 1997; Ardichvili et al., 2003; Gaglio, 2004; Bettiol et al., 2011; Kirzner, 1997; Shane and Venkataraman, 2000; Alvarez and Barney, 2007; Casson and Wadeson, 2007; Eckhardt and Shane, 2003 and others).

#### 1.4 Research questions

Now we have already characterized the topic and generally summarized what we know and indicated what we do not know about it. Now we will introduce the research questions.

The main research question:

What is the role of a POP AD in customer purchase decision making in Czech hypermarkets and how can understanding of it serve as a source of entrepreneurial opportunities for POP advertising entrepreneurs?

Specific research questions:

1. Under what conditions and how do customers purchase from POP advertising floor displays in hypermarkets?
2. What are the kinds of customers' habits and experiences in exploitation of POP advertising floor displays?
3. What are the attributes perceived by customers during shopping from POP advertising floor displays and which can we influence?
4. What entrepreneurial opportunities do these findings open for POP advertising entrepreneurs during POP advertising floor displays development and implementation?

So the subjects of the research are the experience and habits of our informants regarding POP ADs and their attributes within the defined shopping process in hypermarket. The main objective of such a study will be to create a Paradigm Model of the phenomena, their characteristics and interrelations that could play a role when deciding about shopping. Thanks to that it will be easier to avoid such situations when informants acquired a bad experience with a POP AD or deduce from their previous experience that they could acquire such an experience, and so they prevent it, and at the same time to describe markedly good experiences with POP ADs to adapt future practice to them. We consider crucial that even the circumstances beyond the control of a submitter of POP AD, hypermarket operator (or anyone who explicitly endeavor for sales

increase) can influence this perceived success or failure of POP AD. These outcomes will be consequently theoretically interpreted through a broad analytical discussion with some of the already mentioned theories as a creation of entrepreneurial opportunity with a theoretical potential to be practically exploited.

## 1.5 Research objectives

On the most general level, Let us formulate four academic and practical objectives of the research we are striving for:

By answering the above mentioned questions in the described manner, we expect better understanding of the circumstances of a typical customer shopping. This better understanding together with the thematic conception of customers' good and bad experiences with POP AD in the past can contribute to very specific recommendations in development, production and implementation of POP ADs. An example of questions that seems to be promising in this respect is the question whether customers, based on their previous experiences, find that they miss POP ADs in some places and that they would welcome them there.

The following search of mainly psychological and behavioral theories will lead us to formulate certain areas of using POP ADs that might be worth to be realized in the future. Thus we would like to approach these innovations to customers and ask them whether they consider these meaningful based on their experience with a typical shopping in a hypermarket.

Another objective will be also to build a comprehensive model of roles of various phenomena and circumstances that contribute to customers' decision making, and so they decide on a success or failure of POP AD. Unlike researches studying the isolated influence of one variable, we would be able to create somewhat more holistic model created on the basis of all phenomena and circumstances that get into the scene from customer's perspective. Therefore we will be interested also in these attributes we could control in the future practice because they play a certain role, and if they remained unrecognized, they could influence shopping behavior of customers while we would not be able to understand that.

Last objective is to recognize and interpret the research process and created results as entrepreneurial opportunity creation with the theoretical potential of its exploitation via the analytical discussion with theoretical concepts of Entrepreneurial Opportunity. This approach also provides theoretical outcomes for consequent implementation of innovations and improvements in real POP advertising entrepreneurial practice.

## **1.6 Structure of the work**

For the next step, in the whole chapter 2 we will review the theoretical framework summarizing key theoretical paradigms and concepts influencing the subject of our research, the used dictionary and consequently the research process itself.

Later in methodological chapter 3, we will define the research approach with regard to ontological, epistemological and methodological perspectives. There we will also introduce and justify our research design and selected strategy, data collection technique and the process of data analysis and interpretation.

In chapter 4, data analysis, interpretation and detailed answering of the research questions will be presented. The consequent discussion of the research results with the existing theories will be presented in chapter 5. Eventually in chapter 6, we will summarize answers to the research questions and formulate recommendations that could contribute to both recent and further academic research on given subject and also to the entrepreneurial practice.

## 2 THEORETICAL FRAMEWORK

The following chapter is to review theoretical preparation for the presented research. Now we will summarize all resources which inspired us and also clearly set what can be expected of the research on the basis of theoretical inspirations that led to the creation of the final research design.

Firstly we will briefly introduce the types of human activities in which POP AD has certain functions, like advertising and sales promotion or merchandising, which meet in the term POP advertising. Then a summary of resources used when formulating research process will follow. These resources are worth of their own accord, because they are trying to summarize everything we know about aspects related to POP AD on the basis of different scientific disciplines.

We will summarize psychological-statistical knowledge about shopping environment in stores and its influence on customers, which draws mainly from behaviorist paradigm. It is seen as an indisputable advantage especially due to the possibility to test separately an influence of particular attributes of POP AD (for example their color, design or lighting) on increasing the frequency of sales of the given goods and consistently on increasing revenues from sales. We will supplement this section with psychological theories, which seem to be interesting and inspiring in the context of POP AD. In all of these subchapters, we will pay some attention also to more general rules about what is possible to find out in customers' behavior directly in the hypermarket sales area in which POP ADs are located.

For these reasons, also a summarization of some influential and, as to our topic, interesting sociologic conceptions reflecting the environment of a hypermarket or shopping center will follow and also the historical changes of consumption normative will be briefly mentioned.

Our next interest is in the situation of today's social science generally, including the theory of marketing and marketing research, as it is highly confusing and, except individual theories about how things in our world work, it produces also a huge amount of texts, called theory of science. In this sense,

there are several theories of science that differ accordingly to the selection of other axioms, central statements, the validity of which is no longer disputed. If a social scientist decides to conduct a research today, they must think of highly abstract questions such as: "What the truth is and how to find it?" Although the ambition of our research is mainly to create understanding of how customers perceive POP ADs and from this knowledge to formulate recommendations serving as exploitable entrepreneurial opportunity, we must use one of the possible orientations of the theory of science, which will determine our further acting. From this perspective, we will carry out the research, but we can also help in clarifying differences compared to researches of POP AD inspired by other axioms.

In the later section of this theoretical chapter, we will give readers a general idea of how our research is inspired by constructionism. In the context of this work, it is rather a theory of reality and its individual experience rather than a theory of "truth" as a part of the theory of science. The perspective based on the social constructionism justifies the choice of the research objectives and the shift from the interest in consumer to the interest of customer. Simply said, we can characterize this change of perspectives compared to most of the studies mentioned below as a shift from the interest in increasing sales results by manipulating with controlled shopping environment to the interest in increasing sales results through better understanding customer experiences with shopping as a routine part of their lives.

Last part of our theoretical interest is dedicated to conceptualization of entrepreneurial aspects of our research in order to prepare theoretical founding enabling consequent analysis and interpretation of our findings in the area of customer decision making through the perspective of current literature on entrepreneurial marketing and entrepreneurial opportunities recognition, creation and exploitation.

## 2.1 Areas of using POP Advertising floor displays

Here we will briefly introduce types of human activities that deal with POP ADs and their imaginary intersection. These are: advertising and sales promotion or merchandising, which meet in the term POP advertising.

### 2.1.1 Advertising

Most generally, a POP AD is a part of advertising and marketing communication. **Advertising** is generally seen as a "*means of communicating persuasively with customers*" (Weilbacher, 2001, p. 19). This communication process - if it is successful - ultimately results in the sale of the product or service advertised to at least some of the customers that have been exposed to the advertising. Advertising's job is purely and simply to communicate information and a frame-of-mind that stimulate action to a defined audience

(Kotler, 1974, 2003). Advertising succeeds or fails depending on how well it communicates the desired information and attitudes to the right people at the right time at the right cost. What specific kinds of effects should advertising strive to produce? In the first place, it must be recognized that advertising must produce different effects in different people because, at any one time, not all people are equal with respect to attitudes toward the information they have about, or their images of the brand that is to be advertised (Weilbacher, 2001). Advertising's role, therefore, is to make customers, whatever their current state of attitudes toward information about, or images of a brand, is, more informed about the brand and more generally favorable to it (Tellis, 1998). Advertising must produce some sort of mental change in the customer: he or she must think differently about the brand and promoted product after being exposed to successful advertising.

The practical need of advertisement to attract customers gives a basic independence on any established social science to scientific research of its means and as Hackley (2005, p. 7) wrote: *"... it lends itself to examination from many differing disciplinary perspectives and therefore offers means of linking those perspectives through multidisciplinary studies."* In marketing management texts, advertising is conventionally regarded as one element of the marketing mix (promotion), a management tool defined by its explicitly promotional, mediated and paid-for character, and differentiated from other marketing communications disciplines such as public relations, personal selling, corporate communications and sales promotion (ibid.)

### 2.1.2 Sales promotion

The use of POP media is more generally a part of sales promotion (Kotler, 1974). "Generally, first of all we characterize the sales promotion as a focus on communication and incentives giving (Tellis, 1998).

The term communication is used in its broadest sense and it means any form of persuading or information transmission. For purposes of supporting sales Tellis (1998) summarizes the role of communication as a tool used for the following specific five objectives. The first one is to provide information about features of the product. The second one is to create an awareness of a product or to help recalling it in the moment of purchase. A presentation inside a store is an example. The third one is to reduce the risk resulting from buying a new product. A sample of a product that a customer can try for free is an example. The fourth objective is to enthuse a customer with a product. Displaying a product or lottery game are examples. The fifth and the last one is to create product goodwill.

For retail, there are typical four types of sale promotions that are not offered by producers. These are exhibiting in POP AD, notification of sales promotion, price cutting and dual-coupons (Fader and Lodisch, 1990). These types of sales may not necessarily be used separately. In fact, they are often associated mainly into two combinations: *"notification of sales promotion together with price cutting and notification of sales promotion together with location into POP displays"* (Tellis, 1998, p. 290).

### 2.1.3 Merchandising

Very close to the sales promotion, there is merchandising, which used to be meant as a set of activities created to support in-store sales, including an appearance of shelves, placement and positioning of products, price tags, furniture or POP materials and POP ADs (Lelovičová, 2006; Kotler, 2003).

Merchandising is a technique for optimizing sales based on planning and studying the location of products on shelves or in shops. Merchandising is a technique for optimizing sales based on planning and studying the location of products on shelves or in shops (Krofiánová, 2007). According to Hackley (2005, p. 131) *“Merchandising is normally a term used in a broad sense to refer to the whole retail setting for purchase, particularly including the way the product is displayed and promoted in the retail store.”*

Its objective is an attractive, impressive and informing presentation of products, which is crucial also in connection to POP ADs. Unlike advertising, this activity is connected especially to the overall organization of sales space.

### 2.1.4 POP (in-store) Advertising definition

It is the connection of advertising and merchandising that creates a field often referred to as POP advertising, in-store advertising or newly marketing at retail. Clow and Baack (1999) are defining Point-of-purchase (POP) advertising as any form of special display in a retail store that features or advertises merchandise. These POP ADs are located near cash registers, at the ends of aisles, in a store's entryway, or in other noticeable places. *“The many forms of POP advertising include displays, signs, structures, and devices that identify, advertise, and/or merchandise an outlet, service, or product. POP programs are used to stimulate retail sales or activity. The store shelf and POP display represent the last chance for the manufacturer to reach the customer. They can be used to make an impression just before a purchase is made, or to leave an impression when the buyer exits the store”* (Clow and Baack, 1999, p. 123).

Hackley (2005, p. 131) describes that: *“POP advertising is a context rather than medium, but it is nevertheless a promotional area because of its influence over the whole merchandising context at the point of purchase. POP is the point at which the sale takes place and while advertising and sales promotion might get a customer into the store, the sale still has to be made.”* He also defines POP advertising as a tool that might entail a sales person offering free samples or cardboard models of the product to put the brand foremost in customers' minds at the point of sale. The term can be also used more broadly to refer to any in-store promotion such as monitors and TV screens placed in the store showing continuous ads for a brand sold there, or other promotional structures such as “tubes” printed with promotional images of brands which customers have to walk through (Hackley, 2005).

Our study is formed just by the solutions of the POP advertising, which is not limited neither to power of advertising message, nor to handling displays within the store.

Now we will briefly mention the author's perspective and experience in the sphere, outline the history of POP advertising in the Czech Republic and end the subchapter with the overall development of POP advertising, which also gives reasons for the interest we dedicate to this issue.

Now we will go through the results of previous researches and point out some potentially interesting theories that used to be given into association with POP AD.

## **2.2 Customer decision making during shopping**

The current dominant flow of the POP advertising is good knowledge of the end customer gained from psychology of perception and customer behavior from the general aspect as well as in connection to purchasing decisions about concrete products and brands (Lelovičová, 2006). According to this paradigm, the perception of insufficiency, as an unsatisfied need, is the main motivation for the decision to buy.

In their work, Levy and Weitz (1992) described distinction of needs to functional and psychological decision making aspects. *"The functional ones relate directly to product design, but on the contrary the psychological ones relate to pleasure, enjoyment from shopping or owning a product, which relates to prestige and image"* (Levy and Weitz, 1992, p. 52). Also Tomek (2002) published that the basis of the knowledge about purchase decision making is a psychological process, which is influenced by many factors from the economic, political, legal and social spheres and except that, also by some situational moments, specific life circumstances and individual changes in attitudes to brand.

### **2.2.1 Psychological theories and researches of human senses and attributes of POP advertisement**

This implies an interest in understanding how behavior is shaped when deciding about purchase of a product and which attributes of POP advertising and POP ADs perceivable by human senses can play role and can influence customer shopping decision making under their influence. In this effort, behavioral psychology asserts strongly that: *" (...) it is possible to use a model, which will avoid psychical processes when deciding about selecting product. Approaches of this type are limited to the analysis of stimuli and relating reactions."* (Tomek and Vávrová, 2002, p. 8) An example is for instance a model shown in the attached Figure 2.

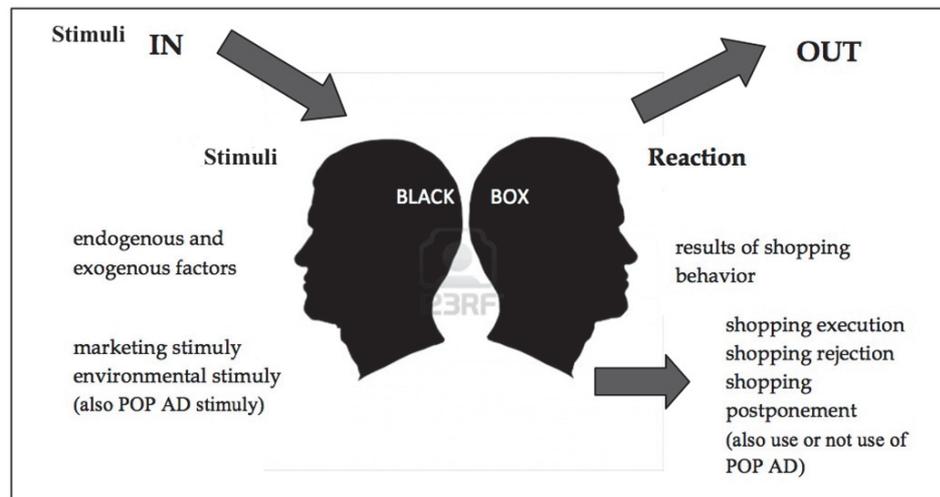


FIGURE 2 Shopping behavior model according to behavioralism, adapted from Tomek and Vávrová (2002, p. 8)

This model controlling stimuli and measuring reactions certainly does not stand behind all psychological researches we will present here, but it is included in most of them. In this sub-chapter, we will deal especially with these psychological and statistical researches relating to the effect on the human mind. This literature refers not only to some context that is a common part of marketing communication, but at the same time it shows some still unrealized, yet potentially interesting, possibilities.

The character of purchase from a POP AD is what makes the effect on the senses interesting. Esch et al. (2003, p. 1838) supports the hypotheses that: "...buying behavior and the presentation format at the POP media are the key determinants of the influencing power of a display promotion. Presented findings show, display as stimulus are more effective in influencing purchase behavior when used with impulsively bought products." These conclusions were identified also in other studies (Schneider and Currim, 1991; Ailawadi et al. 2001; Martinez and Montaner, 2006). A study of Bermann and Evans (1989) on POP display stimuli in supermarkets found that the value of these displays varies widely by product category. "However, for all but one of the twelve product examined, in-store display increased sales. In-store displays have the greatest impact" (Bermann and Evans, 1989, p. 168). According to the theory (ibid.), a stimulus is a cue (social or commercial) or a drive (physical) meant to activate or arouse a person to act. These cues may activate behavior. Each of these cues is a hint at arousing some action, which the individual on the receiving end may ignore, treat as unimportant, or follow through on. The distinguishing attribute of a social cue is that it comes from an interpersonal, non-commercial source. A second type of a stimulus is a commercial cue. This is a message that is sponsored by retailer, manufacturer, wholesaler, or some other seller. "The objective of a commercial cue is to interest a customer in a particular store, good, or service.

*Advertisement, sales pitches, and point-of-purchase displays are commercial stimuli. These cues have the same objective as social stimuli: the creation of excitement about an object, a person, an idea, and so on as the first step in a decision process. However, commercial cues may not be regarded as highly as social ones by customers because the messages are seller-controlled.*" (Bermann and Evans, 1989, pp. 157 - 158)

Most recently, Spangenberg et al. (1996) represented a stream of behavioral psychology that draws from the stimulus-organism-response paradigm. In this context, the atmosphere is the stimulus that causes a customer's evaluation and causes some behavioral response (Mehrabian and Russell, 1974; Donovan and Rossiter, 1982). In this paradigm, shoppers are expected to respond to an atmosphere with one of two responses: approach or avoidance (Mehrabian and Russell, 1974). Approach behaviors are seen as: "... positive responses to an environment such as a desire to stay in a particular facility and explore it. Avoidance behaviors include not wanting to stay in a store or to spend time looking or exploring it" (Turley and Milliman, 2000, p. 194).

Other authors include also environmental effects mediated by a memory: "Customer behavior at the point of purchase is influenced by out-of-store memory-based factors (e.g. brand preferences) and by in-store attention-based factors (e.g. shelf position and number of facings). In today's cluttered retail environments, creating memory-based customer pull is not enough; marketers must also create "visual lift" for their brands – that is incremental consideration caused by in-store visual attention" (Chandon et al., 2002, p. 1). "Studies of retail environments have manipulated a large number of atmospheric stimuli, such as color, music, and crowding, and noted their influence on evaluations (e.g. satisfaction and store image) and on a wide range of behavioral responses such as time spent in the environment, sales, and impulse buying" (Turley and Milliman, 2000, pp. 194 - 195). Furthermore, the observed effects of POP display and number of simultaneous choices on the selection of variety are consistent with results from studies on adaptive decision processes. Both the number of decisions that need to be made simultaneously and the alternative POP display format are determinants of the effort required for making purchase decisions. For marketers, these results suggest that, beyond the familiar effects of product shelf height and facing, retailers can influence customer purchase by changing the product-display format. The actual effect of display format on purchases might depend on such factors as the number of items typically purchased on an occasion and the characteristics of the product category (Simonson and Winer, 1992).

Also the structure of point of sale and shopping conditions, which could be a motivating factor, have a considerable influence, if they meet a value system of a customer (Vysekalová, 2009). Therefore, it is important to control attributes of design of the environment and communication in the point of sale, selection of colors, lighting and well-arranged lay-out of POP advertising elements placed within the shopping area. Even in the analysis and effect of these factors, we can proceed from psychological findings relating colors, shapes and optimal lay-out of the space (Tellis, 1998; Vysekalová, 2009). Krofiánová (2009) declares in her publication that, except the entire context, the success of POP displays is affected especially by its direct attributes as for

example a type of the POP tool, or rather its suitability for the concrete product or service and sales channel, its design and graphics, the used innovative and above standard elements (lighting, sound sensors, LEDs, LCD monitors and other elements), color, material and others. All these elements are influencing the customer and activating their subconscious, ideally immediate reactions, causing an emotional response and experience leading to purchasing the product or service, communicated within the POP media. The customer decides within fractions of seconds or only a few seconds, therefore it is necessary to effectively manage the complex of all these influences to create the right and functional POP media (Krofiánová, 2009; Burns and Smith, 1996).

Similarly, see now possibilities of direct and some indirect attributes of POP AD to act as a stimulus towards an impulsive purchase. According to the literature available, these attributes are: color and design, music and sound, odor, used materials and graphical structure of communicated contents and dimensions of display. Indirectly, the form of display is affected also by availability and visibility of products from sides, number of displays in store and their supply. The following chapters will focus on concrete attributes we found in literature mostly on shopping environment or POP media generally as there are not any researches aimed directly at POP ADs. That is why it is necessary to discuss these issues on this more general level and consequently employ the existing knowledge in designing of our research process and following discussion of the results in the specific context of POP ADs and our paradigmatic position.

### 2.2.1.1 Color

When creating visual advertising, it is necessary to carefully consider its color scheme *"because colors have a major impact on human perception and psyche"* (Zachar, 2009, p. 14). The effect of colors on human psyche is a subject of many researches describing and explaining the relation between personal preference of color and psychic characteristics. Psychology and physiology deal with examining colors in parallel (Vysekalová, 2009). *"Colors are bearers of inside information of a product, object, person, and situation"* (Zachar, 2009, p. 14).

The physicist Isaac Newton discovered seven elemental colors of the light spectrum, and thus he laid the foundations to physical exploration of Colors. Beginnings of laboratory researches of the effect of colors on different physiological characteristics go back to the 18<sup>th</sup> century.

However, let us go back to psychology. Dan (1990) talks about perceiving Colors as symbols and on the principle of Luescher's color tests he shows that the way we perceive Colors is unique for each person and that it reflects their personal characteristics. Also some disciplines of marketing communication deals with the psychological meaning of colors for the human generally and also in specific context of customer behavior in relation to effects of particular means (Vysekalová, 2009; Bellizzi and Hite; 1992, Clow and Baack, 1999). The authors agree that certain characteristics associate with particular Colors. For example pink or light yellow give a feeling of lightness, light blue arouse a

feeling of softness in terms of touch feeling, while dark blue gives an effect of roughness and harshness. Green color evokes bitter or salty taste, red color gives a feeling of warm or hot.

Knowledge of color is very important when arranging POP display and presenting products (Clow and Baack, 1999). Sought and frequently used Colors are for example red, dark red and orange. Red is the color of excitement and love but also anger. It positively attracts people that are strong, vigorous, but on the contrary it may have a negative effect on weaker individuals, who have fears and distress with the great power this color radiates. Orange color is associated with the image of sun, rich crop and orange juice (Vysekalová, 2004). According to scientists, the least attracting color for the human organism is yellow. It reflects most light and so it stimulates intensively eye cells. Yellow is an irritating color. It also goes through the human eyes most rapidly. Under normal conditions, we perceive it more quickly than the other colors. That is why it is ideal for various warnings, many warning sights are yellow color (Zachar, 2009). *“Color has a great effect on taste. Foodstuff must be attractive in color to stimulate wish to eat. Certain range of color is associated with the imagination of food. There exist also colors that evoke the opposite, for example blue. There is evidence that this color works as a factor that suppresses appetite”* (Zachar, 2009, p. 14).

Selected authors (Tellis, 1998; Vysekalová, 2004, 2009; Bellizzi and Hite, 1992) agree that 80 percent of external information is visual information and that color represents an integral and essential feature of subjects that surround us. When developing POP displays, the questions of colors and lighting are essential. Colors and lighting call and attract attention of customers.

Also three laboratory experiments examined the influence of color on retail shoppers. Colors appear to influence simulated purchases (Bellizzi and Hite, 1992), purchasing mates (ibid.), time spent in the store (ibid.), pleasant feelings (Bellizzi and Hite, 1992; Crowley, 1993), arousal (Crowley, 1993), store and merchandise image (Bellizzi, Crowley, and Hasty, 1983; Crowley, 1993), and the ability to attract a customer toward a retail display (Bellizzi, Crowley, and Hasty, 1983).

Colors may change and affect other visual perceptions, i.e. size, weight, area, volume (Bellizzi and Hite, 1992). In terms of visual perceptions, evaluation of color surface changes with shades and lightness: blue surface seems smaller than the same size yellow surface. To get the same impression, it is therefore necessary to amend the scope of the actual area (Vysekalová, 2004, 2009). We may also have a tendency to overestimate the size of some forms or subjects depending on whether these are in warm or cool tones. According to the color shade and depth, the subject could seem to be more or less heavy: a box in rich color could seem to be heavier than a light box with faded color, for example dominant color of big appliances – white (ibid.).

Colors can subjectively affect some acoustic perceptions. It has been proved that some sounds are associated with Colors and then individually processed in brain. A certain light degree in color environment partially absorbs unpleasant sound frequencies. In a noisy environment with sharp tones, it is advisable to use darker Colors, and on the contrary lighter color in the

environment with lower sound frequencies (Bellizzi and Hite, 1992; Crowley, 1993).

Color can also affect the sense of smell. There exist some associations between color and a specific odor. Any deviation from these associations gives an impression of inconsonance – for example smell of vanilla and blue-green color (Bellizzi and Hite, 1992; Crowley, 1993).

There also exist some associations between colors and sense of taste. Strong taste sensations (acidity, bitterness, saltiness, sweetness, pepperiness) correspond to appropriate colors: pink for sweetness, yellow for bitterness or orange for pepperiness (Zachar, 2009).

Colors may cause emotional reaction more or less intensive and more or less pleasant. The previous experience has shown that players risk more in red halls of casinos, while the pink color has more calming effect. Therefore points of sales in the sphere of gambling and lotteries prefer warm and rich Colors. Fast-food places, too, often use fancy and warm color shades. Such Colors activate customers and increase the visit rate, which has a positive influence on firm profitability. On the contrary, points of sales offering products or services requiring a time to think prior deciding about a purchase (financial products, insurance, and informatics) are being inspired by cold or pastel colors. In contrast, red shades evoke more anxiety than green or blue colors (Vysekalová, 2004, 2009; Bellizzi and Hite, 1992).

Green (2002) paid some attention to colors in his publication. He considers color an aesthetic device used to create emotional appeal, to set the mood or to create associations. Color plays a role in the basic visual processes. Color affects the three principal visual functions: perceiving contrast, attracting attention and separating "figure" from "ground."

Understanding these functions offers the insight into how customers perceive POP advertising and how marketers can create designs with impact. All perception starts with contrast in the difference between an object and its background. A contrast comes in two varieties: brightness (light vs. dark) and color or hue (e.g., red, green or blue). The eye detects brightness contrast five times better than it detects color contrast. Marketing materials, therefore, should always present small details and text using high brightness contrast. Never use color alone to define shapes unless they are very large. The single biggest mistake that package and other graphic designers make is to create designs with little brightness contrast. On a retail shelf, shoppers often see packages at a distance or peripherally. Therefore unless colors are carefully chosen, graphics will be indistinct and text will be illegible. While contrast can help to increase conspicuity, some colors have an inherently better ability to attract attention than do other Colors.

Green (2002) summarizes in his report basic objectives collected in his scientific research:

1. Color consists of three properties: hue (red vs. green), value or brightness (light vs. dark) and saturation (vivid vs. pale)
2. All humans divide hues into 11 basic categories: black, white, red,

- green, yellow, blue, orange, pink, gray, brown and purple.
3. There are four perceptual primary colors: red, green, blue and yellow. Brown is sometime also seen as a primary color.
  4. Brightness contrast is very important in producing legible text. The single biggest mistake that designers make is sing insufficient brightness contrast.
  5. Color similarity is the best way to convey that two things are similar. Color differences, therefore, are the best way to convey that two things are different.
  6. When offered more than six colors, person's ability to pick out individual elements declines.

The information summarized above shows that when implementing POP AD and other devices, a color may play a role at the level of efficiency of a concrete application. The choice of colors, however, must respect and take into consideration color codifications of concrete brands and products to avoid inconsonance between an actual color and subconscious perception built by long-acting advertisement for these products (Tellis, 1998; Vysekalová, 2004). Apart from color structures of promoted goods, however, it is still necessary to consider psychological effect of colors on customers – relation among color and feelings and reactions.

In the sphere of colors, this research will examine reactions of customers to colors in relation to well-established brand colors, which may be in conflict with the theory about subconscious perception of concrete colors and their influence on behavior.

### **2.2.1.2 Sound and Music**

Many researches focused on how music affects purchase behavior and decision making. Music is the most commonly studied general interior cue (Smith and Curnow, 1966; Milliman, 1982, 1986; Andrus, 1986; Yalch and Spangenberg, 1988, 1990, 1993; Baker, Levy and Grewal, 1992; Areni and Kim, 1993; Chebat, Gelinias-Chebat and Filiatrault, 1993; Gulas and Schewe, 1994; Dube', Chebat, and Morin, 1995; Herrington, 1996; Hui, Dube', and Chebat, 1997). Based upon the results of these articles, it appears that the music played in a store can have a significant impact on a variety of behaviors including sales, arousal, perceptions of and actual time spent in the environment, in-store traffic flow, and the perception of visual stimuli in the retail store.

It was found out for example that when faster music is playing, customers move faster through stores, the type of music can affect products selection (Krofiánová, 2009). There is known an example from a wine shop, when customers were buying more expensive wines while listening to classical music and choosing French wines while listening to French music (Vysekalová, 2009). In his study, Nauta (2004, p. 34) confirmed that: "*Using a sound in connection with in-store elements increases their efficiency and has a positive influence on sales.*"

Some psychological researches focused also on psychological influence of

music on customers directly in the store. Music underlines the overall atmosphere and the related emotional reactions of customers. Music participated in the fact whether we perceive the environment as pleasant or unpleasant and it contributes on creating a long-term relation to the given environment.

The researches North and Hargreave (1996) and Dube, Chebat and Morin (1995) confirmed that in the case the customers like the music, they perceive the store environment as pleasant and are willing to come again. *"Music in a store creates a sound background, which must be selected to match the taste of most customers. It also affects subjective estimation of the time we spend at the place. Music can make us to spend more time in the store in comparison to our intention."* (Vysekalová, 2004, p. 68)

In the research conducted by Yalch and Spangenberg (1990) and Franěk (2002), there was found that in a clothes shop younger customers spent more time than they had intended, if there was some background music. Researches of willingness show unambiguously that people are willing to spend longer time in a certain place if there is music in the background. Psychologists' explanation for this underestimation of length of time is that in the moment when our cognitive system focuses on processing of some non-time stimulation, which could be just music, we pay less attention to the activity of our "internal clock". The above cited authors also found out that if people enjoy the music, their willingness to wait even in boring and non-stimulating environment increases. *"Music relaxes shoppers so that they put more goods into their baskets than they really came in for"* (Hackley, 2005, p. 129). This theory can therefore be understood that thanks to music, buyers feel more relaxed, they are willing to spend more time in store and thus buy more.

However, the impact of music can be mediated by the age of the shopper (Yalch and Spangenberg, 1990; Gulas and Schewe, 1994), music tempo (Milliman, 1982, 1986), music volume (Smith and Curnow, 1966), music preference (Herrington, 1996) and by the use of background or foreground music (Yalch and Spangenberg, 1990, 1993; Areni and Kim, 1993).

Another interesting finding in this area of investigation is that music can influence behavior even when customers are not consciously aware of it (Milliman, 1982; Gulas and Schewe, 1994). Nine found studies investigated music's effect on actual rather than perceived time spent in the environment. When viewed as a group, these nine studies yield conflicting results. Smith and Curnow (1966) found music volume influenced time spent in the store, Milliman (1982, 1986) reported that music tempo had an effect on time spent, and Yalch and Spangenberg (1988, 1990, 1993) found that age mediated the effect of music style on time spent in an environment. Gulas and Schewe (1994) and Areni and Kim (1993) found that music style did not influence time, while Herrington (1996) found no relationship between time and music tempo. However, variables were operationalized differently in the above mentioned studies that reported different findings. It appears that some differentiations in music styles produce differences in time spent in the store while others do not.

Yalch and Spangenberg (1988, 1990) operationalized music styles as either

foreground (music with vocals) or background (instrumental music) and Yalch and Spangenberg (1993) used foreground, background, and new-age music as different music styles. Gulas and Schewe (1994) manipulated music style by using big band and classic rock, while Areni and Kim (1994) used classical music and Top 40 hits. Differences in levels of a particular parameter also occurred in these studies. For instance, Milliman (1982, 1986) used different numbers of beats per minute for the low and high conditions, respectively 73 and 94, than Herrington (1996), who used 60 and 104 beats per minute. Additionally, Milliman's second study was performed in a restaurant setting. In the two supermarket studies, time spent in the environment was also operationalized differently. Milliman (1982) noted the time it took customers to pass between two designated points in the supermarket, while Herrington (1996) noted the time between when a shopper entered the selling area and when he or she arrived at a checkout line.

The rising trend of playing music in supermarkets and hypermarkets in Europe is explained by a great aversion to silence. There are cited examples of companies, in which there was necessary to sound offices for the suppression of anxiety caused by too quite air conditioning or double glazing. There is also mentioned a study when shop-assistants in clothes shops expressed their aversion to points of sales without music, which they described as sad, empty, soulless, lifeless, cold, and unpleasant. So it is evident that in stores without music, customers are in a worse mood, less contact goods of such a store and are more stressed. Music should attract customers' attention to a certain product category and highlight a store and its specialization. Very important fact is that music evokes imagination and certain atmosphere (Vysekalová, 2004).

During detailed searches of literature, there were not found any researches dealing directly with use of music or sound for POP AD. However, from the above mentioned theories it is obvious that use of music in selling environment may help influence shopping behavior of customers, which implies that use of music, or other sound, directly on the POP AD could have the desired effect, and that functions of described models valid for selling environment generally may be valid also for use on POP AD as a part of selling environment.

### 2.2.1.3 Odor

A general interior variable that is currently attracting some research interest is the odor or aroma. Three recent studies have examined the effects of odor on shopping (Hirsch, 1995; Mitchell et al., 1995; Spangenberg et al., 1996). Mitchell et al. (1995) found that different types of odor significantly influenced behavior, while Spangenberg et al. (1996) found that the nature of the odor did not have an impact on customer behavior but that the presence or absence of an odor did affect behavior. These studies together also suggest that odor can influence sales, processing time, variety seeking behavior, and perceived time spent in a store. *"For example, ambient promotion has a long-standing, in-store tradition in retailing: supermarkets pipe the smell of baking bread into the shop to create a relaxed and pleasing ambient that is conducive to uncritical purchasing"* (Hackley, 2005, p.

129).

Odor arouses positive emotions to the stay in the store and the shopping itself (Vysekalová and Mikeš, 2009). According to the results of the research by Szekeressová (2005), more customers occurred by bakery products when they smelled fresh bread from the bakery located in the store area and they were also shopping more in this category compared to stores where there was not the smell of fresh bread. For example, during the time prior Christmas, it is recommended to use scent of tangerines evoking the Christmas atmosphere rather than the scent of conifers (Szekeressová, 2005).

Odor is an effective tool to attract customers and it is advantageous for categories, which, for example, are a subject of sales promotion and that enables to spread an odor symbolizing the category through spatially flexible POP AD for instance to attract buyers and increase sales in the category (Hackley, 2005).

Experience shows that an odor may be a tool of revival also in bank points of sales. To increase the number of customers by cash dispensers, a French bank used an odor, which was developed in accordance with the communication strategy of the bank. This communication tool significantly increased the frequency of customers (Krofiánová et al., 2009). The presence of odor that matches the topic or products in the store has a positive influence on evaluating point of purchase and products placed there.

As in the previous chapter describing the influence of music, it was not possible to find concrete researches dealing with use of odor on POP AD in searched-in literature. However, it is obvious that odor can influence customers' behavior and that it can be effective to work with it in association with POP AD. There is an opportunity to spread odor around displays that would support products or odor related to them and thus to try to use it when influencing purchase behavior of buyers.

#### **2.2.1.4 Design and form**

In the sphere of in-store communication, design is perceived as a proposal of shape and overall harmonizing visual features of a product and it is considered one of the attributes, with which we work on developing and implementing in-store communication tools (Kovařík, 2009).

Alexander (2001) or Varley (2001) state that POP merchandising is used to draw attention to a product or a service, and may be a display, graphics, object or all of these and it ultimately brings value to shopping experience.

The design of the POP display should be customized and should contain special features in order to maximize the brand-specific graphics and colors and brand awareness. It is also important that the displayed products are highly visible from all angles and distances (Skaredoff, 2004). The POP sales message should be transmitted quickly and effectively, preferably in an attractive design. This successful merchandising strengthens the advertising and marketing messages, including brand benefits, packaging design, and unique selling propositions (Reeves and Bates, 1961). It is not only the visual design of the POP that should be concerned, but also the display has to be checked for

safety issues as well. It has to be customer friendly, understandable, and effective and it should hold no defects (Skaredoff, 2004).

*"High quality design is not necessarily intended only for an expensive, luxury product. There exist many projects, in which a very creative design for a POP tool, which presented a common product of lower price level, was created. According to experts in the sphere of POP design, there does not exist a direct relation between a cheap product and cheap design of in-store tools"* (Kovařík, 2009, p. 159 - 164). According to Kovařík (2009), it is necessary to harmonize the POP design with an image of complex brand communication. In the past, emphasis was placed especially on the fact that a POP tool must be functional. However, what is more and more important today are the aesthetical features of such a tool and the fact that the POP tool and the campaign are in conformity with each other and the POP design is integrated into the overall communication campaign of the brand. Kovařík (2009) also wrote that conformity of the POP design with the promoted product concerning its color and shape is also important.

To get the most positive aesthetic response among customers, Jansson et al. (2003) have studied people's preferences in design, since the decisions that customers make are not always based on logical choices in an in-store environment. In fact, the design features or the interaction between the customer and the POP may trigger off some emotions and memories, which on the other hand might affect the customers' choice and decision (Costley and Brucks, 1992).

The choice of the right POP display gives opportunities to build volume sales, enhance product launches, reposition product lines, target new audiences, promote new uses for the product and support sales promotions (Skaredoff, 2004).

The physical form or design of a product is an unquestioned determinant of its market success. A good design attracts customers to a product, communicates to them, and adds value to the product by increasing the quality of the users' experiences associated with it. Bloch (1995) introduces a conceptual model and several propositions that describe how the form of a product relates to customers psychological and behavioral responses. Having presented this model, the author describes numerous strategic implications (Bloch, 1995).

There are lots of different design principles or theories that might be relevant to POP display (Bloch, 1995). Jansson et al. (2003) have shown three design attributes believed to be of importance in any kind of design. Those three attributes are unity, proportion and focal point (i.e. point of emphasis).

Unity is characterized by a design of different elements that are in harmony together. That means that the image as a whole must be more paramount than the different parts of the image in the viewers' eyes. The proportion is characterized as the relationship between the horizontal and vertical dimension. The ideal proportion, which can be described as the most pleasing for the human eye, has been studied since the time of Renaissance architects. One of the best known examples of the ideal proportion is the "golden section" as seen in Figure 3 (Jansson et al., 2003). A line is divided into two segments A and B. The entire line (C) is to the A segment as A is to the B

segment (Jansson et al., 2003)

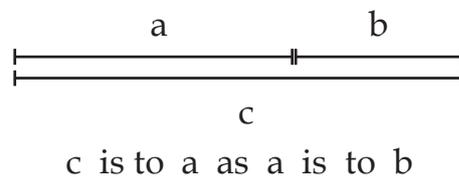


FIGURE 3 Golden Section, adapted from Jansson et al. (2003)

The focal point attracts attention to the particular areas of the design and constrains the rest of the design. The point is to make the viewer put his or her attention to that specific design for a longer time than to another. That is important in the consumption world we live in. In retail environment, a header with the logo or name of the company or product is the focal point to attract people (Jansson et al., 2003).

In this study presented by Jansson et al. (2003), it was also found that all of these factors are important when assessing the attractiveness of a POP media. The average importance varies since proportion was found to be the most important factor in two of the POP displays while in the third POP display unity took priority over proportion. When looking overall at the results, it can be seen that preferences regarding the three factors were the same, except for of proportion where the golden section was the most popular in two cases and the least popular in one case. Otherwise the test group preferred a small focal point compared to large and no focal point and unity compared to disunity. What was interesting was that women rated unity as the most important factor followed by proportion and focal point. It should be mentioned that the scores were very close together. Men on the other hand rated proportion as the most important factor followed by focal point and unity with greater differences in scores. As explained in the last chapter, a POP display should also be clear and have some mystery in it. Clarity is explained as related to symmetries, repeated elements and unifying textures in a scene (ibid.). The two elements - clarity and mystery - create four segments by the orthogonal relationship between the two dimensions; as we can see in Table 1.

Clarity without mystery Peripheral processing <b>Elementary</b>	Clarity with mystery Central processing <b>Enchanting</b>
Neither clarity not mystery Peripheral processing <b>Sombrous</b>	Mystery without clarity Central processing <b>Deceptive</b>

TABLE 1 Four types of POPs, adapted from Jansson et al. (2002)

Clarity means that the information in the scene can be divided into smaller pieces, which further helps to understand and comprehend. The element of mystery gives the person more information the deeper the person goes into to the scene, as the information is not explicit. "*Mystery is defined as a scene that contains hidden information so that one is drawn into the scene to try to find this information*" (Jansson et al., 2002, p. 146).

Design and form of display might have led most markedly to the creation of the display, its attractiveness and visibility in stores full of competing stimuli. Thus we cannot ignore them. In practice, it is also necessary to consider the image of a concrete brand when selecting display. We will describe this below.

### 2.2.1.5 Material used

In their publications, Alexander (2001) and Varley (2001) focused on the influence of the nature of material used for POP advertising equipment. According to their conclusion, the decision regarding the type of material to be used on in-store displays depends on varieties of areas influencing its selection.

- The type of a product being sold: For food retailing the materials should be easy to clean, such as ceramic and marble tiling. In a jewelry store, plush carpet flooring may help to create a luxurious and intimate atmosphere.
- The cost involved: Some materials are very expensive and, whilst investing in good quality materials is often worthwhile for mainstream retailing, a discount store would send confusing messages if the interior decoration looks too expensive. Something robust and basic, such as textured plastic, is a more suitable choice.
- The store traffic: A busy store, such as a supermarket or hypermarket where customers are likely to be visiting in their work boots, needs to use durable material which will withstand demanding conditions. Even though a substantial entrance mat is essential in any store, the flooring must not become slippery when damp and it must be easy to clean. For much maintenance, department stores incorporate wood block or tiling in the main walkways and restrict the use of carpets to the departmental display area.
- Fashion: Stores selling fashion-oriented merchandise must keep up with trends in interior decoration in order to maintain a modern image. The problem is that the more fashion oriented the store looks, the faster it may look out of date. Hence fashion retailers have to accept frequent refurbishments as a part of the retail strategy. That being the case, these retailers can experiment more with the materials and they don't have to be so concerned with their longevity. Both Miss Selfridges and Topshop target the teenage to mid-twenty-year-old customer, and expect to refurbish their stores every two to four

- years.
- Environmental and safety concerns: Materials should keep up with a retailer's desired image. If a retailer professes to be concerned with environment issues, than natural materials (from sustainable sources) are more likely to be in tune with the overall store design.

Retailers also have to conform to health and safety regulations. For example, glass is very popular in retail architecture, but of course it has to be of a type that will not be dangerous to the public.

Therefore it is necessary to focus on material especially in terms of technical requirements (for example loading capacity, mechanical ruggedness in environment and time) and visual features (design).

#### **2.2.1.6 Lighting**

The impact of lighting was examined by Areni and Kim (1994), Baker, Grewal, and Parasuraman (1994) and Baker, Levy, and Grewal (1992) and Clow and Baack (1999). These investigations suggest that lighting factors can influence both the store image and the examination and handling of merchandise. However, Areni and Kim (1994) also found that lighting levels did not influence decision making and consequent sales.

On the other hand, Skaredoff (2004) published that increasing of sales could be done by using light and motion to make the customer notice the POP display. Skaredoff (2004) and Underhill (2000) concluded that the overall level of ambient light needs to be such that customers can see the merchandise clearly and the store looks bright and inviting. However, lighting can be used to create interest in the POP display itself. Lighting is an integral part of any off-shelf POP display and enormously enhances the dramatic effect, with product areas being accentuated by suspended lighting and pin spots.

Lighting can also affect the color of merchandise. This can be used positively to highlight products; for example a blue light might be used to create a cool and hygienic mood in a toiletries department, whereas orange lighting enhances the color of brand. However, lighting can create problems when it comes to color matching, and so retailers and brand producers should ensure that they use both store lighting and natural lighting when approving color matches in the product development process (Varley, 2001, p. 160).

Underhill (2000) deals with the new trends, in terms of presentation of goods in his publication. These are represented by active presentations, which use mainly various flashing and moving lights to attract customers' attention. Tests of various types of facilities made by Underhill (2000) led to some interesting and impressive results: in the case of cooling sales displays for soft drinks, 46 percent of customers noticed their illuminated version compared to 6 percent in the case of unlit version. Illuminated exhibitory module at the end of aisle attracted 37 percent of customers, while its original unlit version attracted only 16 percent of customers. Since a certain moment, particular facilities began to disturb each other. *"In business, there are so many means for goods presentation*

*trying to attract attention of customers that they start to visually blend and disappear among others and are perceived as monotonous. Today, the same applies for means and strategies used for presenting goods, where the use of a lighting element may play an essential role in an application"* (Underhill, 2000, p. 210 - 211).

The results of a recent study of Bollrath (2003) also support that argument, indicating that lighting - lighting of POP displays specifically- is a powerful sales tool. The tested POP display lighting system was specified in an undershelf application in a new store design and it was featured in two prototype stores. Three Hem SlimLites were installed in an endcap display in each of the stores. The displays were located up front and visible from the mall walkway. Researchers continuously monitored shoppers via video cameras they had installed in each store. On day one, the endcap was illuminated in store one and was not illuminated in store two. Approximately 13,500 shoppers were observed during the two days. The results were dramatic. In the test store there was sold more than twice as many products during the time the endcaps were illuminated than during the time they were not. Of the customers who browsed the endcap merchandise, 33.3 percent made a purchase when the lighting was on compared to 14.3 percent when the lighting was off. Along with increasing sales, the display lighting also affected overall customer behavior. In reviewing the video footage, Merchant Mechanics found that 21.6 percent of passers-by glanced into the storefront when the end-cap display was illuminated compared to 12.1 percent when the lights were off. Also the illuminated display was nearly twice as effective in converting passers-by into store customers. Overall, 4.6 percent of store customers browsed the illuminated display compared to 2.6 percent of customers who browsed it when the illumination was off. The average amount of browsing time increased from 8.4 seconds when the light was off to 17.8 seconds when the endcap was illuminated. Display lighting is probably the design element with the quickest return on investment (Bollrath, 2003).

#### **2.2.1.7 Graphic, brand and information structure**

POP AD is the last potential source of information about a product before buying it, excluding packaging: *"A customer can gain information related to a specific product from merchants via point-of-purchase displays, salespeople, advertisements and the Internet"* (Noble et al., 2006, p. 178).

The average customer spends a half a minute shopping in POP display section. The attention he pays to POP materials is less than two or three seconds. If we want to tell them something, we must do it quickly, simply and clearly (Charvát, 2007; Jacoby and Craik, 1979).

The best POP displays are those that are integrated within the other marketing messages (Tellis, 1998). *"Logos and message themes used in advertisements normally appear on the POP along with any form of special sales promotion. Many times a POP display only has three tenths of second to capture the customer's attention. If it fails, the customer simply moves on to other merchandise. Colors, designs, merchandise arrangements, and tie-ins with other marketing messages*

*are critical elements of effective POP displays"* (Clow and Baack, 1999, p. 123).

The main function of graphical communications of information at the point of sale is especially to get the attention of buyers for the purpose to provoke the purchase of promoted goods. The way to get attention is a subject of many theoretical considerations and concrete studies. Vysekalová (2008) talks about four methods how to influence the customer, how to draw their attention to communicated information. It is about the manipulation with material stimulations (influencing particular senses, especially sight and in some cases also hearing), providing information (information advertisement providing important or interesting information), awaking emotions (stimulating emotional impulses, emotions, for instance advertising appealing to parental instinct or love for animals) and offering value (offering to meet needs, sometimes the brand itself represents the value) (comp. Rooney, 2007; Tellis, 1998).

*"In an environment saturated with stimulations that still urge people to do something, a significant problem is to attract their attention"* (Vysekalová, 2004, p. 25). This can be managed for instance via thematic signs and displays generally featuring full color graphics promoting a specific theme or event, e.g. season, holiday, sporting, or charity tie-in have a very positive influence on shopping behavior (Blatt, 2002, Rooney, 2007). Making a very personal connection elicits emotional affinity and opens new paths to connect well with the shopper (Rooney, 2007).

For our interpretative orientation, especially meaning and meaningfulness of given information on POP display under the given conditions of momentary reaction seems to be interesting: *"First of all, we must attract the attention of the customer. When we succeed in doing this, it is necessary to provide them clearly and logically with our message. If we fail to get their attention at first, they will not notice anything that will happen. If we say too much too early, we will overload them and they will not pay their attention to us anymore. The message brought by in-store displays must be brief, simple, sufficiently large and expressive, because otherwise it will be absolutely functionless"* (Underhill, 2000, p. 62).

Haugen and Weems (2001) bring a different point of view. These authors wrote that we can never let the display overpower the product. A fundamental axiom of the POP designer is to always allow the product to emerge as the "star" of the display. They also describe story-telling, which is one of the most compelling forms of persuasion. The structure of a display can tell a story of the product or service by creative use of shape or color with very few words, displays can tell stories of products, their features and their successes. Creating a theme can also be a design consideration. Seasonal themes can be supported by brief holiday messages and strengthened by the basic colors of that season. Themes can also be created to relate directly to the product. A display that merchandises pickles could look like a giant pickle barrel. A display that merchandises automotive motor oil could be designed to look like a pickup truck or an Indy race car. Themes can draw the customer into a feeling of being connected to the product (Haugen and Weems, 2001). On the other hand, in some cases, it is advantageous to create a display image without a direct

connection to direct attributes of exhibited products. For example, if the intention of the implementer is to change the display, supplement it or create its image, for example to give an impression of luxuriousness of a product, or connect a product with a different category through the display (for example to show perfumes for men in a display simulating sports car).

An interesting study was performed by Boston (2003). He discovered that marketers and retailers may only have one location to provide an advertising message to customers in store. For some categories, the main stocking location is shopped by a majority of category shoppers, such as cosmetic products. Yet for other categories, such as snacks, a large portion of customers purchase from product displays found on store floor locations from week-to-week. Therefore, the message needs to have "dual placement" (advertising occurring at the product display and main shelf during the same week). The study found that every time the marketer-provided POP appeared on a product display, it was only accompanied by a similar message at the product's main shelf location from 13 to 37 percent of the time. The strongest dual placement occurred in the beer category, with 37 percent of product displays' advertising tied to the main shelf advertising. The least dual placement was found in the category of upper respiratory infection drugs. Across all studied categories, three fourths of POP display messages were not connected to the respective main shelf. Therefore the customer who is shopping for the product at the main shelf and is not walking past the display will miss the advertiser's message (Boston, 2003).

Based on his researches, Boček (2009) published that within the communication on in-store displays there is an ideal synergy of emotional and informative level of action of POP, i.e. except affecting the image of the brand to try to inform a customer of improvements or rational reasons why they should buy the promoted product.

The debate on transmitting information on POP does also have a gender level. Meyers-Levy (1989) has shown that women tend to favor a more detailed, elaborative processing style consistent with left hemisphere processing, whereas men favor a more holistic manner of processing, consistent with right-hemisphere processing. Given this distinction, women are more likely to process information that is verbally descriptive and elaborate, whereas men are more likely to process information that is in a graphical form such as charts, photographs, and illustrations. As such, retailers targeting the presentation of a product and pricing information to women should focus on more elaborative, verbally descriptive messages, which would be most consistent with magazines or newspapers. On the other hand, when targeting men, more visual depiction of information (e.g. animated illustrations) would be the best (Pieters and Warlop, 2002). *"As such, even though our findings showed that men tended to seek product information more than women, retailers can alter the presentation and dissemination of this information to help women in the attainment of this information"* (Noble et al., 2006, p. 178). Similar conclusions may be very useful while aiming in-store displays at concrete target groups of products and brands.

Shaw (2001) published that displaying products on POP advertising media is an effective way to promote discounts, advertise new products,

publicize competitions and provide information for shoppers, such as facts, figures and recipes. Similarly, Smékal and Skokan (2007) found in their study that the graphics on sales displays provides beneficial information about discounts, promotional actions and launching of new products or product lines. The information placed on carriers must be short, clear and brief. In addition, if a carrier allows using a text on its body that is easy to be registered (not too long and written in capital letters) and therefore read, then such in-store carrier may increase the probability of realized purchase in a significant and very positive way (Smékal and Skokan, 2007).

The role of a brand relates closely to this topic. Almost all practical marketing effort is focused on strengthening and extending knowledge of a brand name and its logo. Previous studies have shown that in-store promotion can make a customer switch brands and therefore increase sales for the promoted brand. What Areni et al. (1999) have shown is that POP displays can encourage brand-switching patterns that differ from the general result. Eye-tracking studies have shown that eye-movements in front of brands displayed on a detail shop shelf are valid measures of visual attention and are generally correlated with brand consideration (Pieters and Warlop, 1999, Russo and Leclerc, 1994).

In the context of our work, brand is very important especially because we are testing displays of two concrete very well-known brands (Coca-Cola and Snickers) and present them for participants of our research during Focus Group discussion. Unfortunately, we do not have the research data of products of these brands at our disposal, but we should consider that, in each category, there exist many differently known and promoted brands, which compete with each other. Individual brands are not determined only by their own existence, but also by their relation to competing brands. Particular brands then choose different strategies of success, different ways how convince a customer. According to Advertising Research Foundation, what is notionally being measured is not persuasion, but bonding to change the feelings about the brand. Consider the three sorts of people in relation to a brand: existing users, switchers (time-to time users and considerers), and rejecters. Only the mid group can show a persuasion-shift via brand choice. The rejecters are unmoved and the existing users are already there, so they cannot move. In reality, "persuasion" is a surrogate for and will be weakly correlated with bonding. So it is far more sensible to measure changes in bonding for the whole target audience rather than go through this spurious ritual (Advertising Research Foundation, Inc., Truncated record, 2004).

Let us conclude that on POP displays, it is necessary to formulate clearly the main message - the reason why customer should prefer the promoted product to a non promoted one. The concrete content depends on a type of product, way of shopping including decision-making processes, expectations of a customer and a brand itself. There should not be missing any message of an added value of such a product, emotional or rational (Charvát, 2007; Lelovičová, 2006).

According to the research of Underhill (2000), a good solution is to place

something attracting the attention with its color scheme or decorations on the rear wall of a display or a wall behind it, for example to install a device generating audio or visual effects into the rear part and so to cause customers feel that there is happening something they do not want to miss (Underhill, 2000, p. 79).

In the psychologically oriented marketing theory (Charvát, 2007; Lelovičová, 2006), pictures are perceived as a nonverbal part of advertisement. Pictures are important elements of any advertising, because they can be used for several purposes. They help to attract attention, facilitate communication, strengthen persuading and make advertising easier to remember. The vast majority of materials from field studies suggest that putting a picture into an advertisement increased attention. Generally, the larger the picture, the greater is its ability to attract. But there exists a compromise between a benefit from a big picture, consisting of attracting attention, and benefit from communicating message through a text. The ability to attract is affected also by a type of the picture. People and their faces are more impressive than images showing lifeless subjects. According to this theory, it may be partially caused by our instinct. Human is a society man, he is attracted rather by pictures of other people than by pictures of animals or subjects. It was found that children react rather to pictures of human faces than to geometric shapes (Charvát, 2007; Lelovičová, 2006).

According to Areni et al. (1999), some people digest environmental stimuli better than others and as a result, retailers need to make the in-store environment as digestible as possible (Davies et al., 2003). Jansson et al. (2002) have found that aesthetics of a POP display affect the customer in four different ways. That plays a role in the attractiveness of a POP display. There are three factors which have been identified as attracting people. These are clarity, mystery and legibility. The first two of them have reasonable internal validity. POP displays that attract the most have a combined value of clarity and mystery as seen in Figure 1. Clarity is the more important factor in the illustration, since if the display is unclear, then it will be more difficult to understand. But high degree mystery is still required to capture the attention and interest of people in POP display in a busy retail environment. Mystery might draw people to explore further the product in question and also to motivate them to process the information displayed (ibid).

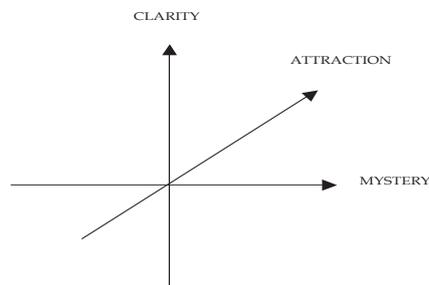


FIGURE 4 Model of the three attracting factors, adapted from Jansson et al. (2002)

But the researcher considers this classification of components of influence of POP AD simplified and therefore it is necessary to put this view into wider context in terms of other aspects influencing shopping decisions.

#### 2.2.1.8 Location of POP advertising floor display in shop

An important factor in performance of POP materials is their location in store (Krofiánová, 2009). Related to environmental psychology, there is a special field of psychology modeling the influence of diverse environments on emotion and behavior (Mehrabian, 1978, 1976). We can gain knowledge from both cognitive and affective approaches of environmental psychology on how store environments affect customers' arousal and emotions during their shopping trips (Groepel-Klein and Baun, 2001).

The central question of cognitive approaches to environmental psychology concern the ability of individuals to perceive, recognize and remember environments. Findings of brain research, perception theory and gestalt theory can help explain the memory representation of spatial information, the so called "mental maps" (Ittelson, 1977; Russell and Ward, 1982). Several empirical studies of store environments (e.g. Sommer and Aitkens, 1982; Grossbart and Rammohan, 1981; Bost, 1987) give evidence of a significant correlation between the existence of store maps (knowledge about the location of specific products, POP media, service centers, escalators or cashier zone) and sentiments regarding shopping convenience. Grossbart and Rammohan (1981) draw the conclusion that retailers should study the imparting of verbal and non-verbal information in order to improve the internal maps of customers. Such "landmarks" can be provided by "merchandising themes" (products that are usually used together are presented side by side in the store and decorated as taken from life), visually striking elements, and clearly separated aisles and product display zones.

Consequently, in order to best achieve orientation pleasantness in retail stores, a most favorable level in stimulation is recommended: a clear and simple structure which is cognitively "relaxing" on one hand, but highly activating key objects that help to form mental store maps on the other hand (Groepel 1991; Groepel-Klein, 1998b; Flicker and Speer, 1990; Winer, 1985).

At the point of sale, we can fulfill other expectations of shopping behavior, which we often do not realize or express. It is a social experience, for example by connecting today's shopping centers with entertainment centers, self-consciousness (connections to products that could be satisfied or confirmed by some aspects of ourselves) and fulfillment of desire, for example desire for risk (Styx, 2003). Styx (2003) also says that merchandising should harmonize special-purpose environment of business to enable identification of buyers with a purpose, for which they came, and confirm emotionally receptive state eagerness to purchase. The thing is to create environment that could enable to sell, but also that people want to purchase and enjoy it. For this, there are used POP materials, which allow an individual approach when presenting a product to a customer.

Researches confirm the fact that very much depends on the location of the concrete POP display, and that this attribute has a great influence on its sales success (McClure and West, 1969; McKenna, 1966). In this sphere, there was identified the greatest deal of materials and information. The placement of POP displays inside the store plays a role in stimulating customer interest in promoted brands (Anić and Radas 2006; Boček 2009; Smékal and Skokan 2007). *"The spatial placement of advertisement in store can itself affect the attention that it receives"* (Tellis, 1998, p. 184).

*"It is important to understand the impact of each in-store display type by location"* (Kingdon, 2008, p. 52). An attractive design of carrier definitely contributes to higher noticing and so it increases an overall effect on sales of product, but generally we cannot separate completely an actual placement of a concrete carrier from its attractiveness, and research confirmed that the actual placement of a carrier is a little bit more important factor compared to the creative design itself (Smékal and Skokan, 2007; Boček, 2009).

In a store where the environment is full of visual objects, it is not easy to make the promoted product or brands stand out (Broadhead, 2005). That is why it is important to match the POP material to the space where it will be shown. Even though size is important, so is the message, which may need to be different in smaller stores from larger stores and make it easier for the customer to locate the product, since customers in smaller stores are often in a hurry and need to find their purchase items quickly, leaving a smaller time-window to stimulate a purchase (Broadhead, 2005). According to Varley (2001), space management in retailing is concerned with providing a logical, convenient and inspiring interface between the product range and the customer. It also needs to be considered that the practical requirements of individual products will have a bearing on their space allocation, thereby applying pragmatic retail management into the theoretical concepts regarding space allocation in relation to performance. *"Fine-tuning the allocation of space within a detail outlet therefore requires extensive amounts of high quality data together with a pragmatic and customer-orientated managerial approach at store level"* (ibid., p. 146).

As to develop an attractive positioning of POP displays in store layout there are many objectives to take into consideration, one central thing to

concern is the trade-off between ease of finding merchandise and at the same time, provide a varied and interesting synergy with store layout. This is mainly determined by the needs of the customers who are visiting the store (Newman and Foxall, 2003). Besides the area where most of the merchandise is displayed and stored, Levy and Weitz (1992) shows that there are feature areas, which are designed to get the customers' attention, and include endcaps, promotional aisles, freestanding fixtures, windows and walls (Newman and Foxall, 2003; Davies and Hart, 1996). Levy and Weitz (1992) further explains that helping people move through the store could be done by adding attractive design elements, but this may also cause confusion since too many racks and displays make the store look overcrowded. According to Skaredoff (2004), the company and brand image are reflected by the POP displays and therefore they should be attractive by regulations and rules, concerning store layout, to avoid costly mistakes when using POP displays.

Discussion on POP display location phenomena approached e.g. by Varley (2001) or Blatt (2006) is positioning of POP displays to complementary products categories or to the product home categories. Within the overall store layout, decisions concerning which categories of merchandise should be placed next to one another need to be determined. This is where the principles of space allocation and store layout are intertwined. A store layout must provide logic to the customer, whilst helping the retailer to achieve its own objectives in terms of exposing the store visitor to as much of the product range as possible and to increase the value of the transaction of each customer. This is done by getting customers to buy additional items that might be linked to the intended purchase or by encouraging them to "trade up" by buying a higher value item than they had originally intended to buy. Although the achievement of this kind of retailer objective might be viewed as a manipulation of customers, more and more shopping trips are made with only a vague plan or list. Introducing product suggestion on the shelf, or by virtue of the store layout, could be viewed as a provision of retail service making the shopping experience easier and more convenient for the time pressured customer. *"In supermarkets, customers find dips displayed alongside Nacho chips and salad dressings alongside pre-prepared salads. In a department store, accessories will be located in their own department for customers who have a specific purchase in mind and alongside larger items like suits or coats in order to encourage impulse buying"* (Varley, 2001, p. 183). This "cross merchandising" concept blends two or more product promotions with the intent of increasing sales. For example, turkey stuffing and gravy may be placed in the soups aisle, and cocktail sauce may be placed in the seafood section of the store. This strategy may be more effective than only having the on-floor promotions directly in front of the product (Blatt, 2006). *"A natural connection with the product or event, and visible location, are needed for the proper POP placement have an impact"* (ibid., p. 37).

One of studies performed by Adams (2004) monitored POP AD located in unrelated categories - cake displayed in the cosmetic aisle. Exit interviews discovered some shoppers had noticed the display, but did not take the product from it because they were not "in the cake mood". However, the unit triggered a

recall when shoppers got into the cake aisle. This was interesting because we always think of the POP AD as an on-the-spot impulse purchase prompt, yet here it was acting as a trigger (ibid.). Adams also put POP AD for chocolate to the test and located it in the pet food aisle. By using technology that recorded eye movements, he found shoppers looked at the chocolate but did not recall seeing it when asked later.

Managers should encourage customers to shop in as many aisles as possible and provide exposure to as many products categories and in-store displays as possible. *“For instance, frequently purchased products or “destination” items (e.g. milk) can be displayed in locations that will lead customers past as many other categories as possible, or displayed next to less frequently purchased products”* (Inman and Winer, 1998, p. 3).

Curhan (1974) presents that customers are more likely to pass by some store locations than others (e.g. the front of store vs. halfway down an aisle). In other words, a given customers' probability of exposure to a POP display should vary as a function of the POP display's location in the store. Curhan (1974) examines location effects on sales of fruit and vegetables and reports that POP display in high traffic areas attracts more buyers. He surmises that *“This effect is observed because customers' attention is drawn to them and increases sales result”* (Curhan, 1974, p. 293). Inman and Winer (1998) predicted that end-aisle display and display at the checkout counter will generate greater exposure than in-aisle display, leading to concomitant increase in in-store decision making. It was also published that *“quality of POP display placement in-store is the combination of proximity of the POP display to the product and the quality of the store location. More heavily visited locations in the store, where shoppers stop – and therefore can be reached by a POP display – are more valuable. Examples include the front lobby, frontend caps and service counters”* (Adams and Spaeth, 2003, p. 12). Also Charvát (2007) confirmed the important role of placing POP displays. According to his theory, customers are walking on beaten paths and do not want to look for goods or buy them in unsuitable places. He proposes to place goods only in places where people can expect them (in aisle of a section, at the head of shelves) or where they can be used as an inspiration or reminder. So the especially frequent zones are the ones located in the main direction of customers flow, main lanes, areas on the right of the customers flow, aisle crossings, areas around cash-desks and traffic devices. In contrast to this, zones with low frequency of movement are areas around entrances, behind cash-desks, higher floors, middle lanes or areas on the left of customers flow (Cimler, 1994).

Also other authors mention similar assumption as the above mentioned. They also recommend localizing POP displays in places where customers must stay for any reason, i.e. not in places where customers only pass through (Underhill, 2000; Boček, 2009; Cimler and Zadražilová, 2007). Placing POP displays with impulsively purchased goods is suitable to be within reach of customers waiting in any queue, because such application helps to shorten a waiting time of customers making the shopping more pleasant for them. *“We should also remember that the person at the head of a queue does not need any*

*distraction, because they are almost to go. Materials used for presentation of goods, banners, displays with goods or anything else should be placed where the second or third person is waiting in a queue" (Underhill, 2000, p. 194).*

Adams (2004) published that placement of POP displays needs to be around shopping missions. If the POP display is not located where shoppers are in the right mode to receive it, they will not see it. He has also found in his research that shoppers switch from location to shopping mode as they walk around a store. During location mode they are subconsciously asking: "What do I need and where is it?", while in shopping mode they are ready to make purchasing decisions. POP displays sited where shoppers are likely to be in location mode therefore fail to deliver high conversion. As gondola ends are in areas where shoppers are likely to be, according to Adams (2004), in location mode, this is a contentious point. *"End-aisle display positions, eye-level positions, and checkout-counter positions are most likely to increase sales for individual items. Continuity of location is also important; shifts in store layout may decrease sales. (...) Individual products are then arranged within departments; a number of criteria may be used in positioning them. The most profitable items and brands will receive favorable locations in places where the customer traffic is heavy" (Bermann and Evans, 1989, pp. 470 - 471).*

In their professional publication, Cimler and Zadražilová (2007) theorize the frequency of particular zones in stores. *"Heavily frequented are zones by the main direction of customers flow, especially- except main lanes of sales area – on the right of the customers flow, assembly areas, lanes crossings (here, customer decides about further directions of shopping), cash-desk zones, zones around traffic devices (lifts, escalators). Weakly frequented are zones, in which customers do not intend to do shopping or are not looking up for any reason, like "sales areas on the left of the direction of customers flow, middle communications of sales rooms, entrance zones (walking quickly), blind aisles, areas behind cash-desks, higher floors of sales unit" (Cimler and Zadražilová, 2007, p. 152).*

#### **2.2.1.9 Arrangement of products on POP display and merchandising**

Also merchandising on a POP unit plays an important role, especially replenishing goods and proper laying out of different types of products on POP displays (Vysekalová, 2009; Treisman, 1986; Treisman and Sato, 1990; Barsalou, 1999; Hammond, 2006; Berekoven, 1990). The role of visual merchandising within retail product management cannot be separated from many of the more scientific aspects of retail product management, because of its crucial role in creating and supporting the retail brand's position (Din, 2000). In general, POP displays alter the organization of products in-store and by that they change the importance of attributes when customers make purchasing decisions (Areni et al., 1999).

An issue to be managed during implementation of advertising POP AD is the completeness or incompleteness of POP displays. Most retailers feel that customers do not buy from empty or near empty shelves and therefore products are often stacked completely in shelves and displays daily. This

practice may intuitively contradict the expected implications of Robert Cialdini's principle of social proof. According to Cialdini (1993), the principle of social proof suggests that individuals determine what is correct by finding out what other people think. Applying Cialdini's reasoning, retailers would expect that relatively incomplete or partially stacked (but not depleted) POP displays be more acceptable to shoppers. It means that we must observe a partial sellout of promoted products from POP displays, which could have a negative influence on shopping behavior of customers (Boček, 2009, Rooney et al., 2009).

Also other authors are reasoning that customers' behavior in a store is affected by stockouts of merchandise in shelves or in POP AD (Bermann and Evans 1989; Zinzer and Lesser 1980). One investigation determined that: *"Stockouts cause customers to have a lower store image, less satisfaction with purchaser behavior and reduced purchase intention for particular product categories"* (Bermann and Evans, 1989, p. 168). Likewise, it is true that: *"Sale shoppers are much less sensitive to stockouts than non-sale shoppers"* (Zinzer and Lesser, 1980, p. 221).

Adams (2004) has conducted interesting research about the adage that "the eye level is the buy level". Positioning products generally at eye level and maintaining multiple facings have long been recognized as caveats for successful retailing (Lambert, 1994). *"Much research hails the eye-level area as most important for sales, yet above and below are also excellent P-O-P locations"* (Blatt, 2006, p. 8). By placing products on different shelves the research discovered that shoppers tend to focus their gaze 20 percent below their eye level. While this would imply the POP hotspot is at this level on shelf, Adams points out that products and categories are shopped differently. He discovered that each time we drop down a shelf, the focus is 20 percent lower. However, this does not mean other locations are unsuitable. If we approach from a distance, then eye level does not necessarily apply. A promotional campaign may use different pieces of material so that it is visible to the customer from ten meters, then again at six meters, two meters and at the actual point where it is purchased (Adams, 2004, Boček, 2009). Location of POP should be based primarily on the movement of the target group in a given store and it should respect the described rule of "eye level" as much as possible (Boček, 2009). Underhill (2000) has the same opinion. He defines the zone, in which customers probably notice the presented goods, as the one in a space bounded by heights a little bit below the level of their eyes and above the level of their knees. Most of what is situated above or below these lines will stay unnoticed, unless they purposely look into these places. This is the result of our defensive way of walking – when we look up, we do not see where we go (Underhill, 2000).

In this context, Lelovičová (2006) in her article describes the necessity to respect take-off zones and eye-level contact. She declared that anything placed below 80 centimeters and above two meters we notice easily only from the distance of more than two meters and we can barely reach it without bending or standing on our tiptoes. Thus placing products and POP displays above these height limits is not effective (Lelovičová, 2006).

Smékal and Skokan (2009) in their research came to the same conclusion. In their report, they described for example a zero notification of dummies of

products placed in height or minimal observation of floor graphics. Although it could logically be expected that people watch “where they step”, from the sight recordings made within the study, researchers found that people's sight is oriented much more forward and also the angle is sharper than we could expect. People do not look underfoot when shopping; they get a sufficient idea of where they are from looking forward. Because of that, the researchers do not recommend placing any POP materials or goods too high or too low – in their research, neither of these positions showed the ability to influence customers' behavior adequately (Smékal and Skokan, 2009).

Underhill (2000) also examined the influence of well-arranged goods on customers' shopping behavior. He made the research on POP displays located by the wall with bags of differently flavored chips, in the place where customers queuing at the check-out had an easy access to them and could buy them impulsively. The problem was that the bags were laid out so neatly and precisely that customers were not quite sure whether they could take them. There was an easy solution: *“In the moment when products were slightly disarranged and several products disappeared causing some visible gaps, customers no longer hesitated and began to take the goods off the display”* (Underhill, 2000, p. 183).

Products also may be arranged by package size, price, color, brand, level of personal services required, and or by customer interest. End-aisle display positions, eye-level positions, and checkout-counter positions are most likely to increase sales for individual items. Continuity of location is also important as shifts in store layout may decrease sales (Bermann and Evans, 1989, p. 470 - 471).

#### **2.2.1.10 Size of POP display and application of more displays in one shop**

Attracting attention is the major goal of a POP display. One way of attracting attention is by the sheer size of the POP display. POP displays that take up lots of floor space and that tower into the air are very difficult to miss in the marketplace (Haugen and Weems, 2001, Blatt, 2002). *“Besides the display placement, its size is the second most important factor influencing activation of attention in point of purchase”* (Tellis, 1998, p. 184).

Haugen and Weems (2001) focused on size of POP displays in their study. Their theory says that the size of display positively affects the shopping impulse, and that bigger formats of graphics and goods on hand on POP display attract attention increasingly. Consequently, the sales results of more robust POP display are better. They described also POP ADs simulating the format of pallet sales, which could evoked the impression, by the way and volume of laid out goods, that the goods is discounted, which in turn could cause a higher interest in presented goods.

A very interesting experiment was approached by East et al. (2003). The researchers believed that multiple POP displays application implemented in the same shop at the same time showed a synergistic effect in sales performance. It seemed more likely that a synergistic sales response would be found and that two POP displays in the same store would give more effect than the sum of

sales from single POP displays in two different stores. The authors of the study expect that sales will be a positive function of POP display space but were interested in the fact whether increases in space produce linear, increasing or diminishing sales increments. To test this, they examined how much variation in unit sales was produced by variations in retail space (measured in square inches). G-shock Casio watches were selected as the product presented on POP AD. Sections of twenty independent fashion and department stores in the UK were used. These stores normally did not stock watches. This environment ensured that there was no immediate effect from competitor brands. The sections used varied in size from 1600 to 2890 square feet (144 to 268 square meters) of retail space. POP display showcases, ranging from 144 to 7012 square inches (nine square centimeters to 4.5 square meters), were allocated to the sections. As the size of the showcase increased, there was a corresponding increase in SKU (stock-keeping units) from 6 to 289. Allocation was random subject to a constraint; not all store sections could accommodate the largest cabinets, so these went to bigger sections. Because of this constraint, the experimental design was imperfect since it was possible that the sales figures for large cabinets reflected an effect of section size. The increase in showcase size generated an increase in product sales. *"The Pearson correlation coefficient between the two variables was 0.88 (p0.01). The scatter plot shows that the relationship between space and sales appears to be curvilinear with accelerating gains from increased display space, though this assessment rests on relatively few cases."* (East et al., 2003, p. 132). The results from the two investigations seem opposed. When space in a single POP display was expanded, there is a disproportionate increase in sales but when two POP displays are used in the same location, the sales increase is close to the sum of the increases obtained when single POP displays are used in different locations. In the first investigation, there was some confounding between the size of the store section and the size of the POP display cabinet. Because of this, it is possible according to the theory of East et al. (2003) that the rise in sales, disproportionate with showcase size, was related to the size of the selling area but there is no obvious mechanism that would produce such an effect. Another explanation for the findings from the first study was that *"the larger showcases were physically obstructive, and that this pre-empted attention. We regard the finding from investigation 1 as tentative; further study is required on other products and in other settings. If replicated, the finding has implications for display space management and adds to our understanding of point-of-sale effects"* (East et al., 2003, p. 132).

On the other hand, bigger size of POP displays can be a problem in relation to willingness of hypermarkets to place such applications, because of a lack of space in sales areas, which is actually one of the biggest problems in the sphere. Likewise, for the placement of more POP displays side by side, there exist results of research indicating that grouping POP displays was not necessarily a good thing. It gave a block impact and large area of activity, but people didn't take in the detail. In contrast, the individual units were more effective; people stopped and looked (Adams, 2004).

Generally, we can say that psychological research of shopping behavior

quite convincingly proves the success of some strategies aiming at customers' senses. From our perspective, especially interesting are the concepts, which in spite of their focus on senses, take into account the customers' conscious attitudes, too.

In this sphere of research, anyway, we see a promising inspirational source for possible entrepreneurial innovations and opportunities in the sphere of POP AD.

Now, Let us review briefly some other concepts and researches, which go outside the framework of the previously reviewed attributes of POP ADs, and their possible impact on the customer decision making. In the next chapter we will focus on complementary phenomena which relate with POP ADs rather indirectly, but in particular cases also enter "in game" when customer encounters them in hypermarket.

## **2.2.2 Social environment, collective normativity and individual preferences**

Some psychologists have a tendency to distance themselves from behavioral solutions. For example Kandel (2000) and Schwartz and Jessell (2000) confront the original behavioral model with current knowledge. Unlike the behaviorists, they no longer focus only on the stimulus-response properties of behavior; instead, they focus on the information processing in the brain that leads to behavior. Customers simply do not think and act as behaviorist psychology would have had us believe. If a view of a specific aspect of customer behavior, like interacting with advertising, is formulated in terms of a psychological theory that is simply not true, then we end up with an understanding that is both incorrect and totally inapplicable to the real human behavior that we are trying to understand and influence, as well as the forces that combine to cause it (Weillbacher, 2001).

### **2.2.2.1 Role of time**

Time plays more and more important role when customers are deciding. Customers realize how valuable their time is (Lelovičová, 2006). They actively decide how to spend time optimally (ibid.). Space of retail stores is overfull of POP displays, teasers of the shop itself and informative, navigation and price posters. The customer is completely overloaded with them, and to some extent, he unconsciously and consciously ignores them. The large number of them located in stores and outside them surely decreases effectiveness of each of them. The time customers need to select goods is very short and the selection itself is highly automated (Smékal, 2007).

Time, a nonrenewable resource, has affected the way customers think and act about shopping. Time-starved shoppers are looking for ways to manage their shopping time. According to a study described by Rooney (2007), there is a wide range of shopper behaviors that can be labeled "selective shopping." These behaviors include visiting only needed aisles, minimizing the number of shopping trips, avoidance of browsing and limiting the amount of time spent in

the store. That is why the important role of POP advertising was discovered in its ability to provide promoted products quickly with needed information background, which helps to save shopper's time (Rooney, 2007).

During the development and implementation of POP means it is thus important to consider also the time factor and to apply media to help to save customers' time, for example getting related products within product categories closer, application of a space so that they do not stand in the way of walking buyers or undemanding communication on POP means as already mentioned in the previous chapters (Lelovičová, 2006). This fact should be considered also in graphics and communication showed on POP displays.

#### **2.2.2.2 Social normativeness**

Beyond the considered impact of physical characteristics of POP displays on customer in-store choices, a sizeable body of Social Psychology and Marketing literature exist that document the impact of "social influence" on customer choices (Asche, 1952; Bandura, 1977; Bandura et al., 1966; Cialdini, 1985; Venkatesan, 1973; McAlister et al., 1989; Nord and Peter, 1980; Griffin and Buehler, 1993; Smith and Bell, 1993 and Bearden and Randall, 1990). Various labels may be found, e.g. Observable Learning, Modeling, Normative Influence, Conformity, Compliance or Social Proof, but the topics are the same. Every one of these labels suggests that one way customers determine what is correct is finding out what other people think is correct. Furthermore, Nord and Peter (1980) explain that we observe other people's behavior and outcomes and then we adjust our behavior accordingly. Hawkins et al. (1998) further suggest that normative influence and social proof phenomena are common in both low and high involvement situations. As extensive as the literature may be on the subject of normative influence and modeling, to the best knowledge of these authors, none of these works addresses the potential existence or impact of Virtual Modeling or Virtual Normative Influence. These are situations when customers may observe the traces of other people's behavior, but not the behavior itself or the consequences of others' behavior (ibid.)

Evaluation of reaction to in-store stimuli is demonstrated in the theory of Need for Cognition and Deal Proneness.

#### **2.2.2.3 Need for Cognition**

The prior research demonstrates that individuals differ in terms of their likelihood to engage in effortful, systematic thinking. Need for cognition is one of the determinants of motivation to process information content (e.g. Haugtvedt et al., 1992). Specifically, those with a high need for cognition are more likely to use message content as a basis for judgments than those with a low need for cognition (Haugtvedt et al., 1992; Maheswaranand and Chaiken, 1991). Thus, shoppers with a high need for cognition should be less influenced by mere exposure to a product category or POP display than shoppers with a low need for cognition (e.g. Inmann et al., 1990; Inman and McAlister, 1993). "If

so, we would expect that shoppers with a low need for cognition would make proportionally more in-store decisions" (Inman and Winer, 1998, p. 8).

#### **2.2.2.4 Deal Proneness**

Customers who are more deal prone should be more motivated to process in-store stimuli in their quest for good deals. These types of customers may be accustomed to changing their plans in the store or at least leaving their plans open regarding the specific brand to purchase (Bucklin and Lattin, 1991).

Measures of deal proneness (e.g. Liechtenstein et al., 1995, Liechtenstein et al., 1993) assessed respondents' propensity to purchase items on deal. Since many deals are not seen until the customers have arrived in the store, *ceteris paribus* some level of in-store decision making is required to take advantage of deals. Thus, we expect that deal-prone customers will be more likely to make in-store decision (Inman and Winer, 1998).

#### **2.2.2.5 Role of emotions in customer decision making**

"Emotions are crucial for the advertisement, because they are an indispensable part of human thoughts" (Du Plessis, 2005, p. 2). Emotions do not only form subconscious reactions to advertisement, but also bring, form and control our conscious thinking of brand, products and services (Du Plessis, 2005). Emotions are important as a source of motivation by themselves. "People are looking for a strong experience not only in order to meet their needs, but also for themselves" (Vysekalová, 2004, pp. 28 - 29). We can define emotions as a state of emotional excitement, which is showed by a certain type and level of biochemical activity of the brain and body. For example, anger, pride, favor or sadness are emotions that mean a certain level and quality of excitement. Emotions result in a mental activity, but of a different kind than thinking, and they can exist independently on logical thinking. Yet emotions generally arise or disappear as a result of a sequence of thoughts started by stimulation (Vysekalová, 2004).

Factors that influence a shopping customer are a complex regarding the personality of customer or a product itself. The "first impression" is essential. When it represents an emotional effect of the product or POP media to attract us, we will differentiate it from others. This is what will make customers take a product in their hands and only then they consider such factors as quality and price (Vysekalová, 2009). Similarly, an advertisement causing a positive emotional reaction has a better impact than the one not causing it. Advertising works so that in connection with a given brand, it brings emotions, associations and memories. The customer must take into account these associations when they think of a brand, ideally when considering the purchase. Only then, the advertising can affect our behavior. "Emotions help to stimulate and control our attention. In order to fulfill their role in ensuring that we pay attention to the right thing, emotions must work quickly and easily. Basically, emotional reaction to any event brings negative or positive feelings so that this situation attracts or repels us" (Du Plessis, 2005, p. 5).

Although advertising professionals can bring various emotions in order to attract attention, they prefer some of them more. *"They are a parental instinct, love for animals, sexual excitement and curiousness. The presence of children in advertisements is a mechanism catching attention of parents. Children and many adults love animals spontaneously, and so their use is a good tool to catch attention as well as fear"* (Tellis, 1998, pp. 174 - 180).

The stimulations that should bring emotions are pictures, sounds, odors and other stimuli expressible in sales environment. Stimulations are more interesting, easier to follow and easier to remind than arguments. There exist three models, through which emotions should get a recipient to action: implicit, explicit and associative (Fader and Lodish, 1990). *"Dramatic approach, story, demonstration, humor and music are important methods used to bring emotions. The strongest one is probably dramatic approach, because it employs the audience completely"*(Tellis, 1998, p. 215). On the other hand, humor and music do not have to be as attractive as a dramatic story, but they require much less time and they can be easily combined with other methods of conviction, for example logic. Especially music can easily accompany most of the other forms of communication, participate in creating mood and support conviction (Tellis, 1998).

The intentional influence of creators of a marketing communication on the emotions of customers can thus increase the probability of catching attention of a customer for POP ADs and promoted goods, and so to help improve sales success.

### **2.2.3 The summary of the theory of customer psychology and social environment**

Theories and researches presented in the previous parts of chapter 2.3 are valuable by their conceptualization of customers' thinking. They are not usually conceived as being entirely isolated individuals here, but rather as a part of a wider social context. They have their own history, intentions and experience, from which they proceed.

We must be aware of the difference between researches focusing on input-output of statistical dependence compared to those that conceptualize human consciousness. We dare say that behaviorally oriented researches rather more effectively tend to the theory of POP displays while the others, in fact, concern rather the theory of a customer and eventually his reactions to the environment. This has implications in practice, because while rather behavioral studies may affect practical decisions directly in the form of POP AD, theories conceptualizing a customer can help us better adapt a POP AD to characteristics of anticipated customers. For example, the need for cognition theory could find a use when deciding about the form of POP display offering books to customers in a coffee lounge.

For our research, it is also necessary how the above summarized literature move our understanding of the nature of the situation, in which purchase takes place: we know that purchase from POP display in hypermarkets is happening

very quickly and in the environment full of a variety of other sense stimulations.

## 2.3 Demographic aspects

As well as in the case of other forms of communication, we must take into account the role of segmentation in researches in the sphere of POP media. Going back to Kotler (2003), customer characteristic and needs can be identified by studying demographic factors. Demographics are easily identifiable and measurable population statistics.

Kollar and Willet's 1967 benchmark study identifies several characteristics associated directly with unplanned purchasing: household size, gender of shoppers, number of shopping trips per week, number of purchases, use of a shopping list, major shopping trip and the number of years that the shopper has been married.

Customers can be described in term of these demographic factors; population size, number of households, place of residence, mobility, gender, employment status, age, occupation, ethnic or racial background, marital and family status, educational level, income, and physical traits (Bermann and Evans, 1989; Tellis, 1998; Hackley 2005).

Now we will introduce the impact of basic socio-demographic variables as they are described by many researchers, who decided to go this direction, and whose findings are interested in the context of shopping from POP AD.

### 2.3.1 Gender

Researchers have found significant differences between men and women in their information processing (Allinson and Hayes, 1996; Meyers-Levy, 1989; Meyers-Levy and Maheswaran, 1991; Meyers-Levy and Sternthal, 1991), expression of emotions (Brody and Hall, 1993; Stearns, 1992), gift exchange behaviors (Gould and Weil, 1991) and shopping behaviors (e.g., Grewal et al., 2003; Otnes and McGrath, 2001). To explain these differences, researchers have either relied on sociological, biological, or mixture of the two explanations. Sociological explanations include theories such as gender schema (Bem, 1981), self construal (Cross and Madson, 1997), multi-factorial gender identity (Spence, 1984) and socialization differences (Moschis, 1985), whereas biological explanations include cranial hemispheric activity (i.e., left brain vs. right brain dependent) (e.g., McGlone, 1980) and sex hormone differences (e.g., Reinisch et al., 1979). Some researchers believe that both biological and sociological elements play a role in observed gender differences as seen in Meyers-Levy's selectivity model (Meyers-Levy, 1989, 1994; Meyers-Levy and Maheswaran, 1991; Meyers-Levy and Sternthal, 1991).

Women enjoy shopping more than men, they are more aroused by the shopping environment (Donovan and Rossiter, 1982; Mehrabian and Russell,

1974, LaBarbera and Tucciarone, 1995, Bagozzi, 1991, Wells, 2003). Because women are more likely to buy than men when they visit a store (Lucas, 1998), this finding would suggest that women enjoy the shopping environment to a greater extent, and that this finding would make the relationship between emotional response and the overall evaluation and repatronage decision stronger. Therefore, the effect of emotional evaluation on the overall evaluation will be higher for women than for men.

On average, responsibility for shopping still falls primarily upon the woman of the household (e.g., Bieibly and Bieibly, 1988; Chebat and Yuccaro, 1995; Crosby, 1991; Perkins and Demeis, 1994). This role puts women in a better position than men to recognize household needs that might be fulfilled by a particular category purchase. In a study of gender roles, Thompson (1996) reports that the women interviewed describe themselves as being more aware of household needs than their spouses. He also finds that women process information in much more context-dependent fashion than men and are more likely to attend to contextual information and multiple cues in the environment. Based on these factors, we expect women to make more decisions than men.

According to Shaw (2001), the typical female is phenomenally efficient. They will scan familiar shelves or fixtures for offers and promotions without breaking step, and when asked for the prices of competing products within a category she has shopped, she will often be able to recite the key products or price points relevant to her. The key elements of her behavior are planning, consideration and efficiency - both in terms of time (needed for shopping and cooking) and money (Shaw, 2001). *"In contrast, the majority of males appear to be still shopping hand to mouth. Men are very visual and impulsive shoppers. 'What looks nice today? ... What do I fancy? ... Oh, I remember seeing that advertised.' Male behavior tends to reflect a more impulsive, self-focused style, often shopping with a sense of bravado, with certain higher-involvement items bought simply because they will create the right impression if someone looks in the basket. Price focus rises with unglamorous categories because they are no longer about the self, or relevant to the self"* (Shaw, 2001, p. 37).

As to researches in the Czech environment, according to Vysekalová (2008), women place bigger emphasis on the truth, informativeness, clarity, and easiness to remember an advertisement than men and they also require more often the use of decent and common words.

### 2.3.2 Age, income and shopping party size

There are also differences within age groups. For young people without children, especially in smaller towns, visiting a shopping center means "an escape from the reality" (Vysekalová, 2009). Vysekalová (2008) in her researches did not confirm the hypothesis that in demand of advertisement, there exist absolutely crucial differences among the age category 29 and less and others. Although the younger group more often than the average imposes requirement on "craziness" of advertisement and its diversity, these demands are still on one

of the last places compared to the others. The age group of people over 60 does not differ significantly from the others in most of the attributes; they only more often place emphasis on advertisement without violence and on its decency.

The psychological cost of thinking may increase as an individual ages, which suggests that older customers may be less motivated to process POP media information than younger customers. Consistent with this notion, Zeithaml and Fuerst (1983) find that accuracy of price recall and usage of price information is lower among older customers, and Beatty and Smith (1987) report that price search decreases with age. Since younger customers have greater motivation to process in-store stimuli, we argue that they will make more decision at the point of purchase.

Although the aspect of income may not influence the need of recognition directly, we expect it to constrain customers from acting on the recognized need. In other words, shoppers with higher incomes are free to make impulse purchases as a result of need recognition, while shoppers with a lower income are restricted by budget limitations. *“As a result, we expect higher-income shoppers to make proportionally more unplanned purchases”* (Inman and Winer, 1998, p. 10).

The research on shopping party size (Kahnand McAlister, 1997) suggests that shoppers accompanied by another shopper spend more. Customers who are shopping for a larger household have the opportunity to recognize more needs than customers who are shopping for themselves. The some logic that we used in the context of shopping party size applies to household size, except that the other members of the household are in absentia and, therefore, are dependent on the shoppers to recognize their needs. In other words, large households have more potential needs to be recognized than smaller households (Inman and Winer, 1998).

### **2.3.3 Summary of demographic aspects**

The interest tracking demographic data can be very useful for production and implementation of POP AD in connection with the target group, for which it is determined. While the statistical findings are very far from anything we could call an authentic experience of the world at the level of aggregate analysis, it is possible to describe and further analyze certain regularity in the behavior of members of these widely defined groups on their basis.

## **2.4 Sociological perspective and POP advertising**

Sociology is one of the most various social-science disciplines and so it is not possible to give a summary of everything written about the phenomena related to shops and POP advertising. We would like to introduce at least two interesting contexts which are good to bear in mind in this research. Specifically, we will focus mainly on a change of life preferences and attitudes towards consumerism and consumption as Daniel Bell (2000) calls them

postmodern and associates them with so called post-industrial society.

Before we do so, Let us recall Arndt's (1985) scheme of paradigms in marketing. It is necessary to note that sociology is well positioned to observe relations of power and conflicts in society, and so the emphasis on conflict used to be a part of many theories and analyses. Specifically, Klein (2005) and Hertzová (2003) point out that marketing may be used as a corporate guise in such cases when the brand's products are being made in other countries than the customers think. Here we talk about the socio-political paradigm.

Ritzer (1996) also focused on a rationalized commercial institution and he refers to dehumanized character of some of these institutions. We would include him probably into liberating paradigm, which is quite markedly embodied by the leading postmodern sociologist and critic of the current customerism Zygmund Bauman (2000, 2002, and 2006).

We leave these paradigms aside of research design not because it might not be important, but rather because it is not clear how it could help to produce better POP AD. We will at least touch these two paradigms briefly.

#### **2.4.1 Historical change of social normative of consumption**

As we mentioned at the beginning of this work, the hypermarket and also the POP AD are historically quite a new phenomena. We would like to offer at least a brief explanation, which reflects finding a hypermarket being a part of long-term changes in perceiving regulatives of consumption in Western countries.

Bell (2000), the author of the conception of post-industrial society, noted that in the nineteenth century consumption, "enjoyment" was related to much stricter social criteria of suitability. This Puritan condemnation of consumption still valid in the first half of the 20<sup>th</sup> century bore some irritable potential – especially for modern artists: "*Within artistic sphere, there is just a few of those who oppose the absolute freedom, illimitability to experiment, domination of instinct over order, intellectual imagination rejecting rational critique*" (Bell, 2000, p. 63). Bell argues that "*it was the artistic freedom, irritated and provoked dominant tight-laced bourgeois norms in the 1920s, which became socially dominant in the 1960s*" (Bell, 2000, p. 32). It happened against the background of the "fat post-war years" when dynamics of the economy really democratized consumption at its psychological sensual level.

The 1960s can be considered the imaginary beginning of so called post-industrial society: "*Post-industrial society fundamentally transformed everyday modern economy*" (Bell, 1999, p. 197). It is especially the transition of labor from industry to service sector, beginning of global economy and increasing the significance of the social segment of highly educated experts, which corresponds to the new and dominant role of education in the process of capital reproduction. All of these have a certain impact on the sphere of consumption and, more generally, leisure.

If we take into account the comfort of the post-industrial society with its emphasis on "*leisure time*" and services, it is not surprising that at this time we meet the first shopping center, which could be compared to today's ones, with their prototype

called Southdale Center in Edina, Minnesota, USA built in the year of 1956" (Ritzer, 1996, p. 44).

This time period is characteristic for the disintegration of moral regulative of consumption perceived as a whole *"moral judgments occur mostly individually in specific cases of consumption, which violates moral normative valid primarily outside the context of consumption"* (Hilton, 2004, pp. 114 - 115). Barriers that people formerly felt in situations of "unbound", "useless", libertine" consumerism fell behind the gates of new hedonistic times. *"Mass consumption was a sign that people have nothing against the idea of social change and personal transformation within the important sphere of the life style"* (Bell, 2000, p. 76). So there does not only happen a full social legitimization of enjoyment and desire, but also a justification of innovative changes in individual self-creation and resulting instability of personality of a large part of society members.

Simply said, there were not removed only the former norms of consumption, but also the individual chance of selection was widened to the whole culture, to all institutional norms associated with early modernity and its institution such as family and gender, class, profession and neighborhood (Bauman, 2002, pp. 87 - 146; Beck, 2004, pp. 113 - 243). For example, the institution of family ceases being an institution, i.e. *"external oppressing power, which markedly separates normal from deviant, and which regulates human acting in such extent, in which people chose and choose an alternative type of co-existence, stop to associate the obligation to have a child on behalf of a quality of relationship"* (Giddens, 2000, pp. 77 - 78). The conformity of gender roles stops to exist and divorce rate increases in a similar way as the relative frequency of children born outside marriage. For example Možný (2002) documents these trends on the model of contemporary Czech society.

Family, as an entirely self-evident phenomenon and part of most biographies suddenly appears as a "problem". As to profession, hardly anybody can harbor a realistic hope for lifetime employment on the same position or even in the same branch, there is more and more of so called flexible employments, there increases a share of long-term unemployed people and work ceases to be associated with the meaning of life, service for society or even humanity (Lipovetský, 1996, pp. 136 - 142).

Another big part of human lives begins to be dependent on arbitrariness of an individual in an environment, where clear socially enforced normative disappears and where suddenly everything is possible (Beck, 2004). But according to Bauman (2002), also the flustering possibility of failure, permanent dissatisfaction or permanent impugment relate to the possibility of choice. In this context, the shopping center works as a kind of vent, as the last illusion of the lost world of community compound of such people "like me". *"When we are in a shopping center, we feel like we are "somewhere else"* (ibid., p. 158). Regardless of the various conflicts in society, we are all the same in a hypermarket and such hypermarket itself is always the same - only the number of visitors changes. *"On the whole, the trip into the "space of consumption" is a way to very misunderstood community, which as well as an experience from shopping, finds itself permanently "somewhere else". During the few minutes or hours, for which this*

*community lasts, people can scratch their backs against "other similar people", spend time with those who profess the same religion, who visit the same church, spend time with other people whose otherness can be put aside out of sight at least in this place and this time, do not think of it or infirm it" (ibid., pp. 162 - 163).*

We mention these thoughts here in order to have the full picture. However, thanks to other mentioned authors, we can state that, in society, there has historically happened democratization of consumption in a form of so called shopping as leisure time activity, which is associated with a shift of normative regulating consumption to bigger permissivity and hedonism. This is related to impulsive character of shopping from POP AD even in the anonymous environment of hypermarkets.

#### **2.4.2 Shopping center as a rationalized institution**

As already showed by one of the founders of sociology, Max Weber (1998), rationalization is one of the main characteristics of modernity and one of its main driving engines. It expresses human ambitions to create such social structures that would lead them by the most effective ways possible directly towards a goal set – that will happen without delays, if these people have to think about actual state of affairs again and again.

These structures represent a huge source of efficiency, but they also have their negatives, which consist primarily in attracting efficiency of means of acting at the expense of questions about their morality or moral qualities of goals that are to be achieved (Weber, 1998; Ritzer, 1996). Studying of bureaucracy led Weber to concerns that the enthusiasm about its advantages, the ability to predict costs and profits and to optimize management will lead the society into the "iron cage", i.e. bind it with a system of bureaucratic regulations, whose fulfillment will be enforced at the expense of any alternative that will destroy everything sacred and transcendent (Weber talks about "disenchantment of the world"), undermine the sense of personal responsibility and destroy willingness for activity of the individual. If the aim of rationalization is to allow people not to restrain from thinking, then *"it deprives the human experience of sense and significance"* (Weber, 1998, p. 123).

The influence of bureaucracy as an institutional form on personalities of its employees was later described by Merton, who, among others, stated that the administrative system itself can make its members blind to the consequences of their actions in favor of adhering to strict observance of regulations and established procedures, which may change the whole structure to desperately ineffective tool of organization of lives (Merton, 2000).

From the studies going in this direction, there is worth mentioning the ethnomethodological research of John Manzo (2005) proceeded in five North American shopping centers. He focused on food courts and searched how the spatial zoning (small "temporary" tables and chairs, dining space not fully separated from the pedestrian zone) influences customers' behavior. He watched behavior of customers, whom he interviewed consequently. He also interviewed the security staff. He found out that customers perceive food courts

in the same way as coffee-lounges, organize sitting their way, lead their dialogues as private and consider tables “their own”, if sitting at them. To the conclusion he adds that the results of subsequent interviews show that customers of fast-foods usually ate quickly and left, which is exactly what is requested from them through the above mentioned space zoning – they usually accepted it and understood as such (Manzo, 2005). The result of this research certainly cannot be generalized, but it gives evidence that the inner feeling of freedom may be integrated with partial external influencing of participants and their acting through external factors, in this case by organizing the space.

We should also mention the phenomenon of civil or political consumerism, which consists in campaigns boycotting certain products or even retail chains for their immoral activities. In Western countries, it is a relatively common form of political activism, which also seems to be very effective in some cases (Hertzová, 2003). As well as a shopping center is able to define newly what “political” and “public” means, civil society can define what is a private matter of a firm and where the meaning of its activities grows into a public matter. As it is possible to perceive civic engagement as a private consumption activity, also the private consumption of goods can become an expression of civil engagement and so a public matter. Potential of POP display for giving a notice of relation of offered products with some engaged perspective in the world has already been mentioned above.

Critical reflection of a shopping center as a fully rationalized institution of a public character warns us against a high risk of emphasis of positivistic paradigm on controllability and efficiency, because it threatens by creating perhaps too rigorous and evidently invasive conditions for purchase.

Before introducing the concept of our research, we should briefly discuss paradigmatic conflicts playing role in marketing research. This discussion is important as it is defining influences and arguments for consequent selection of our paradigmatic position and overall research approach.

## **2.5 The conflict of paradigms and its implications for the marketing research**

The marketing research, which traditionally studies also decision making and purchasing behavior in connection with advertising, represents especially a practical effort to provide a deeper insight into the problem of effects of advertising and customers' expectations and for this purpose expects to be inspired by a number of traditionally separated social-science disciplines and research orientations (Hackley, 2005). In this study, we intend to show that there exists a good reason to try getting out from a relatively homogeneous focus on increasing sales using statistical researches following mostly the context of some attributes of POP AD or customers who meet it in shopping center environment. Before we specify this reason explicitly, it will be useful to

summarize briefly the core of the problem consisting in disputes about the nature of knowledge among various research traditions. It will be shown how this conflict reflects in marketing research, which will further allow us to include our research into a certain type of a science practiced in this sphere.

### 2.5.1 The conflict of paradigms and the “truth” in marketing research

Authorities in the branch of theory of science (Hunt, 1990, Anderson, 1983, Beck, 2004, Fay, 1999), who use the term “paradigm”, refer to Kuhn (1997). In his work, we can find the following definition of paradigms: *“Paradigms are accepted examples of actual science practice, examples that include law, theory, application and instrumentation. All this is provided by a model, from which a certain coherent tradition of science research is derived”* (ibid., p. 10).

That has implications for social sciences. Disputes about their scientism have been ongoing since the social sciences were established (Fay, 1999; Harrington, 2006). With regard to the objective of this work, we will try to summarize briefly what causes the biggest conflicts among different paradigms, which deal or may deal with POP AD.

In this endeavor, we proceed mainly from the work of Brian Fay (1999), who distinguishes positivism, perspectivism and relativism within the current discussion about the nature of science and its ability to get to an objective truth. Largely, these differentiations correspond to a type of reaction to Kuhn's work as we will demonstrate in the examples of texts about philosophy of science by the authors who considered paradigms in the context of a marketing research. Fundamental distinction can be done depending on how paradigms stand towards so called epistemological and ontological relativism (Fay, 1999; Anderson, 1983, 1988; Hunt, 1973, 1983, 1990).

Positivism is a vision of science that is most strongly claimed allegiance to the legacy of natural sciences of the nineteenth century. The social scientist must be free from any previous forms of knowledge such as tradition, metaphysics or prejudices to obtain reliable knowledge that objectively represents unchangeable laws of reality. That can be achieved by an empirical method that will enable to reflect the undistorted truth limited by sensual perception of human beings, and the systematic character of which guarantees comparability of results. Then, the science practice consists in a systematic accumulation and classification of obtained facts (Fay, 1999, pp. 239 - 242).

Probably its most influential proponent in a marketing theory and research is Hunt (1976, 1983, and 1990). This author condemns Kuhn's work for its nihilism in relation to the possibilities of science. He rejects both epistemological and ontological types of relativism. The former claims that there does not exist any privileged source of the truth about the world, because no objective criterion of “truth” is possible and any temporary paradigm will be (or can be any time) replaced by another paradigm. The ontological relativism claims that the idea of the reality shared by all people is not justified, because bearers of different paradigms really struggle for a different conception of reality different realities expressed by a network of their own thought (Kuhn,

1997). For example, Hunt (1990, p. 3) wrote: *"In brief, if reality relativism was true, and scientists' theories did not "touch base" with some reality external to the theorist, the pragmatic success of usefulness of science over the last 400 years would be totally inexplicable, that means, a miracle."* In his work, Hunt stands up for historically earlier positivistic theorists and, although he admits that no theoretical statement can be recognized as true forever, it is necessary to test empirically such statement, and so to reach an objective judgment about its truthfulness just because it can be disproved by such empirical tests as measuring statistical dependence. The unprovable statements are not scientific.

As the second variant, Fay (1999) offers perspectivism that basically leaves the vision of one truth and offers many partial truths instead, which are revealed always from one of possible perspectives that corresponds to the knowledge level, professional focus of the scientist, but also to the culture, in which the social scientist lives and which he shares with other members of his community. Scientist's access to reality cannot be ensured by any method of "pure facts" collecting. So called facts are *"saturated with theory"*, they do not come out from anything and certainly do not classify themselves. But how then can we describe the science? It is primarily a network of theories, which provide quite a number of perspectives, but always share together some basic conceptual schemes. Fay wrote: *"Typically scientific activities – observation, classification and explanation – are being proceeded within a certain conceptual scheme the scientific community brings into its work. Conceptual schemes are providing a framework, in which all scientific thinking unwinds"* (ibid, p. 97). In this conception, perspectives may differ, but basically it is well possible that they communicate with each other and mutually enrich each other. It shows that we necessarily share one reality and it is essential to reject ontological relativism. But it is necessary to accept the plurality of perspectives the epistemological relativism leads to. We can name Anderson (1983, 1988) as a supporter of the epistemological relativism, who carefully argues this position for marketing. Anderson (1983, 1988) wrote: *"... positivisms reliance on empirical testing as a sole means of theory justification cannot be maintained as a viable description of scientific progressor as a normative prescription for the conduct of the scientific activities. This point is essentially noncontroversial in contemporary philosophy and sociology of science. Despite its prevalence in marketing, positivism was abandoned by these disciplines over the last two decades in the face of overwhelming historical and logical arguments that have been raised against it. (...) Thus, the relativist stance appears to be the only viable solution to the problem of scientific method."* According to Anderson (1983, 1988), relativism implies that there are few truly universal standards of scientific adequacy.

Then the relativism represents the whole group of directions that move even further in their skepticism towards science and demand of objective truth. These directions of thoughts lead the thesis that there does not exist any mutual and obligatory conceptual framework, and that knowledge and learning (epistemological relativism) and also the reality (ontological relativism) are functions of incommensurable conceptual schemes and could be viewed only within their framework, only from within themselves. They cannot be

“translated” from one to the other and so people are trapped in their separated worlds without the chance to reach the shared truth. For example, Hunt (1990) reproaches Kuhn as well as Anderson for this opinion.

The German sociologist Ulrich Beck (2002) observes impacts of paradigms and mentions many examples of strategies, which can make relative the claim of positivism to truth. For example, he wrote: *"Ethnological research of science finally 'reveals' even in the supposed place of the birth of scientific rationality (in laboratory) that the prevailing practices resemble rather to modern variants of rain dances and rituals of fertility, which follow principles of career and social acceptance"* (Beck, 2002, p. 272). In terms of the real research practice of opposing groups, he describes the situation as a partial closing up into the own positions. As to his opinion, positivists have responded to the statement “Everything goes!” in a way “So what?” These scientists further continue in applying their method, just their language is humbler as to the demand of the truth. This could deceptively promote the vision of unshared realities.

The idea that Fay uses to confront the vision of unshared reality is simple. Even the conflict of paradigms assumes a certain degree of conformity, because if not, it would necessarily lead to the attitude that “the other one” does not have a different opinion, but that he does not have any opinion at all and thus he cannot give us anything we could understand (Fay, 1999). In other words, an ideological conflict among paradigms could not happen in the existence of the plurality of completely separated realities (Hunt, 1990).

Thus it is possible to justify why after all we share the same reality and predicate of the same world. It would seem that positivism and relativism are quite distant from each other, but we still can find a feature that is similar in both of the directions. Both emphasize the requirement that science reflect the world. The difference between them is that the positivism accepts this requirement without any doubt, while relativism uses it to infirm it: *“The existence of one shared reality or at least one shared conceptual scheme through the impossibility of fulfilling it”* (Fay, 1999, p. 250). In this sense, we would like to dissociate ourselves from both of these extremes and accept solution offered by Fay.

The presumption of a good research, in perspectivist epistemology, seems to be especially the effort to express an opinion of different concepts of the object of our interest, which are available in social sciences. Thus if we are interested in POP AD, it will be necessary to introduce several possible perspectives, and if possible, benefit from them in the knowledge of differences of basic assumptions of our own position.

But what are the types of scientific interest in marketing?

### **2.5.2 The practical impact of epistemological inconsistency on marketing research**

In a certain scientific discipline, the paradigm boundary itself seems to be a subject of rules of perspectivism, because there may be many perspectives that emphasize various theoretical components, by which paradigms and their

research practice differ. In this work, we cannot have the ambition to give their comprehensive overview. But one of these concepts caught our attention, especially because it reacts to the practical problems that conform to the ones, on which our study wants to focus. Specifically, Arndt (1985) offers the same typology of paradigms we use here, and although his work is not up-to-date, with regard to the older date of publishing, it is unquestionably topical considering the diagnosis of the marketing practice.

He identifies two concrete dichotomies which, combining each other, create four paradigms. All these paradigms put different types of questions against the logic of Kuhn's (1997) definition. The first dichotomy refers to the focus on external "objective" observation of behavior compared to the effort to understand in internal terms, which is, in terms of the acting subject. But the interest in marketing structures no less also the attitude the scientist assumes towards the possibility of conflict among the marketing world and marketing communication and customer. Each of the resulting paradigms showed in the Picture 4 has its own metaphors (at the end of the arrows) as Arndt indicated the basic frames the proponents of these paradigms use for detection of the reality.

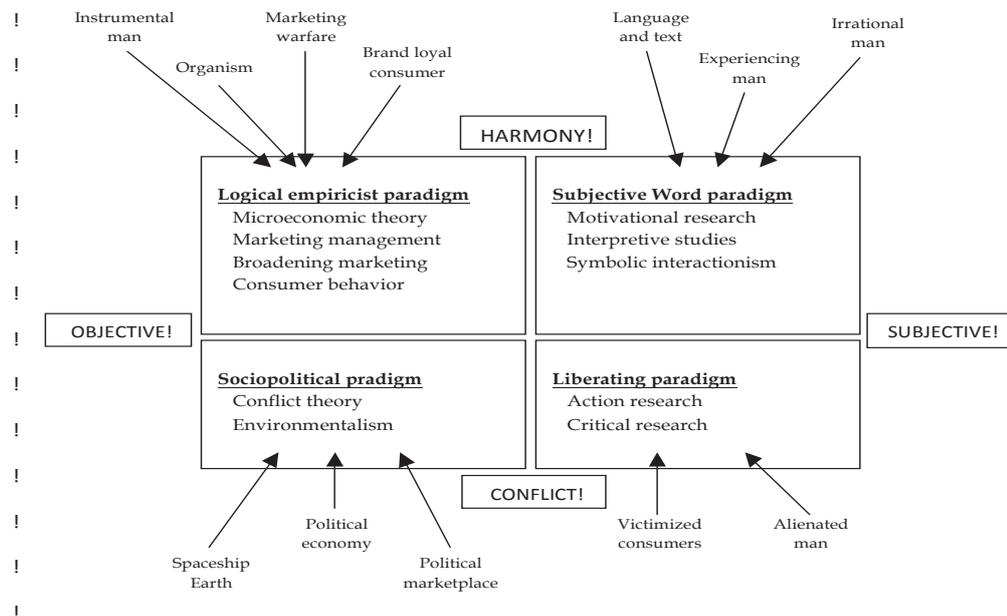


FIGURE 5 Four paradigms of marketing science, adapted from Arndt (1985, p. 16)

The situation in the research of POP AD will be presented here in other parts of this chapter. It could be described as a dominance of logical-empiricist paradigm (Arndt, 1985; Anedson, 1988). There are relatively many studies that used the interpretative paradigm, but we could not find any study, which used the interpretative research potential on POP AD. We will try to follow the

interpretative paradigm inspired by constructivist view on the human and his experiencing of everyday reality.

Like Anderson (1988), Arndt (1985) criticizes the marketing research because it focuses almost only on superficial learning about the reality by using statistical methods. Arndt (ibid.) distinguishes three types of activities within a marketing research depending on what types of statements come into conflict. Statements for empiricism are empirical and theoretical; the ones for criticism are empirical and value sentences. Then he describes constructivism as follows: "*Constructivism implies comparing theory statements with value statements to see to what extent the foreseen world is also preferred world. (...) The conclusion is in terms of adequate or inadequate. In case of dissonance, theory and value statements are more or less equal in priority, and both may be changed*" (Arndt, 1985, p. 14). So the main advantage of constructivist approaches within marketing research is not referring to the not entirely clear claim of empiricist studies on the truth, but rather pointing out the fact that they can be impotent as to the possibility of their use in practice of production and application of marketing tools. Our observation about the current state of research in the sphere of POP AD concerns just to this. As we have observed in the section devoted to behavioral researches; that gives us many clues for a construction of concrete POP displays in the form of isolated variables. Because of the nature of the problem, they cannot create a model of phenomena and relevant properties that are important and in concrete cases decide about whether the POP AD interests a customer, underwhelms him or even makes him angry or irritates him. As Arndt wrote: "*By emphasizing measurability and intersubjective certification, the paradigm concentrates on certain variables and relations, while excluding others. The logical empiricist paradigm, reflecting empiricism as a research orientation, assumes that marketing relations have a concrete, real existence independent on the observer and a systemic character producing regularities in marketing behavior. Marketing systems are viewed as being equilibrium-seeking. These assumptions have much in common with the view of the universe as clocklike mechanism of separated parts, all working together under immutable laws*" (Arndt, 1985, p. 16).

As already noted, such researches seem to be strong in providing practical clues at completing and implementing concrete POP displays, and in this sense their results will reflect into the semi-structured scenario of interviews led by informants in FGDs. However, it is essential that in this case, this research is interested in how participants of interviews really perceive POP displays on the basis of their long-term experience with many POP displays they buy from. Where logical empiricism seeks regularity in terms of cause-effect, we will focus on meaning (Fay, 1999; Harrington, 2006), which distinguishes logical empiricism from interpretative approaches (Arndt, 1985).

We share the idea in which a customer is not perceived in conflict with marketing products, and we are concerned mainly about increasing sales, which distinguishes logical empiricism and interpretativism from socio-political and liberation paradigms. Arndt (1985, p. 17) wrote about the interpretative paradigm in marketing: "*The subjective world view, which shares the assumptions of interpretative paradigm (...), holds that reality does not exist in any*

*concrete sense, but it is a product of subjective and intersubjective experience of individuals. Therefore, marketing behavior must be understood from a viewpoint of participant rather than a detached outside observer. Such understanding can only be attained by a direct, give-and-take interaction with the member of the population in question."*

Thus we expect more adequate knowledge about POP AD that will not result only from the fact what separately perceived attributes increase sale ability (as this is the objective), but it will also take into account which POP displays pleased or irritated our informants, which problems they associate with POP displays and whether POP AD ever succeeded to make ordinary shopping in a store nice experience. This decision of ours leads to the choice of constructionist approach, so now Let us introduce the research subject in this context, too.

## **2.6 Constructionism as a resource of research of POP advertising floor displays**

After we have summarized the theory and researches, which can be applied directly to shopping POP displays or hypermarket environment from the perspective of behaviorism, psychology, demography and, partially, sociology and also discussed influences of paradigmatic positions, we can move on to the formulation of the research and its theoretical foundations.

In the first part of this chapter, we will introduce theoretical foundations of our interpretative and constructionist approach through the brief discussion of concepts of phenomenology, phenomenological sociology and social construction of reality. Then we will introduce our insight into the situation, which is in the center of our attention, when a customer encounters a POP AD and decides in a moment whether he uses it or not. This is the phenomenon of so called impulsive shopping on which we focus. According to the author's experience, the understanding of the decision plays an essential role as it helps focus the research orientation on the conscious subjective meaning of shopping act, although we know that this act proceeds within seconds and it is not practically being planned in advance.

In the second part of the subchapter, we will further specify how constructionism helps to perceive such an element of reality of shopping from POP AD, which is invisible for the logical empiricism paradigm. Consequently, we will conclude this chapter with expectations, which we have after having answered research questions by this research design.

### **2.6.1 The origins of social constructionism**

Before presenting the concrete influence of the social constructionism on the orientation of our research, we will briefly attend to the sources of its inspiration. Some important ideas had been present in both European and

American philosophical traditions already before the social constructionism, which should be characterized as a paradigm of sociology focused on knowledge and benefiting mainly from the European phenomenology and American pragmatism.

Let us begin with the phenomenology. It was established by Edmund Husserl as a reaction to the widely perceived social crisis in the era of *fin de siècle*, i.e. at the turn of the 19<sup>th</sup> and 20<sup>th</sup> centuries. Let us add that it was not the only definition of the crisis origin, other ones are offered by, for example, Sigmund Freud, Max Weber or Husserl's schoolmate and the first Czech President Tomáš Garrigue Masaryk. For Husserl, the European one was a crisis of sciences (Husserl, 1972). Husserl notes that the exact science allowed unprecedented progress of the European intellectual tradition in terms of controlling the natural world. However, in its present form, it never can answer fundamental questions asked by the humanity, questions about the meaning, which has grave consequences not only for science, but also for the whole spiritual life of societies, culture and policy. Exact sciences or humanities, which imitate it, cannot give people better directions in their everyday life filled with worries and joys. He thinks that the science became alienated from people by the fact that it rejects the non-scientific knowledge about the surrounding world, which makes sense without offering a meaningful alternative. The world, which makes sense for us, is a world of our everyday life and Husserl introduced a term "Lebenswelt" for it. Phenomenology is an attempt to reform the science.

Phenomenology wants to be a science about essential developments of one's experience. Phenomenology presents these developments as something that one can comprehend.

The phenomenological method is thus based on the belief that the resources rejected by the positivism as being subjective, are achievable by meaningful knowledge of the things themselves, i.e. phenomena, the nature of existence of which results from themselves.

The human is therefore not just a complex of nerves, blood vessels and muscles, but a being, which has the own home, is looking for the meaning of life and can experience joy or sorrow.

At about the same time, in North America, there was developed a pragmatic philosophy, which, like the positivism, rejects metaphysics - not because of the immeasurability of its thesis, but due to its inability to be used in human practice. Unlike the positivism's, this philosophy's effort for explanation does not exclude the effort for understanding. Here we will mention only two significant authors. The first one is George Herbert Mead, who is followed by the social constructionism especially in terms of the analysis of self-awareness and awareness of others. Mead distinguished (Harrington, 2006, p. 166) "I" and "me" as two parts of "self". While "I" arises from the experience of self separated from the surrounding environment and experience of the own creativity, "me" is a component of "self" created by interactions with our significant others, in which we are able to look at ourselves through the eyes of the others and draw consequences from it for our behavior. Mead talks about

taking over the role of the other so that our identity permanently depends on our interactions with the social surroundings.

Berger and Luckmann (1999), whom we will discuss further in the concrete context of the social constructionism, further refer to William I. Thomas (1923), mainly to Thomas's theorem, which is: *"If people define a situation as real, then it is real also in its consequences."* For the social science, Thomas introduces the term of a definition of a situation, which is necessary for the possibility to react to any situation by some meaningful way. There may be more definitions for the same situation, which implies that the reality is being constantly co-created by our ideas about it.

Finally, we get to Alfred Schütz (1962), the founder of the phenomenological sociology, which also draws from the above mentioned pragmatism and also from the work of Max Weber. According to Schütz, each individual is provided with so called everyday used fund of knowledge, which is created by the knowledge used for interpreting the lifeworld (Lebenswelt). It is a necessary basis of how to deal with things, how to understand the world, how to manage a situation and communicate with the others. According to Schütz, the lifeworld is an interpreted world. This interpretation is derived from the stock of everyday knowledge, which contains typification. Each individual assumes that his stock of everyday knowledge corresponds to so called general stock of knowledge and that all of this will retain its validity: i.e. that previous successful acting can be repeated and the lifeworld will still exist continuously. Especially important is Schütz's methodological standpoint, according which the phenomenological sociology studies the typification of the lifeworld using the second order typification. This sociology creates hypotheses about the subjective meaning of behavior, which affects the form of reality, especially the social reality and so it is possible to test these hypotheses empirically. Berger and Luckmann (1999) take over many of considerations and concepts by Schütz (1962). However, they supplement them to establish a systematic sociological theory of knowledge, which today we recognize rather as a separate paradigm applicable for any sphere of social life.

Further, we could mention many authors, who share the same skepticism in terms of the positivistic knowledge focused on externally observables. We have chosen the social constructionism as a theoretical context for research of a customer encountering with a POP AD, because this approach offers a really systematic conception of the above presented thoughts, which also simplifies the using of terms and concepts.

### **2.6.2 Social construction of reality and shopping from POP advertising floor displays**

If we refer to constructionism as a socially scientific paradigm here, it is still a very large group of concrete research approaches and theoretical inspirations. For our research, it is determinant mainly the methodological orientation to Grounded Theory. It sets clear research principles for data collection and analyzing, which will be described in following chapter. However, the selection

of Grounded Theory is, in our case, related to what could be described as a change of paradigm regarding above described phenomena related to paradigms. This change of a perspective is related to the work of Berger and Luckmann (1999) called "The Social Construction of Reality", which in its time (originally 1966) somersaulted the existing sociology of knowledge by a synthesis of phenomenological sociology and theory of American pragmatists (Harrington, 2006).

A social construction (also called a social construct) is a concept or practice that is the construct (or artifact) of a particular group (Berger and Luckmann, 1999). A construct in the philosophy of science is an ideal object, where the existence of the thing may be said to depend upon a subject's mind. The construct opposes to a "real" object, the existence of which does not seem to depend on the existence of a mind. In a scientific theory, particularly within psychology, a hypothetical construct is an explanatory variable which is not directly observable (Bunge, 1974).

From this point of view, the constructivism as itself is a paradigm, which is interested in the ways in which people interpret or construct, individually or collectively, the social and psychological world in specific linguistic, social or historical contexts (Delanty, 1997). All forms of constructivism have a mutual presumption that no statement about the world concerns directly the reality. Actually it is not possible to get around the importance of individual and collective creation of knowledge and the dependence of this process on a given cultural and historical context (Delanty, 1997).

We can find similar considerations related to constructivism also in the case of Schutz (1971), who thought that the reality becomes relative for us only through its meanings and interpretations. *"Strictly said, there does not exist anything like a clear and simple fact"* Schutz (1971, p. 5). According to Schutz (1971), all facts are actually isolated from their universal relations, which are done thanks to processes of consciousness. So it is an interpreted fact - so called construct. For example, also Glaserzfeld (1996) says that *"each construct of a reality remains a product of a subject, which creates it"*. Instead of referring to an objective reality, we may distinguish between two alternative constructions using the practice. As a result, used constructions of the reality and procedures are changing all the time. Research must therefore deal with constructions of the world in different communities and different spheres of human activities (Gergen, 1985). Also Lincoln and Guba (1985) describe the constructivism as being such a scientific discipline that considers the reality as specifically and locally constructed and, regarding a formal and content perspective, as dependent on an individual or a group of people. These constructions are not true in any absolute meaning. The world, in which we live, is a human construct in many perspectives. Even all aspects of our personal knowledge bear the seal of being constructed by us. As to the research purpose, then its objective, according to Lincoln and Guba (1985), is to understand and reconstruct constructions by people (including researchers), while this process should be open to new conceptions and perspectives. But the researcher is being trapped into the role of an observer and participant of this process to a

certain extent. He cannot hold any external standpoint. The knowledge acquired from this process consists of these findings, about which there is a relative agreement (or there is evident at least a tendency to this agreement) among competent individuals, who concern the interpretation of this construction nature (Lincoln and Guba, 1985).

According to Berger and Luckmann (1999), any human knowledge shared by two and more people is a construct, too, which we are trying to capture within the Paradigm Model. It is a social construct, because it is the behavior perceived by more people, who behave based on that during their normal shopping. When interpreting our results, in this context, we should bear in mind that our approach to customer shopping experience is not immediate. We used the Grounded Theory and FGDs, as a mediator in this research. That gives the status of a social construction to the researches as to a complex (Berger and Luckmann, 1999). We do not suppose that results of our research reflect the objective truth non-problematically, but we suppose that they construct a behavior model referring transparently to constructs by customers themselves. That will be similarly useful for professionals working within practice as constructs by customers are useful for them during their shopping. Customers use various constructs, which help them find their way in the reality and its typical situations. Thanks to these constructs, a customer may consider themselves a certain type of a customer within these constructions (what do I do typically in comparison with the others). That allows us to construct a second order typology for the data (Schutz, 1962).

Before we concretely introduce the concept of Social construction of the reality by Berger and Luckmann (1999), it is also necessary to discuss briefly the terminology relating to the constructivism itself. Hacking (2000) compared in detail various meanings of using the term "constructivism" and he recommended distinguishing whether constructing mathematical objects are different compared to constructing material objects. There is also a big difference between attempts to construct such an object as gender, and on the other hand an object of theoretical physics called quark. Hacking (2000) recommends distinguishing constructivism, constructionalism and constructionism, as these terms mean theories and methodologies created in different, considerably disparate scientific discourses. Constructivists, constructionalists and constructionists live in different intellectual surroundings. Hacking (2000) reserves the term "constructivism" to mathematics (L. E. J. Brouwer et al.), the term "constructionalism" to logic and philosophy (R. Carnap, B. Russell et al.) and the term "constructionism" to social sciences and humanities (P. Berger, T. Luckmann et al.). Within our work, the term "constructionism" is relevant. According to Hacking (2000), it is the already mentioned work "Social construction of reality" (Berger and Luckmann, 1999) which is the original and methodologically supporting work establishing the concept of social construction. He adds: *"According to Berger and Luckmann, experience of each of us constitutes itself in the social environment, which is full of social relations as well as material subjects", while the "prototypical example of the social interaction is the 'face-to-face' situation, from which all other examples are being*

(....) *derived*" (Hacking, 2000, p. 25). Therefore is about the way of constituting the experience under the influence of the particular social environment.

Although there is no space for further clarification of the nature and development of this history of disputes, it will be useful to mention at least the main controversy demonstrated in usage of the phrase "social construction". Hacking (2000) notes that the statement saying that something is a "social construct" may consider only a conception of a given thing, which exists separately from the world of human ideas as being socially created, and a subject to a change, or the "social construct" should indicate that the existence of this thing itself changes in a direct dependence on people's ideas and therefore its independent existence is not possible. We admit the first conception. In connection with the POP AD, we therefore claim that POP AD is not simply what people think it is. On the contrary, we think that POP ADs represent a real category of objects and we are trying to learn about human experience to understand better customers' perceptions of various types of POP ADs and various types of encountering them. Knowledge of professionals, who may construct their ideas of a POP AD and its task, might build their thoughts in the way preventing successful drawing of customers by real existing POP AD, should be adjusted to the knowledge from customers' perspective. Hence we admit that POP ADs depend on human imagination about them. But not all ideas are good, which is proved by unsuccessful POP ADs.

With reference to the above mentioned, we adopt the triple terminology differentiation by Hacking (2000) which makes the meaning more precise as to the term and thus we further use the term constructionism in our work.

Now let us briefly discuss the concept of the social construction of reality by Berger and Luckmann (1999). At the beginning, we should say that their above mentioned work "Social Construction of Reality" is based on ideas of many authors, whose theories Berger and Luckmann recognize partially or completely, or they prospectively develop them or refuse them. Among these authors, there were for example the German philosophers Max Scheler or Karl Mannheim, further Werner Stark, Karl Marx, Max Weber, Emil Durkheim, Vilfredo Pareto, Friedrich Wilhelm Nietzsche, Bronisław Kasper Malinowski, Sigmund Freud and others. Wilhlem Dilthey in his work considers historicism a direct predecessor of sociology. Berger and Luckmann also referred to the work by Robert Merton and Talcott Parsons, but they said that they did not surpass considerably the conception of knowledge sociology by Mannheim (Berger and Luckmann, 1999). They also cited George Herbert Mead, whose socio-psychological data they used for the analysis of the internalization of social reality.

Among other examples of concrete approaches and theories, which Berger and Luckmann (1999) admit in their work, there was mentioned also Karl Marx. They cited his findings of the dialectic relation between the social reality and the individual reality. From Marx, they cite for example the meaning of the term "ideology" or "false consciousness". At the same time, they admit that their presented anthropological data are being strongly influenced by Marx. Another significant inspiration from Marx's thought is continuity to his "Theory of

Alienation", on the scheme of which they explain the origins of the "social reality". This term occurs mainly in Marx's work *Economic and Philosophic Manuscripts of 1844* (Marx, 1961) and subsequently is repeated in his other works. Berger and Luckmann were inspired also by Marx's terminology, on whose bases they created the fundamental terms of social construction of the reality (typification, habitualization, objectification and institution). Examples for these terms further used in our text were terms by Marx (1961): *"objectification = Vergegenständlichung, externalization = Entäußerung, internalization = Verinnerlichung, reification = Verdinglichung and alienation = Entfremdung."*

How to perceive the claim that social reality is constructed? Let us start with basic definitions. Constructionism in this form still assumes a shared reality we define as: „ (...) a feature belonging to phenomena, to which we attribute an existence independent of our own will (these phenomena will still exist even if we do not wish so)“ (Berger and Luckmann, 1999, p. 9). Knowledge, defined as *"...confidence that these phenomena are real and represent carriers of certain features"* (ibid.), is in the key relation to the reality. Social construction of reality thus indicates a process, during which any set of knowledge is socially identified as the reality – socially binding reality, from which consequences result. While the reality here is basically in the position of a dependent variable, whereas knowledge is independent variable, the multiplicity of knowledge does not impede the conception of one mutually shared reality. The authors then formulated the key question of the whole theoretical concept as follows: *"How come subjective meanings become objective facts?"* (ibid., p. 24).

The key concept for accomplishing these ambitions is a concept of a person and their everyday reality, which is mediated by what they know about it. People live in many realities mediated to them by their intentional consciousness (it is always a consciousness of something relative). They consciously move in these realities. They consider the everyday life reality superior. Within it they organize their lives among various surrounding institutions. Everyday existence is a basis for creating natural world perception, it is an urgent reality experienced in a state of permanent vigilance. *"The reality of everyday life is organized along the axis 'here', where my body is, and the axis 'now' of the present moment. Via this 'here and now', we concentrate our attention on the reality of everyday life"* (ibid., p. 28). Anchoring in everyday reality is mediated by a language. The structure of this reality is created by space and time.

Knowledge about everyday reality is formed by many elements, but typification holds a significant position. Everyday life is standardized in two ways – on one hand, there is a typification of a person or object, with which the actors enter into the interaction, and on the other hand, there is typification of a situation, in which actors interact. Interactions inhere to a greater or smaller degree of anonymity, which increases in time with processing from "here" and "now" to "that time" and "there" as well as from close person to strangers. If everyday reality is as it should be, person within it responds to typical situations in a typical way, which gives a certain order to their life. *"Social structure is a summary of these typifications and repeatedly occurring patterns of*

*interaction arising based on these typifications. That is why the social structure is a basic element of the reality of everyday life" (ibid., p. 38). So is this social structure objective or subjective, i.e. dependent on the idea of an individual?*

Human consciousness has the ability of objectivization, when a content of the subjective consciousness gets the objective nature referring to the original subjective state: *"These objectivizations are used as more or less stable characters of subjective processes of their originators, whereby their availability is extended outside the framework of the 'face to face' situation where they can be perceived immediately" (ibid., p. 39). Language plays an important role here as a source of characters for objectivization as a material, from which there results a human effort to make subjective contents objective in form of characters (speaking, text). Any significant topic, exceeding various spheres of reality, can be defined as a symbol. The language tool, by which this overlap is achieved, may be called a symbolic language" (ibid., p. 45). Different layers of the reality can have their own symbolic language: religion, fishing or science. So these are the symbolic systems that define the relevant reality and allow people to communicate about it and co-create it.*

Knowledge is mainly focused on practical actions of everyday life, the typical situations. Practical knowledge does not have an ambition to reveal the true nature of everything. Such knowledge is probably not possible and so it is not necessary to perform everyday routines. *"The reality of everyday life is clouded in a half-shade of our dreams" (ibid., p. 49). Knowledge of an individual is always limited and cannot conceive such wide knowledge to understand the world as a whole, there always happens something "behind one's back" and does not inform a knowledge necessary for everyday living and does not think of it until it brings desired results according to expectations connected to used typifications. Berger and Luckmann proceed from the view that human species compared to other animals seems to be very poorly prepared for life in terms of their instincts and basically does not have any "natural environment" (ibid., p. 50). The great advantage of the human is that they can work with characters, use language and thanks to that, the world gains a meaning for them with thousands of its manifests. Thanks to the language, people can predict possible future difficulties. Their instinctive unpreparedness for the world makes them seek actively for ways of behavior important for survival in the specific "here and now" situations, and to share them with others in the form of symbolically preserved experience. „Thanks to its ability to exceed the 'here and now', language may get over various spheres of everyday life and arrange them into a meaningful whole. These overlaps have spatial, temporal and social dimensions. With language, they can bridge a gap between their and other person's spheres of action. I can synchronize a course of my life time with others and I can talk with them about individuals or groups of people, who are just not with us in the face-by-face situation. In consequence of these overlaps, language can make 'present' various objects that are not spatially, temporally and socially 'here and now'. Thus many experiences and meanings can be objectified as 'here and now" (ibid., p. 44).*

Therefore, thanks to a character objectification of experience of others, man learns to do certain standardized tasks in a standardized way in certain

typical situations. Thus he escapes uncertainty that would happen had he have to define each situation again and again and think of how to proceed in each situation. That is how man keeps a necessary feeling of stability, which cultivates him, e.g. through the inner world of instincts and their outer expressions (ibid, p. 55).

These settled ways of acting usually appear as habitualization that is the individual habit to do things in a stable manner, which could be easily imitated in the future. At the moment one is talking to others to share experience of what is what and how to do something, these typifications are getting to be shared and gradually and generally accepted as valid within a given group. Thus the original habitualization can become an institution – a symbolically described way of acting shared by more people, instructions in the form of characters with meanings disconnected from the experience of its creator. The authors wrote about the institution: "*The institutionalization occurs always during a mutual typification of habitualized activities by a certain type of performers of these activities. In other words, any such typification is an institution. We must emphasize that mutuality of typifications of institutions and typicalness of activities as well as performers in institutions are very important. Typifications of habitualized activities representing basis of institutions are always shared typifications*" (ibid., p. 58).

Institutions (in the broad sense), which have proved to be useful, are passed on from a generation to another and so are fully objectified – they are given to children as an objective part of the reality without relation to their designer or designers. The objectification happens thanks to secondary knowledge, which describes the reasons, for which a concrete activity must be performed in a concrete way in which the institution is legitimized.

We could certainly continue in describing this conception, but now we ought to go back to the POP AD. Based on the above mentioned, we can deduce that a POP AD is a typical part of sales space of a hypermarket as an institution. Shopping from it may or may not be subject of habitualization, i.e. e. practices. But a POP display certainly works as a character in several levels. For us, it is important that as a character, it usually refers to a marketed product and its brand. However, it can refer also to other things in order to persuade a customer to purchase, but mainly as a character, it refers to the intention of its implementers to sell displayed goods. As described above, we typically buy from it within a short time period and now we will focus right on this circumstance.

### **2.6.3 Purchase decision making and impulse buying**

Only less than a third of purchase decisions of fast-turning goods, which contains also the categories of confectionery and soft drinks belong, is specifically planned (the customer has decided in advance about a concrete product and brand). A third of purchases is generally planned (planned purchase of a certain kind of product, decision about a concrete product or brand is made in a place of purchase) and a third of purchases is totally

impulsive (Lelovičová, 2006). Other researchers declare that pure impulse purchase decision making is relatively rare – certainly less than ten percent of all transactions and possibly around eight percent in routine purchasing environments (Prasad, 1975, Madison, 2004). According to another major study approached by Levy and Weitz (1992), in supermarkets, about 53 percent of purchases are completely decided without a plan (on a given shopping trip); ten percent are partially unplanned; and three percent are unplanned substitutions. *“Over 80 percent of the purchases of those products involve some level of impulse behavior; candies, gums, snacks, pasta, cookies, crackers, and condiments”* (Bermann and Evans, 1989, p. 169).

For instance, other researches proved that at the moment, when a customer enters a store to buy one thing, the lack he feels represents an opportunity for a dealer to influence their decision to buy two other products (Levy and Weitz, 1992, p. 52). Kacen and Lee (2002, pp. 163 - 176) published that *“Impulse buying generates over \$4 billion in annual sales volume in the United States.”*

Values in the above mentioned citations are quite different, which refers to many variables and more general complexity of this phenomenon (as to geography, commodities, levels of perceiving a brand, or time). However, we can say that impulsive shopping decision making generates very significant profits to retail chains and producers and also it is significantly supported by applying in-store communication.

As published by Hawkins and Stern (1962, p. 59), *“The term 'impulse buying decision' is generally considered synonymous with 'unplanned buying decision'. It describes any purchase which a shopper makes but has not planned in advance.”* They also specified that: *“'Reminder Impulse Buying' like impulse buying occurs when a shopper sees an item and remembers that the stock at home is exhausted or low, or recalls an advertisement or other information about the item or a previous decision to buy it. 'Suggestion Impulse buying' is an impulse buying decision provoked by some in-store activity”* (Hawkins and Stern, 1962, p. 59). It is interesting mainly because it seems that there exist at least two different types of interaction of a customer with a POP display.

Tomek and Vávrová (2002) mentioned that impulsive decision for a purchase is mostly irrational, habitual – i.e. a routine, as it is automatic, often motivated by indolence or loyalty to a certain object, extensive – provided by a given possibilities of decision-maker and decision-making, limited – by various factors, especially financial resources (Tomek et al., 2001). *“With the partially unplanned and substitution kinds of impulse purchases, some decision making takes place before a person interacts with a retailer. In these cases, the customer may be involved with any type of process (extended, limited, or routine). Impulse purchase decisions are more susceptible to in-store displays than preplanned purchase decisions”* (Bermann and Evans, 1989, p. 168).

Researchers generally prefer not to use the term "impulse", but rather "unplanned" as real impulse purchase decision purchasing decision making is only a small sub-set (Prasad, 1975, Kollat and Willet, 1969, Madison, 2004). They have identified many different categories of this activity. For example, the researchers McGoldrick (1982), Dagnoli (1987) and Vysekalová and Mikeš

(2009) divided purchasing decisions into:

*Specifically Planned*: the need was anticipated and the person bought the exact item planned.

*Generally Planned Purchase*: the need was anticipated, but only in the store the person decided upon the item to satisfy the need.

*Reminder Purchase*: the person was reminded of the need by something in the store.

*Entirely Unplanned Purchase*: The need has been anticipated of entering the store, not prior to that.

Other researchers, e.g. Dittmar and Drury (2000), have produced different typologies, all illustrating that there is no such simple or categorical split between an impulse purchase on one hand and a destination purchase on the other. Planned and unplanned purchasing decisions lie on a continuum, a question of degree; while some purchase decisions are very planned, some marginally, some appear to be completely unplanned and so on.

The conventional theory behind this is that we have pre-dispositions to decide about buying of certain product or brands before we enter the store. These are created "by the normal channels" – marketing, prior experience or the influence of friends. What appears to happen is that this predisposition is either activated or not – either we do not buy or may buy a competitor – due to in-store influences (Bradshaw and Phillips, 1993). About an impact of image advertising in such context, we can say that: *“What we perceive and mentally process is driven by that image’s relevance to our interests on that shopping trip. It may be something that is high up on our search priorities – a potentially much-planned purchase decisions – or low down – a (semi) unplanned purchase decisions”* (Liljenwall and Phillips, 2008, p. 40)

Bucklin and Lattin (1991) referred to the two modes of shopping behavior as customer decision states, and label them planned and opportunistic, respectively. Their “two state” model holds that the factors influencing brand choice and purchase incidence decisions differed depending upon whether the customer’s shopping takes place in the planned or opportunistic state. The two-state model extends recent research aimed at achieving a better understanding of customer purchase behavior. By explicitly taking into account that some customers on some choice occasions are not directly influenced by point-of-purchase marketing activity, they improved upon the ability of existing models (e.g. Guadagni and Little, 1983; Gupta, 1988) to fit customer purchase behavior.

Our approach also differs from other recent models suggesting that brand choice may be the result of a two-stage (Landwehr, 1986) or phased (Fader and McAlister, 1990, comp. Bucklin and Lattin, 1991) decision strategy. The behavioral rationale for the two-state model is grounded in customer information processing. The core hypothesis is that a customer who has planned their shopping before entering the store is much less likely to undertake external search once inside the store than a customer who has not planned their shopping. The differing propensities for external search translate

into differing propensities to process the information available inside the store. Thus, the planned shopper is unlikely to be as influenced by in-store stimuli as the unplanned shopper. This implies differing inputs into the customer's purchase incidence and brand choice decisions depending upon whether or not the customer is shopping in the planned or opportunistic state with respect to a given product category (Bucklin and Lattin, 1991). Customers who make a large proportion of their category purchases on deal are also likely to be the customers who have postponed their decisions until after entering the store. By indicated the definition, these are opportunistic shoppers. While some planned purchases may be coincident with discounts, it is unlikely that such coincidences would occur all or even most of the time. Thus, it is believed that deal-loyal, or deal-prone (Webster and Frederick, 1965) customers are more likely to be those who rely on in-store stimuli as reminders.

Dittmar and Drury (2000, p. 109) indicated that "*POP advertising displays should become a part of store interiors. Its function is to provide customers with information fast, to help them in decisions about selection of goods, POP and provoke them in shopping - activating their impulse buying behavior.*" Similar conclusions are typical for behaviorism with its emphasis on already discussed input and output. How can we approach to this phenomenon based on the above characterized constructionist perspective?

First of all, we accept that an impulsive decision process, also during the customer's encounter with the POP AD, proceeds within a routine of the typical shopping in logic of the above described structure of the everyday reality. But we will deflect from the idea of the stimulation and resulting impulsive reaction - not because the idea might have been wrong, but because we will focus on the infliction of the meaning of impulsive shopping from the customer's perspective instead of its cause and effect. None of these studies conceptualizes how buyers perceive the impulsive purchase decision making. That is why we mention the study of Kacen and Lee (2002), which tried to determine an influence of culture on the impulsive shopping. The authors said that customers have an easy access to impulse purchasing opportunities, but little is known about this sudden, compelling, hedonically complex purchasing behavior in non-Western cultures. Yet cultural factors moderate many aspects of customers' impulse buying behavior, including self-identity, normative influences, the suppression of emotion, and the postponement of instant gratification (Kacen and Lee, 2002). So it is obvious that this typical behavior and decision making has a different meaning in various societies and perhaps for different people and this meaning may be a subject of scientific studies.

Thus we accept the thesis that the main objective of a POP AD is to sell a product. We distance ourselves from the thesis that it should be achieved on the basis of external stimulation and that there should be provoked impulsive purchase decisions.

Arndt (1985) specifies this approach as a part of the 'warfare marketing' metaphor and, following the classics of Kilter's marketing, he wrote: "*Serving customers best as prescribed by the marketing concept (...) is no longer viewed as the only way to success. Instead, higher profitability may be obtained through reducing or*

*eliminating the competition by using market power to chase competitors out of the market. (...) The marketing warfare school uses unabashedly militaristic terms such as objectives, strategies and tactics, campaigns, guerrilla operations, line and staff, intelligence, propaganda, and target groups (of customers or the enemy?)" (Arndt, 1985, p. 16). If it was true that the impulsive purchase decisions could be provoked and thus completely bypass a customer's consciousness, the customer would include such circumstances into their experience of a typical purchase decision, where at home they typically unpacks many things, which they do not need and cannot remember why they have bought them. Maybe there really exist such customers, but this should be researched as a problem, not to be claimed as a fact.*

Generally said, not only behavioral marketing researchers have the theory of the impulsive purchase decision making, but all customers having some experience with this type of shopping will have a certain reflection. As Berger and Luckmann wrote: „ (...) *only a few people deal with a theoretical interpretation of the world, but each member of the society lives in a certain world*“ (Berger and Luckmann, 1999, p. 21). We would like to deal right with the understanding of this world in its typical characteristics.

In the following chapters, we shall analyze the relation of entrepreneurial marketing and entrepreneurial opportunities and the employment of these concepts in our work.

## **2.7 Theoretical framework on the entrepreneurial nature of research**

In this chapter, we will review themes and theories related to entrepreneurship, EM and EO recognition, creation and exploitation. This theoretical summary will provide us with the conceptual framework for the further analysis through the theoretical discussion of research findings about role of POP AD in customer shopping decision making with related EM and EO theories. This will help us show and comprehend how “*understanding*“ (Harrington, 2006, p. 162) of the customer shopping decision making process when encountering POP AD and focus on how “ (...) *ways, in which people individually and collectively interpret or construct their social and psychological world*“, in specific contexts (Hendl, 2005, p. 91) could be theoretically exploited as EO for POP advertising entrepreneurs.

POP advertising entrepreneurs find themselves operating in a new competitive landscape. The contemporary business environment in European economies can be characterized in terms of increased risk, decreased ability to forecast, fluid firm and industry boundaries, a managerial mindset that must unlearn traditional management principles, and new structural forms that not only allow for change but also help create it (Bettis and Hitt, 1995; Hitt and Reed, 2000).

The professional association POPAI Central Europe (2012) presents, in accordance with typology of SME Union (2012), those because of their usual

size and performance, POP advertising entrepreneurs operate as SMEs (Small and Middle Enterprises). These enterprises usually have limited resources and expertise, and therefore have a limited impact on the market (Dodd, 1997; Grander and Soda, 1995; Johannisson, 1986; Starr and Macmillan, 1990). Resources, such as finance, facilities, and technology, contribute to limited marketing activity relative to larger companies and competitors. Limited specialist expertise may be a constraint because managers in SMEs generally tend to be *“generalists rather than specialists, they will usually have a technical or craft background and are unlikely to be trained in any of the major business disciplines”* (Gillmore and Carson, 1996, p. 32). Further, marketing expertise is often the last of the business disciplines to be acquired by an expanding small company. As small businesses have fewer orders, fewer customers, and fewer employees than large companies, they will have less impact on the market (Carson, 1990). These characteristics make it more difficult for SMEs to do marketing activities and especially employ commercial or academic research to their operations. Whatever they do needs to be cost effective and efficient.

Recent literature in management and strategy has also focused on the crucial role of marketing and research (Bettiol et al., 2011) in the context characterized by increasing attention of consumers to intangible factors (Vargo and Lusch, 2004), by the empowerment of consumers (Waite et al., 2006), by the relational and social nature of consumption practices (Cova, 1997; Muniz and O’Guinn, 2001) and by the presence of an increasing number of competent and knowledgeable consumers (Verona et al., 2008). Other related changes have been emphasized as: *“the increasing importance of intangible elements in the generation of value”* (Vargo and Lusch, 2004); the importance of aesthetics in consumption and buying decisions as a response to the proliferation of fungible products and solutions (Verganti, 2006; Ravasi and Lojacono, 2005; Bertola and Teixeira, 2003); the demand for immersive experiences in consumption and for involving and rich consumption contexts (Pine and Gilmore, 1999). Such a scenario represents a challenge for small and medium-sized enterprises (SMEs) (Berthon et al., 2008; Carson, 1990; O’Dwyer et al., 2009).

Contemporary thought emphasizes the potential contribution that the understanding (Harrington, 2006) of customer shopping decision making when encountering POP AD, as defined in chapter 3.1, may influence the design and overall execution of POP ADs created and supplied by POP advertising entrepreneurs. In many instances, the emphasis has been in the form of recommendations that entrepreneurs should focus upon design, graphics, color, scent, music, merchandising themes (e.g. Turley and Millman, 2000) and other direct aspects to generate favorable cognitive and emotional influences on customers in order to stimulate them in impulsive purchases (Paridon et al., 2006). Other suggestions emphasize that entrepreneurs should make it easy for customers to locate, inspect, and purchase needed items (Titus and Everett, 1995), thereby enhancing customer's satisfaction with the shopping experience. The expectation being that increased satisfaction could improve sales volume and the potential for future sales of POP advertising entrepreneurs (Babin and Darden, 1996). Understanding of a customer’s decision making process and the

related ability to reflect their expectation in store corresponds with this assumption.

In this context, the deeper understanding (e.g. East et al., 2003; Weilbacher, 2001) of the aspects influencing customers' decision making specifically during shopping from POP AD may contribute to the emergence or occurrence of other important market related thoughts, or behaviors important for entrepreneurs. Miles (2005) suggests that the ability to harness entrepreneurship effectively and efficiently to create superior value offerings for customers determines which firms succeed in the market. If a firm has a superior market position, or competitive advantage, it will generate superior financial returns over its competitors (see, for example, Hunt, 2000; Hill and Jones, 2004). In order to establish and strengthen its customer franchise and renew its advantageous market position, a firm must constantly seek out opportunities to create additional value for its customers through innovation of its products, processes, strategies, or domain (see Covin and Miles, 1999; Hunt, 2000; Miles et al., 2003). Thus, the ability to sustain innovation over time becomes instrumental for firms seeking to create and maintain a competitive advantage. In SMEs, especially in innovative ones or in those engaging in strategic renewal (Kuratko and Audretsch, 2009; Hitt et al., 2003; O'Dwyer et al., 2009), entrepreneurs formulate original and novel visions that can create value for the customer (Bettiol et al., 2011). These firms often exhibit a market-driving posture (Schindehutte et al., 2008; Bjerke and Hultman, 2002) and are characterized by a strong entrepreneurial orientation (Green et al., 2008; Lumpkin and Dess, 1996).

The process of creating a competitive advantage through leveraging entrepreneurship in a large-firm corporate context was discussed in Covin and Miles (1999), Miles et al. (2003), Miles (2005) and Darroch et al. (2005). Here, the authors link EM with competitive advantage and propose that competitive advantage as a process that cycles through the establishment, dissipation by competition, and renewal of an advantageous market position that consists of:

- the discovery or creation of a radical Schumpeterian innovation;
- assessment of the opportunity based on its propensity to create or renew competitive advantage;
- creation of competitive advantage by leveraging innovation to exploit attractive opportunities; and
- dissipation of positional advantage by competition and shifts in the environment (see Venkataraman, 1997; Miles et al., 2003; Miles, 2005; Darroch et al., 2005).

Based on research, this dissertation attempts to contribute to the theoretical framing of product development strategies in POP advertising SMEs through the development of a Paradigm Model centered on understanding of aspects playing role in customer's decision making when encountering POP AD in a hypermarket. We maintain that the creation of opportunities this way relies on

the ability of the entrepreneur to develop interpretive frameworks that give meaning to POP ADs produced by his or her company. This act of sense making and the resulting outcomes—novel concepts or ideas—need to be also made *“accessible to consumers and stakeholders in order to be precipitated into value”* (Bettiol et al., 2011, p. 2). Only then it is possible to exploit it as opportunity.

Through the following theoretical discussion, we will review aspects of entrepreneurship, generally how entrepreneurs could recognize, create and exploit EOs by dint of better knowledge (research) of a customer’s decision making when encountering POP ADs.

### 2.7.1 Definitions of Entrepreneurship concept

In this section, we will look at what the different entrepreneurial attributes and closely related concepts are presented in the literature. It appears to be clear that some people, but not all, tend to “respond to situational cues of opportunities” (Shane and Venkataraman, 2000, 218-219) which is often seen to be the foundation of entrepreneurial activity.

The entrepreneurial attitude in the working world has become something that is very desirable today (Laakonen, 2012) and it has been a prolific field of study in the last 20 years (Ireland and Webb, 2007; Acs, 2006; Audretsch and Thurik, 2001; Stangler, 2009). Its contribution to economic growth, to the *“dynamism and restructuring within and across industries and regions, made it a crucial topic in academic and policy debates”* (Bettiol et al., 2011, p. 6).

As the academic field of entrepreneurship has evolved and matured, it has been benefitting from the injection of ideas derived from a broad array of theoretical traditions and methodologies. The approaches loaned from other fields have helped to cultivate *“the garden of entrepreneurial theories (...) from many different disciplines and perspectives”* (Gartner, Bird, and Starr, 1992, p. 27). This has allowed entrepreneurship researchers to develop and refine the understanding of the *“social processes involved in entrepreneurial action”*, and has led to novel and incremental advances in theory development (Di Domenico et al., 2010, p. 681). To date, most researchers have defined the field solely in terms of who the entrepreneur is and what he or she does (Venkataraman, 1997).

Entrepreneurship involves the nexus of two phenomena: the presence of lucrative opportunities and the presence of enterprising individuals (Venkataraman, 1997). Shepherd, Patzelt and Haynie (2009, p. 3) define an entrepreneurial mindset as *“the ability and willingness of individuals to rapidly sense, act, and mobilize in response to a judgmental decision under uncertainty about a possible opportunity for gain.”* This, in fact, is in line with Turner’s (1982, p. 20) assertion that individuals can regulate their social behavior in terms of *“situation-specific self- conceptions so that social stimuli are construed and behavior controlled in the appropriate manner adopting to different situations, i.e. seizing and exploiting an opportunity”* Ireland et al. (2003, p. 967).

Consequently, the field involves the study of sources of opportunities; the processes of discovery, evaluation, and exploitation of opportunities. The defining objectives of entrepreneurship in general, after all, are growth and

wealth creation, and wealth is only created through the combination of effective opportunity seeking behavior and effective advantage-seeking behavior (Ireland, Hitt and Sirmon, 2003). Companies encourage entrepreneurial behavior in all levels of the organization to dig deep for those qualities in order to sustain and improve their position in the market (Laakonen, 2012).

Although the phenomenon of entrepreneurship generates research questions for many different scholarly fields, scholars are fundamentally concerned with three sets of research questions about entrepreneurship: (1) *why, when, and how opportunities for the creation of goods and services come into existence*; (2) *why, when, and how some people and not others discover and exploit these opportunities*; and (3) *why, when, and how different modes of action are used to exploit entrepreneurial opportunities* (Shane and Venkataraman, 2000, p. 218).

Entrepreneurship was also defined as the process of creating value by bringing together a unique package of resources to exploit an opportunity (Stevenson et al., 1989). That greatly complies with the aims of this study as we are bringing together academic approach as a resource for creation and exploitation of unique EO. Also, it results not only in the creation of new, growth-oriented firms, but also in the strategic renewal of existing firms (Guth and Ginsberg, 1990; Pinchot, 2000; Morris and Kuratko, 2001). The process includes the set of activities necessary to "*identify an opportunity, define a business concept, assess and acquire the necessary resources, and then manage and harvest the venture*" (Morris et al., 2002, p. 4). Stevenson et al. (1989) argue that the need for entrepreneurship is greatest when firms face diminishing opportunity streams, as well as rapid changes in technology, consumer needs, social values and political roles.

Various observers have suggested that entrepreneurship is the principal agent of change operating from within an economic system (Birch, 1981; Ronstadt, 1985; Timmons, 2000). Such change comes in the form of new combinations of resources, or innovations, which eventually displace existing products and processes. Schumpeter (1934) used the term "creative destruction" to describe the continual disruption of economic equilibrium brought on by entrepreneurial activity. An entrepreneurial perspective is reflected in Sony founder Akio Morita's conclusion that "*the nature of business is to make your own product obsolete*" (Morris and Sexton, 1996).

Entrepreneurship has also been viewed as an organizational orientation underlying dimensions: innovativeness, calculated risk-taking, and proactiveness (Miller and Friesen, 1983; Covin and Slevin, 1994). Innovativeness refers to the seeking of creative, unusual, or novel solutions to problems and needs. Calculated risk-taking involves the willingness to commit significant resources to opportunities that have a reasonable chance of costly failure, but also creative attempts to mitigate, leverage or share the various risks. Proactiveness is making things happen through whatever means are necessary. The more innovative, risk-taking, and proactive the activities of the firm, the more it is entrepreneurial. Thus, entrepreneurship is not an either-or determination, but a question of degree. Lumpkin and Dess (1996) note that a firm's entrepreneurial orientation can be characterized by various combinations

of those underlying dimensions.

As shown above, various researchers are discussing entrepreneurship from several perspectives, but no structured typology of these phenomena was found. It will be very beneficial to create a typology in this area, but it is not an aim or intention of this text.

The field of entrepreneurship has also produced a substantial body of literature on investigating what entrepreneurial qualities are. Opportunity seeking, recognizing, seizing and exploiting define most of those (McMullen and Shepherd, 2006, p. 132). In order for an individual to be able to make their entrepreneurial ends such as creation, new venture formation and exploitation of opportunities come into fruition (Shepherd and Haynie, 2009a, p. 322), entrepreneurial insight is needed to search for markets where the same insight can be applied to produce new goods or services (Ireland et al., 2003, p. 968). In addition to being sensitive to opportunities, being able to tolerate uncertainty, and being action oriented, the literature frequently brings up risk taking and bearing skills, being innovative, possessing knowledge and social networking skills and generally being entrepreneurially alert as salient qualities for entrepreneurial individuals. According to Littunen (2000), the risk factor involved is one of the reasons why entrepreneurs also have to be achievers by nature whereas being innovative means that they must have the ability to come up with solutions in novel situations.

Now we shall summarize theoretical funds related to sub-discipline of entrepreneurship paradigm - EM. This paradigm will help us understand the essence of the EO.

### 2.7.2 Definitions of Entrepreneurial marketing

The objective of this work is to present entrepreneurial marketing (EM) as an integrative theoretical framework for approaching opportunity recognition, creation and exploitation under certain conditions of POP advertising and POP AD business. EM synthesizes critical aspects of marketing and entrepreneurship into a comprehensive conceptualization where marketing becomes a process that firms can use to act entrepreneurially. This conceptualization is intended as an effective approach for marketing in an era of environmental turbulence and a time when firms face unique pressures for improved resource productivity (Morris et al., 2002, p. 2).

Marketing and entrepreneurship are traditionally regarded as "*two separate academic disciplines*" (Hills et al., 2008, p. 1). A growing awareness of the importance of entrepreneurship and marketing for successful entrepreneurship, has recently "*led to attempts to combine the two disciplines in entrepreneurial marketing*" (Stokes, 2000, p. 1).

EM as a field initially grew out of academic interest in the transactional epistemological (Hubík, 1999) interface between marketing and entrepreneurship (Morris, Schindehutte and LaForge, 2002; Hills and La Forge, 1992). The field of entrepreneurship has developed rapidly over the last twenty years and the interface between entrepreneurship and marketing was found to

be a *"fruitful focus for research, especially when applied to the behavior of small and medium-sized businesses"* (Hills et al., 2008, p. 1). One reason for this is that researchers have identified a number of commonalities between entrepreneurship and marketing. In particular, opportunity and change have been identified as key areas of overlap between entrepreneurship and marketing (Miles and Darroch, 2006).

Omura et al. (1993) argue that both entrepreneurship and marketing focus on identifying opportunities in a changing environment what complies with the aim of this study.

Similarly others (Bjerke and Hultman, 2002; Shaw, 2004; Hills and Singh, 1998) argue that EM is about identifying market opportunities and transforming resources of all types - knowledge, money and technology to co-create products which consumers perceived to be of value. Opportunities represent unnoticed market positions that are sources of sustainable profit potential. They derive from market imperfections, where knowledge about these imperfections and how to exploit them distinguishes EM. The availability of opportunities tends to correlate with rates of environmental change, indicating a need for marketers to engage in heightened levels of both active search and discovery.

Further, *"exploitation of opportunity entails learning and ongoing adaptation by marketers before, during and after the actual implementation of an innovative concept"* (Morris et al., 2002, p. 6).

Collinson and Shaw (2001), too, conclude that entrepreneurship and marketing share three significant areas of overlap: both are change-focused, opportunistic in their nature and innovative in their approach to management.

In this context, EM is also characterized by responsiveness to the environment and an intuitive ability to anticipate changes in customer demands (Shaw, 2004). By means of theoretical review, we found that EM is much more opportunity driven than traditional marketing, with entrepreneurial marketers often creating new product and market opportunities through the innovation of products, process, strategy, or domain (see for example, Covin and Miles, 1999). In an EM organization, entrepreneurship and marketing permeate all areas and levels of the organization, with the organization being focused on recognizing and exploiting opportunities (Gronroos, 1990; Gummersson, 1991; Morris et al., 2002) EM is fundamentally an opportunity-driven and opportunity-seeking way of thinking and acting. EM is also defined as *"the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation"* (Morris et al., 2002, p. 5). EM represents an opportunistic perspective wherein the marketer proactively seeks novel ways to create value for desired customers and build customer equity.

The marketer is not constrained by resources currently controlled, and product and market innovation represents the core marketing responsibility and the key means to sustainable competitive advantage (ibid.).

Consequently, Kuratko (1995) describes a today's entrepreneur as follows: an innovator or developer who recognizes and seizes opportunities, converts

those opportunities into workable and marketable ideas, adds value through time, effort, money or skills, assumes the risks of the competitive marketplace to implement these ideas and realizes the rewards from these efforts.

EM is also considered as a specific form of marketing that takes place in small organizations where the lack of resources forces to relatively unsophisticated but creative marketing initiatives (Hills et al., 2008; Berthon et al., 2008). In fact, resource constraints force entrepreneurs to be creative in leveraging and stretching limited pools of available resources (Morris et al., 2002), thus "*planning and executing creative and innovative forms of marketing*" (Bettiol et al., 2011, p. 5). On the other hand, SMEs usually undertake marketing efforts when they have to convey innovative products, services and business concepts to the market (O'Dwyer et al., 2009; Schindehutte et al., 2008). A company's position on this spectrum is context specific, reflecting the firm's particular circumstances and environment. The context for EM is more fragmented, dynamic, hostile and emerging markets where the marketer must act as an innovator and change agent. This conclusion is consistent with empirical evidence suggesting entrepreneurial actions become especially relevant under conditions of environmental turbulence (Davis, Morris and Allen, 1992).

Further, Morris et al. (2002) suggests that EM must replace a focus on short-term exchange with an emphasis on acquiring and retaining customers (see Gronroos, 1999; Srivastava et al., 1998) and building customer equity in the long run (Blattberg, Getz, and Thomas, 2001). It has also been argued that EM must play an important role not only at the organizational level in product development, supply chain management, and customer relationship management (Srivastava et al., 1998), but also at the functional level in processes that link a firm to its customers, such as customer-product, customer-service, and customer-financial (Moorman and Rust, 1999). This research results are also aiming to provide opportunity through bringing new approaches and consequent value to relationship with customers of POP advertising entrepreneurs. There exist clear indications that many successful POP advertising entrepreneurs "live" continuously with the market, their vision and customers' preferences present in their minds, constantly thinking of how to improve customer value (Hultman, 1999). When they recognize a way to use market changes to gain competitive advantage they tend not to be constrained by their previous conceptualization of strategy, but quickly adapt their strategy to the new set of opportunities (Morris et al., 2002).

Principles defined by the EM theory provide us with a context for this research creating EO to increase competitiveness of POP advertising entrepreneurs.

From the EM theoretical perspective, we interpret the findings of this research also as entrepreneurial opportunities. This gives the research a unique value, both theoretical and practical. Through analytical theoretical discussion of research findings and collected theoretical concepts we will interpret them in specific entrepreneurial contexts (POP advertising in the Czech Republic) as a potential source of product and business strategy innovations and the

consequent profit. This approach will show theoretical opportunities to innovate, develop and implement better POP ADs.

We have already described the EM paradigm and the role of EO in it. Now we also need to look at and briefly summarize and explain theoretical definitions of innovations, which closely relate to this study as already mentioned above.

### 2.7.3 Roles of innovation

Making an opportunity of innovative product offerings was found to be the primary focus of EM in the earlier work (e.g. Stokes, 2000). In this context, it is also important to discuss the relationship between EM opportunity and innovations.

In the literature focused on innovation, Cumming (1998, p. 22) examined definitions of innovation ranging from that of the Zuckerman Committee from 1968 that defined innovation as *"a series of technical, industrial and commercial steps"*, to the 1996 definition given by the CBI and DTI Innovation Unit, who stated that innovation is; *"the process of taking new ideas effectively and profitably through to satisfied customers"*.

In the past 30 years, the definition of the word "innovation" has, from its early interpretation as a process or the introduction of change, morphed into its current standing which includes terms such as creativity, performance, profitability and customer satisfaction, a finding reflected in literature (Johannessen et al., 2001; McAdam et al., 2000; Knight et al., 1995). From an SME perspective, innovation commonly refers to new products or processes which address customer's needs more competitively and profitably than the existing solutions (O'Regan and Ghobadian, 2005; Zahra et al., 1999), and comprise a key SME success factor (O'Regan and Ghobadian, 2005; McEvily et al., 2004; Banbury and Mitchell, 1995). Similarly as in the following opportunity theory, the innovation theory (e.g. Ardichvili et al., 2003) also dichotomizes the basic typology of innovation sources as its discovery and creation (e.g. Von Hippel, 1988).

Such innovative ability gives SMEs their competitive advantage, a key element in capturing market success and inter-firm competitiveness (Mole and Worrall, 2001; Conrad, 1999) which enables them to exploit opportunities through new products and markets while improving also their cost base and pricing policies (Mole and Worrall, 2001). Innovative new businesses create new competencies based on current and future market trends and customer demands; they are driven by a profit seeking mission. Chance or luck helps small companies recognize and take advantage of an opportunity (Cummins et al., 2000; Bjerke, 1997). Innovation is evidenced through the production of a unique concept pieced together from existing ideas and concepts (Cummins et al., 2000). Therefore, its success is determined by its newness, the extent of its adoption (Johannessen et al., 2001), and its translation into an exploitable opportunity for the SMEs (Arias-Aranda et al., 2001). Many of the actions undertaken by the entrepreneurs are key concepts in the marketing theory,

which suggest that the well implemented EM is undertaken by firms who identify new opportunities, apply innovative techniques to bring the product and service to the marketplace and meet the needs of their chosen target market. Again, the central element of managing many activities in a fluid, changing environment is stressed (Collinson and Shaw, 2001).

EM literature also identified a relationship between innovation, EOs and company performance (Connor, 1999; Hurley and Hult, 1998; Jaworski et al., 2000; Slater and Narver, 1998; Verhees and Meulenber, 2004). Narver and Slater (1990) propose that the practice of continuous innovation remains an ever-present element of all components of a market orientation (Tajeddini et al., 2006), while many entrepreneurial activities, such as the identification of new opportunities, the application of innovative techniques, the conveyance of goods to the marketplace and the successful meeting of customer needs in the chosen market, are also elementary aspects of the marketing theory (Collinson and Shaw, 2001). They propose a more in-depth approach to EM that takes into account the characteristics of the entrepreneur, whereby marketing and entrepreneurship are seen to have three areas of interface: *"change focused; opportunistic in nature; and innovative in their approach to management"* (Jones and Rowley, 2011, pp. 29 - 30). Kuratko (1995) describes an entrepreneur as 'an innovator or developer who recognizes and seizes opportunities, converts those opportunities into workable and marketable ideas, adds value through time, effort, money or skills, assumes the risks of the competitive marketplace to implement these ideas and realizes the rewards from these efforts'. Miles and Darroch (2004) consider EM activities to be closely coupled with creating superior advantage by using innovation to create products, processes and strategies that better satisfy customer needs (Covin and Miles, 1999), while Hills and Hultman (2006, p. 222) describe EM characteristics which reflect such activities as *'a flexible, customization approach to market'* and *'innovation in products, services and strategies'*. Hills and Hultman (2006) see innovation as a fundamental element of EM and they propose a theoretical model of the research field of EM that *"incorporates entrepreneurship, marketing and innovation as the core elements"* (Jones and Rowley, 2011, pp. 29 - 30).

At an organizational level, sustained innovation involves the ability to maintain a flow of internally and externally motivated new ideas that are translatable into new products, services, processes, technology applications, and markets (Runser and Spanjol, 2001). It is a feature or trait that emerges from a complex set of internal and external relationships (Cooper, 2000).

With EM, the marketing function plays an integral part in sustainable innovation. Its roles range from opportunity identification and concept generation to technical support and creative augmentation of the firm's resource base to support innovation (Morris et al., 2002). Further, EM seeks discontinuous and dynamically continuous initiatives that lead the customer, as well as the more conventional marketing emphasis on incremental improvements and line extensions that follow customers.

Within this context, innovation takes the form of either radical or incremental innovations, where radical innovations produce fundamental

changes in the activities of an organization and large departures from existing practices, whereas incremental innovations are an improvement of an existing process, product, service or market approach, and involve a lesser degree of departure from existing practices (Ettlie and Subramaniam, 2004; Johannessen et al., 2001). Although continuous incremental innovation concentrates on existing market conditions, discontinuous innovation focuses on altering market conditions to gain competitive advantage (Ettlie and Subramaniam, 2004; Gardner, 1991). Moreover, McAdam et al. (2000) clarify that with regard to innovation in business, radical innovations result from advances in knowledge, as opposed to the more common incremental innovations, which result from ongoing improvement of techniques. Gardner (1991) and Zairi (1995) also identify that continuous innovation does not require any changes in consumer behavior. This is because the “new” product functions in the same manner as its predecessor, therefore minimizing disruption to established behavior patterns, and reducing the risk of innovating for a company. In contrast, dynamically continuous innovations use new technology to serve an established function where consumers often adapt their behavior. This adaptation may be resisted if the change in behavior is substantial and if the costs are too high (Zairi, 1995; Gardner, 1991). While a small number of SMEs may experience rapid growth as a result of an innovation, the majority of SMEs successfully engage in a process of incremental innovation, which has a cumulative and positive effect on their business (Carroll, 2002; Stokes, 2000).

POP ADs based on the customer centric approach (Hřebecký, 2012) results of this research fulfill the above mentioned opportunity concepts given by definitions of innovations by providing much higher value, respectively more effective influence on customers’ decision making, without a direct cost increase. This research shows that an investment into expensive, technically and design advanced POP ADs does not have to be advantageous. Instead, it is necessary to create them using a relatively simple form, which better reflects expectations and habituations of target customers. For this, creators of POP ADs need knowledge of aspects affecting their success or failure, when it is sufficient to take them into account already in designing phases and then during their positioning. Just the systematization of these POP AD aspects playing a role in customers’ decision making process during an interaction with them by a form of the Paradigm Model represents an objective of this research and provides clear opportunities for POP AD innovations and during their development and implementation. Taking them into consideration may lead to a direct cost saving for investors thanks to better ability to influence customers’ shopping decision making process. Due to the fact that POP advertising entrepreneurs have been doing their business since the beginning of this branch within a very dynamic sphere of marketing communication, it is likely that they will see a profitable opportunity for innovations and they will really use them in their daily practice. This opinion could be supported by the fact that it is an incremental innovation (Ettlie and Subramaniam, 2004; Johannessen et al., 2001) without the necessity to change existing processes of POP AD product origination fundamentally and so it is an opportunity without any significant

business risk (Ray and Cardozo, 1996). At the same time, it is an action centered opportunity creation (Schumpeterian) characterized by a fundamentally different set of effective actions reflecting the inherently uncertain (as opposed to risky) nature of opportunities (Lingelbach et al., 2012). The knowledge, which we created, extends the existing knowledge and possible approaches of in-store advertising entrepreneurs, it gives an opportunity for competitive advantage and also entrepreneurs may probably be at an origination of a new trend in their business.

After the review of superior theoretical concepts focused on entrepreneurship and EM, we will define and discuss EO concepts in the following chapters.

## **2.7.4 Entrepreneurial opportunity**

### **2.7.4.1 Opportunity in entrepreneurial context**

Explaining the discovery and development of opportunities is a key part of entrepreneurship research (Venkataraman, 1997; Stevenson et al., 1989). To have entrepreneurship, we must first have EOs (Shane and Venkataraman, 2000). EOs are those situations in which new goods, services, raw materials, and organizing methods can be introduced and sold for higher price than the cost of their production was (Casson, 1982). Although recognition of EOs is a subjective process, the opportunities themselves are objective phenomena that are not known to all parties at all times (Shane and Venkataraman, 2000, p. 224).

Within product market entrepreneurship, Drucker (1985) has described three different categories of opportunities: (1) the creation of new information, as occurs with the invention of new technologies; (2) the exploitation of market inefficiencies resulting from information asymmetry, as occurs across time and space; and (3) the reaction to shifts in the relative costs and benefits of alternative uses for resources, as occurs with political, regulatory, or demographic changes.

Entrepreneurs also identify business opportunities to create and deliver value for stakeholders in prospective ventures. *"While elements of opportunities may be 'recognized', opportunities are made, not found"* (Ardichvili et al., 2003, p. 106). Careful investigation of and sensitivity to market needs and as well as an ability to spot suboptimal deployment of resources may help an entrepreneur begin to develop an opportunity (which may or may not result in the formation of a business). The need or resource "recognized" or "perceived" cannot become a viable business without this development. Opportunity development also involves entrepreneur's creative work leading e.g. to creation and discovery of innovations as a rich source of EOs (Gaglio, 2004; Von Hippel, 1988).

Opportunities often evolve from interactions between markets and environments that involve the creation of new means-ends relationships (Busenitz et al., 2003). With the exception of the opportunities category, all of the other areas in and of themselves have received extensive research attention

from other areas of management as well as non-management disciplines. This might suggest that opportunities could become the unique domain of entrepreneurship. No academic discipline has therefore developed the area of opportunities, and research is certainly needed here to lay a better foundation for future entrepreneurship inquiry (Busenitz et al., 2003). Entrepreneurship is thus considered a function (Klein, 2008; Foss et al., 2008) performed by individuals both in novel ventures and in existing organizations. The function of the entrepreneur is to obtain unique kinds of services and performances from organizational resources that end in novel and original business concepts, products and processes (Penrose, 1959; Foss et al., 2008). Along similar lines, Shane and Venkataraman (2000) defined entrepreneurship as the activity that involves the discovery, evaluation and exploitation of opportunities to introduce new goods and services, ways of organizing, markets, process, and raw materials through organizing efforts that previously had not existed.

Studies on entrepreneurship have converged towards the analysis of the processes occurring at the nexus between individual action and EOs. While there is a vast consensus on the role of individuals, the nature of EOs is a highly debated topic and has been at the center of interesting analyses lately (Bettioli et al., 2011). Also Shane and Venkataraman (2000) posit that entrepreneurial phenomenon stands at the intersection between enterprising individuals and profitable opportunities. According to the individual-opportunity nexus perspective (Eckhardt and Shane, 2003), opportunities exist in the environment within which the economic actors are located, independently from their activity. Opportunities are exogenous and constitute the outcome of competitive imperfections in markets (Alvarez and Barney, 2007). Due to the existence of information asymmetries, aversion to risk, bounded rationality and cognitive limitations, not all the actors on the market, are able to identify these opportunities and thus act upon them (Bettioli, et al., 2011).

Now we have summarized theories about opportunities in context of entrepreneurship paradigm. In the next chapter, we will define EO and also we will briefly discuss this research in the context of these definitions.

#### **2.7.4.2 Definition of Entrepreneurial opportunity**

Opportunity is a central concept within the entrepreneurship field, and now there is a critical mass of literature centered on the concept (Bettioli et al., 2011). Without an opportunity, there is no entrepreneurship. A potential entrepreneur can be immensely creative and hardworking, but without an opportunity to target with these characteristics, entrepreneurial activities cannot take place (Short et al., 2010). Recognizing this reality means that whereas historically entrepreneurship research has tended to center on entrepreneurs and their behaviors in creating new ventures, the role opportunities play has received increased scholarly attention only in recent years (Short et al., 2010).

This review revealed that the increase of opportunity research has been accompanied by a number of different processes associated with the term opportunity (i.e., creation, discovery, recognition) (e.g. Ardichvili et al., 2003;

Dubin, 1978; Doty and Glick, 1994; Short, Payne, and Ketchen, 2008). In addition, numerous terms describing types of opportunities, or ideas similar to the concept of opportunity, are found in the literature, such as 'aha!' (Lumpkin and Lichtenstein, 2005) or 'eureka!' moments (Fiet, 2007). An opportunity is also defined as an unexploited project which is perceived by an individual to afford potential benefit (Casson and Wadeson, 2007, p. 298). Whereas some definitions focus on the chance to introduce innovative goods, services, or processes (e.g., Gaglio, 2004), others are primarily concerned with the role of opportunities in creating new ventures (e.g., Baron, 2008).

The term opportunity has been employed in different ways by different writers on entrepreneurship, and this has caused some confusion (Casson and Wadeson, 2007). To date, presenting opportunities as either concrete realities or as an enactment of an entrepreneur's unique vision have shaped the two dominant views of the opportunity construct (Alvarez and Barney, 2007). The first view positions opportunities as *discovered* – that means, opportunities are viewed as a function of a tangible reality. Opportunities exist "out there" waiting to be found. Kirzner (1973), for example, suggests that opportunities are like dollar bills blowing around on the sidewalk, waiting for an alert individual to pick them up. The other dominant view posits that opportunities are created as a function of enacted actions that occur during entrepreneurial processes. For example, Ardichvili et al. (2003, p. 106) insist that "*opportunities are made, not found.*" E.g. Schumpeter (1934) suggests that opportunities require large amounts of capital to exploit, and that the commitment to exploit them can be found only in minds of the highest order. Dimov (2007) takes similar view and says that opportunities are products of a creative process that is more gradual, involving a synthesis of ideas over time. A reasonable middle ground position is that some opportunities are discovered whereas others are created. We expect that the literature moves toward this position in the near future. We believe this position surfaces intriguing contextual questions for scholars to explore regarding when and how opportunities are found or created.

Variance in using the term opportunity may be a function of differences in theoretical perspectives. Grounded in earlier contributions from Casson (1982) and Shane and Venkataraman (2000), Eckhardt and Shane (2003, p. 336) define opportunities as "*situations in which new goods, services, raw materials, markets and organizing methods can be introduced through the formation of new means, ends, or means-ends relationships.*" This characterization reflects the dominant view, which is fairly instrumental and rational in its orientation.

Similarly, Morris et al. (2002) wrote that opportunities represent unnoticed market positions that are sources of sustainable profit potential. They derive from market imperfections, where knowledge about these imperfections and how to exploit them distinguish EM. The availability of opportunities tends to correlate with rates to environmental change, indicating a need for marketers to engage in heightened levels of both active search and discovery. Further, exploitation of opportunity entails learning and ongoing adaptation by marketers before, during and after the actual implementation of an innovative concept (Morris et al., 2002).

EOs are also defined as opportunities to bring into existence new goods, services, raw materials, and organizing methods that allow outputs to be sold for more than their cost of production (Casson, 1982). These opportunities exist because different people possess different information (Kirzner, 1997). Incomplete information means that in any market transaction, people must guess each other's beliefs about many things (Kirzner, 1973).

EM opportunity is actually approached as a special case of the creative process (Hills, et al., 1999). Scanning activities can help identify trends and developments but the ability to recognize underlying patterns that represent unnoticed market positions or market imperfections requires creative insight. Further, the marketer strives to expand opportunity horizon beyond that dictated by current customers, products and business boundaries, in the process "*escaping the tyranny of the served market*" (Hamel and Prahalad, 1994).

According to Dimov (2007), opportunities simply are creative ideas that have been vetted through an evaluative process. In a general sense, the entrepreneurial process is an evolutionary one where the pool of opportunities is constantly changing over time (Eckhardt and Ciuchta, 2008). As such, the ability to understand the role of time has implications for entrepreneurs as well as related stakeholders. For example, the transition point at which entrepreneurs cease to explore opportunities and begin exploiting them may have significant implications for the performance of particular projects (Choi et al., 2008; Ireland and Webb). In particular, Choi et al. (2008) argue that the transition from exploration to exploitation should come sooner rather than later for projects with a low degree of novelty because the need to act quickly is paramount for such opportunities.

In broad terms, an opportunity may be also defined as the chance to meet a market need (or interest or want) through a creative combination of resources to deliver superior value (Schumpeter, 1934; Kirzner, 1973; Casson, 1982). However, opportunities describe a range of phenomena that begin unformed and become more developed through time (Ardichvili et al., 2003). In its most elemental form, what may later be called an opportunity may appear as an "*imprecisely-defined market need, or un- or under-employed resources or capabilities*" (Kirzner, 1997). The latter may include basic technologies, inventions for which no market has been defined, or ideas for products and services (Ardichvili et al., 2003). Prospective customers may or may not be able to articulate their needs, interests, or problems (Von Hippel, 1994). Even if prospective customers cannot do so, they may still be able to recognize that something new has a value for them when they are presented with it and have its operation and benefits explained. Opportunities seen from the perspective of prospective customers represent the value sought.

Underutilized or unemployed resources, as well as new capabilities or technologies may offer possibilities to create and deliver new value for prospective customers, even though the precise forms that new value will take may be undefined. For example, the technology creating a material combining properties of both metal and glass may be developed before there are known applications; new medicinal compounds may be created without knowledge of

the conditions for which the applications might be efficacious. Opportunities arising from underutilized or unemployed resources, from technology or other types of proprietary knowledge or abilities, may be labeled value creation capability (Schroeder et al., 1996).

We do think that just non-use of knowledge resulting from understanding customers' decision making process is an actual neglecting of a very fruitful source for increasing value and effectiveness of POP ADs and hence a profit and competitive advantage of POP advertising entrepreneurs. As we have already mentioned, understanding of direct and contextual aspects and their relations is lacking as existing researches and theories belong mostly to psycho-behavioral paradigm. Reflecting this, we recognize the opportunity in the actor centered sociology approach, which is not notably represented in existing theoretical funding. Involving this knowledge may have a similar potential as an implementation of new technologies in different entrepreneurial branches. In line with the definition, it is an opportunity, which can be also defined as an unexploited project to afford potential benefit to introduce innovative goods, services, or creative process that is more gradual, involving a synthesis of ideas over time. It is an opportunity, when POP ADs can be introduced through the formation of new means. Actually this approach can react to market imperfections rising to cost savings of investors and their seeking for top level of effectiveness of any advertising media. Knowledge of customers' decision making when encountering POP AD can fairly increase their selling potential, besides keeping same costs or even cutting them down. By employing this knowledge, the cost of production or development is not increased, but the value is increased thanks to better functionality. The opportunity created by this study can be also defined as the chance to meet a market need through a creative combination of technical and intellectual resources to deliver superior value (Schumpeter, 1934; Kirzner, 1973; Casson, 1982).

Above we have summarized features and definition of EOs from several theoretical perspectives and in their context, we have also defined topic of this research. Now, Let us focus on their recognition.

#### **2.7.4.3 Recognition of Entrepreneurial Opportunities**

Opportunity recognition is at the very heart of entrepreneurship (Lehner and Kansikas, 2012) and identifying and selecting opportunities for new businesses are among the core abilities of an entrepreneur (Stevenson et al., 1985). Consequently, explaining the discovery and development of opportunities is a key part of entrepreneurship research (Venkataraman, 1997).

Numerous models of opportunity recognition have been presented in recent years (Bhave, 1994; Schwartz and Teach, 1999; Singh et al., 1999, De Koning, 1999; Sigrist, 1999). These models are based on different, often conflicting, assumptions borrowed from a variety of disciplines, ranging from cognitive psychology to Austrian economics. While these attempts have contributed to understanding of opportunity recognition, they fall short of offering a comprehensive understanding of the process of opportunity

recognition for two major reasons. First, each of these perspectives primarily concentrates on only one of the various aspects of the process. For example, Sigrist (1999) looks at the cognitive processes involved in opportunity recognition; De Koning (1999) and Hills et al. (1997) at the social study network context; whereas Shane (1999) focuses on the prior knowledge and experience necessary for successful recognition.

Theories and researches are approached mostly at the individual level of the entrepreneur. *“Although an opportunity for entrepreneurial profit might exist, an individual can earn this profit only if he or she recognizes that the opportunity exists and has value”* (Shane and Venkataraman, 2000, p. 224). Given that an asymmetry of beliefs is a precondition for the existence of EOs, it must not be obvious to everyone all of the time (Hayek, 1945). At any point in time, only some subset of entrepreneurs will discover a given opportunity (Kirzner, 1973).

So how do entrepreneurs recognize opportunities in such a perspective? One of the fundamental theories builds on the fact that opportunities are considered objective and exogenous and in this context entrepreneurs engage in processes of systematic search and discovery (Alvarez and Barney, 2007; Klein, 2008). This “discovery theory” of entrepreneurship has been put under scrutiny by a number of scholars (Alvarez and Barney, 2007; Klein, 2008; Langlois, 2007; Stangler, 2009; Foss et al., 2008). According to these critical views, the theory does not take into consideration the fact that in a vast number of real life situations, individuals cope with uncertainty that makes systematic search and discovery impossible. In the situations of uncertainty, individuals neither can collect all the necessary information to predict any kind of outcome, nor assign a probability to potential outcomes (Langlois, 2007). Moreover, the objective nature of opportunities is perceived as proposing a structuralist view of entrepreneurship that paradoxically weakens the role of individuals in entrepreneurial processes: in fact, it postulates that given the exogenous existence of an opportunity, someone will sooner or later discover and exploit it (Stangler, 2009). More recently, an opposite approach to the nature of opportunities has maintained that opportunities are not pre-existent to the action of the entrepreneur. On the contrary, opportunities are the result of entrepreneurial action; they are created by it (Alvarez and Barney, 2007; Klein, 2008). The “creation theory” proposed by Alvarez and Barney (2007) fits with the perspectives and assumptions in strategic entrepreneurship, since it recognizes that entrepreneurs do not expect opportunities are formed by recognizable shocks in the environment. In Alvarez and Barney (2007), opportunities are *“created endogenously by the actions, reactions and enactment of entrepreneurs exploring ways to produce new products and services.”* According to the creation theory, entrepreneurs do not search. Instead, they *“act and observe how consumers and markets respond to their actions”* (Bettiol et al., 2011, p. 7). They proactively form these opportunities through their activities and through the enactment (Weick, 1979) of the external environment. The crucial difference between the two approaches – the discovery and creation theories – lies in the nature of the entrepreneur. Entrepreneurs are not *“different ex ante but ex post, as a consequence of their being able to form opportunities and act upon them”* (Bettiol et

al., 2011, p. 7).

Opportunities also develop as individuals shape elemental ideas into their full-blown business plans. But the process of opportunity development is conceptually distinct from opportunity recognition or identification (Ardichvili et al., 2003). What most literature on entrepreneurship calls “opportunity recognition” appears to include three distinct processes: (1) sensing or perceiving market needs and underemployed resources, (2) recognizing or discovering a “fit” between particular market needs and specified resources, and (3) creating a new “fit” between heretofore separate needs and resources in the form of a business concept (Hills, 1995; De Koning, 1999). Recognition of the research outcomes - understanding and knowledge of customer decision making when encountering POP AD as opportunity, meets all the three above mentioned aspects. These processes represent, respectively, perception, discovery, and creation – not simply “recognition” (Christensen et al., 1989; Conway and McGuinness, 1986; Singh et al., 1999). Either kind of opportunity – market need or underemployed resources – may be identified or recognized by some individuals and not others. These differences are due to the heterogeneity in individuals’ sensitivity to opportunities for creation and delivery of new value. Customers may differ in their abilities to articulate or to recognize underserved or unmet interests. Individuals who develop new capabilities for creating and delivering value may differ in the ways in which they think about the new capability and its potential applications. These individual differences may come from variations “*in individuals’ genetic makeup, background and experience and in the amount and type of information they possess about a particular opportunity*” (Ardichvili et al., 2003, pp. 109 - 110). Some individuals are so sensitive to market needs or problems that they perceive possibilities for new products (or solutions) continuously in any environment in which they find themselves (Endsley, 1995). Other individuals may be particularly sensitive to identifying un- or underemployed resources, such as unused land, idle production facilities, unexploited technology or inventions, underperforming financial assets and so on. However, having identified such resources, these individuals may not be able to define particular uses or users for which the resources could create value. Inventors, scientists, or individuals may generate ideas for new products and services without regard to the market acceptance or commercial viability of inventions or a new technology. The more fully developed opportunities for value sought, or value creation, are, the more likely they are to become perceptible to a wider array of individuals. The more precise and complete the description, the more readily identified the uncertainties (risks) associated with the opportunity (Ray and Cardozo, 1996).

In this context, it is evident that the opportunity created by this research does not have to be used or accepted by all POP advertising entrepreneurs, and even in the case of its acceptance, an implementation of new knowledge into entrepreneurial practice may differ according to individual features and abilities of concrete entrepreneurs and their companies. Probably the POP advertising entrepreneurs, who are still interested in similar knowledge (for example by their membership in professional associations or participations in

their educational events) without using it within their work, would be inclinable to the use of this, or any similar, opportunity offering implementation of new knowledge into existing processes. Based on the above mentioned theory of Ray and Cardozo (1996), the advantage of the opportunity we have created - its low rate of risk and high rate of reliability - is given by the chosen academic approach as already discussed above. This will be further discussed in the following text.

Another comprehensive conception of opportunity recognition in entrepreneurial behavior is found in Kirzner's (1973, 1979) work. The starting point of Kirzner's theory is the resource utilization perspective. According to this perspective, entrepreneurs decide to start a new business or expand in a new product-market when they think that there is an opportunity to redeploy the resources away from present, suboptimal configurations, to more promising opportunities (McGrath and Venkataraman, 1994). Kirzner argues that "*at any given time, market participants are engaged in a set of activities which is likely to be a disequilibrium set*" (Kirzner, 1973, p. 137). In Kirzner's conceptualization, the maladjustment occurs when a set of resources available to an entrepreneur is being used to produce units of a product A when the same resources could be used to produce units of product B, which will fetch a higher price because it delivers greater value to customers. That is exactly the case of "improved" POP ADs reflecting new customer-centric (Hřebecký, 2012) knowledge. Due to imperfect information, entrepreneurs continue to sell their resources to customers at prices that are lower than they would command if they switched to making of product B, e.g. better POP AD improved on the basis of better knowledge of customer decision making. Kirzner's elaboration suggests that entrepreneurs sell not only products, but, rather, also their knowledge, the ability to assemble resources and the resources already available to them. This perspective allows entrepreneurs to move away from analyzing "what is" to the discussion of "what is possible", and opens an opportunity for entrepreneurial discovery. However, the choice is not just between products A and B, or between A and C. It is also a choice among different levels of quality and product characteristics (Ardichvili et al., 2003). This theory also shows that understanding of customer's decision making in order to start managing the aspects playing role in POP AD performance is a viable opportunity waiting to be recognized by advanced POP advertising entrepreneurs. According to Kirzner (1973), it also brings a chance to increase prices of "knowledge updated" POP ADs in relation to their new increased value.

The critical role of timing in recognizing opportunities needs to be mentioned, too. It dates to Schumpeter's (1954) early notions that creative destruction processes occur when new opportunities displace the already existing business models. Thus, to fully understand the opportunity process, one must understand the temporal dynamics of opportunities. As the creative process unfolds, ex ante possibilities can only become ex post opportunities as the feasibility of particular possibilities is evaluated (Dimov, 2007). Schumpeter (1934) posed a process of "creative destruction" where new opportunities are introduced to the market at the expense of existing ones. According to the

above mentioned theories, it is likely that in the moment when entrepreneurs systematically develop and offer the POP ADs considering the knowledge of customer purchase decision making, the POP ADs commonly supplied today will be insufficient compared to the innovated ones. Consequently, the innovated ones will replace the old ones. Thus, there may be a situation, when a new trend becomes a common standard. Investors may consider obvious that design and execution of POP ADs will result from research based principles, which are created also by this study. In context of this perfect design and technical functionality of POP ADs, there will not be enough of them to satisfy market the demand.

At the end, we need to mention that the creation of successful businesses follows a successful opportunity recognition process. This process is cyclical and iterative: an entrepreneur is likely to conduct evaluations several times at different stages of development; evaluation could also lead to recognition of additional opportunities or adjustments to the initial vision (Ardichvili et al., 2003).

Simmonds (1986) posited that entrepreneurs should be engaged in an ongoing process not only of recognizing opportunities but also of inducing continual change in their organizations and, by extension, in the market. The basic role of the entrepreneur becomes “organized rational innovation”. We can identify similar process also within the POP advertising business, which usually goes through a kind of evolution approximately every five years. That always moves the whole branch forward in the context of general events at the market and within the whole economy.

The last similar phenomenon was the top design penetration into POP creation and development tools (Krofiánová et al., 2009). At first, it was a unique approach, which gradually became a branch standard.

Today, the development of any POP AD cannot be done without work of a designer. We can see a similar potential precisely in the mentioned conception of customer centric (Hřebecký, 2012) knowledge as the basis for creating POP applications. At the same time, it is necessary to realize, in the connection with the above discussed theories (e.g. Shane and Venkataraman, 2000; Hayek, 1945; Kirzner, 1973), that thanks to individual abilities and possibilities of recognizing opportunities, the findings of this research are not a source of opportunities for every in-store advertising entrepreneur.

However, they can be fully utilized by those able to make continuous innovations and changes. The above mentioned theories and approaches also support the possibility to use results of this research as an EO.

Now Let us focus on theories describing creation of EOs. These will help us interpret this study as the creation of the EO.

#### **2.7.4.4 Creation of Entrepreneurial Opportunities**

The topic of opportunity creation is a concept widely researched in the EM paradigm. It plays an important role in acting of entrepreneurs (e.g. Gruber, 2004; Morris et al, 2002). Opportunity creation in EM should be distinguished

from opportunity recognition and exploitation (Morris et al, 2002; Shane and Venkataraman, 2000) by the activity of the firm (Mort et al., 2011). As already mentioned, entrepreneurial action centered on opportunity creation (Schumpeterian) is characterized by a *“fundamentally different set of effective actions reflecting the inherently uncertain (as opposed to risky) nature of opportunities”* in this context (Lingelbach, et al., 2012, p. 138). Discovery-based (Kirznerian) EO creation is a process consisting of defined stages around opportunity identification and exploitation, resource acquisition, strategy and organizing (Shane, 2003).

Thus, a process of recognition and then exploitation relies on the a priori existence of opportunities *“waiting to be discovered”* (Mort et al., 2011, pp. 16 - 19). Opportunity creation is distinct from these objective opportunities that are just waiting to be discovered (Morris et al., 2002). EO creation is identified with the means of recognizing and exploiting *“unnoticed market positions”* (Morris et al., 2002, p. 6); and in a theoretical advancement, we identify opportunity creation as an active, ongoing and integral aspect of EM and as a prerequisite for enhanced performance. The opportunity creation process suggests a much more active approach. Firms actively create opportunities that can be exploited using innovative approaches and products which actively contribute to their speed of market entry, the essential performance criterion for successful entrepreneurs. They are active in creating opportunity as new challenges emerge to be overcome. Opportunity creation forms the basis or rationale for the existence of the firm and is an ongoing mindset (Mort et al., 2011). It is mainly the active innovation approach accomplished by the means of creation of practical-theoretical knowledge about customers’ decision making when encountering a POP AD, which has the character of rather opportunity creation than of opportunity discovery.

The focal point of EM is innovative value creation. The task of the marketer is to discover untapped sources of customer value and to create unique combinations of resources to produce value. In dynamic markets, the value equation is continually redefined. The ongoing responsibility of the marketer is to explore and search for new sources of customer value. The entrepreneur could engage in significant innovation that redefines environmental conditions, is highly customer-centric (Hřebecký, 2012), and includes numerous risks some of which the entrepreneur can mitigate (Morris et al., 2002, p. 8). We make such a value by means of the creation of opportunities, which we create after having understood customers when encountering POP AD and implementing this understanding into the creation of innovated, more functional and more efficient POP ADs.

Opportunities begin as simple concepts that become more elaborate as entrepreneurs develop them. This process involves proactive efforts as well the new product development does, but the developmental process here gives rise to an entire business, not just a product (Pavia, 1991). Our position here departs from the earlier literature (e.g. Kirzner, 1973) that considers opportunity recognition largely a process of discovering something already formed. Opportunity creation is regarded as a *“continuous, proactive process essential to the*

*formation of a business*" (Ardichvili et al., 2003, p. 109 - 110). In this context, it is necessary to mention again that the customer-centric (Hřebecký, 2012) approach towards POP AD creation does not mean only an innovative product development, but mainly a significant opportunity for an innovation of the whole POP advertising business, which may include involvement of results from researches focused on shopping behavior and decision making of customers as a standard into its existing rather technical-aesthetical approach and so may move much closer towards a knowledge-based entrepreneurship (Hřebecký, 2012).

On the individual level, the ability to create EO is a result of both the possession of prior information and the cognitive ability to develop the opportunity (Shane and Venkataraman, 2000). Mort et al. (2011) researched the electrical switchgear company, who had very specific knowledge of industry trends and needs leading to the ability to create opportunity by providing very specific solutions to rectify power failures. *"According to the CEO, the electrical switchgear industry was dominated by age-old inefficient transformers. 'So we looked at all that. We said, OK, we must develop something better... so what we have got is a solid bi-electric product... We eliminated the use of gas, we eliminated the use of oil, we are maintenance free.' The new switch gear is built on artificial intelligence and communication technologies. It not only locates the failure in a fraction of a second, and tries to rectify it, but it also communicates the location of the failure to the base station. Our latest generation has got (...) all modern communications capability and all sorts of automation (...)"* (Mort et al., 2011, p. 18). Another case described by Mort et al. (2011) is about a company producing bags, which creates opportunity through a "metastasizing" business model of continuous opportunity creation. Starting with competition to the national postal service, they moved into speedy delivery by means of bike couriers and harvested that business: a chance meeting with a designer led to the opportunity to develop innovative bags, following their experience with bags as part of the bike delivery company. There is evidence of rapid learning from market experiments leading to the initial opportunity being redefined in an ongoing creation process (Shane and Venkataraman, 2000). Similarly, a standard part of development and features of POP ADs could become a reflection of customers' needs, expectations and habitualized routines.

Opportunity creation also requires rapid market learning and perseverance in the face of initial obstacles and the ability to take advantage of contingencies or unexpected events as they arise. It is allied to the processes of effectual decision making discussed by Sarasvathy (2001). Effectuation is an entrepreneurial decision making orientation that may be best understood by contrasting it with the more familiar causal decision making processes. Causal decision making has a particular known or preferred outcome or end point; causal decision making is focused on selection of the best options or means by which to achieve a known desired outcome. Effectual decision making is undertaken when the end point may not be known, or possibly only the broad goal is known and the roadmap is not available. All that is known to the decision makers is *"who they are, what they know and who they know"* (Sarasvathy,

2001, p. 250). They must operate under a set of constraints to achieve the best outcome within an acceptable risk framework. The knowledge we have created supports rather the causal decision making of POP advertising entrepreneurs, because it provides reliable research based instructions and rules how to create more effective POP ADs. So we know an objective for acting (a better POP AD, more satisfied customers and consequently better economical results) and also the “roadmap to achieve it” (the above mentioned instructions and rules for better POP ADs creation). These instructions and rules could be considered legitimized options or means by which to achieve known desired outcomes which are more advanced POP AD. An advantage of this entrepreneurial approach is its lower risk rate compared to the case of effectual decision making. This relates to the processes allowing entrepreneurs to “*reduce uncertainty and to make novel ideas and solutions intelligible and accessible to relevant stakeholders*” (Bettiol et al., 2011, p. 7 - 8). To obtain the commitment of collaborators, employees and external providers of resources (e.g. suppliers) in a venture that challenges the dominant logics and expectations, entrepreneurs need to legitimate their ideas and to construct a consensus upon them (Bettiol et al., 2011).

Customer orientation also relates to opportunity creation. It represents a way of doing business, with the existing and actively created “*needs of the customer held as central tenant of an enterprise that ought to be considered at every level*” (Stokes and Wilson, 2010, p. 108). The process of entrepreneurship can also be perceived as an over-arching imperative that is central to the philosophy that guides all the activities of an enterprise (Kirby, 2003). This may coincide with the notion of customer orientation if the entrepreneur can always truly put themselves in the position of the customer and feel empathy with them (Busenitz and Barney, 1997). A characteristic of many successful entrepreneurs is that they do have an intuitive feel for what their customers want, an antenna into the market place that never fails them (Granoveter, 1973). However, many entrepreneurs have shown that “*their intuition is not always a reliable indicator of customer demand*” (Stokes and Wilson, 2009, p. 108). The ability to make rapid changes to what they do is also a key characteristic of successful entrepreneurs partly because they do misunderstand the nature of the market place and therefore have to make rapid adjustments to compensate for misjudgments of customer needs and other decisions (Storey, 1998).

In connection with this research, we can define the above mentioned customer-centrism from two points of views. The first one is the actual focus on needs of customers of POP advertising entrepreneurs as POP advertising investors. Results of this research will provide more efficient POP ADs mainly through innovative approach – more efficient POP ADs may be created without any significant cost increase. This approach is an example of the already mentioned creation of demand, not just reacting to needs of market. When entrepreneurs show ability to create customer-centric POP ADS (Hřebecký, 2012) and positive experience rises in market, implementers and investors of POP ADs will probably demand this kind of POP ADs as standard. The creation of increasing POP ADs effectiveness is one of the opportunities to

provide customers with obvious contribution without the necessity of increasing their expenses. The second point of view includes better POP ADs for their users - customers shopping in hypermarkets. By respecting the aspects identified by research during their implementation, innovated POP ADs will better satisfy expectations, needs and habits of customers as social actors. POP Ads will therefore actively participate on increasing customers' satisfaction and on increasing sales. Due to the unfortunate impact of the economical recession on the whole advertising business, POP advertising entrepreneurs must think of ways to innovate their approaches and provide high and more meaningful value to their customers. This is the only way they may achieve the preservation of growth in the era of declining advertising investments (Krofiánová et al., 2009) and total prioritizing of resources spent by investors.

So above we have discussed this research as a way of the EO creation. In the last section focusing on the entrepreneurial context, we will discuss the theoretical approaches to exploitation of EOs, with which we will discuss concrete results of this research later in chapter 5, respectively their possible use as EOs in entrepreneurial practice.

#### **2.7.4.5 Exploitation of Entrepreneurial Opportunities**

Subsequent to the recognition, discovery or creation of an opportunity, a potential entrepreneur must decide to exploit the opportunity as the characteristics of opportunities themselves influence their willingness to exploit them (Shane and Venkataraman, 2000). An entrepreneur is someone who "*specializes in exercising judgment regarding investing scarce resources in opportunity exploitation*" (Casson and Wadeson, 2007, p. 298). In relation to this, entrepreneurship involves three main functions: discovery of an opportunity, procurement of resources for a project, and the realization of benefits through project implementation. Competition with other entrepreneurs is liable to emerge at each of these three stages (Casson and Wadeson, 2007).

Eos vary on several dimensions, which influences their expected value. The exploitation of an EO requires the entrepreneur to believe that the expected value of the entrepreneurial profit will be large enough to compensate for the opportunity cost of other alternatives (including the loss of leisure), the lack of liquidity of the investment of time and money, and a premium for bearing uncertainty (Kirzner, 1973; Schumpeter, 1934). Not all potential entrepreneurs will exploit opportunities with the same expected value. The decision to exploit an opportunity involves weighing the value of the opportunity against the costs to generate that value and the costs to generate value in other ways (Shane and Venkataraman, 2000). Thus, people consider the opportunity cost of pursuing alternative activities in making the decision whether or not to exploit opportunities and pursue opportunities when their opportunity cost is lower (Amit, Mueller, and Cockburn, 1995; Reynolds, 1987).

In addition, people consider their costs for obtaining the resources necessary to exploit the opportunity. For example, Evans and Leighton (1991) showed that the exploitation of opportunities is more common when people

have greater financial capital. Similarly, Aldrich and Zimmer (1986) reviewed research findings that showed that stronger social ties to resource providers facilitate the acquisition of resources and enhance the probability of opportunity exploitation.

Furthermore, Cooper et al. (1989) found that people are more likely to exploit opportunities if they have developed useful information for entrepreneurship from their previous employment, presumably because such information reduces the cost of opportunity exploitation. Finally, the transferability of information from the prior experience to the opportunity (Cooper et al., 1989), as well as prior entrepreneurial experience (Carroll and Mosakowski, 1987), increases the probability of exploitation of EO because learning reduces its cost. As already discussed above, the opportunity created with our research is not demanding in the case of exploitation, as to its direct expenses. Certain expenses at the beginning of implementation process will mean rather a high rate of time burden of employees of POP advertising entrepreneurs as well as themselves. Also the risk of a failure is reduced to minimum thanks to legitimizing instructions and rules created by an academic researcher. Also the already mentioned previous experiences of entrepreneurs from implementing for example design services into POP AD development may support the motivation to innovate POP advertising services by implementing customer-centric (Hřebecký, 2012) aspects. Thus, the knowledge we have created has a considerable potential to be used in real practice of POP advertising entrepreneurs.

Entrepreneurs' ability of resource leveraging, too, is connected with opportunity exploitation, because recognized or created opportunity can serve as a resource for entrepreneurs. At its most basic level, leveraging refers to doing more with less. Entrepreneurs are not constrained by the resources they currently have at their disposal (Morris et al., 2002). They are able to leverage resources in a number of different ways, "including:

- *Stretching resources much further than others have done in the past;*
- *Getting uses out of resources that others are unable to realize;*
- *Using other people's (or firm's) resources to accomplish one's own purpose;*
- *Complementing one resource with another to create higher combined value;*
- *Using certain resources to obtain other resources" (Morris et al., 2002, pp. 7 - 8).*

Thus, EO exploitation is connected with "creative capacity for resource leveraging" (Morris et al., 2002, p. 8). Perhaps the most critical form of leveraging involves the ability to use other people's resources to accomplish the entrepreneur's purpose (Morris et al., 2002), which is exactly the case of exploitation of results of this study.

In the area of opportunity exploitation research, there are also some scholars who tend to question why there is a stock of unexploited opportunities waiting to be discovered (Casson and Wadeson, 2007). If these opportunities exist, and could be exploited right away, why have not they already been

exploited? This seems to point to inefficiency in the economic system, which is difficult to explain (Casson and Wadeson, 2007). If there were a fixed stock of opportunities, then, as new opportunities were discovered, the stock of unexploited opportunities would decline until no new opportunities remained to be discovered. Such 'stagnationist' thinking was once quite common (Keynes, 1936), but it overlooks the implications of learning and volatility. Experience gained as a by-product from exploiting existing opportunities creates new opportunities by making additional projects viable. Changes in the environment can also make new projects worthwhile, whilst making others obsolete. As the economy adapts to changing conditions, new opportunities arise as fast as others are destroyed. The exploitation of opportunities is a vital part of the economy's response to external shocks. When new scarcities arise, or existing scarcities tighten their grip, opportunities arise to economize on the scarcer resources and substitute other resources for them instead. Opportunity recognition, stimulated by the prospect of profit, encourages entrepreneurs to seek out the projects which help the economy adapt to changing conditions. In the Austrian theory, it is the prospect of profit from an opportunity that motivates the search that leads to discovery (Kirzner, 1973). Even if we have created an opportunity, right now just the economical conditions described in the Introduction chapter are the main motivators for innovations of an approach and product innovations in the sphere of POP advertising.

Casson and Wadeson (2007) discuss the role of Research and Development (R&D) in the EO exploitation context. The decision to undertake an R&D project is, in principle, no different from the decision to undertake any other kind of project. However, R&D projects are not simple stand-alone projects, but are complementary to the production and marketing projects that produce and sell the new goods and services created by technology. In this sense, R&D projects cannot be evaluated independently, but need to be evaluated as a part of a set of projects which involves the exploitation of the research output, too. The R&D project will be undertaken before the production and marketing projects, in case the R&D is not successful. Because it identifies new long-term trends, this approach to new project selection may well lead to radical innovation. There is no guarantee that a purely incremental adaptation of existing types of project will meet the challenges. A new R&D project may be required to address the issues, possibly involving a combination of public and private funding (Casson and Wadeson, 2007). It is also possible to characterize this research as R&D project with the potential to set up a new long-term trend through involving new approaches in development and implementation of POP ADs. That includes also all the aspects mentioned above, including the already discussed individual entrepreneurial ability and interest to be exploited in practice. A focus on EO exploitation highlights that the skills firms need in order to exploit opportunities are much different from the skills needed to identify opportunities (Hitt, Ireland, Camp and Sexton, 2001). This leads us to expect that firms' relative ability to meet the dual challenges of strategic entrepreneurship is a key moderator of the links between opportunities and organizational outcomes. Specifically, the better a firm is at maintaining the

delicate balance of exploiting old and identifying new opportunities, the better the firm will be at translating opportunities into above-average financial returns. Meanwhile, firms skilled only in exploitation or only in identification will experience weaker outcomes flowing from opportunities, and may ultimately cease to remain competitive with rivals. Several studies shed light on when entrepreneurs are able to harness change and exploit the resultant opportunities in order to reach outcomes such as new venture creation and growth. Entrepreneurs' access to resources was found to shape their range of opportunity choice (Thakur, 1999). Entrepreneurs are more likely to exploit opportunities when they perceive they have more knowledge of customer demand, have more fully developed necessary technologies, greater managerial capability, and greater stakeholder support (Choi and Shepherd, 2004). Finally, entrepreneurial experience was demonstrated to be linked to the exploitation of more innovative opportunities with greater wealth potential (Ucbasaran et al., 2009).

Thus, in this chapter, we have summarized some academic approaches relating to the opportunity exploitation. Bearing them in mind, we will discuss results of this research and interpret them as usable opportunities for POP advertising entrepreneurs in the Discussion chapter (5) and the Conclusion chapter (6).

### **2.7.5 The summary of the entrepreneurial context theories**

Above, we have summarized and discussed the suitable theoretical concepts, which have been used as the context of this qualitative research on the topic of decision making of hypermarket customers when encountering POP AD. This theoretical summary shows the meaningfulness and usefulness of this research results as an EO, characterized within paradigms of entrepreneurship and EM. In addition to the definition of the above mentioned paradigms, we have summarized theoretical definitions of the EO in the chapter. We have justified knowledge creation by this research as the opportunity for POP advertising entrepreneurs and we have prepared material for discussing results of this research with definitions of the EO. Subsequently, we have described the aspects playing some role within recognition and creation of EO and we have also mentioned the significance of innovations in the topic of EOs. The purpose of these chapters was to argue the character and characteristics of this research outputs as the opportunity and innovation for POP advertising entrepreneurs. We have also discussed selected aspects of the opportunity exploitation; their summary gives us a ground to discuss the results in the context of their ability to be used in real entrepreneurial practice. In the Discussion chapter and the Conclusion chapter we will meet mainly the theories on the subject of opportunity definition and opportunity exploitation.

From the above mentioned summary of theoretical concepts, it is obvious that an absolutely new space is opening for discovering opportunities for practical enterprising in POP advertising. The point is, that if we succeed adequately in working out from not yet fully utilized intellectual tradition of

the actor-centered sociology represented by the paradigm of social constructionism, which was the basis for this research, we will be able to aim at customers as social actors and their needs resulting from their habits and previous experiences with POP ADs.

The model, that we would like to present here, will be able to simplify decision making by parties of creating new POP ADs with all decisions, which belong to it, and so to increase of decision making efficiency, but it would also help us to beware of risks identified through negative experiences of customers with POP ADs they met in the past. Compared to the generally valid, yet decontextualized models of effectiveness of particular POP AD attributes changes, we will get a model, which will allow in-store advertising entrepreneurs to set efficiently all POP AD features for a certain campaign as well as the context of particular stores during their development and implementation.

A parallel set of the tested possible opportunities for doing business relates to implicit proposals for innovations included in some researches we have summarized in the Theoretical chapter (2). If it is possible to influence shopping behavior of customers by working with noises and music, odor or light, there is a possibility to incorporate these features into an appearance of a POP AD, which would then move from the form of a passive subject to the form of an interactive subject. As we know from the above mentioned researches, using these interactive items may have a positive effect on sales.

However, it must be also determined, in which concrete cases and forms this will be convenient. Thus, the conceived knowledge of POP ADs represented by an intelligible Paradigm Model could be then used by in-store entrepreneurs to create better and more functional POP ADs, increase satisfaction of their customers and also improve competitiveness and economical growth.

In this context, we recognize the Paradigm Model of understanding customer decision making when encountering POP AD as EO and we will consequently interpret and explain it as an exploitable EO through discussion of research results and opportunity theories in the Discussion chapter (5) and in the Conclusion chapter (6).

## **2.8 The summary of the theoretical framework**

Now we can proceed to the summary of the used theories and principles of our chosen theory, which determines the research perspective. We will summarize this chapter in three steps. First, we will try to summarize effectively many sources of inspiration related to our topic. Furthermore, we will give a reason why we have chosen the social constructionist as the theory decisive for the research and opening new opportunities, and finally, we will mention the nature of these practical opportunities and contexts of researches presented here.

### 2.8.1 The summary of the theories and researches

In section 2.1, we have summarized and discussed appropriate theoretical concepts used as the context of our qualitative research. This theoretical conceptualization evidences an advisability and utility of results of our research as an entrepreneurial opportunity characterized within paradigms of the entrepreneurship and entrepreneurial marketing as detailed in chapter 2.1.

In this context, we have justified the knowledge creation through our research as the opportunity for POP advertising entrepreneurs, and prepared materials to discuss our research results with definitions of the entrepreneurial opportunity. The purpose of that chapter was to present a character and features of outputs from our research as a potential opportunity and innovation, and at the end of the chapter, we have discussed selected aspects of the opportunity exploitation the summary of which gave us a basis for discussing the results in the context of their ability to be used in real entrepreneurial practice. In the Discussion of Chapter 5 and Conclusion of Chapter 6 of this text, we meet especially theories on the subject of an opportunity definition and opportunity exploitation.

In sections 2.2 to 2.6, we have presented results of the extensive review of professional literature focusing on getting as many as possible sources referring to conducted researches related to the features and aspects playing some role in functionality of POP means. This resulted in a comprehensive text summarizing principles that should be subordinated to practical activity if it is successful.

The reviewed authors bring a huge amount of research sources and recommendations. In a certain meaning, the summary of knowledge in this chapter is an opportunity for entrepreneurs by itself, which rises from such cumulated knowledge. New possibilities vary from little improvements of a brand presentation up to conceptual innovations, when POP AD might communicate with a customer through completely new ways. However, it may not be easy for entrepreneurs to find their way in a complex of science results. These draw from many social sciences within marketing, and inside each single discipline, they vary according to chosen paradigms. If we focus on certain features of these paradigms, it is possible to identify preferred perspectives in the marketing research, which have already been saturated with many results, and also some not very often applied perspectives, which represent an opportunity for innovations and completion.

To arrange this plurality well, we have created two charts we are going to comment now. Yet it is important to say that these charts present results of our research, which do not represent everything found out about POP ADs in spite of its range. It represents just and only what we found out about POP means before having conducted the research presented in this work.

In the following chart, we present the structure of the results with reference to the social-scientific discipline they incline to, and the fact whether they were led rather from objectivist or subjectivist point. When determining the second category, we base on Arndt (1985), who differentiated the paradigms in marketing depending on whether they are subjectivist or objectivist, and

conflictualist or consensual (compar. Fay, 1999). We apply only the first classification to objectivist or subjectivist conception, because the focus of this study is clearly on the consensual pole of this scheme – our concern is to look for opportunities to realize profit, not the analysis of contradictory interests in a certain environment. Finally, Let us add that the charts do not include all the mentioned authors, but only the ones giving recommendation for the practice based on conducting the empiric research.

Epistemology / Marketing research orientation	Psychology – POP AD and customer stimulation or motivation in general	Psychology – influence of environment perception	Psychology – influence of POP AD attributes	Demography	Sociology
<b>Objectivist</b>	Ailawadi et al., 2001 Beatty and Smith, 1987 Bermann and Evans, 1989 Bucklin and Lattin, 1991 Charvát, 2007 Du Plessis, 2005 Esch et al., 2003 Fader and Lodish, 1990 Hackley, 2005 Haugtvedt et al., 1992, Inman and Winer, 1998 Kahnand McAlister, 1997 Lelovičová, 2006 Maheswaran and Chaiken, 1991 Martinez and Montaner, 2006 Schneider and Currim, 1991	Areni and Kim, 1993 Areni et al., 1999 Bellizzi and Hite, 1992 Broadhead, 2005 Cimler, 1994 Crowley, 1993 Franěk, 2002 Green, 2002 Herrington, 1996 Krofiánová, 2009 Milliman, 1982, 1986 Mitchell et al. 1995 Nauta, 2004 Smith and Curnow, 1966 Spangenberg et al., 1996 Szekeressová, 2005 Yalch and Spangenberg, 1990, 1993	Bermann and Evans, 1989 Blatt, 2002 Bloch, 1995 Bollrath, 2003 East et al., 2003 Jansson et al., 2002, 2003 Meyers-Levy, 1989 Pieters and Warlop, 2002 Rooney, 2007 Skaredoff, 2004 Smékal and Skokan, 2007 Tellis, 1998 Underhill, 2000 Varley, 2001 Zinzer and Lesser, 1980	Beatty and Smith, 1987 Bermann and Evans, 1989 Gulas and Schewe, 1994 Hackley, 2005 Kollar and Willet, 1967 Tellis, 1998 Yalch and Spangenberg, 1990	Alexander and Varley, 2001 Bell, 1999 Bermann and Evans, 1989 Boček, 2009 Boston, 2003 Inman and Winer, 1998

(continues)

	Spangenberg et al., 1996	Zachar, 2009			
<b>Subjectivist</b>	Chandon et al., 2002 Dan, 1990 Tomek, 2012	Dan, 1990 Dube, Chebat and Morin, 1995 Grossbart and Rammohan, 1981 Ittelson, 1977 Krofiánová et al., 2009 North and Hargreave, 1996 Russell and Ward, 1982			Blatt, 2006 Haugen and Weems, 2001 Hilton, 2004 Levy and Weitz, 1992 Manzo, 2005 Styx, 2003 Thompson, 1996 Varley, 2001

TABLE 2 The review of selected researches according to their paradigmatic position and scientific field

Table 2 shows several interesting contexts. First, it is evident that the marketing research builds strongly on psychology with its interest in processes happening in customers as isolated individuals. That is why we have rather divided the psychological interest into an interest in general motivations of customers, respectively the ways of its expression by external stimuli, an environmental interest and general influence of POP means and an interest in POP AD features.

The table also shows the existing superiority of objectivist conceptions compared to the subjectivist ones, which is in conformity with the statement by Arndt (1985) about the relative time-lag of marketing compared to other disciplines in terms of accepting and applying non-objectivist social-scientific paradigms. The metaphor conception by Arndt summarized in the chapter XY is crucial for such division created.

In the next table, we go deeper into our researched topic and we divide the same researches according to a discipline and prevailing epistemological determination and further according to the topic, on which the research was focused within the interest in POP means. 128

Research field/ Perspective applied	Customer stimulation in general	Color	Sound and music	Odor	Overall design, form and material	Lighting	Graphic, brand and information structure	Location of POP AD in shop	Size of POP AD and arrangement of products
<b>Psychology - behavioral</b>	Ailawadi et al., 2001  Areni et al., 1999  Bermann and Evans, 1989  Esch et al., 2003  Kahn and McAlister, 1997  Lelovičová, 2006  Martinez and Montaner, 2006  Spangenberg et al., 1996	Bellizzi, Crowley and Hasty, 1983  Bellizzi and Hite, 1992 Crowley, 1993	Krofiánová, 2009  Nauta, 2004  Yalch and Spangenberg, 1990  Franěk, 2002  Hackley, 2005  Milliman, 1982, 1986  Smith and Curnow, 1966  Yalch and Spangenberg, 1990, 1993  Areni and Kim, 1993	Mitchell et al., 1995  Spangenberg et al., 1996 Szekeressová, 2005	Bloch, 1995 Jansson et al., 2003	Bollrath, 2003  Skaredoff, 2004  Underhill, 2000  Varley, 2001	Blatt, 2002  Charvát, 2007  Lelovičová, 2006  Rooney, 2007  Smékal and Skokan, 2007  Pieters and Warlop, 2002	Anić and Radas, 2006  Bost, 1987  Grossbart and Rammohan, 1981  Broadhead, 2005  Cimler, 1994  Smékal and Skokan, 2007  Sommer and Aitkens, 1982	East et al., 2003  Haugen and Weems, 2001

			Herrington, 1996						
<b>Psychology - non-behavioral</b>	Bucklin and Lattin, 1991  Chandon et al., 2002  Du Plessis, 2005  Fader and Lodish, 1990  Haugtvedt et al., 1992  Kande, 2000  Maheswaran and Chaiken, 1991  Tomek, 2012  Schwartz and Jessell, 2000	Dan, 1990  Green, 2002  Zachar, 2009	Dube, Chebat and Morin, 1995  North and Hargreave, 1996	Krofiánová et al., 2009			Jansson et al., 2002  Meyers-Levy, 1989  Pieters and Warlop, 2002	Ittelson, 1977  Russell and Ward, 1982	Bermann and Evans, 1989  Cialdini, 1993  Underhill, 2000  Zinzer and Lesser, 1980
<b>Demography</b>	Beatty and Smith, 1987  Bermann and Evans, 1989  Hackley, 2005		Gulas and Schewe, 1994  Yalch and Spangenberg, 1990				Meyers-Levy, 1989  Noble et al., 2006		

	Kollar and Willet, 1967 Tellis, 1998								
<b>Sociology - actor centered</b>	Inman and Winer, 1998  Manzo, 2005  Styx, 2003 Thompson, 1996				Alexander and Varley, 2001		Boček, 2009  Boston, 2003  Haugen and Weems, 2001	Adams, 2004  Blatt, 2006  Grossbart and Rammohan, 1981  Varley, 2001  Levy and Weitz, 1992	Adams, 2004  Blatt, 2006
<b>Sociology - structure centered</b>	Bell, 1999  Hilton, 2004  Inman and Winer, 1998							Bermann and Evans, 1989	

TABLE 3 The review of selected researches according to their epistemological perspective and subject of focus on POP media.

In Table 3, we distinguish between the behavioral psychology and non-behavioral psychology depending on whether researcher observes customers' reactions to impulses or if they interpret customers' behavior according to a theory of human consciousness functioning. In the case of sociology, we distinguish between actor-centered sociology and structure-centered sociology depending on whether it focuses on an individual, as said by methodological individualism, or an aggregate complex, as typical for the holism (Fay, 1999). Here we can see again the convincing dominance of psychological patterns for a marketing research.

In compliance with the structuring subchapters 2.2 and 2.3, except the general tendency within the customers' behavior, we find practical and empirically based recommendations for the color, sound and music, odor, overall design and form of a POP AD, lighting, graphics, brand and information structure, placement of a POP AD in a store and eventually the size of a POP AD and arrangement of products in it.

Before we formulate several brief notes how these data inspired our research, we will express the perspective of our research that determines how to look at these data.

### **2.8.2 The constructionist perspective**

We think that we will find the entrepreneurial opportunities better when we attend to such research types, which are not usual in marketing yet, regardless how they already apply in other disciplines (Arndt, 1985). First, Let us briefly characterize advantages and disadvantages of objectivist (positivist) and subjectivist conceptions.

A big advantage of objectivistic researches is their preciseness (Harrington, 2006). These researches are based on the conception of cause and effect, when it is possible to observe the influence of a concrete change of shopping environment or POP AD features on sales volume, and thus a profit. The chosen aspect is being observed similarly as a natural event in a laboratory: it is isolated and observed in an environment that is more or less controlled (Fay, 1999, Beck, 2004). That is how we learn about an influence of particular features that could be used or even accepted at the expense of other features, when creating POP ADs. But at the same time, it is almost impossible to get an overall point of view that would be easily usable in practice. In the words of Arndt (1985, p. 13), while the empiricism compares theoretical statements with measured data and decides the '*truth or falsity*' of hypothesis, the criticism of usability of researches consists in a confrontation of a character of these data with values of a practical usability, when data may be *acceptable or non-acceptable* from this point of view. Research data unacceptability risk for practice results from the fact that variables are being observed apart, that means without considering their connection in the cases of concrete POP AD realizations in stores. Thus, this research type can quite accurately specify how much sales increase by having applied some tested innovation compared to the original version. However, we are not sure that same innovation will prove its worth

also in practice of a concrete product, the producer of which requires a POP AD corresponding with such a concrete product, its reputation and market position compared to its competition. From these researches, we will find out how much approximately sales could be increased through a size, placement or colors and many other features, but we will not learn which features we should prefer compared to others.

In contrast, subjectively oriented research focusing on a meaning (Hendl, 2005) will attempt to capture contents of the inner world of a customer (Arndt, 1985, Fay, 1999), which brings the knowledge where it is not clear how much any of the applied measures will improve profit from sales. However, this way we can understand customers and create a model where POP AD features are connected to each other, and changing one feature might lead to a change or adaptation of the others. Such a complete picture can manage practical decisions of a POP AD creator to be appropriate in terms of meaning of particular POP AD features for customers in a store, while supposed profit might be estimated much better based on evaluating these features with a reference to objectivist researches. In this regard, it is appropriate to deal with both research types as we argue in subchapter 2.6. Since the subjectivist pole of the interest in a POP AD is relatively poorly represented, our research will focus just on this approach.

Arndt (1985, p. 13 - 14) distinguishes the '*constructivism*' as a general flow of thinking in marketing that compares to the "*theory sentences and value sentences*", which in contrast to the above mentioned empiricism and criticism can prove whether the used theory is really adequate in the relation to practical requirements. Of course, this certainly does not decrease the importance of empiric researches of the positivist type. The positivism can hardly inform of everything by itself and so it is necessary to be able to look at one thing from more perspectives to get entrepreneurial opportunities as said by Fay (1999).

So, in which concrete paradigm do we find a support? How do we want to understand customers? Here, we build on characteristics of a certain researched situation, which is a customer encountering a POP AD in a store. To be specific, we build on the fact that customers go shopping like this regularly and, during the last historical era, they had a chance to gain a lot of experience with POP ADs, which is determining how they perceive this meeting and how they decide of using or not using POP ADs.

This led us to accept the sociologic paradigm of the social constructivism (Berger and Luckmann, 1999), the history and terminology of which are analyzed in detail in subchapter 2.7. Considering the routine character of shopping in hypermarkets, which indeed also opens many opportunities for expression of the customer's free will, we feel that the habitualization concept (i.e. behavior determined by habits when in typical situation, a customer behaves typically without binding anyone else to behave the same way) is crucial. We suppose that the information about opinions of customers on their own behavior within hypothetical situations are not valid as information of their regular habits and lasting preferences. That is why we focus mainly on this customariness everywhere possible in our research, and then we test

possible innovations that might be confronted there with already habitualized attitudes of customers, which will help us make present within the research situation.

This orientation also leads us to accept the different conception of “impulsive shopping” which happens typically very fast without conscious thinking, but that does not mean it does not relate to customers’ habit to buy impulsively some kind of goods on a long-term basis, or that such impulsive shopping does not have any meaningful relation to a routine visit of a hypermarket as a whole. So we suppose that impulsive shopping does not happen only with a reference to so called “impulse”, as typical for behavioral oriented researches, but that the typical impulsive shopping is meaningful by its relation to whole visit of a store and the previous experience with such visits.

So if we were to include our research into the above presented charts; in the first chart, we would belong to the sociologically inspired marketing of the subjectivist character and, also in the second chart, we would belong to the sociology focused on a participant. Our interest in connections of particular POP AD features would then mean that our research would focus on phenomena in the whole row of the second chart heading.

### **2.8.3 The use of the reviewed theories and researches in consequent work**

What do we expect of this chosen direction and how can we use it in an attempt to continue in the research activities?

First, Table 3 and the corresponding subchapters reflect basic topics in POP AD execution and that obliges us to take our attempt to make complex examination of mutual dependencies of particular POP AD features in the consideration of all these topics in the structure of interviews with participants of our Focus Group Discussion (further abbreviated as FGD, or FGDs when using it in plural form). The same applies to the preparation of aids during the research situation, when, by definition, the certain list of topical POP AD-interest spheres allows us to simulate and take pictures of POP ADs with varying features directly in a store and thus to draw participants of our FGDs more closely into the situation, which then loses its hypothetical character and gets specific outlines. We will focus on that in the Methodological chapter (3).

In the following Figure 6, we will introduce the scheme of the influence of these theories on our research in an effort to have a better grasp of the decisions that have preceded the research process, which we will provide with brief comments.

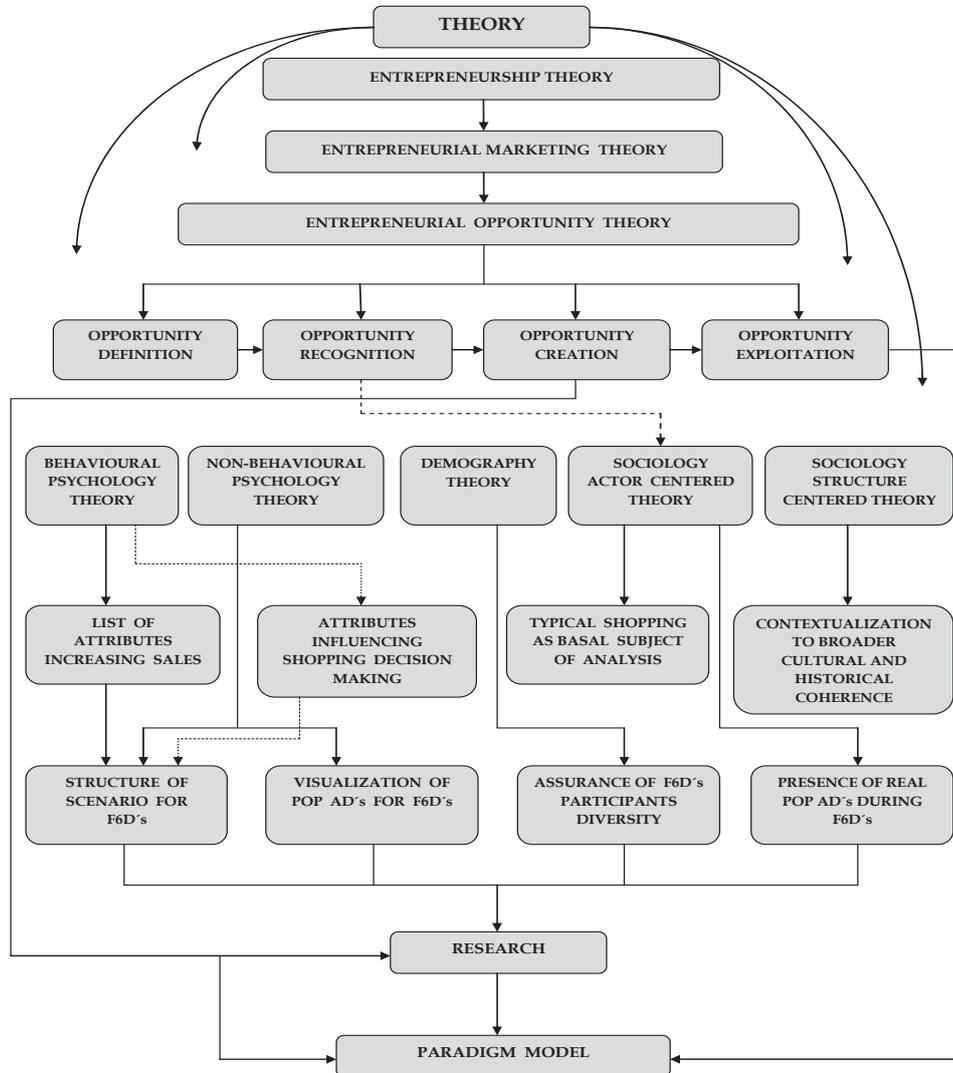


FIGURE 6 Scheme of the influence of particular theoretical concepts on our research

As we can see in Figure 6 above, our research focuses on the creation of entrepreneurial opportunities, the theories of which are a sub-group of the EM theories, which create another sub-group of entrepreneurial theories. Considering the need of a clear conceptual grounding of the research, it was necessary to proceed from general frameworks towards the specific ones, i.e. from the general overview of entrepreneurial theories to the particular theories of entrepreneurial opportunities.

As we have written previously, the development of an entrepreneurial opportunity has four phases. For purposes of the research, it was necessary first to define generally what the entrepreneurial opportunity is. At that point, it was not necessary yet to use aspects from other academic disciplines. We turned to them within the phase of recognizing entrepreneurial opportunities. First, we recognized groups of theories and researches mutually separated in the logic of the tradition of particular disciplines, and subsequently, we further recognized the opportunity in the actor-centered sociology approach, which did not seem to be represented enough in the examined theories and researches. These findings helped us make a number of decisions regarding the research design, which we have used as a tool for the entrepreneurial opportunity creation.

While the research work has an academic character itself, our output for the practice is the Paradigm Model. That also opens possibilities to change over from the entrepreneurial opportunities creation to their exploitation.

Although we have identified our research as belonging to the actor-centered sociology, it does not mean that we neglected the contributions of other disciplines. As illustrated in the fifth line of Picture 21, the behavioral psychology helped us identify all possible attributes; influencing them may increase sales from POP ADs and influence shopping decision making process when meeting with them. Non-behavioral psychological approaches led us to the creation of POP AD visualizations in different varieties so that the discussed situations are not hypothetical and discussion participants might better associate them with their typical shopping. Both of these approaches co-determined the scenario structure for FDGs management this way. This way we can compare the aspects described in the collected theories with the statements of FDGs informants.

Our interest in demographics led us to an effort to consider age, gender and educational differences among FDG participants and thus to make the group of customers demographically varied. The actor-centered sociology puts the typical shopping experience into the center of our interest, within which a customer encounter a POP AD. Based on the knowledge from researches conducted from this point of view, we have decided to provide also a physically present POP AD for the FDG to be able to simulate a POP AD shopping process if necessary and to have a real criterion for a POP AD during visualizations of its different features and placement within a hypermarket space. Finally, the sociology structure-centered did not influence the research form as such, but it warns us that the observed results reflect only to the current state of the long-term historical process and so we cannot demand automatically the universal validity regardless the given historical and cultural context.

Briefly said, we can subsequently describe the process of the entrepreneurial opportunities development this way. Thanks to the entrepreneurial opportunities theories, first we were able to define the entrepreneurial opportunity. Subsequently, during recognizing opportunities, we have identified a lack of researches inspired by the interpretative approach as a part of the actor-centered sociology in the literature. That does not apply to

the questions relating to the customer decision-making process even when it is generally a very influential stream within the academia. Thus, that is how we have obtained the source of the innovative perspective leading to the opportunity creation within the research. The Paradigm Model, as a partial result of the research, enables this newly created opportunity to be exploited.

Consequently we will compare most of the researches and theoretical concepts summarized in this chapter in the Discussion chapter (5) with the results of our researches. We are trying to find consistency and inconsistency between them, possible opportunities for other researching, and especially spheres, where the existing knowledge will complete what we have newly created. From this discussion, we will define possible entrepreneurial opportunities showed in the Conclusion chapter (6), too. Here, we can see an absolutely new space opening to find new opportunities for practical enterprising. The thing is that if we succeed in working out the still not really exploited intellectual tradition of the social constructivism, we could aim at needs of customers resulting from their habits and previous experience with POP ADs. The model we introduce can simplify deciding of creating new POP Ads, including all decisions related to the situation when a customer encounters a POP AD. The model will also help us avoid the risks identified through negative experience of customers with POP ADs they had met in the past.

Compared to the generally valid, yet de-contextualized, models of efficiency of changing particular attributes of POP ADs, we will get a model that will enable to set all POP AD features effectively for a certain campaign and a context of particular stores.

A parallel file of tested possible opportunities for enterprising relates to implicit proposals for innovations included in some researches. If it is possible to affect shopping behavior of customers by working with sounds and music, odor or light, there is a chance to involve these features into an appearance of POP AD, which will change its form from the passive one to a more interactive one. As we know from the above mentioned researches; if application of these elements is supposed to have a positive effect on sales, there will have to be also determined concrete cases and form in which that would be appropriate.

If it is true that marketing research is dominated by one paradigm of logical empiricism (Arndt, 1985; Anderson, 1988), which we consider to be the truth at least for today's Czech marketing, it will be useful to try to get out of this monotony and test a practical potential of different research strategies. Adopting one research strategy does not mean rejecting all the others, only observing the same from a different complementary perspective. Therefore we have tried to summarize results of works of researchers from different scientific disciplines and different scientific schools. From this knowledge, we intend to further proceed to a certain extent when preparing and realizing interviews, as our analytical means are different. We will show that in the following part of the text. We will show how and why the constructivist orientation observing habitualization, institution and meaning of typical routine moments and usual categories of evaluating participants led us to selecting the technique collecting data from FGDs and the analysis of the collected data using the Grounded

Theory (GT). The link among all used approaches is an analytical interest in the significance of the situation in the context of everyday life.

### **3 METHODOLOGY**

This chapter focuses on reasoning of the chosen paradigmatic position, research methods and data collection techniques. The chapter will look critically at the chosen qualitative methodology which we prefer to quantitatively, positivistically and behaviorally oriented approach. As has already been mentioned, in the sphere of marketing research, analyzes of shopping behavior and related topics such as brand, promotions, sales stimulations, special offers or price level perception, there still dominates rather quantitatively statistical methodology, behavioral paradigm and analyzes, statistical modeling and attempts at a mathematical-economizing view of patterns of human behavior (e.g. Akçura 2004, Anderson 2001, Currim and Schneider 1991, Gupta and Cooper 1992, Heidhues and Kőszegi 2008, Kahn and Morrison 1989, Lloyd and Morrison 1978, Moore 1989, Wertenbroch 1998).

In this part, we will also explain and discuss in detail the data collection technique of Focus Group Discussion (FGD) with a semi-structured scenario, employment of illustrative visualizations, different variations of 3D models and real samples of POP AD compared to other alternatives from the sphere of qualitative research.

#### **3.1 Paradigmatic position of methodological approach**

Our analysis aiming at interpretatively constructive understanding of the process of buying from POP ADs focuses on the inner world of informants representing customers. Our central research question is: "What is the role of a POP AD in customer purchase decision making in Czech hypermarkets and how understanding of it can serve as a source of entrepreneurial opportunities for POP advertising entrepreneurs?" We want to reach an understanding of processes occurring in the subjective world of customers when buying from a POP AD through interpretative perspective. The previously mentioned scheme

in chapter 2.6.2 in Figure 5 by Johan Arndt (1985) illustrates basic paradigms and metaphors of marketing research. It is obvious on which side our paradigmatic point of view stands. Positivism, or logical empirism – generally quantitative sociology, which is in contrast with our perspective, accents terms as instrumentality, market competition, loyal customer, emphasizes the social structure instead of the individual participant (as shown in the scheme) and for explanation of social life, it often uses “*metaphors of organism*” (Jandourek, 2007, p. 250) – so called organism “*is already heavily surpassed historical stage of social sciences*”, but strongly harmonized with positivism at the end of the 19<sup>th</sup> century (Cuin and Gresle, 2004, pp. 50-51).

Our analysis and its subject of research represents the upper right dimension of Figure 5, a subjectivist view of lived experience of customers, who are shopping from POP displays, they interpret and interact with them somehow through meanings and symbols based on their attributes.

Concepts that our research is oriented on are: customer experience, shopping experience, long-term experience with presence of POP displays in store and manipulation with them, impulsive shopping and shopping behavior, relation of brand and attributes of POP display or perceiving value. The main reason for giving priority to the qualitatively interpretative perspective was the reality of profound prevalence of purely quantitatively and mathematically-statistically focused social marketing research, which ignores the subjective level of a participant and their behavior, as already mentioned in the theoretical part. This state motivated us to choose an interpretatively constructionist position “*(...) whose interest is in “understanding” (from inside) rather than in “explanation” (from outside) (...)*” (Harrington, 2006, p. 162) and focus on “*(...) ways, in which people individually and collectively interpret or construct the social and psychological world (...)*” in specific contexts (Hendl, 2005, p. 91).

Our intention is not to confirm already formed theories and hypotheses (the examined topic is, as already said, relatively unexplored), but it is to set up such theory from the collected data. Positivist research methodology insists on testing already existing theories, which generally empirically approves or simulates them by testing hypotheses given in advance. As, e.g., David Carson (2001) wrote: “*Positivist methodologies will also be concerned with objective precision in measuring outcomes. It is important that outcomes should be measured with meaningful statistical significance. Positivist methodologies will also draw on the proven foundation of the prior theory to generate theories that they will test that is, hypotheses*” (Carson et al., 2001, p. 63). This is in compliance with the interpretative methodology, which “*seeks to build a theory as a result of empirical insights so the theory building phase of a research project is given explicit and careful attention. Prior theory may be used as a foundation and may be introduced at appropriate stages throughout the research study. Prior theory may guide or loosely frame the research but the research is not about testing this prior theory, instead it is about seeking an actual reality in a specific situation*” (Carson et al., 2001, p. 63).

Thus, the analysis presented here is not unambiguously and strictly structured research, and unlike positivistic research it does not want to “*...be (relatively) structured in order to achieve the rigor and validity required for theory*

*testing and measurement.*" (ibid), but, on the contrary, it is a project that synthesizes suitable concepts ad hoc and is not reluctant to adapt the structure of the research project according to given or changing circumstances of the research. Carson (2001, p. 63) argues about the interpretative research that it "*(...) is often predominantly semi-structured, or sometimes entirely unstructured*". The relationship building process may incorporate a variety of events that could not be predicted and therefore structured prior to the study (ibid).

### **3.1.1 Ontology, epistemology and methodology**

Now we shall introduce considerations that form the basic characteristic of our research from ontological, epistemological and methodological point of view and we will also discuss its objectives and its potential benefits.

#### **3.1.1.1 Ontological perspective**

Ontology related to this research should explain the object of our interest (Bryman, 2007). The subject of our research has been defined as identical to the central categories of our Paradigm Model: "Customer's encountering a POP AD in a hypermarket". We perceive this encounter as something happening quite naturally. We suppose that although it is a trivial phenomenon, it happens quickly and is a part of routine shopping, people can have very different experience that determines the form of their encounter with a POP AD. Then each person may experience a different course of an encounter with a POP AD as with an objectively existing tangible thing, they might have various habitual practice of how to react, what to react to or what makes them uninterested.

Ontology discusses what reality is, part of which is the subject of our research (Hubík, 1999). The research subject is a reality having some characteristics depending on the paradigm used. E.g. within positivism, the subject (reality) is the same for all people, sensually and empirically, there are no problems in perceiving or understanding it (Hubík, 1999). Positivistic or naively realistic approach at the ontological level expects that there exists only one reality, which is independent on the researcher, so it is objectively given and it is governed by fixed rules. The object of our research - a POP AD - is then made up of unchangeable attributes with the same significance for all customers. Within the constructivist paradigm position we have chosen, our subject (reality) is adopted differently by different people, sensually and empirically, and that is caused by e.g. their biography or social status. The subject of our research is not only about objective characteristics, but also about the way how people learn to think of the subject of our research based on their experience (Berger and Luckmann, 1999). Constructionism postulates the existence of multiple socially built realities, which are not subject to laws in terms of nature, where there is some kind of best set up statement system, about which consensus was created (ibid). For the constructionist approach, it is important what people know about POP AD, respectively it is interested mainly in what knowledge influences customers within their acting towards the

POP AD. Truth about POP ADs, knowledge about what POP ADs should be like, will be obtained by mutual consensus of statements of customers, their mutual interaction and discussion of reactions to POP AD, when customers co-structure truth about POP ADs. Constructionist approach can be interested in, for instance, the interpretation model of meanings and subjective reactions to POP AD and mutual negotiation and rhetorical co-structuring of ideally typical POP AD. It would not make attempts at a claim to one exclusive truth, but we will try to get reality, social reality, and underline its everyday negotiation.

As already suggested, we do not perceive the research subject objectively from our paradigmatic position, which would mean that a person and a POP display have some essential nature, resp. that a POP AD has some objective essence of "display-being", which is objective and unchangeable for all customers. We do not really believe this definition. POP AD can exist and fulfill its role and function when a customer can distinguish it based on certain experienced categories. However, this certainly does not mean that we want to question the existence of a POP AD as a material object. If we use the idea of "social construction", we are concerned about conceptions of POP ADs that may or may not coincide with the nature of the material world, which might lead to troubles in the practice. We will focus mainly on experience and habits of customers, which will help us to understand and determine any possible encounters customers experienced and what expectations they have or obviously will have from POP ADs they will encounter in the future. At the ontological level, we also assume that there exist certain habitualizations and institutionalizations, which are the phases of the social construction process, when something that is primarily meant subjectively becomes an objective obligatory rule. However, we do not claim that customer attitude towards POP ADs must be necessarily construed like this, but we assume that the habitualization and institutionalization may exist and we plan to only identify their presence, if any. We will try to find out how customers get used to encountering POP ADs based on their previous experience. Based on this obtained knowledge, customers distinguish certain characteristics of POP ADs and we assume that they may create some standardizations of POP ADs or standardizations of their encounters with POP ADs, which orient their behavior and decision making. Just based on these standardizations, we assume possibility of habitualization, i.e. customary behavior relatively stable in time.

Much of existing research, which we summarized in previous chapters, focuses on the efficiency of a POP display in terms of increasing sales. We decided rather to give up the statistical representation of POP displays on behalf of qualitative observations of their meaningfulness. Because we suppose that a POP display which appears as absurd to a customer cannot be successful. We will try to find out what the customers' idea of a typical POP display is, how they typically purchase (or not) based on it.

### 3.1.1.2 Epistemological perspective

As written by Bryman (2007, p. 16), *“an epistemological issue concerns the question of what is (or should be) regarded as acceptable knowledge in a discipline”*. A particularly central issue in this context is the question of whether or not the social world can and should be studied according to the same principles, procedures, and ethos as natural sciences. On the other hand, questions of social ontology are concerned with the nature of social entities. The central point of orientation here is the question of whether social entities can and should be considered objective entities that have a *“reality external to social actors, or whether they can and should be considered social constructions built up from the perceptions and actions of social actors”* (Bryman, 2007, p. 22).

From the epistemological perspective, the thing is how the identification character reflects to constitution of the research subject (Hubík, 1999). In the spirit of the constructionist paradigm, the social environment plays the main role here. The behavior of an individual is co-constituted by their consciousness here. On the contrary, positivists of the paradigm believe that the subject is just given thanks to the sense perception and experience, which is conceived very closely (Hubík, 1999). Researcher's thinking according to the constructionist paradigm emphasizes coherence and common structuring of meanings of social reality. The researcher and examined individuals are linked in a process, in which results are created. According to the constructionist paradigm, there will be accentuated the subjective side of reality, which is objectified in collective social reality through consensus of particular subjectivities (Berger and Luckmann, 1999). Since the key for us is the human knowledge of the way of performing some certain activities, we decided to learn about the situation when a customer encounters a POP AD by other people talking about this situation and then through the knowledge they have about this situation and they are willing to share with us during a Focus group discussion (FGD). Investigating knowledge about POP AD and findings of the analyzed object – POP AD – is carried out especially within the process of interaction between examined informants and the researcher. Our knowledge of the given phenomenon and hermeneutic understanding of the process of shopping from POP AD is literally a product of an interaction of the researcher and the customer, who are a sort of connected integrated entity in the research process. For epistemology of constructionism it is essential that reality exists only in context and within mental construct of customers, respectively of those, who think of the world and co-structure it.

In contrast, Positivistic paradigm will see the reality of POP AD as predetermined and will describe it especially by macro structural insight and using quantitative methods. Positivistic approach would pursue such findings that would help to determine abstract principles, up to which the customer acts within the shopping process, where intellect is a priority tool for human understanding and the world. POP AD exists then independently of the human and their knowledge. In this paradigm, objectivity of the world – supermarket environment or POP AD environment - is more important than the customer's subjectivity. But we do not claim that the positivistic paradigm cannot be

beneficial. Epistemologically, it is important that such approach leads to a different type of results as we discussed above when distinguishing positivism, relativism and finally perspectivism, to which we profess (Fay, 1999). Categories in which we recognize the research object reality, i.e. a customer encounters a POP AD, allow us to observe the construction of potentially variable behavioral rules depending on knowledge of participants of a customer-POP AD encounter (customers as well as professionals on the background of a POP AD material production). Such a perspective will not allow us to map potentially important circumstances beyond the knowledge of social participants, who influence the researched situation.

From more radical constructionist directions of thinking we are distinguished by a presumption that POP ADs exist as objects, where it is beneficial to distinguish them from contents of our consciousness whatever their form, their function, their role in a store is not obvious and may change in time solely based on our ideas of them (Berger and Luckmann, 1999). Therefore we claim to participants of the discussion that if we do not define the subject as an experience with a POP AD, we cannot say that we just create a POP AD and the encounter situation by this act. However, we claim that everyone who knows the environment of Czech hypermarkets and uses their services has an experience with POP ADs as a category of objects, which fulfills a specific function within the sales area. In the Czech Republic, they have been used for such a long time that they have become a typical part of the shopping environment and as such they have been internalized as a class of objects regardless of names customers give them. Then thanks to these objects we may suppose a customer experience with them which is used for the knowledge creation (especially by standardization and habituation), which may also orient their behavior in situations of encounter with POP ADs and is available for us through stories told by customers about their routine shopping and typical or extraordinary events related to it.

In terms of the perspective we adopted, it is necessary to understand well the meanings used by participants themselves and that orient them in this common, routine, typical situation. As already said, we are not going to reconstruct the imaginary chain of courses and consequences, but a meaning that is accessible to understanding. If we want to understand it, it is necessary to reconstruct experiences of participants of FGDs with POP displays and systematically compare various phenomena and circumstances, which as they said play the same role in their decision-making process.

We suppose that not only customers but also professional creators and implementers understand POP displays somehow. Thus we will focus on understanding of the situation by professionals. As Dant (2008, p. 11) said: *"Those who design and manufacture objects anticipate how they will be interacted with and how they will fit within the existing material culture. Their intentions are embedded within the form of the objects they produce and are responded to or 'read' during interaction by customers or users. Material interaction involves pragmatic relations that situate the meaning of objects in relation to other objects and the intentions of the designer and the user."*

### 3.1.1.3 Methodological perspective

As Methodology is the subject of the entire chapter 3, let us discuss it in detail in the following subchapters. Understanding of our object in context of the selected paradigm is possible on basis of a language as an objective system of signs referring to subjective inner contents. That is why we will make qualitative interviews with our informants about their experiences with POP displays and then we can analyze the meaning. Now employment of qualitative strategy in our research will be presented and discussed.

## 3.2 Qualitative design of research

In consequence of elected paradigmatic position qualitative research strategy will be used for creating answers to our research questions. The following chapter will discuss the selected research approach, compare it with a quantitative one and vindicate why there was chosen exploratory and explanatory qualitative strategy. Thus, exploratory research leads to what Glaser and Strauss (1967) appeal to in *The Discovery for Grounded Theory*, which is rhetoric of generation where exploration is best interpreted as exploration for discovery. This specifically differs from exploration simply as investigation, which is rather too general a meaning for exploratory research in social science, and from exploration as innovation, which is in contrast rather too narrow and focused (Juup, 2006).

According to recent studies (Wiedersheim and Paul, 1989; Boston 2003) purpose of POP advertising effectiveness research is to describe individual structure of execution, explain reasons for implementation, establish understanding, predict results and (or) suggest measures. Moreover Yin (2003) writes that research in area of POP advertising can be categorized as exploratory, descriptive and explanatory. We can also utilize several of these purposes at once and the purpose of the enquiry may change over time (Saunders, Lewis and Thornhill, 2000). Exploratory studies can be used in any of the research strategies (Yin, 2003). Exploratory studies are important means of finding out what is happening, to look for new insights, to ask questions and to weigh up phenomena in a new light (Saunders, Lewis and Thornhill, 2000).

Exploratory studies are useful when we are trying to clarify our understanding of a problem. Exploratory studies can be conducted in three principal ways: a review of literature, talking to experts in the subject and conducting FGDs. Descriptive research is used to portray an accurate profile of persons, events or situations (Saunders, Lewis and Thornhill, 2000). It could be a continuing, or a forerunner to an exploratory research.

Explanatory studies establish fundamental relationships between the phenomena when studying a situation or a problem (Saunders, Lewis and Thornhill, 2000). We can combine different approaches and strategies and it is also often beneficial to do so (Saunders, Lewis and Thornhill, 2000). Different

methods can be used for different purposes in a study, as we may want to utilize different methods to provide confidence that we were addressing the most important issues. *“Exploratory research may involve the use of a battery of research methods – interviews, observation, documents and others”* (Fisher, 2007, p. 166). Our study is mainly descriptive, since the focus of the research is to describe, collect data about and analyze a specific phenomenon. The study is also exploratory, based on our goal, which is to gain a deeper understanding of POP AD role in shopping behavior of customers. However, the chosen approach can also be called explanatory, because we map and interpret the relationship between phenomena grouped around the role of POP AD during shopping.

In our case, however, it is qualitative research, which was defined for instance as *“similar range of methodologies including grounded theory and hermeneutic approach to the text interpretation”* (Bradley, 1993, p. 433). We will dare one note to the possible variability of interpretations of text, because in consequence, each qualitative analysis, including an interpretation of image, is an analysis of text, or text analysis including influences of culture, social environment, socio-demographic variables, language and symbols. So we could describe the qualitative analysis as a certain category of forms of analysis of *“social text”*. Marginally, we will dare one more note to possible variability of the text interpretation which we will further reflect in the analytic part of this work. In terms of its interpretation variability, a text can be defined by the degree of its openness and closeness. If a text offers more possibilities of its interpretation, it is *“an open text and contrarily, if it offers fewer possibilities of interpretation, it is a closed text”* (Jiráček and Köpplová, 2003, pp. 147-148). As Umberto Eco (2000) mentioned: *„The text is a tool designed to create a modeled reader. This reader is not the one making the “right” hypothesis. The text must count with a modeled reader, who has the right to test an infinite number of hypotheses.”* (Eco, 2000, p. 150)

Let us go back to the general definition of qualitative research. Strauss and Corbin (1990) define this type of research also quite extensively, and this wide definition, so popular with many qualitatively oriented authors, is an evidence of the less structured and more flexible nature of qualitative research itself compared to the quantitative research. For both authors, qualitative research is research, *“whose results are not achieved using statistical procedures or other ways of quantification”* (Strauss and Corbin 1999, p. 10).

The current trend and requirement of trans-disciplinary approach to socially scientific research (Hendl, 2005; Loučková, 2010; Bryman, 2006) points to a need of mutual co-operation of both types, qualitative and quantitative research, and proves that these strategies cannot be strictly separated.

E.g., in the early stages of formation of the Grounded Theory, which will be used within this research, methodologists Glaser and Strauss (1967) considered both types of research as *“complementary rather than contradictory approaches (...)”* (Glaser and Strauss, 1967, p. 17). However, both authors consider qualitative data as a little more important and summarized: *“Focusing on qualitative data is necessary for many reasons. E.g. data describing structural*

conditions, variations, standards, consequences and causes, processes, configurations and systems usually have the qualitative form. The situation is also often such that in a given sphere, researchers do not need to pursue the research which would have a qualitative form" (ibid). This is mostly because qualitative research is in the given situation the most adequate and most efficient way how to get required information and cope with the difficulties of the empiric reality.

The following table (4) offered by the methodologist Hendl (2005) illustrates the basic difference between research with qualitative and research with quantitative orientation:

	Quantitative research	Qualitative research
<b>Role</b>	Preparatory	Means for searching interpretations of participants
<b>Relation of researcher to a subject</b>	Distance	Close
<b>Attitude of researcher to behavior</b>	Outside the situation	Inside the situation
<b>Relation of theory and research</b>	Confirmation, falsification	Theory often arises
<b>Research strategy</b>	Strongly structured	Poorly structured
<b>Validity of results</b>	Generalization	Contextual understanding
<b>Data</b>	Hard, reliable	Rich, deep
<b>Focus</b>	Macro	Micro
<b>Theoretical scheme</b>	Theory of a variability	Theory of a process

TABLE 4 Comparison of qualitative and quantitative research, adapted from Hendl (2005, p. 57)

We have chosen to use a qualitative research approach, since it is in line with the aim of our study, as already discussed in previous parts. In the chosen form of qualitative research the central analysis units are words and they can be further associated with descriptions and small scale-studies (Denscombe, 2000). Instead of focusing on specific factors, qualitative research views things in their context based on their connection with each other.

After a detailed study of academic and commercial research on the topic of POP advertising, it was found that qualitative methods are not used in this sphere. In fact there was not found any specific sophisticated research focused directly on the topic of our study or similar topics, which would search this sphere using a qualitative method. In related spheres, the qualitative strategy, supported by the FGD technique, has been seldom used within research by Tellis (1998) on the topic of mass media advertising. FGD was managed by an assistant, who had prepared an outline of discussion points, not a full set of questions. "It was assumed that respondents will encourage each other with notes and yet reveal important questions the researcher did not realize" (Tellis, 1998, p. 432).

As already indicated, it was decided to use the data collection FGD technique in research because it is believed that active interaction among participants may bring the topic through our overall research setting further than other available techniques.

### 3.3 Reasoning behind Focus Group Discussions selection

At this point it is argued why the FGD technique was chosen in the research study instead of other alternative techniques, which were possible to employ in the context of our research questions. Above, we already mentioned that a majority of research covering our topic has a quantitative positivistic character, and if our objective is the analysis of a subjective world of customers, the FGD technique seems to be the most suitable from all available methods. As e.g. Morgan and Kreuger (1993) said, the FGD method is useful in the case of existing big differences among participants themselves – customers and decision-makers or professionals, when everyday use of language and culture of the given group is outside previous concern of researchers, or when we want to find out the level of consensus in a context of a certain phenomenon (Morgan and Kreuger, 1993). In case of this work, it is an interaction of POP display through discussion of professional and laymen (customer) perspective on a given phenomena.

Shopping is a process of interaction and interpretation of meanings, feelings, tastes or enticements. Group discussion is in this context “(...) *suitable for disclosure of public opinion and collective attitudes*” (Hendl, 2005, p. 182), because subjective meaning structures arise only in interaction. The FGD method has a long history in marketing research (Morgan, 1997) and is also widely used in medical research (Powell and Single, 1996). It is also suitable for generating hypotheses and understanding a given phenomenon in advance (ibid). So the FGD is a suitable technique for the initial phase of researching an insufficiently examined phenomenon (Kreuger, 1988). FGD is also an ideal method for getting inspiration to generate a hypothesis (Hendl, 2005), which could be consequently used for deeper and quantitatively statistical documentation of problems with shopping from POPAD in the future. So FGD really seems to be a suitable technique of data collection within our research, we could use it in the context of its exploratory character and the level of knowledge in the given sphere.

In literature, we can find a number of definitions of the FGD method. Goss and Leinbach (1996) characterized FG as a social event, Kinzinger (1994) as an organized discussion with emphasis on interaction (Kitzinger, 1995). All this makes the method beneficial within the research of social phenomena.

The choice of this technique is based on the assumption that shopping is a complex process of mutual interaction of many factors and influences that exceed the physical space of a hypermarket or a shop. As already indicated, a great advantage of group discussions is group dynamics that help to stimulate the answers of informants, because mutual opinion polemic of informants in problems of assessment (e.g. visualization of POP ADs) is possible to authentically simulate the “natural” conversation situation. As Hendl (2005, p. 182) says: “*Experience shows that with well held group discussion, rationalization schematics and psychological inhibitions are released and discussing people can more easily disclose their attitudes and lines of acting, thinking and feelings in common life*”

(...) so the group discussion is suitable for disclosing content of public opinion and collective attitudes."

The advantage of group discussion is also the fact that "(...)there is immediately assessed information quality, because people mutually check their answers and there happens balancing of opinions. The group dynamics contributes to focusing on the most important topics" (ibid, p. 184).

The FGD technique stands between two fundamental techniques of qualitative research – "involved observation, which is used inside social groups, and semi-closed interview, which is used mostly for individuals" (Morgan, 1997, p. 7). Morgan (1997) also summarizes the main differences between the FGD method (further "FGD") and other methods. While the advantage of FGD is the possibility of controlled investigation of a large number of interactions within a short time period, this control of FGD is also a disadvantage of sorts, because it creates, in a way, false conditions of such human interaction. Compared to the technique of involved observation, which could be potentially also used to explore our research topic, then "...the degree of naturalism in most participant observation studies is higher than the degrees of naturalism in most focus groups studies" (ibid, p. 8). Hendl (2005) sees the basic comparison of advantages of involved observation and disadvantages of FGD by research technique in three points:

<b>Advantages of naturalistic observation</b>	<b>Disadvantages of focus group discussions</b>
Ability to collect data on a large range of behaviors	Are limited to verbal behavior
A greater variety of interactions with the study participants	Consist only of interaction in discussion groups
A more open discussion of the research topic	Are created and managed by the researcher

TABLE 5 Basic comparison of advantages of involved observation and disadvantages of FGD, adapted from Hendl (2005, p. 57).

In this context we also argue not to use concepts of behaviorism, because we will have only verbal statements about potential acting within the natural environment. When analyzing the data collected through FGD, we should always keep in mind that "(...) focus groups are largely limited to verbal behavior and self-reported data. If the goal is to collect data on other social actions, rather than just discussion of these activities, then the increased naturalism of participant observation is necessary" (ibid). A similar problem, as mentioned here by Morgan (1997), is also present in standard quantitative questionnaire research, which could be good for our research purposes when appropriate "post-triangulation" of obtained data is performed. However, for interpretation of subjective world of customers in response to POP AD, the structured questionnaire is limited by its closed categories. As we rely on the fact that informants do not mislead and speak truly about their feelings and experience, in the case of the FGD method, the questioner with structured questionnaire must accept the fact that they investigate only opinions of informants and not necessarily the reality.

Moreover, the questioner in terrain probably would not gain informant's confidence as much as a moderator of FGD in much more comfortable conditions of a discussion studio. Also for these reasons we decided to use the FGD method, even at the cost of rhetoric necessity (and with use of real dummies, 3D models of POP ADs and projected visuals) to simulate natural supermarket environment.

Among other techniques of data collection, as possible alternatives there were considered, aside from the preferred FGD, also individual interviews, informal interviews, narrative interviews, phenomenological interviews and other questioning techniques (Hendl, 2005). Of course, we could think that also other methods could lead to answering our research questions, but as Loučková (2010) wrote in her book about the integrated approach to social research, choosing the method also depends on the research context and research skills of the researcher. No one of possible types of qualitative research is necessarily better or worse. Mainly the resulting findings are important, which "(...) are always subject to adequate criteria of science with appropriate verification procedures" (Loučková, 2010, p. 53). If we chose, e.g., individual interviews with customers - laymen and professionals, we would lose the advantage of group dynamics, which is essential for the FGD method (Steward et al., 2007).

At the same time, we considered as alternative also ethnographic researching or ethnomethodology - perceived as alternative approaches to researching selected phenomena defining other priorities when selecting data collection method, but regarding the need to obtain basic insight into the issue of inner life of customers and shopping from POPAD, it would be preferable to use these methods in other research studies of this topic. In addition, in ethnomethodology it is not about reconstruction of inner understanding of meanings in the hermeneutic sense, but rather about a description of mutual understanding of people and about how these people are making their behavior understandable to others (Garfinkel, 1967, 1969). But the objective of our analysis is a focus on customers' inner understanding and their evaluation of various visualizations of POP displays. Ethnomethodological interpretation of the social reality and social interaction is offered by Goffman (1959) in his fundamental work "*The Presentation of Self in Everyday Life*". He mostly chose the method of involved and uninvolved observation, but even here it holds that the use of these methods has a greater efficiency after an initial researching of the topic using the FGD (Hendl, 2005).

We can identify several models of the FGD. Nevertheless, the most important thing for the goals of this research of qualitative analysis is the phenomenological model of FGD. Potter and Puchta (2004, p. 8) wrote that: "*The logic of the phenomenological approach is that in order to be effective in advising on the marketing of products and services the researcher must share the experience of customer. Focus groups should allow the researcher to experience the experiencing of customers.*"

It is necessary to admit that FGDs are also criticized mostly because of biases in collected data (e.g. Armstrong, 2004, 2012, Rushkoff, 2005, Krueger and Casey, 2000). These authors say that it is difficult to avoid subjectivity and

bias in summarizing the responses of FGD participants because the responses of participants are influenced by the presence and expressed opinions of others in the group. It means that because FGDs are conducted in groups, a single opinion expressed by one member can often sway other participants. Armstrong (2004) calls this "bandwagoning", where members of a FGD latch on to an opinion and expand on it, which can sway the dynamics and opinions, and therefore the results of the FGD data. Armstrong (2004) wrote that for scientific purposes unbiased research is required and recommends using individual interviews as it brings more validity of obtained data, which leans to the positivistic perception of this issue. In our constructionist and exploratory approach and grounded theory principles this criticism seems to be less relevant. On the other hand, Armstrong (2004) explains that in some types of sociological research, the "bandwagoning" effect may in fact be the goal: if the researchers are aiming to reflect or recreate existing biases in the real world, a FGD may be an efficient and accurate method of doing so. Shopping process is also influenced by behavior and acting of other customers through for instance already discussed aspects of social normativity, so biases are playing a role also during decision making when encountering POP AD and we are interested in these too. In this way, FGDs elicit information that paints a portrait of combined local perspectives. The researcher can see how it "all fits together" (Duncan and Marotz-Baden, 1999).

Aside from the above mentioned critique, there are many researchers, who defend FGDs. E.g. Malý (2008) argues that big advantage of FGD is not just participation of more informants in answers, but also "*confrontations of mutual opinions*" (Malý, 2008, p. 98), he also wrote that FGD is technique very advantageous for "*exploration of motivation structures for specific expectations and also customers' shopping decision making issues*" (Malý, 2008, p. 99). On basis of their opinion it is very advantageous to collect data through FGD in order to get richer data (informants mutually stimulate their thoughts and recall their experiences better). In methodological texts about FGDs (e.g. Bryman, 2007; Creswell, 2009; Yoop, 2006; Krueger and Casey, 2000; Foret and Stávková, 2003) it is always stated that there are certain advantages and disadvantages of FGDs in comparison with other techniques like individual interviews, but it is written in theoretical literature that some of these are generally more or less reliable. In some specific cases it is better to use interviews, in some cases FGD and it is always up to the decision and argumentation of the researcher (Krueger and Casey, 2000). FGD produces high quality data if they are employed for the right purposes, using the right procedures (Krueger and Casey, 2000). Group discussion produces data and insights that would be less accessible without interaction found in a group setting (listening to others), verbalized experiences stimulate memories, ideas, and experiences in participants (Thompson, 2001). This is also known as the group effect or already mentioned group dynamics where group members engage in "*a kind of 'chaining' or 'cascading' effect; talk links to, or tumbles out of, the topics and expressions preceding it*" (Lindlof and Taylor, 2002, p. 182). These aspects of FGD we consider as very important also in the context of exploratory nature of our study, where mutual interaction

could bring more “discoveries” than individual interview with the limitation of individual thoughts of the informant and the moderator (Juup, 2006). During FGD informants are more open and spontaneous than during individual interviews where data might also be affected by interviewing individuals for instance in a different time, interviewing in a different mood of the moderator or interviewing in a different atmosphere (Malý, 2008). FGD ensures that everyone is interviewed in the same way, all of them hear the same questions, they are responding to same stimuli ... At the same time it is necessary to consider that we took informants out of the natural environment of hypermarkets, in which the customers are used to encountering POP Ads. We believe in reflection of the listed arguments that in a group they are able to better recall their own experiences and practices within mutual interaction. If we show POP AD to just one person during an individual interview, it could happen that he or she would not have much to say, because it is known that customers consider POP ADs as being a common part of hypermarkets and they do not think of them too much during shopping.

Group members also discover a common language to describe similar experiences. This enables us to capture a form of “native language” or “vernacular speech” to understand the situation. (Tracy, Lutgen-Sandvik and Alberts, 2006)

It is also possible to limit or avoid biases presented by the moderator or another person during FGD who managed to reveal thoughts looking like consent to something someone else said, even though it does not have to be true, and in such cases the moderation will stimulate such behaving informant to formulate their answers in their words –the role of Devil’s advocate (advocat diaboli) during FGD (Thompson, 2001). So it is a person whose role is to formulate objections against conformist approach of informants caused by the influence of a dominant participant. Contra-argumentations of the Devil’s advocate enables us to check homogeneity of opinions of the whole group.

FGDs have also been used before in entrepreneurship research in the UK (e.g. MacMillan et al., 1988) and in the USA (e.g. Sullivan et al., 1997) and also occasionally by researchers investigating marketing or entrepreneurship interface. FGD is accepted to be a useful source of descriptions and evaluations of marketing processes and experiences in the context of entrepreneurial marketing (Stokes, 2000).

As already stated, the researcher decides to use the technique of FGD in his research project because he believes that primarily active interaction among participants could bring the topic further in overall research setting than other available techniques. In the following part, we will focus on operationalization of two realized FGDs.

### 3.4 Focus Group Discussions operationalization

The following chapter deals with the character of methodology and execution of two FGDs with laymen and professionals who will share with us customer perceptions, habits and experiences. We will discuss the design of scenarios and selection of informants in FGDs execution in the context of our research plan.

#### 3.4.1 Background and base line of Focus Groups Discussions execution

If we aim for hermeneutic understanding of the process of shopping and perception of POPAD by customers, while disclosing how customers construct meanings when confronting with the stand and how they practically and objectively see design of the stand and its attributes, we must choose such data collection strategy, which will enable us to involve subjective the world of laymen and professionals without interfering with them through external factors of shopping environment.

To reach insight into experience of customers, we involved POP ADs and shopping based on them as a kind of lived world (*Lebenswelt*): “The concept of *Lebenswelt*, or life-world, is one manifestation of existential-phenomenology’s focus on lived experience (Valle and King in Thompson et al., 2001, p. 135). This concept of existential phenomenology strives for description of experience in a given situational context and bases its approach, similarly as our viewpoint, around the term “lived”, respectively how the problem or the situation is lived and perceived by involved people. At the same time, we are interested in particular interpretation, hermeneutic understanding of situation of shopping from POP ADs. In accordance with the principle of the interpretative sociology, Weber introduces the term “*verstehen*” (to understand, to perceive) (Harrington, 2006, p. 105) and underlines that to understand the social world, social sciences must also deal with mentation of an individual and consider them as an “*interpretative creature*”. This means that a human is shaped so that to survive they must understand the world. It is done by selecting some of numberless and contradictory aspects of reality and assigning meaning to them. That is the only way to settle reality, and coherently and productively orient in it by judgments and related practices (ibid). Therefore we chose a specific laboratory environment of research studio and such design FGD, which would most authentically illustrate a stimulate the situation of shopping from POP AD, and at the same time to enable undisturbed insight into lived experience of laymen and professionals and co-construct the situation of shopping from POP AD with them.

In the above indicated context two FGDs were executed in a professionally equipped laboratory of a specialized research agency. The first of them consisted of professional informants having experience with POP advertising and creation and implementation of POP ADs as their producers, developers or implementers. The second discussion was conducted directly with laymen from different social groups, who are the target group of POP ADs and who

encounter them in hypermarkets. Every discussion was attended by 8 informants, an audio-video recording of each of them was made, from which verbatim transcript was made subsequently and furthermore, during both discussions, there were used graphic materials and visuals projected on a screen in combination with physically present models of various POP AD designs.

### **3.4.2 Participants of Focus Group Discussions**

When conducting the FGD, we perceived informants as a team on one hand and used the interactivity of the group discussion, and on the other hand, we should perceive informants as individualities (Dennett, 1995). When setting up the structure of FGD participants, we considered potential problems of the FGD method identified by Steward (2007) and their team. Within group discussion, we eliminated negative influences of an eventual expert inside the group. Krueger and Casey (2007, p. 99) mention two types of experts: legitimate experts and self-appointed experts. If there is a person in the group who is much more informed of the topic than other informants (legitimate expert), they could interfere with the discussion starting and inhibit more introverted people in their expression. But much bigger problem is self-appointed experts, because they present their opinions as facts and often they become dominant speakers of such group. In addition, we avoided the presence of people, who know each other. They would also become a dominant speaking axis of the discussion. Last but not least, it was necessary to exclude hostile group members from the group in the extreme. A person, who has, for whatever reason, hostile attitudes towards the topic or the discussion, and so makes it de facto impossible, must be tactfully excluded from the discussion.

In the first discussion group (FGD 1), there were recruited professionals from the sphere of POP advertising business (mostly people closely associated with the implementation and development of POP media, mostly trade marketing, brand marketing and sales specialists. In contrast, for the second group (FGD 2), there were selected representatives of customers, shoppers in hypermarkets of various socio-demographical characteristics, but also target customers of given product categories (snack food and soft drinks), also later referred to as Laymen.

Here are more specific characteristics of participants of FGDs, although only in form of general profile to preserve their anonymity.

**BASIC DESCRIPTION OF PARTICIPANTS OF FGD 1 - PROFESSIONALS:**

Name	Characteristics
<b>Karel</b> (abbreviated in coding matrix "K")	Mars, confectionery, sales – man from sales team experienced in implementation and sales effects of POP media
<b>Juraj</b> (abbreviated in coding matrix "J")	Coca-Cola, soft drinks, trade marketing – marketing professional experienced in development and implementation of POP media
<b>Jakub</b> (abbreviated in coding matrix "J2")	Pepsi, soft drinks, trade marketing manager experienced also in sales, responsible for development and implementation of POP
<b>Martina</b> (abbreviated in coding matrix "M")	Storck, confectionery, brand marketing – (tm) manager experienced in development and implementation of POP
<b>Martin</b> (abbreviated in coding matrix "M2")	Johnson and Johnson, cosmetics, trade marketing manager experienced in development and implementation of POP, worked on a similar position in the company OPAVIA in the past (also confectionery)
<b>Lucie</b> (abbreviated in coding matrix "L")	Kraft foods, confectionery, trade marketing, manager experienced in development and implementation of POP
<b>Miriam</b> (abbreviated in coding matrix "M3")	Retail chain Interspar, retail chain, deputy-manager of the company, POP specialist – responsible for dealing with the sales environment in retail stores SPAR CR (hypermarkets)
<b>Monika</b> (abbreviated in coding matrix "M4")	Kofola, trade marketing – marketing professional, experienced in development and implementation of POP media.

All professional people were selected as the most competent in the given companies. They submit, develop and implement POP advertising communication tools for brands of their employers. All of them have a minimum of three years of experience in the sphere of POP advertising, and will enable us to get true professional perspective on the topic of shopping from POP AD.

**BASIC DESCRIPTION OF PARTICIPANTS OF FGD 2 -LAYMEN:**

Name	Characteristics
<b>Jan</b>	Works in the sphere of property management IT as a methodologist and economist, secondary education, 38 years old, goes shopping alone or with their little daughter
<b>Marcela</b>	Works as a bank clerk, 34 years old, university education, goes shopping together with boyfriend
<b>Zuzana</b>	Residential designer, secondary education, 21 years old, alternates with boyfriend in shopping

(continues)

<b>Radka</b>	31 years old, secondary education, clerk
<b>Vilém</b>	Works as driver, secondary education, 34 years old
<b>Jakub</b>	Student, 18 years old, goes shopping by themselves
<b>Marta</b>	Works as a receptionist, 20 years old, secondary education, goes shopping with roommate
<b>Jakub 2</b>	Works as an architect, 26 years old, university education, goes shopping by themselves

Participants of discussions were recruited to represent typical Czech mall shoppers in terms of socio-demographical structure.

We can say that the customer group is represented by three age groups 17 – 25, 26 – 35 and 36 – 40, young people without children living their “student lives” and customers with families with two children up to eighteen years old. As for their education, there were recruited customers qualified without graduation, with secondary education with graduation and with university education shopping mostly in hypermarkets. At the same time, these selected customers represented customer target groups of the brand Snickers and the customer target group of Coca Cola. For concrete insight into our recruiting criteria, see Appendix 1 (Recruiting form).

When selecting informants, we also paid close attention to selecting them as communication partners, who would be willing to confront their opinions and standpoints openly with the others. Both groups had balanced numbers of men and women (4:4), who were mixed together during discussion and had enough space in the discussion laboratory contributing to their comfort and fluency of discussion. We chose a bigger discussion room than a typical FGD studio and modified the space understanding that women and men have different spatial demands on comfort as written by e.g. Aiello (1987). For example women “... will find it more difficult to compensate for great interpersonal distance and will therefore feel more as they move farther away from the person or persons with whom they are interacting. Discomfort can become stressful and affect members’ contributions to the discussion” (Aiello in Fern 2001, p. 55). Plenty of space around a round table, gender mixed sitting order, moderators stimulating discussion in all speakers and their effort to involve all speakers in the discussion, all this should help to improve the discussion and physical comfort of invited participants.

Each discussion included eight informants, “which is quite a standardized number of informants of a focus group ensuring ideal function of group dynamics” (Hendl, 2005, p. 183). Hendl (2005) suggests six to eight participants, but with six participants only, we would not be able to fulfill required criteria of target groups of laymen and professionals. And Greenbaum (1998, p. 46) thinks that “number of ten is ideal for a big group, but such a number of people would not allow us to include all topics and attributes of various models and types of stands in an adequate time period”.

### 3.4.3 Technical execution and visual support of Focus Group Discussions

From both discussions, there was provided a professional audio-video recording, from which there was then created a commented transcript, and in addition, during both discussions there were used graphic materials and projected visuals in combination with physically present models of different POP AD designs customers could see and touch. Photos and visual methods of research have been respected for a long time and used by social anthropological and sociological research for many decades and are "used in various ways" (Banks 2007, p. 33). "Interview, focus group, surveys, conversation analysis, all have a valuable and often necessary place in generating qualitative data for sociological insight...very often, the addition of visual methods can bring added dimension"(Banks 2007, pp. 115-116). And it is these hidden interpretive schemes that are the subject of our analysis. "The most important thing which can be stated in this context is that the recipients of the image are not limited to passive reception of intended meanings of the creator and contained in the image, but they actively participate in modification or creation of new meanings" (Sztompka, 2008, p. 94). The use of projected visuals with simulation of several POP AD appearances and locations in stores and presence of real models of POP ADs should contribute to a greater suggestive influence of the model situation, stimulate imagination of the informants and invoke imagining of a particular context of situation of shopping from POP ADs. Using photographs and graphical visuals, which we employed during FGDs as a visual support to induce suggestive imagination of different appearance attributes of POP ADs and their various locations in the area of the hypermarket helped to stimulate memory and imagination of laymen and professionals participating in FGDs. Simulated attributes and store locations were selected on the basis of those discovered and presented in literature through theoretical chapter 2.

A photograph is an effective aid which stimulates the imagination of the participants, but it also helps to generate ideas and thoughts more easily, whose confrontation stimulates group dynamics of the discussion. Actually they structure thinking of people in some ways and make them to focus on the examined topic (ibid). Using photographs and graphical simulations helped us to find out how people experience communication with POP AD when shopping, also because "photographs as a kind of facts cannot speak for themselves, information must be extracted from them, interpreted, decoded and it is necessary to unwrap content included in visual introduction of phenomena" (ibid, p. 79) and this fact also facilitates deeper insight into experience of laymen and professionals through the group discussion, because by connecting all used media we finally reached the most possible authentic simulation of customer experience with POP AD.

#### 3.4.4 Focus Group Discussions management

FGDs were moderated by the author of this research themselves with the assistance of an experienced FGD moderator from a research agency on the basis of a semi-structured scenario. The author decided to moderate the discussion themselves, because he had theoretical as well as practical insight into the problem, he was experienced in moderating and understood principles of the role of a moderator (about the role of moderator, e.g. Greenbaum 1998, pp. 73 - 83 or Fern 2001, pp. 129 - 138). The role of the assisting moderator was mainly to limit or avoid biases. It means taking care of revealing thoughts looking like consent to something someone else said, even though that does not have to be the case, and within the moderation to stimulate by certain techniques such as guiding the informants to formulate their answers from their opinions and in their own words. This role is called the Devil's advocate (Thompson, 2001) and their task is to formulate objections and counter-argumentations against a conformist approach of some informants caused by influence of a dominant participant.

Within the research process, the role of moderators was absolutely crucial and moderators had to be able to guide the discussion operatively to research targets.

The scenario, which had semi-structured form (Appendix 2), was divided into two main parts and structured similarly but differently for the group of laymen and for the group of professionals and covered the same topics always adapted to the perspective and context of laymen's or professionals' experience. At the same time, because the problem we examine has not been researched, the scenario of the Focus Group was conceived as semi-open, so that a moderator represented by a researcher could have space for flexible ad hoc adaptation of the scenario on the basis of reactions of a group and development of the group discussion (Hendl, 2005).

The first thematic part generally covered POP AD and shopping based on them, while in the second part informants were supposed to talk of various models and variants of POP AD executions in a more organized way and discuss visually simulated placement of POP ADs at retail locations (Appendix 3). One of the other topics was attributes of POP AD success or failure, its ideal appearance and characteristics, its advantages and disadvantages. One of the goals of the discussion was to verbally create a model of an ideal POP AD across the topics discussed and their attributes. During the discussion, the moderator was using flipcharts to record discussed attributes of POP AD and in interaction with the informants, they were hierarchized according to importance. Similarly hierarchized were various 3D models of POP ADs placed at various retail locations that made informants' thinking more structured, especially in the second part of FGD.

At this point, a brief selection of basic questions was also mentioned, with the questions being similar for both groups of examined informants, laymen and professionals to facilitate subsequent comparison of both perspectives of two different groups of participants. The exact wording of the discussion

scenario is attached in Appendix 2. Below please see just a brief summary of the content.

**Brief content of the scenario for laymen and professionals:**

Discussing POP AD generally:

What should an ideal POP AD look like?

What do you think is the most important characteristic or feature of a POP AD, which will get you interested and you will want to “buy”...? What next?

Let us analyze essential features of POP ADs: material, location, color, size, what products for, location, shape ...?

“What kind” of a POP AD, “what for” and “where” do you now miss it in stores?

Discussing graphical simulations of various POP ADs executions of appearance for Coca Cola and Mars (Snickers):

Photographs were gradually showed to informants – pictures of particular POP ADs, or real POP ADs in different modifications (simulation of attributes)

For each POP AD:

What do you like or dislike about it?

What would you change about it?

Where is this POP AD suitable or unsuitable?

For which products is this POP AD suitable or unsuitable?

After showing all simulations and models of POP ADs and discussing the questions above, more questions were asked in relation to the showed POP ADs:

In your opinion, what are the main differences among the demonstrated POP ADs?

Is there any similar to your described ideal POP AD?

Why is this very POP AD ideal?

Which one of the demonstrated POP ADs encourages you to buy a displayed product most and why?

Discussion of graphical simulations of various POP ADs locations follows:

Informants will look at pictures of existing placements of POP ADs of Coca Cola and Mars (Snickers).

Try to analyze positives and negatives of placement of these POP ADs based on the previous discussion. Do you know them? What would you change and

why? What do you like?

Please, discuss the optimal placement of the given POP ADs.

In what points do you actually miss POP ADs of CC and Snickers in stores?

Complete versions of scenarios for both groups please see in Appendix 1.

Each realized FGD lasts approximately two hours.

As already mentioned, from both FGDs, an exact transcript was made based on a high quality audio-video recording, on which analysis was made, whose form will be discussed in the following chapter.

### 3.5 Data analysis method - Grounded Theory

Now let us focus on the preferred analytical method of categorization and summarization of data that inspired us for the target analysis. In the following chapter the method of Grounded Theory (lately abbreviated as GT) is described and, in addition, three types or phases of coding of collected qualitative data are given.

#### 3.5.1 Grounded Theory research

As already mentioned in the previous parts of the text, we chose the GT method for analyzing qualitative data obtained using the FGD data collection technique. We will focus on justification and description of using this method now. GT in research process aims to create theory grounded in data collected in a suitable way. The type of theory generated by this process *“tends to be middle-of-the-road, that is, somewhere between grand theory and a working hypothesis”* (Jupp, 2006, p. 132). Attention is dedicated mostly to acting and interactions of observed individuals and processes in particular environment (Hendl, 2005). This strategy is connected to names of American sociologists B. Glaser and A. Strauss (1967). It was later modified by Glaser (1992) and Strauss and Corbin (1999). GT is a research approach that was developed in response to concerns over the predominance of quantitative methods in social sciences and the tendency for research to be undertaken to test existing grand theories (Jupp, 2006). Glaser and Strauss (1967) saw what they perceived as an embarrassing gap between theory and empirical research. Instead they proposed an inductive process in which theory is built and modified from the data collected. Their methodological recommendations *“found positive response among qualitative researchers, mostly due to relatively detailed definition of methodological stages”* (Hendl, 2008, p. 123). *“It stresses that comparing all the data throughout the analytic process is the most elucidating way to knowledge”* (Jupp, 2006, p. 37). We choose the GT, which stands in the background of processing, analyzing and interpreting the data we obtained, and which, according to Glaser and Strauss (1967), should

improve the researcher's ability to generate a theory, for reasons mentioned by both authors as pillars of the methodology of GT. Their proposal aims to (Glaser and Strauss, 1967):

- "Create a theory, not just test some existing theory"
- Provide the research process with the systematic character as a basic feature of a "good science"
- Assist the analyst in overcoming prejudices and assumptions they brought into the process or created during it
- Provide justification for the submitted theory, create a dense network of findings, and develop sensitivity and integration, to be able to design wide, well created, explanatory theory, closely approaching the reality that it represents (ibid).

Also Hendl (2008, p. 123) is concluding advantages of GT strategy:

- Provides explicit procedures for creation of theory
- Provides procedures for approach to a study, which will be flexible and at the same time systematic and coordinated
- Provides explicit procedures for analysis of qualitative data
- Is useful mostly in applied areas of research and areas which are not theoretically processed enough
- There are many examples of GT application

This approach lets researchers develop their own theories relating to their area of study, and "*encourages their own creative intelligence in the process*" (Turner, 1981, p. 225). Turner also lists the advantages of GT as:

- promoting the development of theoretical accounts and explanations which conform closely to the situations being observed; theory is therefore likely to be intelligible to, and usable by those in the situations studied;
- developing theories that are likely to be comprehensive rather than oversimplified ways of accounting for a complex world;
- directing the researcher immediately to the creative core of the research process, applying the intellect and imagination to the process of interpreting the data.

GT is a strategy of inquiry in which the researcher derives a general, abstract theory of a process, action or interaction grounded in the views of participants (Creswell, 2009). This process involves using multiple stages of data collection and the refinement and interrelationship of categories of information (Charmaz, 2006, Strauss and Corbin, 1990, 1999). Two primary characteristics of this design are the constant comparison of data with emerging categories and theoretical sampling of different groups to maximize the similarities and the differences of information (Creswell, 2009).

We chose the GT and some of its procedures especially thanks to the above mentioned aspects, which seem to be completely relevant for the needs of our analysis.

It is suitable also due to the exploratory nature of our research approach. Thus, exploratory research leads to what Glaser and Strauss (1967) appeal for in *The Discovery of Grounded Theory* that is a "*rhetoric of generation*" (1967, p. 18), where exploration is best interpreted as exploration for discovery. This specifically differs from exploration simply as investigation, which is rather too general a meaning for exploratory research in social science, and from exploration as innovation, which is in contrast rather too narrow and focused (Jupp, 2006)

Furthermore, Haig (1995) in his article "GT as Scientific Method" offers an accurate summary of the role and character of GT compared to other research approaches. Since its introduction in the 1960s, GT has been progressively developed in a way that is consistent with its original formulation, such that it is currently the most comprehensive qualitative research methodology available. Deriving its theoretical underpinnings from the related movements of American pragmatism and symbolic interactionism, GT inquiry is portrayed as a problem-solving endeavor concerned with understanding action from the perspective of the human agent. GT is typically presented as an approach to doing qualitative research, in that its procedures are neither statistical, nor quantitative in some other way.

Similarly as Haig (1995), also Hendl (2005) noticed that the method of GT "*(...) requires entering into terrain (...)*" and noted that "*the grounded theory requires searching in natural environment, where the given phenomenon happens*" (ibid, pp. 127-128).

Under the circumstances when we are trying to conduct one of the first explorations of a subjective world of customers in the sphere of using PO AD, thanks to the high number of impulses and fragmentation in the shopping area, observations in terrain would aggregate the possibility to gain insight into interpretative schemes of customers shopping in malls from POP ADs. Customers could feel disturbed in the sales area by the questions of the observer, and we also do not consider this environment to be suitable for stimulating memories and sharing experiences rich in details. Therefore we decided to proceed with the discussion "in vitro", "at the round table" with the fact that we will try to evoke the shopping environment by physical presentation and projecting pictures of real sales areas and real displays, which have been subjected to various critical observations of members of both discussion groups as accurately described in the previous chapter. With reference to our constructionist inspiration, we could say that shopping in hypermarkets is an integral part of everyday world and its routines, and from this we could deduce an assumption that with appropriate verbal and visual stimulation, participants of the discussion would not have a problem sharing authentic experience and apply authentic interpretative schemes.

### 3.5.2 Grounded Theory and Paradigm Model

We do not adhere strictly to the GT methodology, because as already said in the chapter about qualitative research, such type of research is less structured and it often adapts ad hoc to the given situation. At the same time, our analysis, largely based on data from two FGDs, gives rise to an ambition to build an entirely new theory in an inductive way based on GT, respectively not a real theory, but comprehensive "*Paradigm Model*" (Strauss and Corbin, 1999, p. 72) which will represent relations of different components of the researched phenomena and group them according to the predefined structure of GT. We prefer to begin with already obtained findings of other theories and try to confront them and supplement in terms of perspective of the involved customers. However, we intend to induce a theory which would not necessarily be absolutely new, but it arises on the basis of inspiration from previous theories, which should not be infirmed but supplemented with so far neglected perspectives, which we substantiate in the theoretical chapter of this text. Nevertheless, using some methodological procedures of the GT and three levels of coding described in chapter 3.5.4, we would like to create an interpretation, structured in Paradigm Model, of looking at the phenomenon of shopping based on a POP AD. From this approach, aside from a theoretical contribution, we expect benefits in the form of concrete interpretations and recommendations for entrepreneurial practice.

### 3.5.3 Constructionism and Grounded Theory

At this moment, it is also necessary to mention how the desirable Paradigm Model relates to constructionist inspiration of the study. In this context, we should emphasize again that constructionism inspired our general thinking of the role of marketing as a science and its relation to the customer. Constructionism provides a useful set of terms (habitualizations, typifications, objectification, institutions, intentions or experiences), which enables us to inflict our own Paradigm Model, i.e. model of customer decision making in relation to purchasing based on a POP AD, into a broader context. GT and constructionism are connected especially with an interest of understanding explanatory schemes of behavior and their impact on behavior. But GT itself could not connect the induced generalizations with some consistent theory of human action. As we are limited by objectivistic assumptions about behavior (maximization of use, input-output theory), we need to refer to a logically coherent alternative of looking at humans and their action. This is provided by constructionism, or more precisely, "*Social Construction of Reality*" (Berger and Luckmann, 1999). Within the work with data and especially their analysis, we will base our work on proved and functional GT principles.

As Hendl (2005) states, a qualitative research project differs from a quantitative one in its smaller structure and a flexible approach that allows us to adapt the research project ad hoc to the situation. We acquire new knowledge through our analysis of the subjective world of customers using free social

constructionist inspiration and GT to organize and analyze our data. Our work, however, does not aspire to theoretical and methodological synthesis of social constructionism and GT. We are also aware of the view that linking constructionism and GT is inappropriate, in the words of Glaser "*Constructionist Grounded Theory (GT) is a misnomer. GT can use any data; it remains to be figured out what it is*" (e.g. Glaser 2002, p. 1) but at the same time, the author acknowledges partial constructionist orientation of GT (Glaser 2004).

Our analysis and FGD is rather oriented on lived, subjective world of laymen and professionals who represent customers to obtain statements of surveyed target groups about how they interpret and internally construct their own interaction with the POP AD, and how do they define their experience. We are factually interested in laymen and a definition of "*social situation*" (Goffman, 1999, p. 19), when an individual is acting on the basis of an initial definition of the situation and uses so-called "*defense mechanisms*" to defend and preserve their own definition of the situation (ibid) . In our research, in context of the above indicated FGDs, which were made possible in the "laboratory" conditions of FGD studio, we prefer to obtain the initial definition of the situation - "buying from a POP AD".

### **3.5.4 Grounded Theory as an analytical method**

Selection of the GT analytical method is based on the presumption that informants have long-term experience with shopping and that they are able to structure this experience knowingly and share it in an FGD interview in order to better understand our customers and increase theoretical sensitivity to the problem.

The GT is a theory inductively derived from examining the phenomenon that it represents. This means that it is disclosed, created and provisionally proved by the systematic collection of data about the examined phenomenon and by analyzing this data. As already indicated, GT it is not a concrete theory, but it is a strategic tool used to create a theory (Strauss and Corbin, 1999). But let us repeat that we are not going to create a directly comprehensive theory of interaction of POP ADs and customers, because creation of such a theory requires much more data to be analyzed. That said, we will create a Paradigm Model that represents an interaction between a customer and a POP AD. This option is given pragmatically as we need to represent customers' behavior related to POP AD just as they talk about them. This method will enable us to show what must happen to make a buyer to buy based on the POP AD and this will simultaneously identify all the problems implementers should bear in mind.

Before presenting an analytical process according to GT, let us briefly discuss theoretical sampling in this strategy. Theoretical sampling is a central part of the grounded theorizing advocated by Glaser and Strauss (1967). Grounded theorizing is usually regarded as a form of qualitative inquiry, though in fact its originators saw it as applicable to quantitative data too. In this context theoretical sampling is tied to the purpose of generating and developing

theoretical ideas, rather than being aimed either at producing findings that are representative of a population or at testing hypotheses (Jupp, 2006).

According to Strauss and Corbin (1999) in GT we analytically process qualitative data in three levels of coding:

1. Opened coding – in transcribed data, we create a basic encoding matrix so that we can create a term for every category of the phenomenon of any importance, and localize where it is concretely mentioned. Then we sort such terms into more general categories (e.g. we will insert the size and color of a POP AD into the category of POP AD features).
2. Axial coding – during the consequent coding process each category of the phenomena is analyzed based on its different qualities in various mentioned situations. These dimensions mostly take shape of two or more alternatives that excludes one another. To give an example, categorized phenomena are equipped with dimensions such as small or big (for size of POP AD) or comfortable or inconsistent with corporate identity (for colors of POP AD).
4. Selective coding – we rearrange such created categories, terms and their dimensions into a Paradigm Model, i.e. we will classify them into groups according to their place of encounter with POP AD.

Paradigm Model differentiation (ibid):

**PHENOMENON (Central category)** – According to Strauss and Corbin (1999, p. 73) it is "*Phenomenon or Central category, event, case, on which focuses a set of managing or controlling actions or interactions, or this set of actions is having certain relationships to it*", in our case it is the phenomenon : "customer encounters a POP AD in a hypermarket."

**CAUSAL CONDITIONS** – Strauss and Corbin (1999, p. 73) describe causal conditions as "*events or conditions that lead to the emergence of Phenomenon, respectively central category.*" Without the phenomena to which it relates the story would not have happened, although its influence on the central category is indirect. Here we associate codes, which are crucial for the actual discovery of the POP AD in sales area.

**CONTEXT** – Again, let us first repeat the description of the context of Strauss and Corbin (1999, p. 74) that appears to be "*a specific set of properties that belong to the phenomenon and also the location of cases of this phenomenon on the dimensional scales. It is also a set of conditions under which strategies of acting are applied.*" Context is crucial for answering our questions and also contains a dense network of relationships between the various codes.

**INTERVENING CONDITIONS** - As written by Strauss and Corbin (1999, p. 75) intervening conditions are characterized as "*broader structural context of the phenomenon that simplifies, or conversely makes it difficult to use action or interaction*

*strategies in a particular context. They are broad and general terms and conditions that affect the strategy of behavior or interaction.*"In the drama they are present in the form of so-called story reversal. It is a phenomenon that occurs when everything that has been told is "stood on the head" and begins to function differently.

**BEHAVIOR AND INTERACTION STRATEGY**-In the book by Strauss and Corbin (1990, p. 76) this component of the Paradigm Model is described as "*acts or interactions focused on the management, control, or responding to a phenomenon as it occurs in a context or under a specific set of conditions.*" In our case these are habits of informants when shopping in a mall.

**CONSEQUENCES** - This is the last component of the Paradigm Model described by Strauss and Corbin (1999, p. 78) as "*The results of actions or interactions responding to a phenomenon or managing a phenomenon. This may be the consequences or results of action of people, places or things.*"Our story will not end merely with the customer buying the product or not. Each POP AD certainly primarily aims to increase its profits from the sale, but its potential options are far richer. Thus we see through the consequences of open code- POP AD implementation objectives.

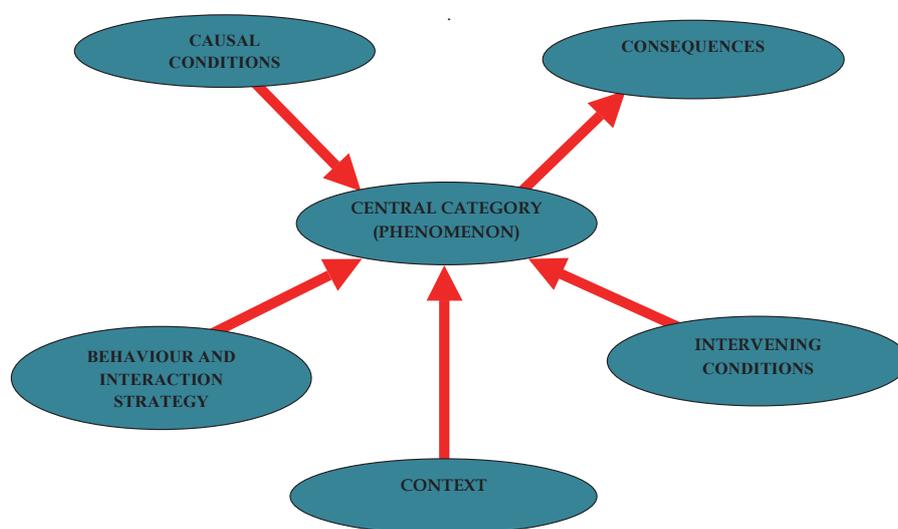


FIGURE 7 Visualization of Paradigm Model- adapted from Strauss and Corbin (1999)

This systematization also enables compressed representation of categories, terms and dimensions in a graphical form.

Within the Paradigm Model follow the dependencies of dimensions of different terms. E.g., we see that if a POP AD is big and shapeless, informants can easily confuse it with a rack and it will not interest them. Here we actually

tell concrete stories about how a POP AD does not work well or, conversely, how it works on buyers very well.

The general goal of the analytic work is systematic processing of data according to principles of constructionist epistemology. So let us repeat that we are interested mainly in how people think and what is important for them, i.e. what are all possible attributes and what can be done wrong or, conversely, well.

Regarding the evaluation of the interpretive research, traditional concepts of validity and reliability are deemed irrelevant, therefore they must be substituted with other means of evaluation such as the concepts of "*reflexivity, richness in points, literary styling, analytical generalization and multiple voicing*" (Hall, 2003, pp. 68-69). Denzin (2009, p. 140) calls for flexible guidelines not driven by quantitative criteria for the evaluation of qualitative research because the qualitative research community is not one single entity. It will be in this vein that we return to this discussion in the form of a critical evaluation of research in Conclusions subchapter 6.3.2.

### **3.6 Theoretical and Methodological design of research**

As a simplified outcome of the methodological chapter, the following figure (8) illustrates theoretical and methodological design of our research. As illustrated in the Figure 8, within the literature reviewed, we first dealt with existing theoretical concepts related to the customer decision making process when encountering a POP AD. We speak mainly about direct attributes of POP ADs and other factors, which play a role within such an encounter. Consequently, we have organized two Focus Group Discussions with laymen and professionals, through which we obtained qualitative data for the following analysis considering findings obtained by studying the literature. The data analysis was approached within the GT strategy and three levels of qualitative data coding defined by it. Our analysis and the consequent data interpretation were trying to capture everything that is influencing the customer purchase decision making process when encountering POP ADs by understanding the subjective world of customers. Then we structured the identified phenomena into the Paradigm Model, whose particular parts are predefined in GT. Just the Paradigm Model, consisting of 6 parts listed in the Figure 8, is one of the main outputs of our research and also created a source of entrepreneurial opportunities.

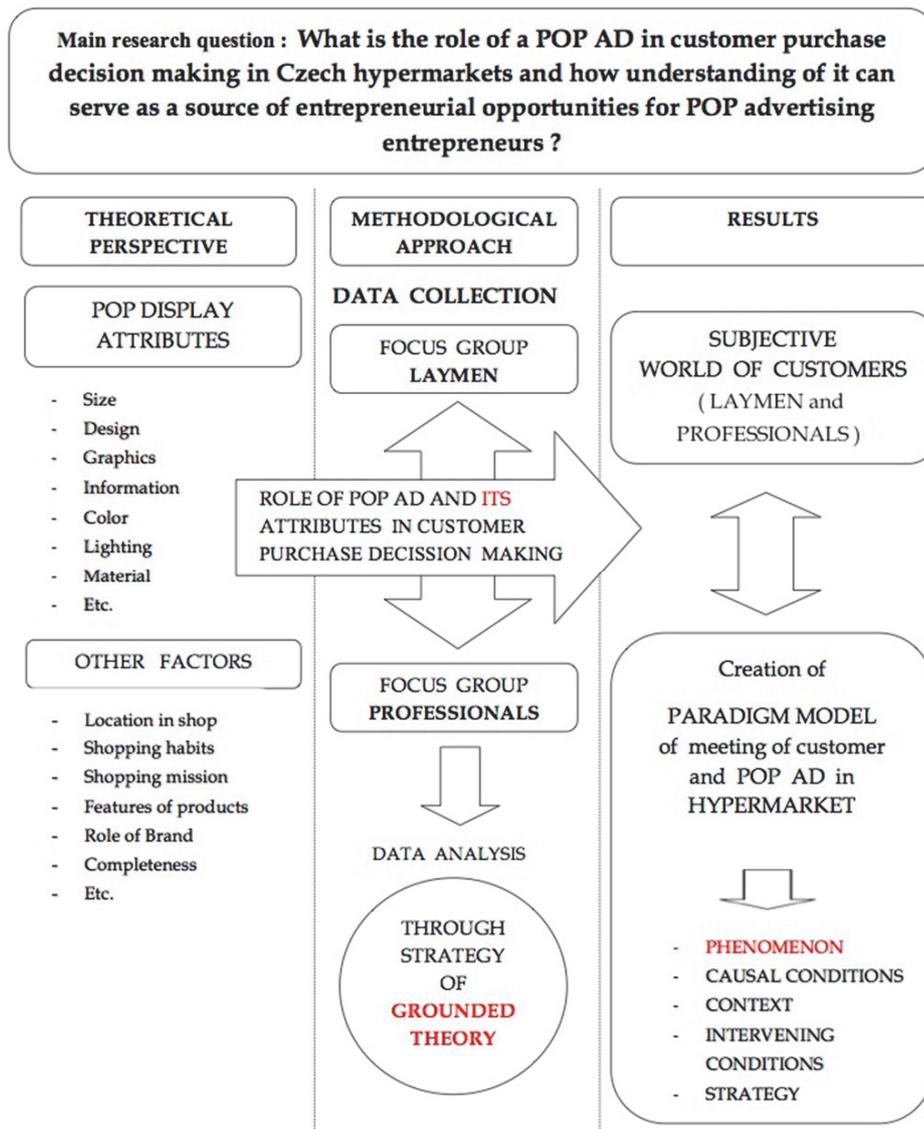


FIGURE 8 Theoretical and methodological design of our research process

## 4 ANALYSIS AND FINDINGS

In the next chapter, we will present the findings of the analysis and the answers to our research questions. More specifically, our objective is to tell the general story of purchasing decision making when encountering a POP AD through a Paradigm Model, which is, according to Strauss and Corbin (1999), a schematic illustration of subcategories and categories of phenomena in the file of relationships. As already mentioned, data that has been categorized within the open, axial and selective coding, and to which we will also pay some attention, are then arranged in a logic of their own examined phenomenon within the following groups of phenomena: the examined phenomenon (central category), casual conditions, intervening conditions, strategy of negotiating, context and consequences (Strauss and Corbin 1999, p. 72). Open and axial coding together with parts of the Paradigm Model will define a structure of this chapter.

We make all of our conclusions on the basis of statements of participants of our two carried out FGDs. When citing a group of laymen (number 1 in front of a dash) and professionals (number two in front of a slash) we will always refer to tables in an Excel file, in which there is all necessary relevant coding, transcriptions of both FGDs and a total scheme of all codes. These citations will then have the following form: (*Sheet name, line number*). E.g., if we cite a laymen group member from line 456, the data will look like this: (1/456).

### 4.1 Research questions and goals

Before we describe the exact steps of analysis and before presenting the results of our work focused on extending our knowledge of the subjective world of laymen customers purchasing from POP ADs and professionals from the sphere of use of POP ADs and POP advertising, often stylizing themselves into the role of a customer, we will mention our research questions and sub-

questions and briefly outline the way of answering them in this chapter.

Our main research question that outlined the objectives of our analysis and this research as a whole is:

What is the role of a POP AD in customer purchase decision making in Czech hypermarkets and how understanding of it can serve as a source of entrepreneurial opportunities for POP advertising entrepreneurs?

In answering this question, the emphasis is placed on customer expectations (derived from their strategies) and on objectives, for which POP ADs can be used. Let us mention that the term “decision making „means that purchasing based on a POP AD is based on quite a rapid decision and without planning it in advance. There exist two conceivable variants.

The customer wants to purchase simply and quickly and so a POP AD can support sales thanks to its good location, or it can remind the customer of a product they could otherwise forget.

Customers want to diversify their routine purchases with unusual experiences and then a POP AD can play a role of sales promotion, suppression of competition, brand promotion or providing information. Here, aside from the placement of a POP AD, the appearance of a POP AD plays an especially important role.

At the same time, our analysis revealed five different objectives, which could be fulfilled by POP ADs: sales promotions, higher attractiveness than competition, brand promotion, informing about and mentioning a product. Let us make a little simplification, which will be corrected in due time, and which will allow us now to derive connection between strategies and objectives as if it wasn't mediated through the central category, which is influenced also by other parts of the Paradigm Model, which we will explain in other parts of this chapter.

To attract customers looking at the purchase within the frame of the first strategy, it is possible to make a good use especially of a POP AD that supports sales by accessing new spaces, where customers could buy a product, which saves their time, or a POP AD reminding of a product. In both cases, a POP AD plays the role of a servant. The second strategy, which we derived from the statements of our laymen, is represented by the POP AD, which seeks a positive effect on the customer, e.g. it wants to attract them aesthetically, entertain them or inspire them. Such POP ADs will certainly support sales, but they could also be used to suppress competition, promote a brand or inform of some innovation. Here we can see a POP AD in the role of entertainer. Tools for fulfilling these roles and related objectives include open codes creating a context of an encounter of a customer with a POP AD. We will talk about them below.

Specific research questions:

1/Under what conditions and how do customers purchase from POP ADs advertising displays in hypermarkets?

Statements of laymen at the general level confirmed our expectations. Purchase has a routine nature for them, they perceive POP ADs as an integral part of the hypermarket institution and they decide about purchasing based on it quickly, without previous planning. When customers purchase from POP ADs, it depends on the strategies described above. A hypermarket is being recognized as large and chaotic and a POP AD could react to these conditions by improving possibilities for customers to be oriented and by sophisticated placement of a POP AD, which will allow customers to save time when looking for products of certain categories. Or hypermarket is being perceived as similar to a promenade, the shopping area represents a playground and a space of possible discoveries and a POP AD shines out from usual monotonously boring racks. If we perceive the idea of a condition in the strict sense of the word, i.e. as circumstances, without which a POP AD could not get to the shopping area, it depends mainly on its size reduction and competition of POP ADs, which are already in the shopping area. Further we will show that purchase based on a POP AD is also affected by intervening conditions representing phenomena that could be found only in some cases but which lead to different consequences than those intended.

2/ What are the kinds of customer habits and experiences in exploitation of POP AD advertising displays?

There exist many habitual practices a customer uses during their routine purchases. We succeeded in generalizing some of the data into two strategy types: purchase quickly and simply and enjoy shopping. Other ones relate to characteristics of a product, but they defy any generalization. There was also confirmed that customers could have good as well as bad experiences with POP ADs and this could be affected by a good consideration in production and placement of POP ADs.

But the habitual practices of customers show in many places of the analysis, and therefore we will give the full answer to the question at the end of this chapter.

3/What are the attributes perceived by customers during shopping from POP advertising floor displays and what can we influence?

For brevity, we mention four main types of attributes of a POP AD: appearance, size and placement of a POP AD, material and safety of a POP AD and completeness and comfort of a POP AD. We can affect almost all of them, only the size of a POP AD and its completeness depend on the capabilities and skills in individual stores. The importance of each attribute depends on the

customer's buying strategy and on objectives which are placed upon POP ADs by the submitter as already indicated above. This perception of the context of an encounter with a POP AD may change on the basis of three possible intervening conditions: shopping with a child, an impression of product's poor quality or dangerousness, respectively impracticality of a POP AD, and if customers feel like being manipulated unfairly by a POP AD to do shopping.

From this analysis, which seeks to fill the gap in the field of knowledge and understanding of the phenomenon of shopping from a POP AD by its subject, we hope to achieve a better understanding of the circumstances of a typical customer purchase with all phenomena that come into the game. Mainly we want to reveal and identify attributes of POP ADs, which affect good and bad experiences of customers from the interaction with a POP AD, and which we can affect, in the broader context of phenomena that we cannot affect, but in the better case we can knowingly adapt to them.

Revealing negatively perceived or, conversely, desirable attributes is intended to help implementers of POP advertising in practice.

It may potentially not only to increase profits from POP ADs and related subjects, but also to help entrepreneurs and POP AD implementers modify the shopping area and placement a POP AD more practically. So laymen were interviewed about how they usually do their shopping, how they perceive POP ADs, if they miss POP ADs somewhere based on their experience or, conversely, impede. There were tested various types of locations in different segments of shopping area and much more.

In addition to focusing on answering the main research questions, there were tested various types of interactive POP ADs, i.e. POP ADs actively influencing the human senses. We will briefly mention them. Concretely we talk about:

- use of LCD displays
- releasing perfumes or scents to attract customer's attention
- sound elements
- lighting

Interviews also included projection of different design variants of POP ADs for Coca-Cola and Snickers, their color variants and possibilities of placing them. This data was already presented by these companies, which helped to finance the research, and in this chapter we will refer to these pictures presented in the methodological chapter, where reasonable, for better understanding of statements of FDG participants and their concrete talks.

By testing these attributes (designs presented in the conclusion of the methodology chapter and other brainstorming carried out at FDG over the visualizations and models of POP ADs) we also want to find out if customers think of the given innovations and elements as meaningful and if they do not create barriers to purchase from such displays.

Another important objective will be to build a comprehensive model of roles of different phenomena and circumstances – the above mentioned

Paradigm Model, which participate in customer decision-making processes, and so they have an impact on the success or failure of POP ADs. Unlike research studying the isolated influence of one variable, we could create a slightly different holistic model created on the basis of all phenomena and circumstances, which come into the game in terms of customers. This gives an explorative character to our research anywhere the data allows us to, we also seek a more detailed description or even explanation of the phenomenon.

Analysis of purchasing from POP AD presented here aims to understand better the shopping process and everyday contact of customers with POP ADs. Findings we will get could be used for more effective implementation of these advertisement means and more sensitively decide about their form and function in terms of customer expectations.

Now we can already proceed to a more detailed description of the whole analysis and present our findings more closely.

## **4.2 Open and axial codes**

Open and axial coding is a basic analytic method and if we also add selective coding, we get three fundamental coding levels of GT (Corbin and Strauss, 1999). Due to the nature of the research process of the qualitative study and its continuously ad hoc modified project (Corbin and Strauss, 1990, 1999), we do not present open and axial coding in particular chapters. In accordance with principles of the GT, the continuous data comparison led to the fact that both phases of coding blended and supplemented each other. However, we present their results separately for better clarity.

Original coding matrix consisted of only open codes mostly on the same level of generality. So at first, we will present the final results of open coding, which essentially only indicated an occurrence of some phenomenon without an ambition to capture the concrete form of its thematization. Open coding quite disputed a clear distinction between discussing groups of professionals and laymen. We briefly present and interpret this distinction below, so that we can continue to present the results of axial coding.

### **4.2.1 Transcript and open coding**

The transcript we provided was a literal transcription of FGD, in which we further sought to transcribe pauses and emphasis, interjections, laughter, as well as to indicate potentially interesting places, which provided inspiration for the initial naming of open codes. That led to commented transcript (Hendl 2005, pp. 208 – 209), although the author's text is not present in the transcription. Consequently, inspired by the concept of social construction of reality by Berger and Luckmann (1999), using some procedures of the method of the GT analysis (Strauss and Corbin, 1999), we performed open coding, which was oriented by our research questions. During the first data exploration we already categorized

the open codes (see Appendix 3 - Analytic Coding Matrix, sheet: "Coding 1 Laymen" and "Coding 2 Professionals").

The purpose of this section is to introduce open and axial codes. And further we will present and interpret some "complex categories", usually structurally inspired codes, which bring together phenomena of lower generality and which helped to disclose contexts of other open codes by their simple presence. Such complex categories are much more general and did not continue with us within the analysis up to the Paradigm Model level, but they rather helped us to create and especially determine the central category and its different forms.

The following table (6) presents the frequencies of open codes in particular groups.

FGD laymen		FGD professionals	
<i>POP AD attributes</i>			
Material	21	Material	22
Material resistance	5	Material resistance	7
Luminosity	27	Luminosity	4
Color	47	Color	39
Design - graphic processing	47	Design - graphic processing	74
Design - shape	114	Design - shape	18
Advertising message	25	Advertising message	21
Display placement	143	Display placement	156
Size	12	Size	35
Restocking	22	Restocking	17
Interactivity	60	Interactivity	73
Safety	9	Safety	4
Display condition	1	Display condition	5
Spatial accessibility	1	Spatial accessibility	16
Manipulation with a display	2	Manipulation with a display	4
Manipulation with product in a display	28	Manipulation with product in a display	7
Quantity of product in a display	7	Quantity of product in a display	5
Number of product types	18	Number of product types	10
Functionality	75	Functionality	27
<i>Product attributes</i>			
Product price	20	Product price	9
Product category	65	Product category	20
Product size	13	Product size	6
Brand	6	Brand	73
Advertisement	0	Advertisement	11
Target group of display	26	Target group of display	10
<i>Lay topics</i>		<i>Professional topics</i>	
Shopping behavior /habitual practice of customers	125	Amount and competition of displays in a store	19

(continues)

Appearances - first impression	34	Relation: expert - submitter - store	17
Manipulation with customers	27	Objectives of using a display	52
-		Reasoning - system perspective	15
<i>Complex codes (categories)</i>			
<i>The ability of display to attract customer's attention</i>			
In desirable way	121	In desirable way	69
In undesirable way	21	In undesirable way	33
<i>Distinctive display characters</i>			
Barriers when using a display	75	Barriers when using a display	23
Floor display vs. rack (USP)	25	Floor display vs. rack (USP)	17
<i>Advantages of using a display</i>			
For customers	163	For customers	25
For experts	2	For experts	23

TABLE 6 Summary of categorized open codes and their occurrence frequency in data from both FDGs.

We should add that the occurrence frequency itself means that the given phenomenon was discussed rarely or too much. These frequencies should not prove anything, they rather provide a view of a structure of coding matrixes and implicitly also of original group discussions.

So does it give any evidence of any objective difference among the groups? Also here is the answer negative, at least in the case of frequencies. For very high frequencies, it is sufficient that discussion participants join the issue, or that a moderator often asks about ambiguities in statements of discussion participants. But we could find a significant difference in groups of codes "Lay topics" and "Professional topics", which practically never occurred within the second group. Both lay and professional group had their own specific topics. It means that in these groups, neither of them spoke about the topics typical of the second group, although both groups were able to change customer and expert perspectives (roles) when looking at advantages and disadvantages of a POP ADs. E.g., the group of professionals did not speak about „manipulation with a customer“, which coded the topic of ethics in marketing, while laymen did not think of worries of implementers of POP ADs. But this does not prove anything by itself. The key for understanding the diversity of groups can be found at the very bottom of the table, where we can find complex categories „advantages for laymen“ and „advantages for professionals“. While laymen spoke almost exclusively and very intensively about advantages for laymen, professionals combined both perspectives, which we will further specify in the following subchapter. So for now let us say that the difference is not in the groups as such,

but in the fact that professionals have one more perspective thanks to their profession. And they are not missing the ability to think of their own experience as customer.

#### 4.2.2 Lay and professional perspectives

At the very beginning, it is necessary to specify the terminology we will use further in the context of indicating informants and roles they alternately accepted during FDG. When we talk about FDG groups, or their participants, we will further talk about laymen and professionals. When we further talk about customers, we mean all FDG participants, because all participants of our research (including professionals) draw on their experience as customers and projected this perspective into their statements. We could say the same also about the expert perspective sometimes accepted also by laymen. So further we name the roles, into which laymen and professionals alternately enter as FDG members, as “customers” and “experts” and we also talk about their perspectives. In this context we should also say that the customer perspective rather helped us to define the central category of the Paradigm Model (and also the strategy of customers and intervening conditions), while the expert perspective helped to define possible objectives of using displays, which fall under consequences in our Paradigm Model, and causal conditions, without which the display could not even appear in a store. The influence of causal conditions on the central category is mediated, because causal conditions determine the appearance of display in a store, but they do not influence the central category directly, but rather through their influence on the context as a group of phenomena in the Paradigm Model (e.g. through the possible size or possibility of placing a POP AD within the shopping area). Therefore it does not seem so interesting to monitor a direct influence of casual conditions on the central category. But it was rather a perspective of customers present in groups of laymen and professionals, which was fundamental in an effort to answer research questions, because our questions are focused on the subjective world of customers and their experiences with POP ADs.

This customer perspective of laymen and professionals is based on a view of a person shopping directly in the shopping area within normal routine purchase. Let us mention at least one illustration from both groups:

*M – M2: “I also wanted to say that for me as a customer, it would be ideal to place the display at a point I want, with goods I want, for a price I want... so when I go to buy, I do not know, (he is thinking) a toothbrush, to find it exactly where I want, so I do not have to... to be able to find it, I do not have to go somewhere far away...” (2/837)*

*Marcela: “It is much better to take it out of such a display, also because it is angled and racks are usually horizontal and it is often difficult to see it. Taking it out is easier also for kids..” (1/781)*

Laymen accept the expert perspective very rarely. Spokesmen in the following passages have a critical standpoint as customers, thus to relativize their own

standpoints consequently, respectively to complete them by taking on the expert perspective:

*Marta: "I think that the bars by cash-desks must be a nightmare for all parents. When standing in a queue by a cash-desk, children are bored, they see something that is nicely colored, I mean the packaging. But it is a smart marketing act, from this perspective I really take it." (1/649)*

*Zuzana: "So I would, I think that if they were not there, I would spend less money. But it is just my point of view, and it is good for the ones who are selling them." (1/687)*

The fact that laymen lack the knowledge of implementers of POP ADs does not mean that they have no idea of their existence at all. In the language of the social constructionism we would talk about the POP ADs as an objectification of marketing expert intention to increase sales of a certain product. Objectification in the context of our research means that the customer understands the presence of a POP AD in a store as a sign, which refers to subjective intentions of a POP AD implementer. Or in other words, a customer knows that the expert seeks something and accepts it as a part of the game. That is the work of these people and customers have latent knowledge that some people stand behind POP ADs, who are trying to earn a living by drawing attention to products, in any way – as we will see later – they do not always recall the circumstances with an equal intensity.

The expert perspective is adopted from the position of the person who prepares a POP AD, or who has the task of taking care of it within a shopping area. In the logic of open codes, this perspective is characterized by an emphasis on safety, functionality or economic relationships submitter-store (retail store). From the disposition of the expert knowledge, which deepens this perspective, there are not just advantages for experts, but it makes them rather unconfident about their abilities to imagine an authentic experience of a layman, who has no expert knowledge. The following passage proves the uncertainty of a professional about whether a person who does not know some things would think the same way as the person who knows them when in a shopping area. Simply, an expert is not able to forget the importance of some phenomena, and so he hesitates here in connection with the topic of safety, if their customer perspective is not deformed by the perspective given by their profession (the expert one):

*M – J: "I'd just add, if it is important for us or for a customer. When I go shopping, well, I do not know..". (2/430)*

*Then this uncertainty spawned disputes in interviews of professionals:*

*Ž – M: "...when I imagine that a 150cm display falls next to me that also..."*

*Ž – M3: "...we should rather think of the safety similarly to the one who is placing the display, that it should be safe, and-and-and, easy manipulation, etc. these are advantages for us." (2/495-496)*

These doubts are sometimes so strong that they spin the perspective schizophrenia into a spiral. In the following passage, one of the professionals

blames other professionals for talking about things unimportant for customers and product sales (again it is about safety), but at the same time, in their reproach, they reproduces entirely alien clichés typical of the positivistic marketing into a customer perspective, exactly as we saw inspired by Arndt (1985) in the theoretical chapter:

*M – J: "...I'm talking about a new impulse (...), because an impulse is an impulse, it has nothing to do with durability, timing- that is not an impulse. Impulse has nothing to do with stability, because impulse is about giving a slap to a customer about a product. Information about a product as ... (pointing to displays behind) this is an impulse on our part (...) this communicates three brands (...) the purpose is to sell (...) and then we can have a hostess there, handing out samples and distributing some leaflets. My question is if am here with you or somewhere else, so OK." (2/560)*

As we will see later, customers care about safety and it is a phenomenon, which plays a role of a potential problem and a reason to avoid some POP ADs based on their experience. So the conclusion is that any differences between laymen and professionals we may find, these are not essential. Both groups are able to accept both perspectives, though professionals do that more often. Also let us remember that if we talk further about laymen and professionals, these are labels to name groups, which should not underline their assumed essential dissimilarity. If we talk about customers or experts, we mean perspectives of all participants in both FDGs.

#### **4.2.3 Axial coding**

Now we will proceed to the axial coding itself, or let us say to dimensions and values of open codes, which consequently inspired the Paradigm Model itself, which is a final objective of the whole analysis.

In total we identified or determined four basic groups of codes – phenomena within the open coding:

- POP AD attributes
- Product attributes
- Lay topics
- Professional topics

Above these basic, rather descriptive categories, associating open and axial codes into groups, we further identified complex categories of codes, which were used for heuristic needs of localization statements and their interpretation and did not gather any dimensions in terms of the axial coding. These were rather helping us in the analysis, because they localized statements in transcriptions we were able to sort and display in relative parts of the Paradigm Model according to their own logic thanks to these complex categories.

## POP AD advantages

- for laymen
- for professionals

## Distinctive characters of POP AD

- barrier when using a display
- POP AD vs. sales rack

## Ability of a POP AD to attract an attention

- in a desirable way
- in an undesirable way

Below there is a table of particular groups of codes (we know from open coding) and their dimensions and values (axial coding) the given codes are gaining. The table is a synthesis of both groups we examined – laymen and professionals.

As well as the previous table with frequencies of occurrence of particular codes, we do not intend to interpret and comment these summaries of codes in this chapter. We can get the answers from the selective coding, but to be understandable for the reader, it is necessary to first present a complex of codes we use in the selective coding. At the same time, there will be illustrated the procedure of our analytic work. So here it is captured in the phase of the final axial coding:

**ATTRIBUTES OF POP ADs:**

FGD 1 + FGD 2 open codes	Axial codes
<b>POP AD attributes</b>	<b>dimensions/values</b>
<i>Material</i>	concrete: metal – plastic - board gloss – matt
<i>Material resistance</i>	durable – nondurable
<i>Luminosity</i>	distinguishable – undistinguishable
<i>Color</i>	distinctive – indistinctive attractive – unattractive conformal – non-conformal with a brand (brand brought by POPAD)
<i>Design – graphical processing</i>	interesting – monotonous well – badly visible brand conformal – non-conformal seasonal – yearlong intelligible – nonsensical

(continues)

<i>Design - shape</i>	2D-3D homogenous - heterogeneous
<i>POP AD location</i>	hypermarket - supermarket - petrol station concrete placement: cashier area - rack front - central aisle - action zone - permanent section permanent- temporary individually - in a group complementary combination of location
<i>Size</i>	big - small
<i>Completeness</i>	filled up - unfilled up - empty
<i>Interactivity</i>	eyesight: under-lighting - LCD hearing: sound sense of smell: odor action: competition
<i>Safety</i>	stable - unstable
<i>POP AD state</i>	clean - dirty newish - battered
<i>Spatial accessibility</i>	purchase and product visibility: from one side - from more sides
<i>Manipulation with a POP AD</i>	easy - difficult
<i>Manipulation with a product in a POP AD</i>	easy - difficult
<i>Amount of products in a POP AD</i>	small - big
<i>Amount of product kinds in a POP AD</i>	one kind - more kinds
<i>Functionality</i>	supplied finished - to be completed interferes - does not interfere in the shopping area light - heavy universal - single-purpose filling up requirements: small - big

**PRODUCT ATTRIBUTES:**

<b>Product characteristics</b>	<b>dimensions/values</b>
<i>Product category</i>	concrete categories: soft drinks – confectionery common – uncommon assortment impulsive – non-impulsive goods
<i>Product size</i>	small – big
<i>Brand</i>	traditional – innovation reputation: quality – poor quality product
<i>Advertisement</i>	TV advertisement leaflet promotion
<i>Target display group</i>	Mars Coca-Cola
<i>Product price</i>	common – action

**LAY TOPICS:**

<b>Lay topics</b>	<b>dimensions/values</b>
<i>Shopping behavior/habitual practice of customers</i>	complex categories referring to many phenomena and codes
<i>Appearance – first impression</i>	usually refers to open codes (appearance of instability, appearance of cleanness, appearance of un-fullness)
<i>Manipulation with a customer</i>	manipulated/non-manipulated.

**PROFESSIONAL TOPICS:**

<b>Professional topics</b>	<b>dimensions/values</b>
<i>Amount and competition of POP ADs in a store</i>	small - big tolerable - intolerable for a customer
<i>Relation: expert - submitter - store</i>	Fees for placing a POP AD provide - do not provide data common - superior relationship
<i>Objectives of using a POP AD</i>	sales promotion higher attraction - competition brand support informing product recall
<i>Reasoning - system perspective</i>	POP AD price plenty of space - lack of space POP AD needs - does not need maintenance

TABLE 7 Summary of groups of open codes and their dimensions and values. (FDGs 1 and 2)

This is what the axial coding - summary of open code dimensions - looks like. It is not necessary to comment on the meaning of each dimension, because these dimensions and values are named logically and purposefully in the presented matrix - from a name of each category, it is evident what it means in a context of its code.

During the analysis, the open and axial codes went through several phases of a reformulation. The first phase of coding was an orientation by a form of semi-open codes, where our attention did not purposefully and structurally focus on clearly defined categories. Nevertheless, already in the beginning of the analysis it was clear that we would focus mainly on direct attributes of POP ADs in order to answer the research questions. The second phase of coding was more precise and began to find potentially significant relations among particular categories and subcategories. The result of the third coding was grouping codes, which we identified as having more significant influence on

the newly found central category, into groups. This refers to the context, as a part of the Paradigm Model, on which we will focus later in more detail.

As we found 19 open codes in the context, we decided to create five groups, into which we classified these codes depending on what they concern in this coding phase.

#### Product attributes

- Appearance of POP AD
- Location POP AD
- Material and safety
- Comfort and restocking

We leave some open codes recorded in the summary of open codes relating to POP AD characteristics out of the analysis, as these will be further mentioned. Their lower significance was caused by the fact that they do not essentially influence the central category and do not contribute to answering the research questions, but they rather relate to expert problems, or marginal phenomena unrelated to the questions, not to the customer perspective, which we are interested in. E.g., we can mention manipulation with a POP AD in the shopping area (physical manipulation and its technical aspects), circumstances of negotiating a POP AD placement into a store (e.g. price for the placement), demands on the work of store staff (e.g. restocking a POP AD) or universality of a POP AD.

So that is all for the beginning and now we can move on to selective coding, which will help us to answer the research questions.

### 4.3 Selective coding

Selective coding is a process, in which we select one central category to systematically get into relation to other categories defined by the Paradigm Model. Then, during this phase, we select categories and relations which seem to be relevant for the central category. At the same time we also improved and developed names of open and axial codes and their classification in the coding phase (Strauss and Corbin 1999, p. 86).

In principle, the Paradigm Model helps to tell the story. In our case, the story is about a customer's encounter with a POP AD. So the Paradigm Model is a scheme, which helps to generalize particular stories by comparing them and tracing up similarities systematically.

Before we move further, it will be useful to introduce categories of the Paradigm Model concretely by an adapted schematic diagram and consequent text description in the context of our research problem.

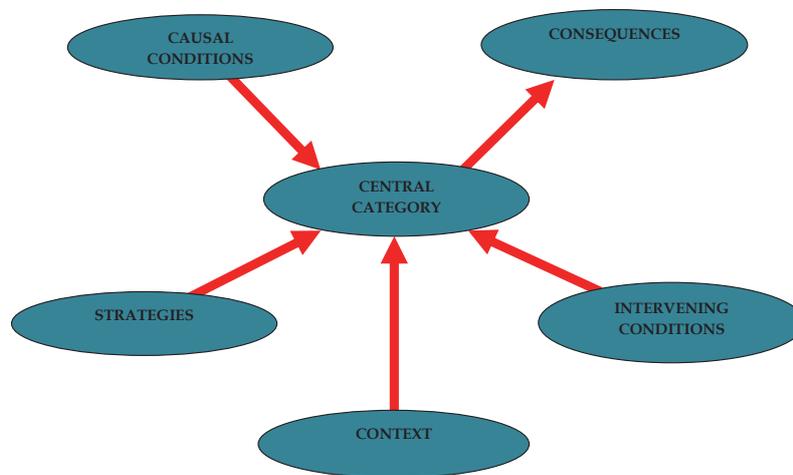


FIGURE 9 Graphical scheme of the basic parts of the Paradigm Model according to Strauss and Corbin (1999)

#### CENTRAL CATEGORY

As already said, we choose the category of an encounter of a customer with a POP AD as a central one. Then we distinguish four of its dimensions: 1. The customer is pleased encountering it and buys the offered product (Considerably positive effect); 2. The customer just buys the product without a problem but also without any good impressions (Trouble-free shopping); 3. The customer encounters a POP AD, but buys nothing (Unconcerned about POP AD) and 4. The customer is annoyed by the POP AD somehow and does not buy anything (Notably negative experience with POP AD).

#### CAUSAL CONDITIONS

Here we group codes, which are crucial for the actual appearance of a POP AD in a shopping area. In our analysis, these include codes of “system perspective”, “Quantity and competition of POP AD in stores” and “the relation expert-implementer-store”. Without the phenomena, to which they relate, the story would not happen, however, their influence on the central category is indirect. If we follow the dramaturgic metaphor, the main character is not yet on the scene and would never learn about these things, although they may perhaps assume them indefinitely somehow.

#### STRATEGY

We succeeded to differentiate two general strategies of shopping in hypermarkets, for which it is possible to determine meaningfully the relation to the central category. Customers can come to a hypermarket to look for a possibility of quick and easy purchase (Simply and quickly), or they come with the intention to seek through a labyrinth of offered goods and have fun doing

so (Enjoy shopping).

#### CONTEXT

Context is crucial for answering our questions and also contains the densest network of various relations among codes. Above, we have already differentiated five spheres of the context, which are: 1) Appearance of POP AD; 2) Location of POP AD; 3) Product attributes; 4) Material and safety; and 5) Comfort and restocking. This also includes interactivity, which we will also mention, but this is not the same quality data, because discussion participants did not have much experience, on which we focus, so it has quite a hypothetical character compared to the others.

#### INTERVENING CONDITIONS

In dramas, there use to be present so called scenic reversals. If this phenomenon happens, everything that has been said so far makes no sense and starts to function differently. In our analysis, we found out three such phenomena: 1) 3 versions of semblance) , 2)shopping with children, and 3)manipulation with a customer.

#### CONSEQUENCES

Our story does not end just when a customer buys or does not buy a product. Every POP AD certainly aims at an increase of sales profits, but its potential possibilities are much higher. That is why we perceive consequences through an open code and so the objective of using a POP AD, which has dimensions: 1) Promotion of sales, 2) Higher attractiveness than competition, 3) Promotion of brand, 4) Inform, 5)Remind of a product. These dimensions are not mutually exclusive, so POP AD can fulfill more of them at the same time. This should not be forgotten, both in research devoted to POP ADs and in the practice itself.

We present the structure of the Paradigm Model also in Figure 10 below, which will follow us in the other parts of the analysis. In this general scheme, we will further graphically show relations among particular parts of the Paradigm Model

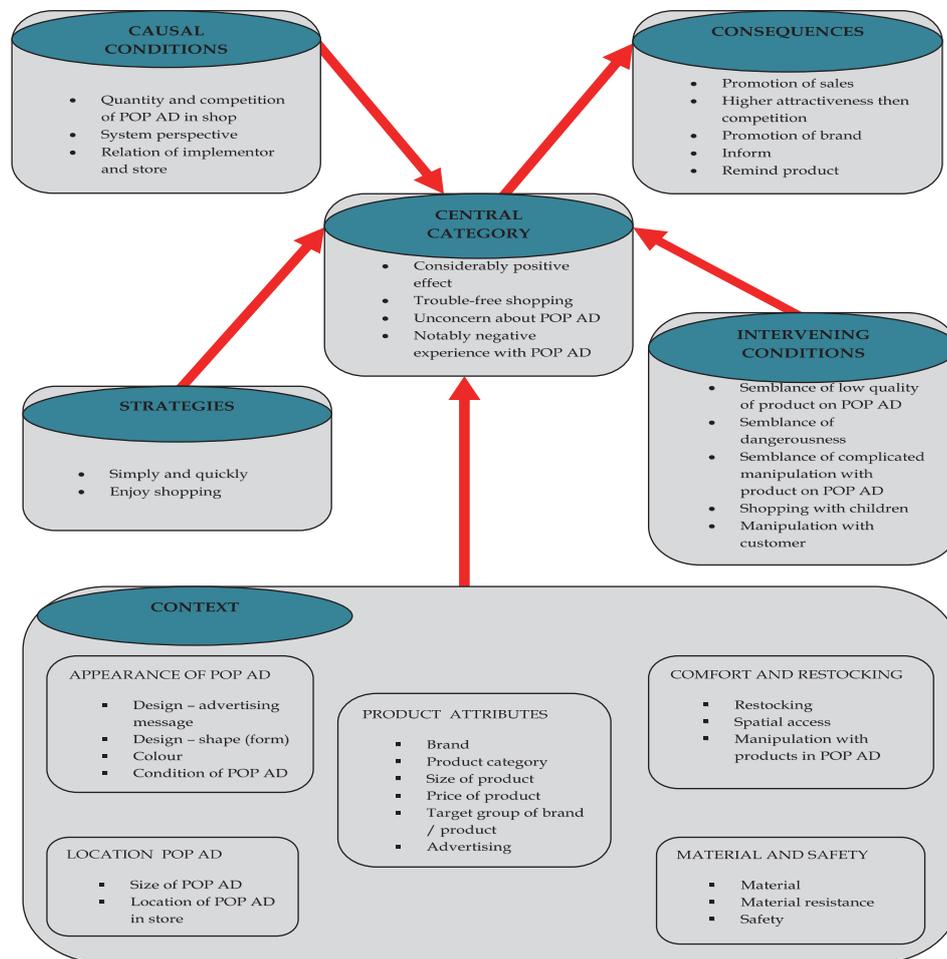


FIGURE 10 Graphical scheme of the detailed structure of the parts of the created Paradigm Model

As already mentioned, during our results interpretation we much emphasize that our approach to experience with shopping by customers is not immediate. The mediator used in our research is retrospective statements of customers about their shopping obtained within FGDs, which are then analyzed using the GT. This way of work provides the researchers with the status of social construction (Berger and Luckmann, 1999). A social construction (also called a social construct) is a concept or practice that is the construct (or artifact) of a particular group (ibid). A construct in the philosophy of science is an ideal object, where the existence of the thing may be said to depend upon a subject's mind (Bunge, 1974). So we do not expect that the results of our research non-problematically reflect the objective truth, but that they construct the behavior model structurally referring to constructs of informants and partially also the

researcher. Within the open and axial coding, we focus mainly on the way customers structure their purchase, so within the selective coding, we reconstruct their statements with the emphasis on capturing relations of open and axial codes according to the Paradigm Model by Strauss and Corbin (1999). This model describes the structure of human behavior in a typical situation, so that we suppose that behavior of customers in the situation defining the central category is influenced by all categories arranged in the Paradigm Model (Causal conditions, Consequences, Strategies, Intervening conditions and Context), into which we re-arrange constructs of our informants.

Not all parts of the Paradigm Model have the same status. In the case of the Context, Intervening conditions and Central Category, we have great confidence that we have captured constructs of customers they use in their everyday life, because the names that were given to them resulted from adopting terms of the informants (they said that they perceive the situation just like this and not otherwise). We can say that these constructs are important for orientation of customers during shopping from POP ADs as such. While we were able to identify the strategies from the statements and from the approach of informants to the problem, it is not really clear if this dichotomy is used by customers when everyday shopping in such an unambiguous form. That would mean that every customer decides in advance whether their shopping will be simple and quick or if they intend to enjoy their shopping, which actually does not have to apply in all cases as we will describe in the following text. So in this context, the strategies have been rather constructed by the researchers. Finally, Causal conditions and Consequences are more constructions of professionals than laymen.

So customers use different constructs to help them orient themselves in reality, using them to orient in typical situations and within these constructions, they can perceive themselves as a certain kind of a customer (they compare their own actions to others) and we use them to construct the second order typology. So we do not expect that customer constructions are set once and for all, but we insist that our findings are close to the truth in terms of how customers describe their experience from shopping from POP Ads. At the same time we can imagine that their typical behavior might change. E.g. in the case of establishing an absolutely new POP-type communication tool into stores, i.e. motivation of customers towards change might help to create something they do not know and something that might make them create new habits.

Our research thus reconstructs habitualized behavior of customers, which stably repeats in time. It is a construct that reconstructs and re-arranges constructions of customers on the level of habitualizations. It means that these partial constructions are often tied to the shopping experience of particular customers and do not have a coercive force of nature (that it would be obligatory to do it just this way, otherwise sanctions would follow). So our Paradigm Model re-arranges everything important during the customer-POP AD encounter into a well-arranged structure and reconstructs constructions used by customers for orientation and deciding during their everyday shopping.

Now let us focus on the results of our analysis. Within the decision making process of a customer when they encounters a POP AD, we can summarize that we found four dimensions within the central category with a systematic relation to objectives that should be fulfilled by a POP AD in accordance to intentions of its submitters (implementers). There exist two good roles here: to engage positively and cause an experience of its own kind and simply offer a product to be bought without any problem. The first case makes sense in the case of innovations, about which we want to inform, or in the case of more expensive goods, where a high quality product may be supported by a high quality POP AD including interactive features and creative design. In the second case, placement seems to be crucial as other attributes are expected to be trouble free - interactivity should be in the sense of sound, or odor (depends on concrete product). Now let us take a closer look at the central category of this research.

#### 4.3.1 Central category

The central phenomenon of our analysis arises in the moment when a customer encounters a POP AD in a shopping area. Although it may seem trivial, it took a while before we finally found and described this category. The way to it led mainly through complex codes to attract attention in an undesirable manner. Let us give an example of a citation describing the difference:

*M – M2: “To attract isn’t always the same thing. When a person looks at this, it is really cool. To me, it seems great and coherent to the brand with the fact that there is something by Snickers as to add energy, yeah. To me, this evokes satisfaction with the brand and also it is unbelievably and amazingly visible. It is visible, but too much is too much.” (2/1130)*

The cited participant of the discussion accepts the ability of the projected POP AD to attract attention, which is certainly very important for any POP AD, but this particular one is “too much”. Really, it means that there exist two types of negative reactions to POP ADs. Aside from cases when the AD fails to draw attention, it may also draw negative attention to itself. Then in contrast, there is a difference between a POP AD assessed as a good support that helps customers to orientate within a shopping area, or it could remind them of a product that would otherwise be forgotten. But it is not a subject to some revolutionary design that would attract attention profoundly. The customer finds such a POP AD rather than the POP AD attracts them. But other POP ADs can act as an attractive aesthetic object, or even a source of entertainment. Just these deliberations over systematically coded data led us to define the four following dimensions of the central category, which extend a flat perception of a POP AD as something which sells or does not sell a product.

So when a customer encounters a POP AD, the following situations can occur:

#### 4.3.1.1 Considerably positive effect

A customer encounters a POP AD and they are really pleased to see it. In their eyes, such a POP AD stands out from a shopping area structured by monotonous racks. In statements, such a fact is well recognizable, because a customer remembers the design of a POP AD and often even the brand, it means not only the category of the product, after a certain time interval, and they are able to talk about their "experience", which means that a real experience occurred. Let us show several examples:

*Marta: "I remembered a POP AD with chocolate Lindt, because I really like chocolate."*

*Zuzana: "Yeah! This is such a one. Sure. Well, it is like me, I also remembered the candy, because I like it."*

*"What else? Do you think there could be another reason? It is due to the product, because you like the product."*

*Marta: "So, e.g., I am trying to avoid the aisle with this candy, because our budget is limited, but this is sort of a pyramid of chocolate in the middle of everything, which was impossible to overlook in any way." (1/615-621)*

*Katka: "I perhaps remember most the Haribo and Lindt chocolate. I like it."*

*"What do you like about it?"*

*Katka: "How they did it in terms of design. Perhaps, these are the nicest POP ADs, well." (1/625-629)*

*Honza: "I saw some like this, there were mugs with a mole, I was buying it for Christmas to my mum and that really got me." (1/635)*

Unfortunately, it is not possible to represent facial expression of the FDG participants through a text, when they were talking about these spontaneously mentioned POP ADs our informers met in the past. Whatever the reason, these POP ADs greatly impressed them.

#### 4.3.1.2 Trouble-free shopping

Here it is a classic impulse, but without significant subjective experience, purchase from a POP AD. This is not necessarily the worse variant compared to the previous one. We can say that it complies with needs and expectations. Again, let us mention several examples:

*Zuzana: "I quite like it – so, now I'm not talking about the POP AD form, you know, but rather the idea of the POP AD. That a person just goes to buy something and sees it there separately like this and does not have to look for it. They just go by, take it and go on. And also it has acceptable height, it is settled, it seems quite nice to me." (1/216)*

*Marcela: "I, if I can – so, I am quite satisfied when they are by the corners on any side of the aisle. For instance, I remember the POP AD for Actimel, which is crucial for me, because we buy it quite often and like this I do not have to look for it." (1/639)*

*Zuzana: "And also I think that today too many people hustle and they would simply not even take it if it wasn't in the POP AD. They would not even go for it there. But when they see it, they get an appetite for it. Because they just see it, they have memorized it, they have some things associated with it and just take it and go on." (1/665)*

Such a POP AD “only” helps the customer. But it definitely is not enough to realize sales, which is usually the objective of POP ADs. Thus, there therefore opens an alternative way of POP AD success.

A customer encounters a POP AD with goods, “just takes it and goes on”.

#### 4.3.1.3 Unconcern about POP AD

Customers encounter a POP AD, but they do not notice it, or notices it, but they ignore it. Several examples:

*Marta: “For instance, I really did not see these POP ADs with the bottles even though it is easy to take them out somehow, because I always pass by, you know. We are used to buying them in whole packages and for instance we do so even in the case of chocolate bars. When I take them for myself, then of course I am not buying the whole box, I do not know, how many of them are in there, fifty or how many.” (1/691)*

*Honza: “So I look over it and not even notice it. I agree with that. Very often. I would say that in most cases. Also because I do not really eat it, so I would not notice it there. But everything here revolves around the kid and that is bad, you know.” (1/759)*

#### 4.3.1.4 Notably negative experience with POP AD

A POP AD, which does not sell much, is the worst variant. A POP AD could bother customers, repel or even annoy them. Here are several examples of nightmares of a POP AD implementer:

*Zuzana: “So, I do think that it should be made more simply, and for instance with just one sophisticated thing, but I do not really like those fussy ones, where a hundred of people twinkle and wave at you with paper arms, and that rather repels me.” (1/797)*

*Ž – M4: “Somewhere, I saw a POP AD, it was for some beer, and there was standing a silhouette and it was saying something, I must say that it was really horrible.” (2/708)*

*Ž – M3: “I do not know. Confusion. Chaos. I do not know what message it should give me, and I would not even stop by it.” (2/1136)*

From these passages already, it is possible to reveal several contexts, which in practice may help to think over - what is worth to endeavor in the case of this or that product, and what we should be aware of and what should be avoided. But first of all, let us introduce other two categories of the Paradigm Model, which are a little bit more general and so we will use them later within the interpretation of relations of other concrete phenomena. It is the strategy of customers and consequences of customers’ encountering with a POP AD.

### 4.3.2 Strategy

What are the strategies of participants of our group discussions? The question should seem to be answered in advance due to what we got in the theoretical part from the social constructionism. Customer comes to a hypermarket to realize their common routine shopping as they are used to. Whether a POP AD fits into this habitual practice (open code of “shopping behavior or habitual

practice of customers in coding table), or on the contrary it ingeniously disturbs it, it is the customer habitualization, their role as a customer in the hypermarket institution, their intention and intentions of others and also their knowledge, which determine the choice of their strategy in this environment. It would certainly be a shame to stop here.

In this sense, constructionism led us when we were coding the data. Since the beginning, we have sought to carefully capture those places when laymen talked about their habits or experiences, which, in accordance with constructionism, we consider to be slightly more reliable than their lay opinions on their hypothetical acting in hypothetical situations. For this purpose, there was created a code of habitual practice of customers. It was recognized as a complex code, where each statement is perceived as unique and is not a basis of generalizing axial coding. Although the many statements of this code retained this defiance towards generalization to the end, using some of them, we still succeeded in distinguishing two general approaches to routine shopping in hypermarkets.

As already mentioned, POP ADs are not only successful or unsuccessful, but they have their own strategies of success, which can but do not have to oblige shopping philosophy of customers, their own strategy. It is necessary to say that there are not only two such strategies, but they rather form a continuum, in which a customer can move not only from shopping to shopping, but also within just one instance of shopping. These two strategies do not exclude each other, but it is possible to separate them, because customers construct them into habitualizations based on different intentions, which give a definite form to their difference. We could describe a conflict between them as: do shopping simply and quickly vs. enjoy shopping.

The following citation names both of these strategies:

*Katka: "When I, for instance, do weekend shopping, I use a shopping list, but when I go to do some smaller shopping, just for dinner, I am buying just what I want at the moment." (1/444)*

It is not only about buying based on a shopping list. Let us look at those two types of strategies more closely.

#### **4.3.2.1 Strategy: Simply and quickly**

We could understand this strategy better if we succeed in capturing a meaningful perspective, which potentially affects perception of almost everything. Including a hypermarket as an institution, as illustrated by the following citation:

*Honza: "And I like that I can buy anything I need there and I do not need to go through the stores around. I can do it all at once and that is fine. I think that there are some things I would perhaps never buy there, but there are only a few of them. And, on the other hand, just like the lady said that she knows it there, when they move something somewhere else it makes me angry."  
"And does it happen often to you?"*

Honza: "Now, the last time, they rearranged toys at Christmas time, they moved them somewhere away and I was desperate."

(laughter)

**"So, is there anything that you can recommend about the navigation?"**

Honza: "But when there is navigation, it is good, but when a person gets used to it, they should not rearrange it, you know." (1/272-282)

A hypermarket, compared to smaller specialized shops, enables buying everything in one place, and thus it saves time. Then the pursuit of saving time is undermined by reorganization of a space, when it is necessary to reconstruct habitualized patterns of movement in store again and again. As it was evident from the first citation already, it is about big shopping.

This also gave reasons for a preference of using a shopping plan, a written list of goods, which objectifies intentions, reduced transaction costs when deciding on the spot and thus it saves time:

Honza: "Well, so my wife plans and I get a list. The list is not small, it is big. And I do shopping according to the list." (1/440)

Perhaps we could find this strategy in the case of very busy people, who really do not have enough time. In reality, this type of orientation when shopping can be dedicated only to some categories of products as mentioned in the following citation:

Marcela: "Me? I usually walk down the main aisle, you know. Because it is the widest one and it then branches out. So I look for what I just need and of course I would buy goods that are closest to me and that attract me or that I see rather than something that is in the back and that I cannot see or so. But otherwise of course I do some sort of planning, but not really in detail. I must admit that. These are such things like sweets or e.g. chips. These are things we do not plan, but we buy them, and I must say that sometimes we buy them a lot. However I plan buying the basic goods really necessary for the family." (1/565)

Habitualization of such a perspective into a concrete shopping strategy is not limited only to the habitualization in orientation within a shopping area, but it can also involve an entire household. Habitualization is so essential here that shopping can evoke an institutionalized ritual, which clearly divides its own roles, as shown in the following example:

Vilda: "We have a list at home and then, for instance, during a week we write in when something is missing. Actually, we also look through some leaflets. My wife is an expert in this. She chooses and – then we have two bigger shopping centers we usually visit." (1/464)

Then the high rate of habitualization influences also expectations from POP ADs of course:

Ž – M: "When it is there for a long time, not being moved somewhere else, when I go to the hypermarket and I know that it stands between two certain aisles, so that it is still there and I do not have to wander about looking for it and I know that it is still there, when it is there for a long time." (2/836-837)

So we can conclude that this perspective requires stability and expects that a POP AD will be a useful helper. Preference of this shopping strategy requires trouble free shopping rather than significantly positive experience, for which there is not enough time, in terms of the central category. Construction of typical shopping as something that should save time can lead to ignoring POP ADs and eventually also to negative experience with POP ADs, if moved somewhere else or if somehow obstructing shopping that is as quick as possible.

#### 4.3.2.2 Strategy: Enjoy shopping

On the opposite pole of the continuum, we find a strategy that features rather low rate of habitualization, i.e. regularity, habitual practice. It is not about saving time, but rather about spending this time pleasantly, to enjoy shopping experience and process. Let us mention examples from the interviews showing the existence of this strategy:

*Jakub 2: "I usually do shopping only when I have nothing left, which means that I go there really hungry, and so it is such a whirlwind that I take anything I have an appetite for." (1/583)*

*Jakub: "The question about planning a trip surprised me a little bit, because when I do shopping for my family, when I am asked to buy something I have my head in clouds, so I walk by the racks, where I do not have to buy anything and I go there anyway and I combine it a lot." (1/577)*

Changes in location of products do not bother customers so much, they bring change and recovery.

*Jakub2: "Not either. Concerning the arrangement as it is now, I think they did it better than it was before."*

***"What do you think they changed there that suits you better?"***

*Jakub 2: "I think that before there was not so much space for goods on sale next to the entrance to the store, so now there is a large area for this, I can always look at it and I tell to myself, hmmm..., I might need this." (1/304-308)*

From this perspective, shopping is rather like a trip than a ritual. Please, let us notice the mentioned goods on sale, which is perceived very positively from this perspective. Like when you bump into something unexpected on your trip. Disorientation and wandering is an expected part of this game and there is no reason to fight it:

*"Again, is there anything that does not suit you? If I understand correctly, do you sometimes go there to do smaller shopping?"*

*Jakub: "Yes, for some smaller shopping. Although, my parents send me there occasionally also to buy something they cannot find anywhere else or when they do not want to go anywhere else. So I'm used to going there. But the truth is that sometimes I have a problem finding something there. I used to go there often but have a problem remembering it. So sometimes, I have a problem finding something."*

*"And what do you do when you cannot find something?"*

*Jakub: "I walk and look. (laughter) I just try to find it and so I walk around." (1/312-320)*

Shopping as a part of an experience from a trip – rather impulsive again – is shown in the following statement by Jakub:

*Jakub: "Now, on the New Year's Eve, when we went shopping with our friends, we did not make any definite plan, but just took money and bought whatever we liked."*

*"Hmm..."*

*Jakub: "We were definitely not planning it. When we were at the racks, we decided what to buy, we came back approximately six times and did not have it complete. And otherwise what I do now, when I go to buy something for lunch in the morning, I just decide at the rack, based on what I see there, what I have an appetite for." (1/481-485)*

As graphically shown in the Figure 10 below, the strategy to "enjoy shopping" is definitely satisfied by the pursuit of a significantly positive effect of a POP AD, should we describe the relation to the central category. It seems that a customer who enjoys their typical shopping cannot be annoyed easily and therefore would not have a negative experience. POP ADs have a bigger chance to be used by customers acting upon this shopping strategy.

Relation to using POP ADs within the strategy "Shopping simply and quickly" perhaps cannot be simply generalized, POP ADs can and do not need to be ignored depending especially on the context of a customer's encountering a POP AD, about which we will talk in part 4.3.5. In this shopping strategy, customers do not expect significantly positive effects from POP ADs, which would not happen if the customer holds on to this strategy.

In both shopping strategies, it is possible that the encounter of a customer with a POP AD ends in smooth shopping or ignoring the POP AD.

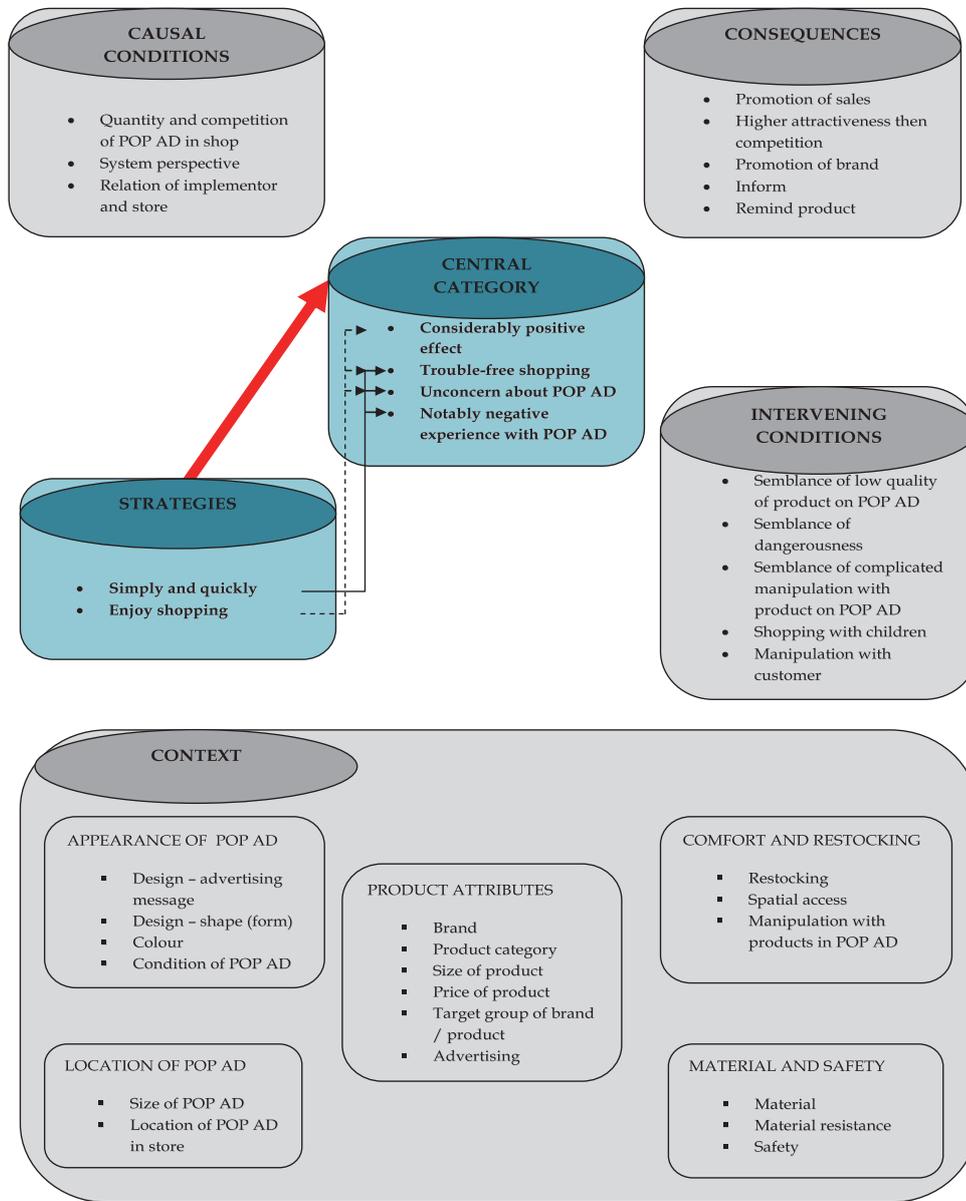


FIGURE 11 Graphical illustration of relations between strategy and the central category in the Paradigm Model.

### 4.3.3 Consequences

The last slightly more general category of the Paradigm Model of our analysis is consequences of an encountering of customer and POP AD. Is it really only about the sales promotion? Within the open code “objectives of using POP ADs”, we succeeded in revealing other four potential variants, although some are well known, we mention them also within the theoretical chapter and so readers probably would not be very surprised by them.

Although we were also coding axially in this sphere, these rather pseudo axial codes strongly overlap and complement each other, but not necessarily exclude each other, as common for axial codes. These are further formulated only positively, but not in the usual dichotomies. However, generally we see an exception in the case of the objective to promote a brand, because at least hypothetically, there can be POP ADs which rather damage the brand reputation, e.g. improper appearance. Only in the case of promotion of a brand there can therefore occur damage by a badly realized POP AD (damage to brand), not only by not fulfilling the objective as in the case of other objectives. Each of them is led by a different intention, opens a chance to lay an emphasis on especially one objective and can help experts to better think out tasks that they lay on a POP AD. For this reason, we considered that it is necessary to keep these objectives apart. So, let us specify them and give some examples.

#### 4.3.3.1 Promotion of sales

This objective is clear from its title and it is also the most universal objective compared to the other ones. This represents a mantra of marketing communication and also a criterion of success of its creators. Promotion of sales means activities resulting in sales of more goods in comparison with a period without any promotion. Stimulation of purchasing of products other than planned ahead by customers is possible in several ways. Some of these were also mentioned by our informants. It is not our intention to discover and list all of aspects which a POP AD can approach in order to promote sales. It is in power and intention of our analysis to show that promotion of sales is one of the functions of a POP AD and that it is also perceived by customers. Now, let us proceed directly to examples of how POP ADs achieve this objective:

*Ž - M4: “It is better, it is more attractive than usual, it is visible, and when you see the product more times, there is a bigger chance of the customer buying it.” (2/125)*

*Jakub: “The only thing that crossed my mind is that it is really easier. It is just easier and I do not have to go anywhere to look for it. I just see it in the POP AD and I know where to find it. So I take it. The fact is that perhaps I would not stop buying it otherwise, e.g. the Snickers I buy very often, but now I buy them even more often.” (1/771)*

#### 4.3.3.2 Higher attractiveness than competition

It is not only about selling. It is about convincing a person, who wants to buy something in the given category anyway, to buy a product. Here a POP AD helps to present a product and its brand as better than a competing product, which increases sales of such a brand and at the same time suppresses sales of competing products.

*M – K: "E.g., when I come to a POP AD and I see that over there is Kofola with something arranged and over there is some mineral water without anything being arranged there, so it is the first thing I see and yes, I just buy it. That is also a way how it attracts me." (2/2187)*

The above mentioned sales promotion can sometimes even fade into the background, as proven by the following citation of an expert, which we mention just as a matter of interest, because it does not have a direct relation to the Central category, however, it relates to objectives of using POP ADs:

*"So, what is the situation within the pre-test, when you place it only for testing, when nothing else is running during that time?"  
M – J: "Then the competition here is such that if those tests end up bad, we will be placing the POP ADs there anyway." (2/251)*

#### 4.3.3.3 Promotion of brand

This dimension refers to the symbolic profit. Even for customers, who never buy anything from the POP AD, this POP AD makes the brand present not as a product of a given category, but as a corresponding sign. Even in the case of sales decline caused by some external influences, a POP AD would not let a brand to be forgotten. This aspect can hypothetically play a role in future decisions of customers when encountering the same brand in store.

*Jakub 2: "It should definitely match the corporate identity of the company selling such products, because otherwise it would either fade into the background or it would confuse me." (1/803)*

*Ž – L: "Promotion of this branding, right, the brand..." (Another one interrupted her)  
Ž – M4: "...that means that in the case of most products, it drew attention of customers, consumers, to the brand again, that it exists." (2/150)*

#### 4.3.3.4 Inform

A POP AD also seems to be an ideal bearer of messages about a change or innovation.

*M – M2: "for me personally, there are three things, but I think that all of them were already mentioned, these are: to sell, to communicate and eventually, to inform." (2/151)*

*M – K: "whether it is informative or innovative, it should be next to products that are extended..." (2/192)*

*M – J: "So as to provide information..." (2/288)*

We can also generally say that the general role of POP ADs is to provide some kind of information to customers and by that influence their actual decision-making when encountering this information on a POP AD in a specific place and situation. We can assume from this that all POP ADs must be providers of clear information about specifics of the displayed products, which also needs to be relevant to be exploitable by customers in a particular place and situation in the shop in order to address them somehow.

#### 4.3.3.5 Remind product

For customers who make big purchases there finally opens the possibility of trying to remind them of goods, which they probably want, but owing to the large number of purchased products, they could forget it and the purchase would not happen if it weren't for the customer's encountering a POP AD:

*Ž - M4: "It is better, it attracts more than usual, it is evident, and then when you see the product more times, there is a bigger chance of purchase." (2/125)*

*Ž - M: "The more times the POP AD is there the better it is, because I often say to myself that I will go back for it, but then I forget, but when I see it again, in the POP AD, I take it." (2/170)*

*Zuzana: "I think that it depends on what kind of product it is. E.g. Coca-cola, I would buy it, or bars, I think that it is a matter of appetite, you know. When I see it, I always want to eat it, but when I do not see it, I do not think of it at all, because I have a lot of other problems." (1/763)*

With reminding product there is also closely connected that POP AD must be able to make products visible to customers, to interrupt them to mention products and activate their latent demand, which can lead in purchase.

#### 4.3.3.6 The summary of consequences of the customer's encountering a POP AD

Now we can summarize the relations of the central category and its consequences as graphically illustrated in the Figure 12. From the above mentioned citations, it is possible to deduce that sales promotion will be realized by both positive variants of the central category, by a significantly positive effect of a POP AD as well as by a smooth purchase. For the other three consequences, i.e. competition suppression, brand promotion and providing information, a POP AD with significantly positive effect is more suitable, while for reminding, a POP AD facilitating a smooth purchase is more suitable, because the customer does not need to be convinced to buy a product.

As already mentioned in the introduction of this chapter, the only category of consequences, which can take negative values, is evidently a promotion of brand, because a POP AD can also harm a brand, if it is forced inappropriately. So a significantly negative experience with a POP AD could negatively affect the brand promotion.

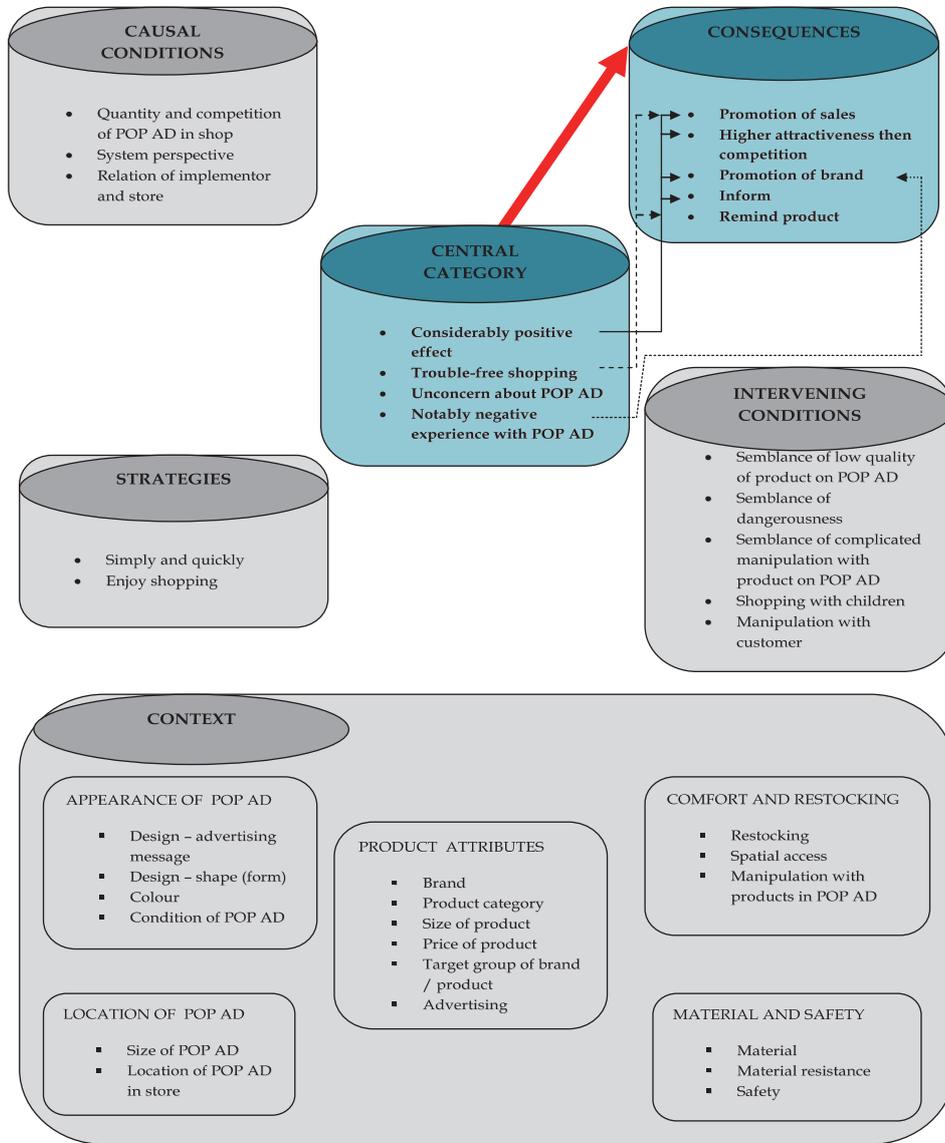


FIGURE 12 Graphical illustration of the relation between the central category and consequences in the Paradigm Model

The following graphical illustration in Figure 13 shows relations of strategies and consequences mediated through the central category.

As we can see in the picture, objectives in the form of Higher attractiveness than competition, Promotion of brand and the effort to inform could be fulfilled only through a significantly positive effect of POP ADs when a customer’s encounters them, which can be expected especially in the case of

customers inclined to the strategy to enjoy shopping. The objective – Promotion of sales – seems to be universal, while the objective – remind of a product – is rather bound to smooth shopping, which is possible in the case of both strategies. We can damage a brand mainly through significantly negative experience of a customer’s encountering a POP AD, especially in the case of the strategy “simply and quickly”. If a POP AD is ignored, none of the objectives is fulfilled.

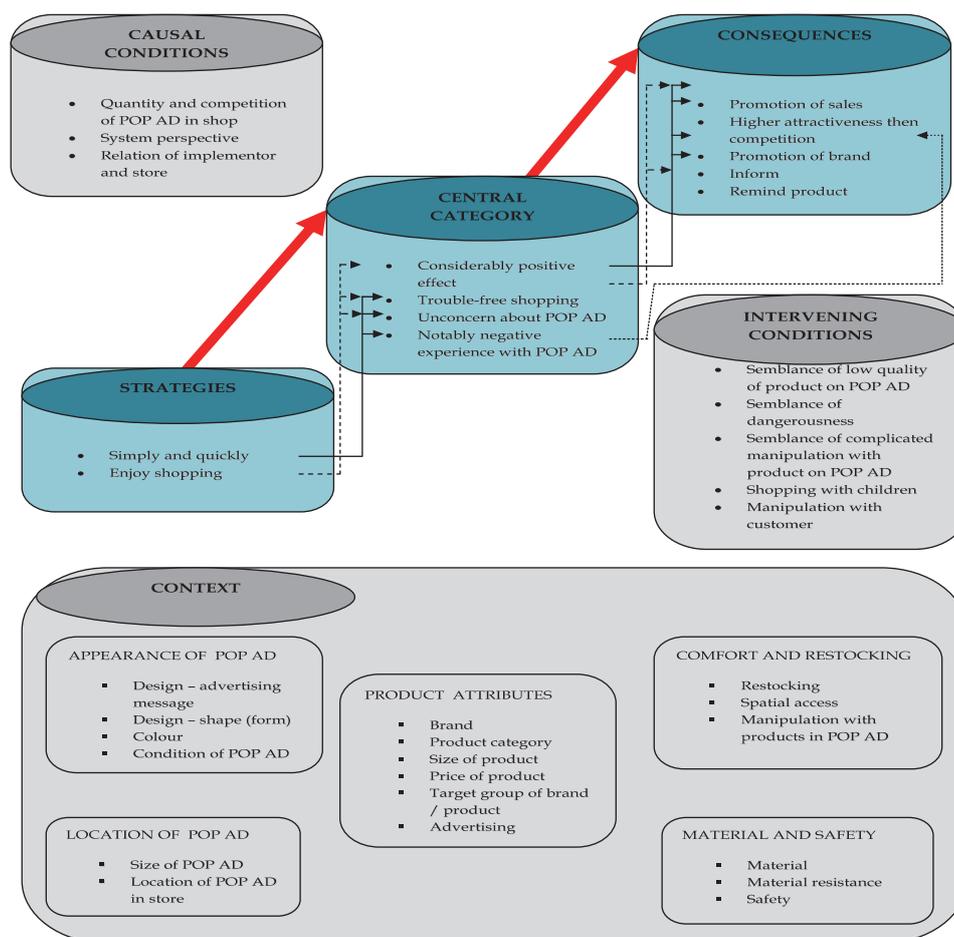


FIGURE 13 Graphical illustration of the central categories of the mediated relation between strategies and consequences in the Paradigm Model.

We understand that these findings may seem somewhat general and uncertain. Why is this so? There are missing names of instruments that could be used to achieve particular variants of the central category. Exactly for these reasons it is necessary to focus on the context of customers encountering a POP AD (chapter 4.3.5), also for use in practice. Before that we will return to the beginning of the story in the next chapter, back to causal conditions, which may affect the

context.

#### 4.3.4 Causal conditions

What must happen so that a customer's encounters a POP AD in a hypermarket area? As to laymen, they have a rather latent idea of the conditionality of placing a POP AD in a store, because they do not usually ask themselves this type of questions when using them.

Since we focused on hypermarket customers in our research within research questions, our research does not thematize what does condition the choice of shopping in a hypermarket compared to other types of retail channels, which would certainly be interesting and suitable as a topic for further research in the context of causal conditions of a customer's encounter with a POP AD. So most of the data used for this part of the Paradigm Model was found in statements of the group of professionals. Therefore, we will briefly focus on the conditionality of POP ADs, which reflects in codes of quantity and competition of POP ADs in a store, system perspective and relation: expert-implementer-store.

##### 4.3.4.1 Quantity and competition of POP ADs in a shop

It is not always possible to place a POP AD to a shopping area. Each store has a limited capacity, and also there exist a certain amount of POP ADs that already exceeds a tolerable degree and begins to annoy a customer. In this spirit, this code takes dimensions small/big and tolerable/intolerable for a customer, which may certainly vary store to store. One of the discussion participants talks about it as follows:

*M - K: "It also depends on how many POP ADs such a chain buys, you know. If there are 50 POP ADs, it's OK, if there are 300 POP ADs in a store, a customer will go mad and runaway. So..." (2/458)*

More identical POP ADs in a shopping area can certainly increase the chances that a customer's encounters a POP AD and so the placement of POP ADs will be more successful:

*Ž - M: "The more often the POP AD is there the better it is, because I often say to myself that I will go back for it, but then I forget, and when I see it again, in the POP AD, I take it." (2/170)*

But the influence on the central category remains unspecified at this moment, because its form depends on the specific POP AD and its characteristics. A higher number of POP ADs in a shopping area affects the central category only indirectly through context. All participants of the discussion mentioned the hypothetical limit of the intensity of a POP AD competition in a store, above which these would generally annoy them. But not one of them had such an experience to get back to during the group discussion. There exists awareness that this could happen, but not one of the participants had this specific

experience. So unless exceeding the “critical limit”, a higher number of POP ADs in a store could support such a POP AD, because the probability of a customer seeing such a POP AD increases.

Influence mediated through the context concretely means that if we try to estimate the limit of the tolerable intensity of a POP AD in practice, we must always proceed from characteristics of POP ADs placed in a store (see parts of the context in the Paradigm Model).

Ž - M3: *“And that is what we said. When there are, I do not know, 300 displays in a store, it must then annoy a customer, you know.”*

Ž - M: (agrees) *“The customer keeps meeting the same one.”*

Ž - M3: *“Exactly.”* (2/857-859)

#### 4.3.4.2 System perspective

This code appears in our analysis thanks to discussions of the group of professionals with an insight into the background of a POP AD implementation. We will leave aside the price of placing a display and maintenance demands, because these do not influence the central category. They merely set out limits of what is possible. However, enough space seems to be an important condition:

*“Does it mean to get a space under some conditions?”*

Ž - M4: *“Exactly. To negotiate with chains, if there is enough space at all, the price for placing a display, etc.”*

*“E.g. when we look at some technical problems?”*

Ž - M: *“I think that it is the height.”*

*“Does it present a problem to place some higher things?”*

Ž - M: (...) *“...sometimes, even 150 cm is a problem.”* (2/791-797)

Conditions of this type determine limits of a purposeful size of a POP AD, which occurs in the context of our model. A high or large POP AD is certainly beneficial concerning the amount of products in a POP AD and resulting lower exactingness of restocking, but these benefits will never find their use if there is not enough space in the store. It is hard for chains to place big POP ADs, because they try to avoid situations when a POP AD interferes with the operation in a store.

#### 4.3.4.3 Relation of implementer and store

This code with its axial codes could seem completely irrelevant for the central category, but in a discussion there appeared one interesting thing relating to reflection on POP AD success, which is also a topic of this work. It concerns the feedback on the effectiveness of a POP AD, which is not always obtained. So the submitter does not have to find out if and how the POP AD has been successful, unless they invest additional financial resources, engage their people or use above standard long-term relations with retail chains. This is surprising mainly

considering the large volume of resources clients invest into POP ADs.

*Ž – M4: "So we must certainly take into account how much a display itself costs, how many products can get into it and how to calculate it... how long it will stay there and how many products would be sold from it as to our presumption. How much are fees of particular chains or networks, and from that value we then calculate if the display will be effective for us or not."*

*Moderator asks: So you actually generate some sales numbers (M4: exactly), caused by the display? How do you get them?*

*Ž – M4: "we get them this way ... we get the info about sold pieces from the chains and networks of course, if they provide us with them, and we know the other inputs, because we order the display, so these data is clear."*

*Hmm, it means looking at these projects from the point of view of (...) the effect of this display. Does anyone here have ... is there anyone here among you, who does not look at these projects this way?*

*(All of them accordingly nod in agreement)*

*M – K: "Primarily it is very hard to observe it in chains (...) so we are trying to do it internally using our people, but (...) we can do it only in several chains."*

*So you observe it based on the quantity of goods?*

*M – K: "... we are trying to ... e.g. when we began to prefer transport displays with clearly determined quantity and they will remain there until it is all sold out."*

It is also evident that in hypermarkets it is more difficult to obtain sales data on regular basis. Possibility of obtaining this kind of data depends on individual relations of brand distributor sales people to hypermarket chain representatives and there are also technical barriers playing a role. In the same moment it is necessary to individualize POP ADs for hypermarkets based on their special requirements in comparison with the traditional retail market:

*Ž – L: "So this for example ... my experience is that some dealers are able to say it within the traditional market but not in the hypermarkets. The feedback we have from sellers is only within the context of smaller stores, the traditional market, when a store manager allows it – this display must, on the other hand, be adapted to the size of the store of course. You cannot put the same displays to hypermarkets and to the traditional market. So there are mostly smaller displays used, and they say – yes, you placed it here, the product is supported by a leaflet and sales have increased, that is what they can tell us for example. But in the case of hypermarkets or bigger stores that is not possible. Only, as my colleague has already said, to find it out based on the sales amount there." (2/234)*

***I was rather interested in information from a dealer. That a dealer, who works for the store chain vs. the independent (traditional) market, is not able to tell you? Does it mean that they do not go there?***

*Ž – L: "They do go there, but I think that it is about building personal relations. When they go to a purchaser, I do not want to say that they do not care, but it is not so important for them to provide feedback. Simply (...) it is not important for them to give us feedback. Then we rather see it from the displays, if products are sold out and if they restock a display again, but..." (2/243)*

*M – J: "Then the competition here is such that if those tests turned out badly, we would place the displays there anyway."*

***("Hmm, sure," the moderator jokes)***

*Ž – M3: "And there is another thing, if it has an influence on the item itself, if it is a stable assortment, it is difficult to distinguish it from normal sales. That means that business partners, whether in the case of a chain, observe it depending on total sales anyway, you know. No one can say what the turnover of the same display will be. But everyone expects that number of sold pieces to increase." (2/251-255)*

In connection with that the role of POP AD research is growing, which is not only a domain of academic interest, but rather a practical necessity in cases

when implementers and submitters want to make qualified decisions supported by sufficient information. Now, let us look at the position of casual conditions in the Paradigm Model. Figure 14 below shows that the casual conditions generally condition the phenomenon of the central category without having any specific influence on it. If there is dysfunction on the level of causal conditions, phenomena in the central category will not occur. POP AD competition in a store influences the overall context of perceiving a POP AD which we want to place there. E.g., if only ugly and battered POP ADs are placed in a store, an interestingly graphically designed POP AD may appear even better in such context. The system perspective also affects the size of a POP AD: too large a POP AD cannot get to a store and that also depends on whether the store has enough space.

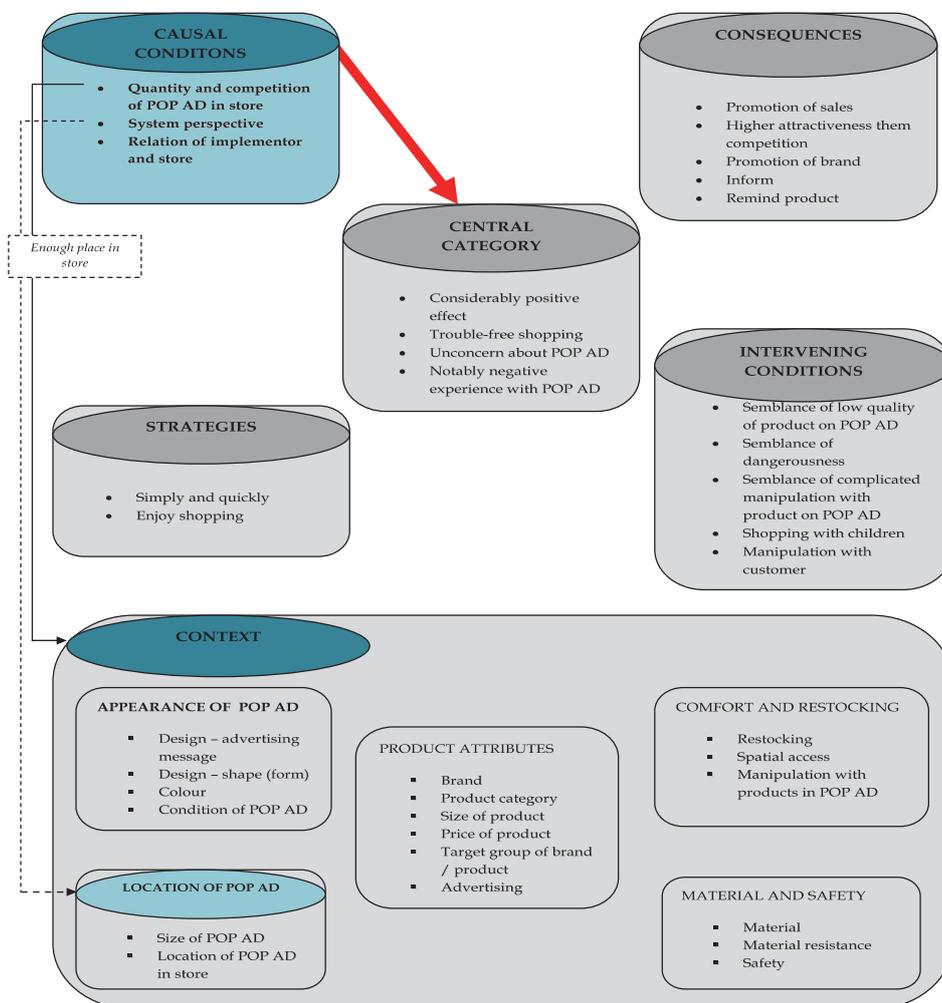


FIGURE 14 Graphical illustration of the relation between the Central category and Causal conditions in the Paradigm Model

### 4.3.5 Context

Now we know the phenomena which condition the presence of a POP AD in a shopping area and allow a customer to encounter a POP AD. We described two general strategies of customers, which can orient their decision making. We described four types of encounters of a customer with a POP AD in the Central category and further five possible consequences, which could be caused by using a POP AD and which are combined in practice. Thus we have prepared ground for what is the most important in the practice of implementation of POP ADs, i.e. the context of encounter of a customer with a POP AD. We dare say that it is just the sense of suitable modification of a context for particular POP AD designs which distinguishes a really good implementer. The context especially associates attributes of a POP AD, it means phenomena that could be affected.

As already announced, we will deal with 1) Appearance of the POP AD, 2) Location of the POP AD, 3) Product attributes, 4) Material and safety and 5) Comfort and restocking, and finally we will add notes about possibilities of interactivity of a POP AD.

#### 4.3.5.1 Appearance of POP AD

The appearance of a POP AD creates the most significant group of its characteristics, because it defines a POP AD as such. It is just the POP AD appearance which most significantly distinguishes shopping from POP ADs from shopping from regular sales racks. Thanks to its appearance, it can draw attention to a product, which would disappear among other products in a rack:

*Marcela: "For instance, I like that there is also a form of advertisement that, when I pass a rack with such a bar, I would not even notice it, but like this I can see it in any place of the hypermarket or supermarket where I can buy it. So that it is good, because I often walk around a rack and I cannot find a thing, even for a half an hour. So I like this." (1/224)*

The difference between a rack and a POP AD is essential and as shown by commentaries on some FDG projected POP ADs, the more a POP AD resembles a rack or let us say a big cabinet, the less chance it has to really attract anyone:



PICTURE 2 Set of more POP ADs creating robust POP AD image evoking racks

*M – J2: "...for me it is so, that when I go to the store, the "secondaries" should be some kind of interactive, I mean in quotes, they should interest people with their design, not a box like a normal rack. Otherwise I could go directly to a rack." (2/913)*

*Ž – L: "This (display on the spot) reminds me of a normal rack. This is not a 'secondary', to which I could come looking for something impulsive." (2/924)*

But it is not only about the design. It is also about comfort, which will be explained at the end of a subchapter devoted to the context of a customer's encountering a POP AD:

*Marta: "For example speaking of racks again - I bumped my head so many times when I was trying to reach something that had not been restocked. Let us suppose that I was reaching for eggs. And I really had to get them from such a depth. This could not happen here, because it is not as deep as that rack." (1/863)*

In terms of our constructionist inspiration, it is a key factor. It is a boring, drab, impractical rack against which the POP AD is defined. POP AD is to be understood as a social construction of an alternative way of shopping in a store, which is in the Czech Republic perceived as an objectivized part of the hypermarket institution, which is expected to fulfill certain roles. So a POP AD should therefore meet certain expectations and the most significant one is just the aesthetic value, design.

For all of the following - the display form, its graphic design, color, advertising message - we could expect a more intense response from customers, who are willing to enjoy the shopping environment. Graphics are undoubtedly the main possibility of creating a really positive effect.

*What shape do you think is good for you?*

Honza: "I will get back to my daughter again. When she sees such a box, maybe she notices it, but maybe not. But when there is a penguin, she will run to it."

Marta: "I said that, when there is some figure or a bear or something else?"

Honza: "Then she would go to it rather than to such a box. So its shape does definitely have a big influence." (1/873-879)

Marta: "As for the shape, I think of it like your daughter (laughter). When it is such a box, it is no big deal for me, but if there is e.g. a teddy bear, it would interest me maybe not only due to the bear."

Sure. So it should be something non-traditional, just something (Marta: Exactly.) some idea.

Marta: "Every rack looks like a box, but not each of them looks like a bear." (1/925-929)

According to our analysis, a form of a POP AD is influenced by four codes: design – advertising message, design – shape, color and condition of a POP AD. Let us describe them.

#### 4.3.5.1.1 Design – advertising message

Aesthetical expectations occurred continuously in both FDGs at the very beginning, when a moderator asked participants to say whatever crosses their mind on the topic of a POP AD.

*Hmm. What else? Do you have any other ideas of advantages of these displays? In addition to the fact that it will underline the product and it is easy to buy from it?*

Marta: "It is nice."

*So what do you think the ideal display should look like?*

Marta: "I would like it to be more – more cheerful. Anyway this still evokes a rack. If there is any – e.g. any figure by the Coca-Cola, it would attract me all the more." (1/787-793)

Originality and creativity are expected, and if they are able to meet these customer expectations, they have a good chance of causing a significantly positive effect when a customer sees a POP AD. See examples:

Honza: "I saw some like this, there were mugs with the mole, I was buying it for Christmas to my mum and that really got me." (1/635)

And on the contrary, a POP AD form which influences alienation leads a customer to marginalize such POP AD:

M – M2: "So I would ... I was also thinking of what I, what I do mind, when I just look at the visual, because it is different and now I look at the display (physically present here) and I found out that the main difference, which is here that this (physically present) display looks too chilly and cold to me due to its metal grey parts. But when I look at this one here (pointing at the screen), I do not know if it is the graphics, but as it is dark, as it is coordinated, it does not look so cold, chilly and distant to me. I am just afraid to get close to it (pointing to the physically present display again), as it is so big, thus..." (2/920)

Bad design of a POP AD does finally have the power to create a negative experience:

*Zuzana: "So, I do think that it should be made more simply, and for instance with just one sophisticated thing, but I do not really like such fussy ones, where a hundred of people twinkle and wave at you with paper arms, and that rather repels me." (1/797)*

The mentioned simplicity is further linked to the design dimension: purposeful or purposeless. Successful design should be simple and if it bears some message, this should be understandable in a few seconds, so it should be clear:



PICTURE 3 "Crazy" POP AD Snickers

*Ž - L: "This is too direct to me. Confusing chaos." (2/1108)*

*Ž - M3: "I don't know. Confusion. Chaos. I do not know what it should tell me at all and I would not even stop by it." (2/1136)*

*Ž - M3: "Because there should be a hidden message giving the reason why, what it should represent, and the message should evoke the desire to buy something." (2/1165)*

*Ž - M3: "This does not incite me to buy a product, while the refueling one provokes me to buy it. It has some kind of connection, bond, which causes that a customer wants to buy it. Of course, this would not interest me at all." (1/1132)*

Compared to the above discussed POP AD, which did not really attract customers, we can show an example of a successful POP AD of Snickers Pump. Reactions of the discussing participants give evidence of a positive assessment of the POP AD thanks to its rapid comprehensibility.



PICTURE 4 “Pump” POP AD Snickers

**Zuzana:** *“I understand that a person gets some energy, when they eat the Snickers bar...”*

**Jakub:** *“They fill themselves with a good feeling basically by generally knowing the fact that chocolate cheers a person up...” (1/1354-1355)*

But there exist also other demands on design. A POP AD should have clearly visible brand, which helps customers to be oriented. A POP AD does not necessarily need to have a humorous creative idea. Well visible brand by itself can bear that meaningful message:

**Jakub 2:** *“Definitely, it should match the corporate identity of the company, which sells these products, because otherwise it would blend with the background and confuse me.” (1/803)*

Below the discussing participants in both groups noticed the imperfection of this design:



PICTURE 5 "Snowboarder" Snickers POP AD

*Ž - L: "If I can say something else, I think that in that picture (pointing), Snickers brand is rather high at the eye level and I think it is a better variant. Because here it is below and at the level, where there is that shopping basket, so they might not notice it. So if it was above the snowboarder, it would be much better." (2/1009)*

*Zuzana: "From afar like this, it seems to me that the Snickers brand is quite small, when I look for the first time I notice the snowboarder there, you know... but I think that it is quite small up there."*

*Honza: "Well, from afar, the Snickers will not even be seen."*

*Zuzana: "Well, as it is low enough and a person sees the snowboarder at the level of their eyes, when I go sideways, I would not even know what kind of display it is. When I come from the front I perhaps see it, but still it seems quite small to me."*

*Marta: "Exactly." (1/1269-1272)*

The point of these comments for our Paradigm Model is that an advertising message depends on product features, here especially on a brand. If a brand is well-known and well recognizable on a POP AD, the chance of the POP AD success increases. A visible brand improves orientation of a customer when seeing a POP AD. Because there exists a long-time created relation of a product as such and the brand that represents such a product. Especially at the moment when a customer does already have an experience with the product, they form a habitualized relation towards a brand, which is beneficial when creating a POP AD as evident also from the statements of our informants. Another feature of a product that could be used and is potentially beneficial but not quite necessary, is a long-term, i.e. habitualized, form of a product presentation in a TV advertisement, as we observed in the case of Coca-Cola:

*M - K: "Well, the message has been totally set there. Coca-Cola, I clearly see the melted asphalt with ice. It should be like this." (2/1688)*

A customer is used to this association. Such motive is highly intelligible, which spares the customer questions of a sense of the message, which they surely do

not want to face in a shopping area in the middle of a routine shopping. So the television advertisement enables to get an external source of inspiration for a comprehensible advertising message, as illustrated by a commentary to an already shown POP AD design in Picture 3 ("Crazy" POP AD Snickers), i.e. when recognizing a motive in a store known e.g. from TV, it simplifies the orientation and the ability to decide quickly:

*M – J2: "But in the case of the TV commercial where a wall is demolished and suddenly Snickers fall out of it, building up a display on this basis would have some meaning for consumers."(2/1143)*

*The need for a POP AD design meaning might be bound to quite a number of circumstances. In the case of the designs we discussed it was e.g. a season, which clearly determines time possibilities of POP ADs:*

*Ž – M4: "Certainly in the case of Snickers, especially now in winter. In the summer, I would see it as nonsense to be placed in a store. But with this branding in the winter I would definitely accept it and even buy it. If I went to snow, it would evoke as though: I will have the necessary energy. I will buy Snickers, put it into a pocket and go out to snow, yeah." (2/1053)*

*Ž – M4: "So I will start with Coca-Cola. I would see it in the summer, because ice evokes quenching thirst and freshening. In the winter, it would be meaningless for me, if I am cold outside and see an icy bottle, I would not need it at that moment. It is about the need to cool down in the summer and in this case Coca-Cola is good." (2/1219)*

#### 4.3.5.1.2 Design – shape (form)

Another potential source of meaningfulness of the message is using a POP AD shape to demonstrate a product, which is the way to transmit the advertising message to greater distances, which helps the customer with orientation and quick interconnection with displayed products and brands:

*Ž – M4: "As to Snickers, we can see there a long-term communication line, which is known in the Czech Republic, and there is also used a 3D moment of the Snickers visualization, which is kind of more vigorous."(2/1220)*

*Marcela: "So when I actually look at those two displays it occurred to me that actually that e.g. here most of them did not notice displays for Coca-Cola, and also that Snickers is illustrated there. While Cola maybe, when it is actually visible from afar, a person gets an appetite for it rather than when it is just an advertisement and the name Coca-Cola. It probably has its colors, but if there is also the illustration of Coca-Cola, I think that I would really be more likely to notice it. Like this, it seems to me that I can take Cola from a rack anyway."(1/949)*

*Marta: "I would make a display for cidery, I would really like it if there was a huge apple."(1/1160)*

One way to attract the attention of a customer could be the use of a heterogeneous shape as in Picture 6 below represented by overlapping arms of the displayed women. But then we risk that the POP AD condition, as a part of its appearance, will become worse over time and will have to be replaced completely:



PICTURE 6 "The lady with the elbow" Coca-Cola POP AD

*M – M2: "... communication with this lady seems interesting to me also thanks to the fact that the arm is turning to the side somehow. It is true that probably it should be like this that the arm exceeds the display so there is some kind of an interactive element and so I find this interesting." (2/1710)*

*Ž – M4: "It is attractive but not practical. E.g. if placed into a narrow aisle, customers would break off the arm soon. And then its visibility and general condition would be at the zero point and it would spoil sales." (2/989)*

*Marta: "The elbows would bother me there, as it ... if it was narrow..."*

*Who else would be bothered by the elbows?*

*Zuzana: "I think that soon someone would break them off with a shopping trolley... (laughter) (1/1228-1232)*

Not only a poorly visible brand, but also a poorly visible product in a POP AD might significantly worsen its effect. Then more customers will probably ignore the POP AD. Thus the shape of a POP AD should not cover the product, on the contrary, it should enable its good visibility in the widest possible angle:

*Ž – M4: "As for Coca-Cola, I see a disadvantage that it blocks queues and I do not think that there is any product at all. I find it just like any other kind of display, which is placed there statically. As for the Snickers, it is a great idea with recharging energy, filling up energy or something similar. It looks interesting and it might belong to it. It does not interfere with the sales of the product." (2/1073)*

A well designed shape can affect comfort, specifically when manipulating with a product in a POP AD, which facilitates a smooth purchase, and it may partially contribute to markedly good effect of a POP AD:

*Marcela: "It is easier to take goods from a display than from a rack, because the tilting did the trick and a rack is mostly horizontal and so you often cannot see the goods. This display, on the other hand, is great, because it is easy to take the goods out. It is also easier for kids." (1/781)*

#### 4.3.5.1.3 Color

Customers generally appreciated rather strong warm colors:

*Ž - M4: "Certainly, strong colors are preferred: orange, red..." (2/165)*

*Ž - M4: "I am also a little bothered by the brown color, which is such strange coffee, chocolate, cappuccino shade, which looks so terribly impersonal."*

*Ž - M: "...it is so neutral, such an undertone." (2/928-929)*

The color scheme of a POP AD cannot be arbitrary. As with the advertising message, a clearly visible brand is expected for an easy identification of a POP AD. Colors also need to be conformed to the brand. Brand colors are obviously subject to a high level of habitualization. Associations of colors and brand are often very strong. Inconsistency of a color and brand is either confusing or leads to expecting an innovation, whose colors may well highlight or inform of a novelty this way. For a better appearance, we mention several citations relating to this phenomenon, which were said by informants in a part of the discussion on this topic supported by projecting graphical model simulations of various color variants illustrated in Picture 7 shown below:



PICTURE 7 POP AD Snickers and Coca Cola in model color variances

*M - M2: "I probably cannot be absolutely objective. I am completely affected, because when I see red color I see Coca-Cola, when I see yellow I see Good Morning, when I see green I see Pilsner Urquell and white means washing powder." (laughter)*

*M - M2: "So when I take Snickers in silver like this, it seems interesting to me, but for me it would immediately evoke that they have some novelty. But otherwise I have the colors of all the products associated, encoded, so that I am not able to empathize with consumers."*

*M - K: "Coca-Cola on a white color seems strange to me. Red with white, maybe ..."*

*Ž - M: "I would think that it is the light version. If it is white, I would think that there is Coca-Cola Light." (2/1260-1264)*

*Marcela: "Perhaps, I am also bothered by the color here, because purple color simply does not suit Snickers. It's because it's too strong and I think when the bar is brown, the color should*

match that somehow. The purple color is so sharp and I would never imagine that I should look for a Snickers bar there." (1/1273)

**And what about the green color for Coca-Cola?**

**Zuzana:** "That is awful."

**Why?**

**Honza:** "It does not suit Coca-Cola..."

**Zuzana:** "I think it is absolutely out, because one has the red color associated with it, I would almost say: What it is doing there? Mainly, it has the color of the price tags or the ..." (1/1591-1598)

**Ž - M:** "I can assign dark brown to this Snickers bar. To me the other colors do not really fit there, absolutely not."

**Dark brown - what is the reason?**

**Ž - M:** "Dark brown? Perhaps the chocolate. Because the strong yellow is just strange, I cannot help myself."

**M - J2:** "Nesquik."

**Ž - M:** Nesquik, exactly. Me too. Nesquik and the others do not say anything to me. As humans they are also affected. Exactly. They see a color and know immediately what it is."

**Ž - L:** "At most, I would play with colors like peanut brown or caramel brown, simply with the ingredients of Snickers. To me, it is very unnatural to use a white or red color, which does not have anything to do with the Snickers bar." (2/1270-1279)

If we experiment with colors, without having a clear and understandable sense, a consumer is then confused and sometimes even annoyed when they see the POP AD:

**Ž - L:** "Maybe to play with the ingredients, composition or something like that. But of course at the moment, when it is with a lime, thus it can be livened with this, yes of course, but when the display contains common goods or standard classical products, I would not do such experiments."

**Ž - M:** "Or rather not to annoy a consumer." (2/1283-1284)

#### 4.3.5.1.4 Condition of POP AD

POP AD condition relates to its appearance here. POP AD can be damaged over time and this context leads to the impression of poor quality, which is an intervening condition. An otherwise nice and potentially successful POP AD could, due to this circumstance, change to a POP AD that will be ignored by customers:

**Ž - M3:** "...but I think that it is OK that from the perspective of the customer there should be a good condition of the display. If the display is dilapidated, a customer would not stop by it."

**Ž - M:** "Mainly, they would feel that such goods are not fresh that, I do not know, they have been here for a long time already ..."

**Ž - M3:** "...that it is neglected, that it is not a high quality product, etc."

**Ž - M:** (agrees) (2/598-602)

This risk does not depend on material resistance, a POP AD shape, as already described above and also on a long-term or short-term placement of a POP AD as illustrated by the following citation:

**Ž - M3:** "... my colleagues are right that if it is designed for a short-term action, it is about placing it, I do not know, for 14 days to one month and there are products like tea, so there is

*no reason to use a nice display. But for a customer it must look stable, high quality ... it means that it is not torn, dilapidated, etc."* (2/585-589)

#### **4.3.5.1.5 Position of appearance of POP AD in Paradigm Model**

The following Figure 15 presents relations of appearance of a POP AD relevant for the Paradigm Model. From the graphical representation, it is evident that the brand as a feature of a product influences the design – the advertising message and the color of a POP AD.

Similarly, e.g. a well known advertising add connected with a product will influence perception and reaction towards the POP AD through design-advertising message. Design – shape of a POP AD, material resistance and placement of a POP AD (not only in relation to traffic density, but especially if it is a short-term or long-term placement) affect the condition of the POP AD.

Appearance of a POP AD as a whole is a necessary condition for attracting a customer to reach a significantly positive effect when a customer sees the product. That is topical for customers with the strategy to enjoy their shopping, which could fulfill all objectives through a significantly positive effect of a customer's encounter with a POP AD, except the objective to remind of a product, which good appearance does not prevent from realization but is not necessary for it either. Appearance of a POP AD might also cause ignoring or even a significantly negative experience.

For the smooth purchase from a POP AD, appearance is not so important compared to placement of a POP AD. Customers shopping using this shopping strategy do not expect any aesthetical adventure, but mostly anything that could speed up shopping. In this context, it should be born in mind that the shape and design of a POP AD should never obstruct an easy purchase of products.

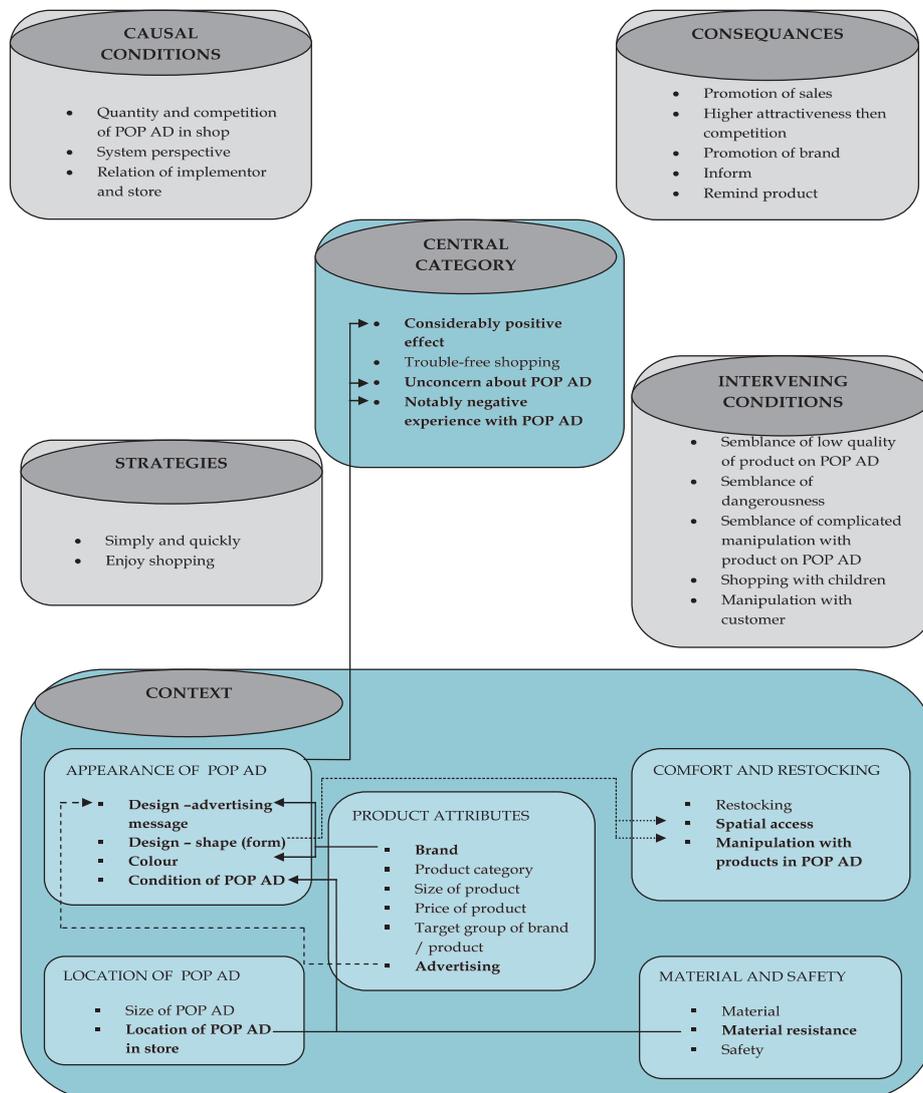


FIGURE 15 Graphical illustration of the relation of parts context and the central category in the Paradigm Model

#### 4.3.5.2 Location of POP AD

In this category, we combined codes of POP AD placement and size, and at the beginning it would be good to clarify the reasons. As already mentioned above, it primarily concerns us that a large POP AD cannot be easily placed and as there are actually many possibilities of placing a POP AD and other many dimensions of this code, the size limits them, or on the contrary makes them accessible. Indeed, we have already mentioned the context of a POP AD size and its potentialities for placement in the section of casual conditions. Simply

said, too large a POP AD really cannot be placed. Precisely formulated:

*Ž – M3: "... The first thing we think of is size, because space possibilities of a place are limited." (2/402)*

Since it is the size that defines the placement possibilities of a POP AD, Let us start with it in particular.

#### 4.3.5.2.1 Size of POP AD

In the very beginning, we must note the important role of larger POP ADs. Together with size of a product, they determine a quantity of a product in a POP AD, thus decreasing demands on restocking it. This context is evident, but compared to restocking itself it has no direct relation to our central category, because this is a circumstance essential for implementers of POP ADs, not for customers, who are interested mainly if a POP AD is restocked or not, but it does not solve the demands on restocking themselves. That is why it is not a part of our Paradigm Model.

The POP AD size might have a direct effect on the central category of a customer's encounter with a POP AD in a different context, and thus also in a negative sense, if a POP AD disturbs the customer. This can be illustrated as follows:

*Ž – M3: "Another important thing is that we should realize that the display, as I already said of the size, it should not disturb the customer in any way in the shopping area, it means that when they walk with a shopping basket the aisles must be unobstructed etc. so that it really depends on the size of the display." (2/198)*

Within a habitualized route through a hypermarket, a POP AD is being recognized as a barrier, which leads to a bad experience.

So it is necessary to pay big attention to size. The following passage shows that it may make a sense to use advantages of a large POP AD. That is if we find a place where it would not bother anyone, where it would fill out an empty space:

*Ž – M4: "Or there is also a question, a display (...) the display size. Because it would cover positions behind it, so bigger displays would be paced by those columns, or just to this free space." (2/1896)*

On the other hand, advantages of smaller POP ADs do not lie only in bigger flexibility of placement possibilities:

*Jakub: "I think that when it is so small, one has this ... this more personal relation to it, when it is sort of smaller ... (Zuzana: actively agrees)... simply more private, they come to it, to their small display, small rack..." (1/1122)*

Translated into the language of social constructionism, POP ADs play a different role in the institution of a hypermarket compared to a rack. In this context, a small POP AD differs more from massive, boring, impersonal POP

ADs and all the more, it complies more with customer expectations related to roles of POP ADs. It is at least possible to interpret this citation in conformity with what we have already written about the difference between a POP AD and a common rack.

#### 4.3.5.2.2 Location of POP AD in store

Placement of a POP AD in particular locations in a store is one of the most important attributes, because it influences the frequency of the central category, i.e. number of customers' encounters with a POP AD. The location of a POP AD may also influence or condition all variants of the central category. In the discussion of professionals, the term hotspot was used for especially advantageous places and the following citation illustrates its role:

*Ž – M3: "Increasing the attraction of these products, yeah. Due to that I do not rely on the fact that a customer goes to a display, but I try to use this hotspot to help customers find the hotspot immediately just by themselves and then not to search further in a display." (2/124)*

Our objective here would not be to analyze in detail particular possibilities of placing POP ADs of Coca-Cola and Snickers, but rather on the basis of the discussions of laymen and professionals and their experiences to deduce more common rules and relations within the Paradigm Model.

Placing POP ADs mainly depends on the category of the offered product, while for using POP ADs the suitable categories are especially all goods bought impulsively, i.e. without previous planning and based on rapid decision making on the spot:

*M – J2: "I think that it really depends on the product type, sometimes cash zones are better in the case of something impulsive, but otherwise rather some unusual place than a standard position in the display. When a shopper simply goes across a store, to try to add it somewhere it belongs, where it would be most likely to occur." (2/163)*

To be concrete, e.g. Snickers belongs among sweets, which defines the placement options as follows:

*Ž – M: "Of course, it depends on what kind of product it is. So e.g. with sweets a cash zone is not bad for us. Then the place where people stop most frequently – at the beginning, at the head of the segment or somewhere near the aisle with sweets and such." (2/164)*

Generally, we can say that a front of a rack offers very good placement directed to an aisle, where a POP AD will be visible well. But also it is valid here that it is necessary to think of the product category and place the POP AD near a certain category, which helps customers with orientation:

*Marcela: "I am quite satisfied with them by the corners on any side of the aisle. For instance, I remember the display for Actimel, which is decisive for me, because we buy it quite often and like this I do not have to look for it." (1/639)*

Placing a POP AD in the head of a rack with a certain category can enable it to

play the role of an orientation point and it actually represents the whole category, which interests customers heading to a certain category and the ones just walking by.

*Jakub2: "So basically, I would not care so much about what it is, but that it is placed in the store ... I do not want to say as far as possible, where it is a standard, but that it is on the main route, exactly in front of racks and actually, when a person goes by without planning to go to this part, then they notice it and take it directly." (1/1164)*

It has influence on determining a suitable placement and product size, because customers are used to placing bigger products first into their baskets:

*Ž – M4: "I would perhaps set the central aisle. I don't know exactly how a common customer acts, but when I go to buy soft drinks, I try to put them into my basket first and so I do not crush other goods, so I put heavy things to the bottom. It means that I use the chance to put it into my basket at the beginning and then I load other things so that a central or entrance aisle is perhaps the best." (2/1828)*

*Vilda: "I also think it is quite lost. It is not visible too much (...) I think the place in front of it is better, because first people put those heavy goods into their baskets..." (1/2444)*

Conversely, it makes sense to place smaller products closer to cash desks or on the way to them:

*Ž – M3: "We should be more specific, you know. As to cash desks I rather expect a kind of impulsive shopping, which means that a customer would not certainly be looking for some 2liter bottles there, but rather smaller packages. So it will affect where to place each product. Anyway, a cash desk is one of the best hotspots, right."*

*Ž – M4: "Certainly in the case of Coca-Cola that would not be the classic display. It would be rather those "pools", where customers buy it and drink it immediately after they pass a cash desk. So there it will be number one from impulsive formats of course. But when normally buying drinks, it would certainly be number two." (2/1840-1841)*

For some products, the entrance part might be advantageous, because each customer must go through it. Here, customers sharpen their attention, because discounts are usually placed here and so it is an ideal place especially for providing information about new products or new activities related to familiar products:

*Zuzana: "And primarily everyone enters using the main entrance. Then people go in different directions and by the entrance, there used to be a mix of all kinds of things, thus Coca-Cola is not quite out of place there...I think it is one of the best places."*

*Marcela: "Well, I also agree, because when you come in, at first you usually look for products on sale, and you definitely do so in this section. And, importantly, you must come across it even when you do not think of it, so that during some shopping I would not be thinking of it, but like this I would certainly notice." (1/2414-2418)*

In the case of usual and well known goods the entrance aisle does not seem very convenient, because customers never stay long enough and they rather choose a direction of their further way depending on what goods they need to buy, goods they specifically came for. In that case, other parts seem to be

convenient, where customers stay longer. One of the discussion participants formulated it in terms of an effort to sort options of placing a POP AD for Coca-Cola, as follows:

*Ž - M3: "I would rearrange it, I would not put it into the first central aisle, I know that everyone is saying that people buy products from the central aisle a lot, that it is the first entrance, but I am not convinced of it, I do not respond to impulses immediately when I enter, to some displays. Because I think that customers, when they come in, they do not know yet what to buy and that it is too early for them. In my opinion, first there should be the attended sections, then I would place cash desks, then goods on sale and then the central aisle, because it is a 'fat block' And finally I would place there free space and then the permanent section." (2/1874)*

*Ž - M3: "In fresh food sections, attended sections, people spend most of the time there." (2/1884)*

For well-known products (coded as a brand: well-known or innovations) it seems to be advantageous to attract customers before they leave the store (let us say, to remind them). Leaving customers have everything they planned to buy and so they do not have to think of it. They can pay their attention to consideration of buying things they did not plan to buy:

*Marcela: "So e.g. Actimel, or perhaps also M&Ms, or something similar, so that it has such rounder shape, round or spherical, it does not matter at all ... to make it to be easily taken out, to be a little skewed and I would place it somewhere on the edge of an aisle. When these are sweets, then I would place them really at the end of an aisle, but rather closer to cash desks. Because after all, when a customer comes to cash desks, they take something else, but when it is at the beginning, then they are thinking whether to buy it or not." (1/1139)*

So definitely, possibilities of placement are also affected by the product brand, thus specifically whether it is established or whether it is a novelty.

So placement has a time dimension - whether a POP AD is long-term or short-term:

*Ž - L: "But I think that it depends on whether the display is there permanently or just for a short time, because in such a case I think that the material does not play such a role. If you place sweets in a plastic or paper display, it would still look the same. Of course, if the display for tea will stay there for half a year, then the difference would be noticeable, and it is clear that we will produce it from better material, but I think that finally it is not so important for a customer, if they buy it from a metal display or from..." (2/459)*

*M - K: "...we are trying to ... e.g. when we began to prefer the transport displays in those chains with clearly specified quantity, and it would remain there until it is sold out." (2/220)*

As we have already mentioned, temporality of a POP AD affects the material selection. While short-term placement complies rather with the strategy to enjoy a shopping, because it surprises, breaks the stereotype, longer-term POP ADs become banal in time and customers get used to their placement. They rely on finding them there, which more satisfies the strategy simply and quickly:

*Ž - M: "When it is a long-term one, e.g., when it is there for a long time, not to be replaced, when I go to that hypermarket and I know that it stands between this and that aisle, so that it*

*is there and I do not have to wander about and I know that it is there, when it is there on a long-term basis.” (2/837)*

Another option provides a possibility of multiple placements of POP ADs, which probably suits large stores, mainly hypermarkets:

*Ž – M4: “But again, it depends on the space, because it is hypermarket vs. supermarket vs. petrol station, each one having their own features. Because again, these have a different effect. In hypermarkets, of course, these big things attract and provide enough goods, because customers buy more, and there still remain goods for other customers. The more goods there are, the more costly it is for the company.” (2/1572)*

Multiple placements shown in Picture 8 can provide benefits otherwise typical of large POP ADs, i.e. especially a big quantity of an offered product, but at the cost of a shift in design towards a common rack:

*Zuzana: “That is what I was talking about. I think that there is a lot of that and that it is not such a personal display for me, which I accede to ...”*  
*Jakub: “In the case of Snickers I think that I see a rack.”*  
*Zuzana: “I agree.” (1/1931-1933)*



PICTURE 8 Multiple structure of POP AD

But the multiple placements are more expensive:

*M – K: “Rather than three or four such displays that cost considerable money, it is better to have one island, or something like that, which can be producer at lower cost with basically the same effect.” (2/1573)*

At the same time it reduces the coverage in a store and the probability that a customer’s encounters the POP AD:

*M – K: “I think that it rather depends on racks, I think, the size of such a rack. It is about seeing them, because if I replace six displays placed together on one spot with six separate displays, the coverage would be bigger and thus sales would increase.” (2/1577)*

So multiple placements of POP ADs with one product does not make any sense,

but if there are more products of one brand, it seems to be a good idea, because it offers a choice among products from one manufacturer:

*Ž – M4: "But on the other hand, it depends on where it stands. Of course the more we see the display the greater the chance of buying it is, but again if there is such an island. I do not know. Nivea and L'Oréal use such islands. Or Adidas had such a one. Such shopping shock, in principle, when a huge quantity is spread across one area and a customer saw only L'Oréal with some communication of the cosmetics directly on those visuals, it had a great effect and I think that it was greater than when a customer meets such a small display in every aisle. Because a person stopped there, looked at it, walked around and in most cases also bought something." (2/1583)*

When placing a POP AD, it is necessary to keep in mind that each POP AD will gain or lose its sense on the spot in connection to products offered around. It should have some obvious connection with them and be relevant to them. The sole fact that such a place is busy, or that customers stay there for a long time, does not guarantee its success:

*Ž – M3: "It is about the connectivity, the space is OK, but it is senseless on that spot." (2/2135)*

It does not mean that it should be placed only within the same product category. Placement of POP ADs in categories, which are complementary to offered goods, has a relatively wide acclaim:

*M – M2: "It makes some sense to me. It depends on the purpose of shopping. It bothered me when I wanted to only buy some bread and a drink for lunch and those sections are mostly on opposite sides of stores. It is a fact that I do not like to walk across the whole store. So that a person buys bread or a baguette and wants to have something nearby or often finds it by a cash desk – in an ice box. But then a person grinds their teeth." 2/2268)*

Such placement obliges especially the possible customer strategy to save time. But it is not true that it could not attract customers who enjoy their shopping. The thing a POP AD placed in a complementary category can offer is an adventure – not only a product, but benefits from the combination of products a customer would otherwise have to look for in remote locations of a store. The logic of such an adventure lies in practices of customers, so in habitualized consumption patterns. The following passage illustrates other possibilities:

*M – M2: "When we come back to sweets again, we can see that there is a tendency to put teas there, because we associate eating biscuits with a cup of tea or coffee. Hmm, in the case of Coca-Cola people or at least I feel this association, people associate Cola with chips somehow, and I think that a good example is also BeBe Good Morning in the bread section. Because when you go to buy rolls for breakfast you could buy BeBe Good Morning instead. So there is some kind of affinity for consumption at the certain moment." (2/185)*

The POP AD conception would then be satisfactory to this logic as much as possible. So it is necessary to consider the product size or e.g. placement of more product kinds into one POP AD when combining more than two products. The following passage illustrates the role of a product size:

**Zuzana:** "Yes, it is super! I think that due to today's eating habits of fast food type many people are able to buy baguettes together with Coca-Cola. But I am not so sure if they prefer it in 2liter bottles. The half a liter, or 1liter Coca-Cola yes, but I think that people are used to buying the 2liter bottles to take them home and that they take the whole package. I do not know if I would buy a 2liter Coca-Cola to drink it with a baguette."

**Honza:** "Maybe, I would take cooled Coca-cola with a baguette. I would take a smaller one to drink immediately, and so I would like to have it cooled down, preferably from an ice box..." (1/2317-2318)

In contrast, thoughtless placement could have a negative effect on the central category:

**Marcela:** "I would not mind if it is there, but I think that it is a conflicting product type. As well as in the case of bread, as well as in the case of vegetables, there is something in conflict. Because sausages are real food and not a drink or so ... and this would really annoy me and perhaps I would not even buy it. While in the case of some other types, e.g. chips, I would probably expect it, because the combination there is convenient, but ..." (1/2541)

Some complementary placements will enable a smooth purchase very well, but other ones might have a chance to cause a significantly positive effect. Especially in the cases when association of products is absolutely clear. Then a POP AD is not just an object offering a product in a more beautiful context and thus objectivizes the intention of a submitter to increase sales. We can expect that in a well chosen combination a customer recognizes an intention of the implementer to speed up a customer's purchase and also a customer's intention to combine offered products. This can delight a customer and can lead to a significantly positive effect of a POP AD:

"And what about if the Coca-Cola POP AD is placed next to alcoholic drinks?"

**Zuzana:** "Oh, I think that is absolutely excellent."  
(all the others actively agree)

**Marta:** "Next to red wine..." (laughter)

**Zuzana:** "...there are so many drinks that can be mixed with Coca-Cola. I think that it is absolutely ideal."

**Honza:** "Definitely."

**Zuzana:** "Or just when someone organizes an event, when they buy some drinks, Coca-Cola as a soft drink is a favorite drink so ... I think that it is good." (1/2555-2576)

Complementary placement is convenient especially in case of some brands. Some customers are used to buying some products in big packages unsuitable for POP ADs. Placing POP ADs in a section with the same product category does not make sense and complementary placement seems to be a much better alternative:

**Honza:** "I think that the display will make some sense when placed somewhere out. When I go to buy a drink I go to the drinks section, but like this when it is next to bread, I would take it, perhaps ... when it is already here, so I do not have to go to it, but when I go here (drinks section) then I take a whole package, not just one Coca-Cola." (1/2234)

What are possibilities of a product which is usually consumed individually and is not combined with other products? Another alternative showed by the data is a POP AD placement together with a category of products connected together

by the same target group. Here, it is mainly about realizing smooth purchase or ignoring a POP AD. Thus we will ignore the extreme variants of the central category:

*Ž – M4: “Well, I think of Snickers vs. electronics for young people, MP3s, PC games and things like that. They often go looking at such things so they could see chocolate bars there as well. This kind of goods...” (2/2405)*

Anyway, good knowledge of stores, where POP ADs are placed, is a great advantage. This knowledge and also a good relationship: expert-implementer-store, so mainly the relationship between the implementer and the store manager might open interesting possibilities in particular hypermarkets:

*Zuzana: “Now here in Tesco they did (...) if you know it, in our Tesco, on the right hand side, there is now such a small section where if someone goes for a fast shopping they can as though ... you can “buy everything” ... have a lunch and they have all sorts of goods there, so when you go for a really fast shopping, you can buy everything necessary there ... and I would place them there, I think that people would buy them there.” (1/3102)*

#### 4.3.5.2.3 Location of a POP AD in the Paradigm Model

Let us look at the schematic illustration of a relation among codes in the Paradigm Model in Figure 16. Usually we cannot do the same with size, because it is set by the system perspective, i.e. by placement possibilities in a certain store. The size merely determines where a POP AD can be placed under conditions of a real store. If it is placed badly due to its size, it will obstruct customers in their way, it will change from a helper or entertainer into “annoying trash”, which should be especially avoided.

The actual placement is not affected only by the POP AD size, but also by features of the product, which is sold through it. As we have shown, it is necessary to consider if the brand is known or if it is an innovation, because that should be placed rather at the beginning of shopping routes, where customers could not visit a certain category yet and decide for better-known competition. The product category also opens a possibility of a complementary placement.

Furthermore, a POP AD can be placed to “where it belongs” according to a certain category. Also we know that placing a POP AD with big products makes sense rather at the beginning of a shopping route, where a customer would not have a problem with putting them into their baskets. Whereas in the case of little things, in the same logic, it would be more practical to place them by the end of customers’ shopping routes. For placement, it might also be important, if a product has a clearly defined target group. A POP AD with such a product could then be placed where this type of customers often comes.

Location of a POP AD also influences spatial access of the POP AD and access to products placed in it. Location also affects selection of used materials with regard to its aesthetics and practical suitability to particular placement.

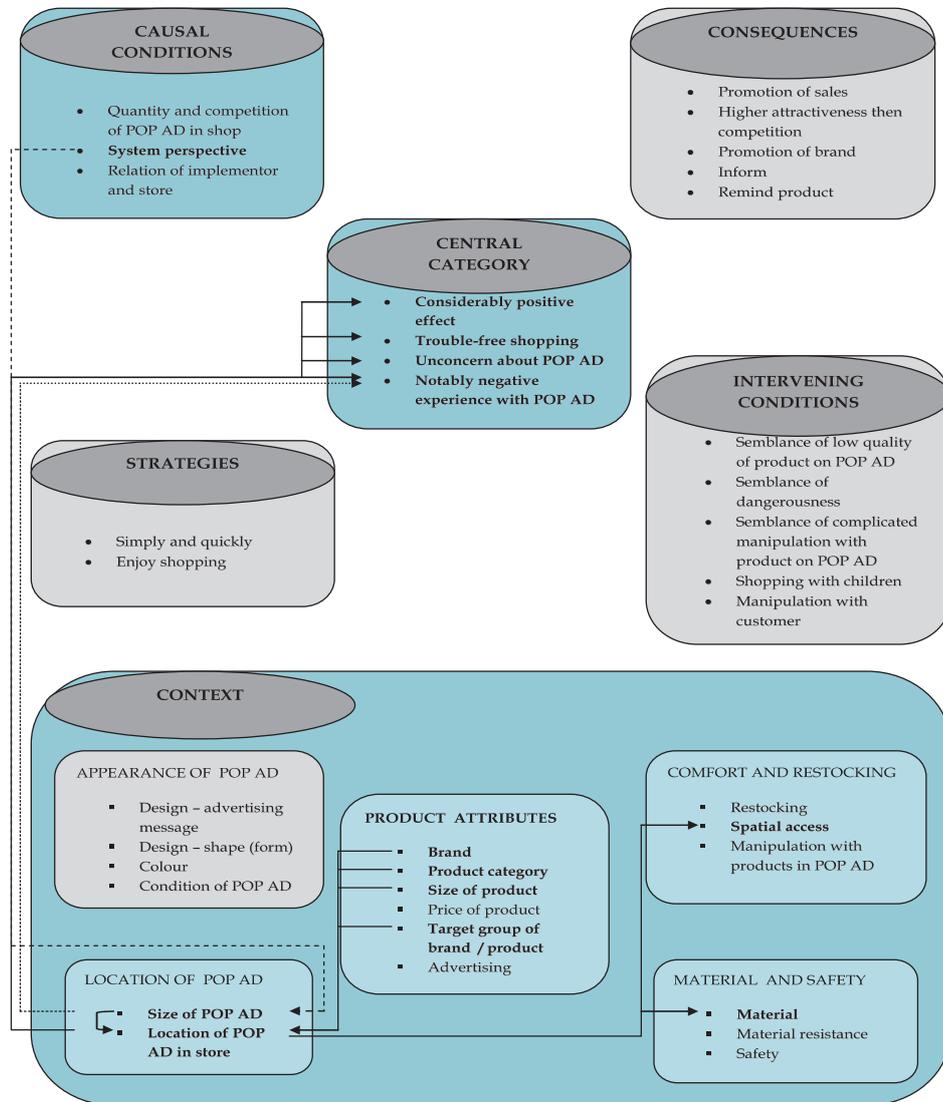


FIGURE 16 Graphical illustration of relations of a POP AD towards other codes in the Paradigm Model

POP AD placement seems to be very important, because it could influence the central category in all variants. A well placed POP AD will be more effective in a store, whether it pursues any objectives, a badly placed POP AD will be ignored or identified as an obstruction or an absurdly used shopping area.

### 4.3.5.3 Product attributes

This group of codes combines a brand, product category, product size, product price, target group of a product and advertising for a product outside a shopping area. Some features of a product were already mentioned in previous parts of the text, so here we just summarize them and refer readers to places of these relations rooted in data.

#### 4.3.5.3.1 Brand

Product brand specifies a product position compared to other products of the same category – our research led to identification of the two following very general differences among brands: new or traditional brand and product with good or bad reputation. As we coded these differences could hardly describe the diversity of relations of products and their brands across categories, which was not a goal of our analysis. We use the mentioned concept of a brand just because we found a sufficient support in data for this conceptualization. It is advantageous to begin with a brand, because it defines relations of other parts of the context.

A POP AD is used especially as a representation of a brand. It materializes its reputation in a way and also serves as a tool of its construction:

*M - J: "... a high quality display is used for a high quality brand." (2/588)*

So the whole appearance of a POP AD must be adjusted to this brand policy. As to a brand, it depends also on whether it is well known (then a customer can already have a habitual relationship to it) or whether it is a novelty:

*Ž - M: "...this information is not so important in the case of a display with goods we know. Coca-Cola or ... something that is really well known, we see it often and if there is a new product or something ... just something ..."*

*M - K: "...another flavor..."*

*Ž - M: "...something absolutely new, so the knowledge is important there." (2/471-473)*

Above, we showed that the objective to inform is bound to the central category of a significantly positive experience with a POP AD. If we want to attract a customer to something new, it seems to be advantageous to invest into appearance of a POP AD, and then we could expect a success from various placements, where each one will have its specific advantages and disadvantages. In the case of well known products, it seems to be advantageous to know habits of customers who buy them. By this we will avoid implementation of POP ADs which would have no effect due to reasons we cannot even find out.

The brand itself can cause a considerably positive effect of a POP AD or a trouble-free purchase, because the customers can be glad that a producer offers the product to them. We can mention Coca-Cola as an example. Its successful sales from POP ADs might be obstructed paradoxically by its popularity,

familiarity and its traditional position on the market:

*Honza: "I do not remember when I last bought only one bottle. Perhaps never, or at least recently. When I see it, I take one or two packs." (1/244)*

A brand which is known may influence the size of a product in terms of buying it in a bigger quantity, which rules out a POP AD. Considering what we already know about the context of using POP ADs, we can say that for POP ADs with Coca-Cola, mainly a good placement together with complementary categories, offers a chance to increase sales, so the POP AD can inspire a customer with a new idea of what to consume with Coca-Cola or just remind them of the possibility of consuming it with something else. Or aiming the POP AD at reminding of the purchase, where well-considered placement strategy plays a higher role than the appearance of a POP AD.

Let us repeat that considering the appearance of a POP AD we already mentioned that a brand affects a design of an advertising message and good design of a POP AD should visibly POP AD the brand for easier orientation and decision making about shopping by a customer. It is same in the case of habitualized colors of a brand:

*Zuzana: "I think that there should be used the typical color of the product (almost all of them nod in agreement), because people certainly associate the color just with that product. When I see red and white, it definitely evokes Coca-Cola to me. If I see blue color, I see Pepsi Cola, which is absolutely fixed." (1/1086)*

#### 4.3.5.3.2 Product category, size and price of product

As to a product category, mainly thanks to the expert perspective, besides the concrete categories and their eventual thematization, we succeeded in noticing especially a difference of categories of impulsive or non-impulsive goods:

*M - J2: "I think that it really depends on the product type, sometimes cash desk zones are better, when it is something impulsive, but otherwise rather some unusual place than the standard position in the rack. Simply, when a shopper goes across the store, there is some kind of a procedure. They try to affiliate it to somewhere it belongs, where it would most likely occur." (2/163)*

Both brands, whose POP ADs we concretely tested, belong to impulsive goods, which can be simply purchased without any previous planning and based on a relatively rapid decision at the point of sale. Yet we dare to conclude that non-impulsive goods are generally mostly subject to rules of the strategy simply and quickly. Sales of non-impulsive goods from POP ADs cannot be increased only by the pursuit of increasing sales – it seems to be convenient to use a POP AD with the goal to suppress the competition by presenting a product in a POP AD directly in a certain section for customers, who go there in order to buy goods from that particular category. If it is a new brand, there is a possibility to invest into POP AD appearance in order to inform customers.

From the previous subchapter we know that a product category has a strong influence on a possibility of purposeful placement of a POP AD.

As to the product size, we should say again that the selection of a size of the product to be placed into a POP AD, if there are alternatives available, is influenced by the concrete product and its features and common habits of customers. Product size also influences the placement (big products at the beginning of a purchase and small product at the end of a purchase) and it is necessary to work with it very carefully in cases of complementary placement:

*Zuzana: "It seems to me here that half-liter bottles are more suitable than 2liter ones (two of them agree), because when you go, then you buy a half-liter bottle to put in your bag rather than a 2liter bottle. But otherwise the placement is not bad." (1/2258)*

Product price is a category of codes we have to mention, however it seems to be problematic in relation to POP ADs. Because a POP AD represents one option for increasing the number of sold products, and price reduction is essentially an alternative to using a POP AD. Lower price, of course, usually increases the number of sold products, but the answer to the question if it leads to an increase in profits is dramatically different in particular cases. We can therefore ask: When does it make sense to reduce the price of a product in a POP AD? The data shows that the price reduction enhances the purchase impulsivity:

*Honza: "When there is an interesting price than I often buy something I do not even want." (1/497)*

So changing the price can be a strategy of realizing other objectives at the expense of strengthening sales (in terms of increasing profits), specifically objectives to promote a brand and inform of innovations. A reduced price combined with novelty implementation may affect habitual practice of customers. Customers quickly come into contact with a novelty and based on their experience they decide whether to buy such novelty again during their future routine purchases even though not for a discounted price.

#### **4.3.5.3.3 Target group of brand and product**

This category is, again, very general. We used it mainly for coding the occurrence of concrete brands during discussions. We created special codes for Coca-Cola and Snickers as a logical consequence of our discussions' design. This certainly partly limits our possibilities to identify general rules of approaching target groups across brand categories. In our data, especially Snickers has been identified with a clear target group:

*Ž - M4: "I would like to add that in the case of Snickers, I would expect something more remarkable, again, because it is rather for teenagers than for some ..." (2/914)*

If we want to attract a specific target group, which we can do also with products with a much wider target group than the one at which we will aim, it

will especially influence the design and generally the appearance of a POP AD. There is also a possibility of using complementary placement, where association among products is not created by a habitualized combination during consumption, but by aiming both products at the same group:

*Ž - L: "So I think that the objective of both of these visuals of displays is mainly to attract young people, teenagers. Sure, it is free and cool, so I will buy it. To me, it has a youthful appearance, (...). But it is more attractive and gives a youthful impression. If I was a teenager, I would definitely buy it." (2/995)*

Accent on the target group through the appearance of a POP AD, which should, let us just say, communicate activities associated with the group, but it establishes the risk that the POP AD would not attract the rest of customers anymore. Product presentation together with activities and visual motives, which are not attractive for them, might seem absurd to them:

*Marta: "I think that, due to this, they narrowed down the sort of people, who would buy it, while when there is a bar, it attracts everyone I think ... but there is a snowboarder here. I am not interested in snowboarders at all, it has nice colors, it is lively, OK, but ... OK, fine, but I would hesitate for a while, if it is an advertisement for a snowboard (Zuzana: agrees) or it means that when I go to the mountains, I must have the bar at any cost or just ..."*

*You do not understand?*

*Marta: "...yes, I do not, so what." (1/1264-1268)*

*Jakub: "It is a fact that I would put there something that would interest more people than ..."(1/1297)*

*Zuzana: "I would put there just one smiling person and maybe as they are eating Snickers or something more simple, nothing specialized, but clear and simple ..." (1/1308)*

Ideas of target groups might significantly vary. Especially participants of the professional discussion group focused on the theory of a teenager, which has nothing to do with their own habitual practice and thus it has a kind of hypothetical character. So we rather would not synthesize this theory of a teenager from the statements. Just for illustration we offer the following passage:

*M - J: "This petrol station is targeted at a very large category. (The moderator asks) Can we switch back? This. I feel that Snickers is a product for teenagers, which means that the person hates rules, hates everything and the only thing they are interested in is Facebook and god knows what else. This is the fluke the teenager wants, the whole world is against them, the whole world is for nothing and they are the only ones, that is really it. The snickers bar is for teenagers, not for a category with a healthy life style and slim figure. Ah - I think that this is just for them. It is different the same way as they are different..."*

*Ž - M4: "It is so crazy."*

*M - J: "It is crazy. The life is such that everyone is evil and they are better and that is exactly the thing."*

*Ž - L: "It is too much of a fluke to me."*

*M - J: "But you are not a teenager." (2/1173-1178)*

#### 4.3.5.3.4 Advertising

There exist more types of advertisements. TV advertising and its connection with a brand as already partially discussed in the case of POP AD appearance turns out to be the most important thing within this part of the analysis. Television advertising basically helps to habitualize a logo, which then appears in a well visible form also on a POP AD, and also it strengthens the customary perception of brand colors. So a brand defines a form of advertisement and the television advertisement strengthens the effect of a brand on a well processed POP AD in return. A television advertisement and its displayed motives can also influence the graphical design of a POP AD using the same visual motive:

*Ž – M4: "If it was within an advertisement and I would see this picture in the last spot then it would link together. At that moment it has some logic and a person says, yes, it is nonsense but it looks interesting in that concept. But when it is separated, it is just nonsense." (2/1160)*

*M – J2: "But in the case of the TV commercial where a wall is demolished and suddenly Snickers fall out of it, building up this display on this basis would have some meaning for consumers." (2/1143)*

The only type of advertisement, except TV advertisement, mentioned more times within the discussions, was leaflets. By the way, leaflets can be placed directly on POP ADs. While the group of laymen mostly mentioned leaflets distributed by hypermarkets, which inform families of current discounts, professionals rather discussed leaflets distributed using POP ADs.

In the context of a POP AD, laymen subsequently mentioned the possibility that POP ADs might remind them of a previously announced discount through a leaflet:

*Marcela: "And then, actually, if the discount was, suppose in the rack, I would maybe even forget it." (1/236)*

In contrast, the group of professionals connected this activity with a POP AD in the logic of POP leaflet events when they aim to inform about a novelty:

*Ž – M3: "That is why it would be supported by the spot, the information on the display, leaflets, etc. It depends on the nature of the goods."*

#### 4.3.5.3.5 Product attributes in the Paradigm Model

The resulting scheme of the Paradigm Model showing the described relations is the following Figure (17). A brand is important for many other characteristics of a certain product. Further it influences product placement as we have already explained, and naturally, it also significantly influences the graphical design of a POP AD, where it must be well and visibly illustrated and supplemented with corresponding graphical motives of appropriate colors. Also the content of a television advertisement can influence the same. When a customer with a good relationship to a certain brand comes to a POP AD, it significantly improves the

probability of a purchase and vice versa, it will be much harder to attract a customer that always ignores the brand or even does not like it.

Placement of a POP AD is further influenced by the product category, its size and a target group. Of course, price is also important, if acceptable, it increases sales, if too high, it leads to ignoring a POP AD.

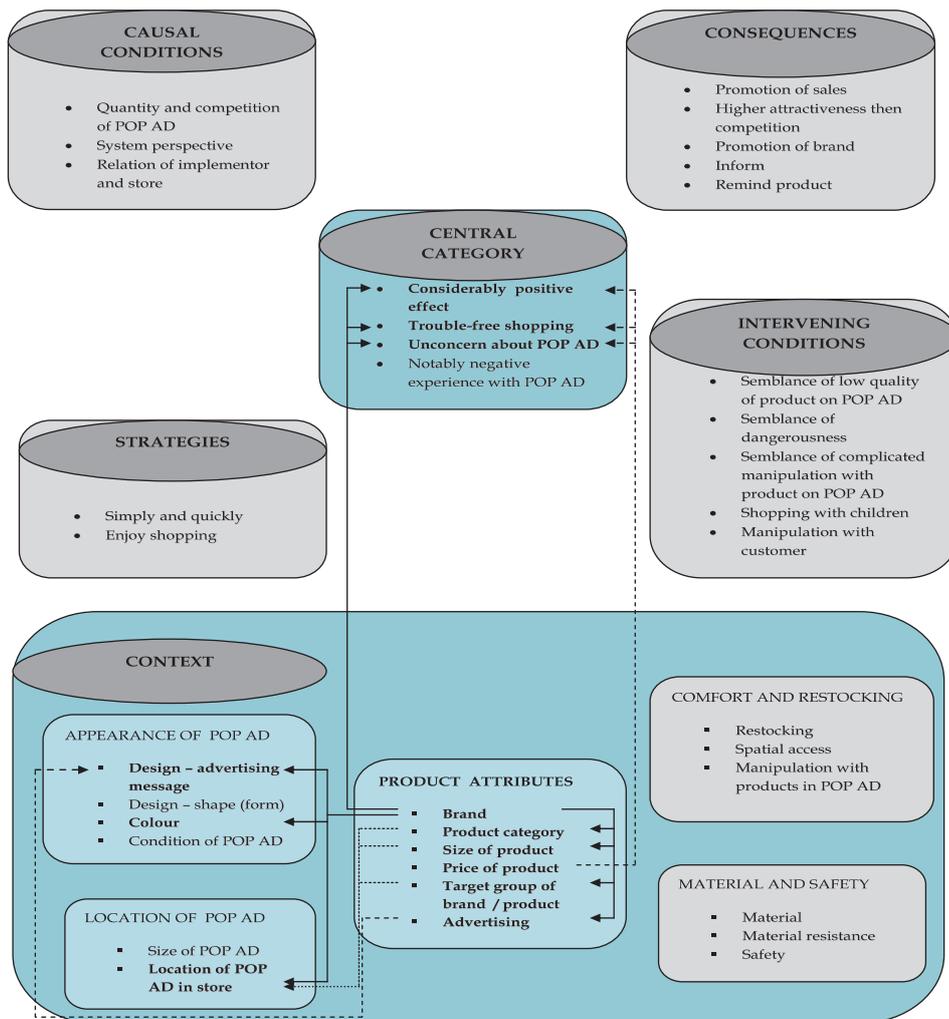


FIGURE 17 Graphical illustration of relations of product attributes with other codes in the Paradigm Model

#### 4.3.5.4 Material and safety

This group of codes combines material, material resistance and safety. Relations among them seem to be obvious. Material selection influences material resistance and hence resistance of a POP AD and potentially also its safety. But this does not represent the plenty of relations of the Paradigm Model.

#### 4.3.5.4.1 Material

Material as a separately interpreted code influences the overall appearance of a POP AD, not only its graphical design but potentially also its shape and color:

*Jakub: "Well, when I see a cardboard box it will perhaps attract me less than a solid metal construction." (1/1004)*

*Ž - M4: "Well, now let us look at Spar where there stands a Pickwick display, which is made of plastic, green plastic, and it is interesting and can attract just because it is made of transparent plastic and it looks different compared to all the others known by a customer..." (2/455)*

#### 4.3.5.4.2 Material resistance

It depends on material selection and logically it especially influences the condition of a POP AD. It determines how a POP AD will resist to influences of the sales environment in time:

*Katka: "The main problem is that people damage the paper when they take out products and so."*

*Honza: "That suffers terribly..." (1/1018-1020)*

*Ž - M: "...because the paper ones can be easily battered by pallet trucks, oh ... how nasty they look."*

*Ž - M3: "...by shopping baskets of customers..." (2/456-457)*

*M - K: "this is related to when it is plastic and this thing will break there (pointing at the display behind), I would not even go to it, I would not like it, when it is broken, so its durability is also important for a customer." (2/545)*

*Zuzana: "The paper looks like when boxes in racks are put into paper and it does not seem to be durable. When it is made of metal or the one over there has some Perspex on or something like that, it looks more wholesome, it already says something different then when it is just thrown into some box."*

*Jakub: "It is not as dull as if it was made of paper." (1/1014-1016)*

Let us note that unlike the group of professionals, the laymen also discussed the influence of material resistance on the POP AD condition comparably and admitted a certain role to it. Expert perspective differentiated rather by knowledge of practical measures, by which the non-robust POP AD burdens a hypermarket staff. The following passage also illustrates the mentioned influence on safety:

*Ž - M4: "The thing that is often dealt with in the case of those cardboard displays is a platform on which it stands, because there are also floor cleaning machines used, which dampens it from the bottom and so then the display warps, so that we must use special cases or small palettes in order to prevent the display from warping down in two days. Thus these are other parameters that must be monitored." (2/810)*

Material resistance plays the bigger role the longer a POP AD is placed in a

store. In the case of a well designed POP AD we can expect that when constructing it, a consideration of a POP AD temporality in a store will influence selection of material and subsequently an impact on material resistance, safety and condition of the POP AD and basically the overall appearance of a POP AD:

*Ž - M3: "I think that we could, as you said (turns to M - J), put there a display condition for the customer's sake, because the colleagues are right that if it is for a short-term action only, to be placed, I do not know, for 14 days or one month, and if the goods are e.g. teas, then there is no reason to install a fixed display. But for a customer, it must look stable, high-quality ... that means that it cannot be torn, creaky, etc."*

#### 4.3.5.4.3 Safety

Safety as such was mentioned in two contexts. Both are illustrated in the following passage:

*Marta: "It means that it is not dangerous, because e.g. I stumbled over there just due to some metal thing and I had a big black eye. While if it was on a paper box e.g., then I would tear it, maybe damage it a little, but without any serious injury."*

***Do you have anything else? Do you agree that you also have a similar opinion?***

*Zuzana: "I have a different opinion."*

*Honza: "If it was made of paper I would be more likely afraid." (1/992-1000)*

So we can distinguish two hazards: 1. injury from falling because of a POP AD and 2. deformation of a POP AD when being used, or more generally a POP AD falling down itself or products falling out of it due to damage caused by customer when manipulating with products in the POP AD. It is certainly true that we could suppose that if a customer falls on the POP AD and then a part of their body hurts, they would probably leave with a negative experience from the encounter with such a POP AD. As one participant of the discussion, who had such an experience, added, such a situation is not common:

*Marta: "As I said, it is just a little dangerous. I am not saying that a normal person falls down anywhere because of a display, but it can happen." (1/1030)*

The situation of the second type might happen and it will certainly cause that customers will be more likely to ignore the POP AD. We will return to this phenomenon in the forthcoming section of intervening conditions 4.3.6. . Now we just mention that the selection of material is important, especially when we want to place a POP AD in a store for a longer time.

#### 4.3.5.4.4 Material and safety in the Paradigm Model

The described relations in our Paradigm Model in the Figure 18 look as follows. Selection of material should be considered with regards to its influence on the overall appearance of a POP AD. Also, it is necessary to take into consideration whether the POP AD will be placed for a short or long time, so that its

resistance provides that the POP AD will last in a shopping area for an appropriate time period. So the selection of material affects POP AD resistance when installed and used by customers. POP AD material resistance influences safety of a POP AD, as well as the actual condition, in which a customer finds it in a shopping area. POP AD safety comes into the game only in the case of being insufficient. Then it leads customers to ignore a POP AD or to obtain a negative experience from a possible accident when taking out a product or crashing into a POP AD.

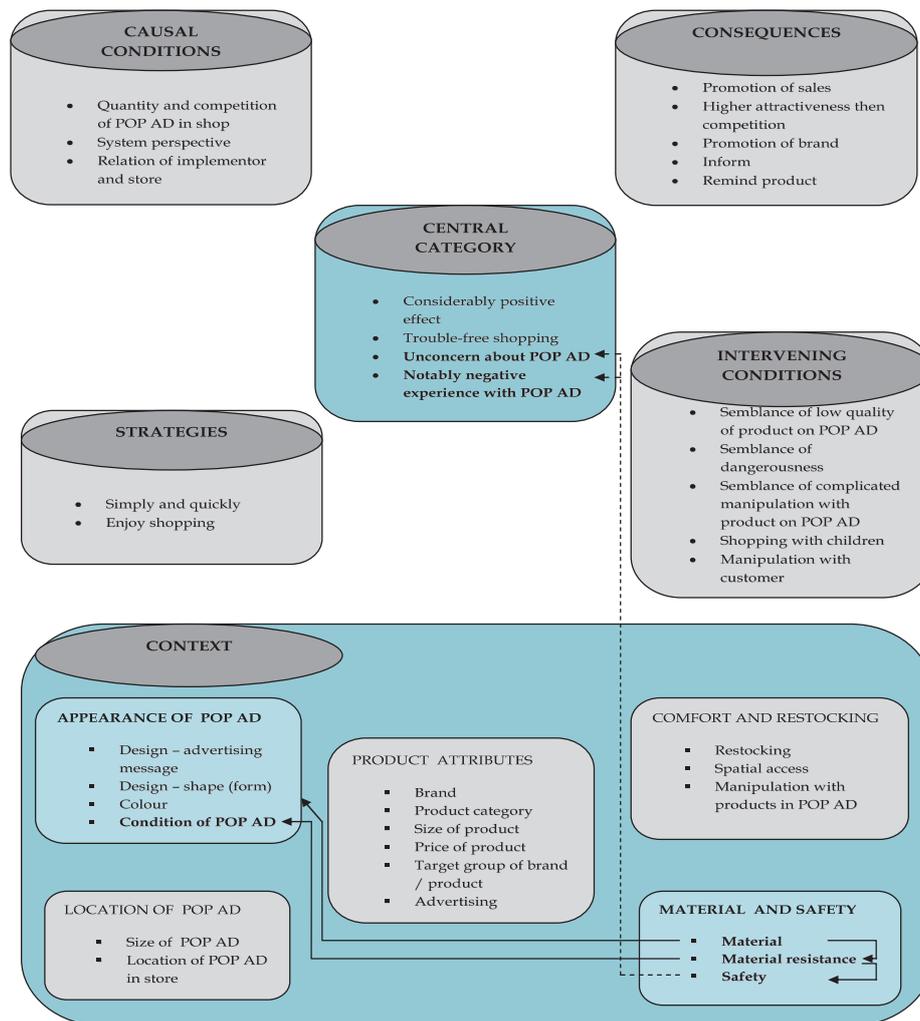


FIGURE 18 Graphical illustration of relations of material and safety to the central category and appearance of a POP AD

#### 4.3.5.5 Comfort and restocking

The significance of restocking is obvious: the actual amount of a product in a POP AD at the moment when a customer comes to a POP AD. In our analysis we identified comfort as spatial accessibility to a POP AD and the level of comfort when manipulating with a product in a POP AD. The following citation is mentioned as an accurate description of comfort in terms of a customer's encounter with a POP AD:

*Jakub: "Such functionality at first sight, just as we discussed here, we saw the display for Coca-Cola and the first think that crossed our minds was to think if it is a problem to take it out or not. E.g. the Snickers bar, it is clear, it is there 100 percent. Well, it is just simple." (1/891)*

##### 4.3.5.5.1 Restocking

A customer could buy a product from a POP AD only when there is some. If not restocked well, all other attributes of a POP AD do not matter:

*M -M: "... sure, of course, if the display is well "branded", there will be all necessary information, but when a customer comes to it, it would be empty or with the goods on a side that they did not see, then ... this is not ideal." (2/504)*

There exist individual differences in perception of a full or almost empty POP AD. This might also be caused by experience with different POP ADs offering different products:

*Jakub 2: "So I think of something that does not quite relate to a rack, but it is also important. Quantity of goods placed in a rack. Generally said, does anyone restock it or not. When it is empty, I would think, a few last pieces, probably this must be worth it. I will also take it. But when I am walking by filled racks, this doesn't even catch my attention."  
Zuzana: "But I am annoyed when I walk by a rack which is absolutely empty and I would like to take ten pieces when there are only three left. I feel better when racks are always filled." (1/903-905)*

Also with regards to the diversity of opinions of laymen, we can deduce at the general level that a POP AD should never be absolutely full but at the same time it should be restocked so that there never remain only a few pieces of a product. Otherwise we risk ignoring a POP AD:

*Ž - M4: "I think that the sell-out rate in the third version is still acceptable, but then the last one, there is just one quarter and that more discourages than attracts to the shopping."*

*Ž - M3: "From my experience I know that whether a common rack or a display, when it is too full and looks absolutely sterile, it does not move a customer too much when they go shopping. Because their feeling is that such product is not interesting and that people do not buy it that nobody wants it." (2/1603-1604)*

Restocking can be simulated using a good technical solution of a POP AD, i.e. safety level angle of the area dedicated for products or using shifters:

*M – K: “As the accessibility from all sides but also the ability to take it out or using shifters ... e.g. in the case of Coca-Cola, yeah, it always looks filled (pointing at the display behind them). If these are angled, it always looks full.” (2/300)*

We do not involve the variable of the amount of products, i.e. total POP AD capacity, in the POP AD in the Paradigm Model, because its influence on the central category is mediated, or more precisely the POP AD capacity is not important for a customer when deciding about taking a POP AD offer. But it is necessary to mention that some POP AD designs, as we demonstrated during FDGs, suffered from a small amount of a product (due to a nice design), which was perceived as a potentially important problem even by the group of laymen. Some members of FDGs pointed at the fact that for some POP ADs we presented, the POP AD capacity was smaller at the expense of a nice design, illustrated in the Picture 10:

*Ž – M4: “I would worry about the amount of Coca-Cola, with this visibility, because the after the fourth customer takes a second bottle, if everyone takes two bottles, it will be empty and it will only look like metal, a metal holder of something.” (2/1080)*



PICTURE 9 POP AD, Coca Cola – insufficient capacity

In this context, the participants pointed out that this might be impractical in terms of actual functioning of a POP AD in a hypermarket. That being said, their decision-making would not influence their shopping.

#### 4.3.5.5.2 Spatial access

If this feature is available due to a POP AD shape, not only is the product well visible, but customers can more easily take it out, which meets the strategy simply and quickly:

*Ž – M4: “It also crossed my mind that it is also important that a display, when placed within the area, is accessible from more than one side, which means that only the back side can be covered if it is made in 3D to be accessible from all directions.” (2/202)*

It is not only about its shape. Such a constructed POP AD must be placed adequately. Only good placement in a store combined with its shape enables realistic spatial accessibility of the POP AD:

*Ž - L: "... of course, the content depends on this. We try to stuff as many goods as possible for it to pay off, but because we have no limited parameters, it is even more difficult and then there is arranged some (...) you adapt a display to it, e.g. to be 3D, accessible from all around and then it is put against the wall and loses the added value for customers, because then it is accessible from one side only." (2/298)*

#### 4.3.5.5.3 Manipulation with products in a POP AD

And finally, also manipulation with products in POP ADs is a part of the overall comfort. At first, Let us mention an example of good manipulation with a product:

*Marcela: "It is easier to take goods from a display than from a rack, because the angled design did the trick and a rack is mostly horizontal and so you often cannot see the goods. It is also easier for kids." (1/781)*

It is typical that manipulation with a product in a POP AD is discussed rather generally. It is about something that is expected from a POP AD. In the situation when this attribute is well fulfilled, everything is more or less all right and there are other attributes that can do their work and help, delight or cheer a customer. But if this attribute is not well managed, it would represent a barrier that is negating the effects of a nice appearance and good placement. One of the discussing participants identified this problem of the following POP AD design in Picture 10:



PICTURE 10 POP AD, Coca Cola - uncomfortable position of product

*Marta: "The second one seems to me that it would be strangely taken out, if the lid is pointing out, it would be a little more practical..." (1/1363)*

Perhaps this design has a very interesting appearance, but let us notice again the amount of products in the POP AD and the impractical position of the products. In a certain sense, the graphical interpretation spoils the functionality of the POP AD.

At the very beginning of the FDG with laymen, there happened an interesting situation during a presentation of the POP AD in the Picture 12, which began as follows:



PICTURE 11 POP AD Coca-Cola causing Semblance of uncomfortable manipulation with product in POP AD

Marta: "But on the other hand I think that it must be difficult to take out the bottles."  
 Moderator calls on: **Try it.**  
 Marta: "O.K. It is not so bad."(1/176-180)

In this case, it is actually easy to manipulate with the product in the POP AD, but it does not look like that. What is essential, if it does not look like that, a real customer in a store perhaps would not even try it. So, what is the matter? The moderator was fortunately prompt enough to solve the problem thanks to the discussion participants. It is not about a problem with manipulation with products in a POP AD, but about an impression or semblance of a bad manipulation with products in a POP AD. We will discuss this problem more closely in the subsequent subchapter 4.3.6 devoted to Intervening conditions.

#### 4.3.5.5.4 Comfort and restocking in the Paradigm Model

The role of these variables in the context of the central category is illustrated in Figure 19, where you can see that if a POP AD is not restocked with goods, a customer will ignore it. Good spatial accessibility of a POP AD is not only given by its shape but also its placement, which determines applicability of the shape potential on a concrete spot of a store. Good access to a product will facilitate taking it out and so it helps to smooth shopping. POP AD with inaccessible

product will be ignored more probably. Its shape is also important for easy manipulation with a product when taking it out – that can enable smooth shopping or it could also discourage a customer from a purchase, if complicated, or even annoy them.

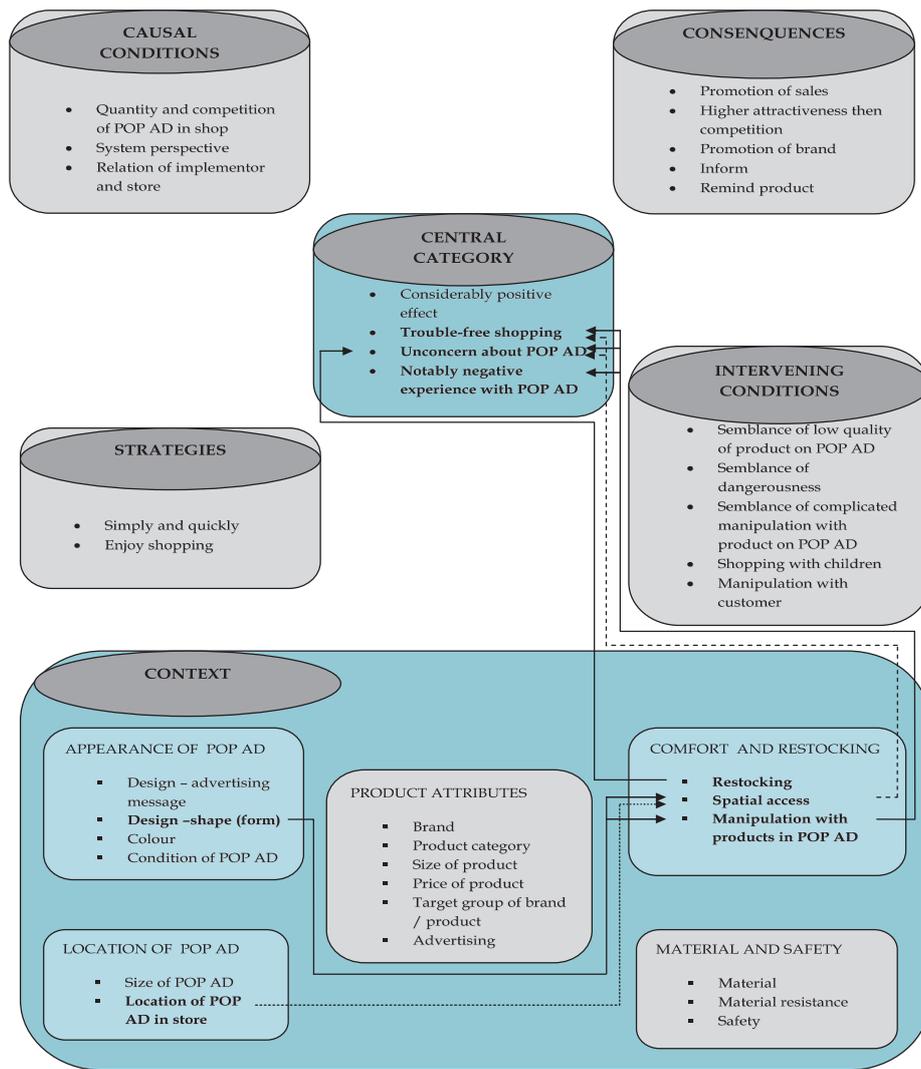


FIGURE 19 Graphical illustration of relations of comfort and restocking to the central category and appearance and location of a POP AD

#### 4.3.5.6 Interactivity of a POP AD

Now, a few more words about possibilities of associating elements, which we call interactive, for a lack of better terms, and which we found out by studying

mostly behavioral literature about actively appealing to senses of customers through POP ADs. Fully-fledged interactivity would mean abilities of a POP AD claimed by the following discussion contribution:

*Jakub2: "I am quite a playful person and when I see a dynamic element, I find it disappointing that it is very passive. I would try to make it more active somehow. When there is e.g. a monitor, there should be installed also a small camera, which would take a snap of me when I come to it, there would be a photo, in winter I would be wearing a red St. Nicholas cap, yeah ... such kind of joke." (1/1719)*

POP AD interactivity possibilities – installing an LCD display, sounds and odors or perhaps lighting some parts of a POP AD – create a wide space for creativity of POP AD designers. Before we do the analysis of opinions of the FDG participants, we should point to the rather hypothetical and often mutually contradictory character of their statements. FDG participants generally mentioned their experience with these types of POP AD a little. So we decided not to include these attributes in the Paradigm Model, which contains only the phenomena saturated with a habitual practice. But if we do include them in the Paradigm Model, the interactive attributes would generally relate to the reality schematically captured in the group context. The following contrast of statements is directional:

*Honza: "I like it, now there is something similar, kind of a brewer, if you know ... beer and a kind of a figurine you know? Something like that. And I like it, even though I do not drink beer, well ..." (1/1648)*

*Ž – M4: "I saw some display somewhere, it was some beer and there was standing a silhouette of a brewer and it was saying something, I must say that it was so awful." (2/708)*

Both speakers talk about the same POP AD with a sound effect. Neither of them is used to buying beer, but while in the first case the POP AD raises a positive effect, in the second case, it is a rather negative experience, when the sound effect was annoying. From this passage we can conclude that the effect on the hearing of customers excludes trouble-free shopping and unconcerned about a POP AD in exchange for either a considerably positive effect or conversely a notably negative experience.

For the LCD display, there are a little bit different results. Some shoppers could imagine using the LCD, but its success was conditional to not only the element as such, but rather depending on its use:

*Marcela: "I would have liked it, I think if that was a different advertisement style, of course. Or in the case of Coca-Cola ... e.g. the Christmas advertising was very nice ... so just at this time, when people are buying Coca-Cola a lot, I think that it will really interest the whole family. And if there is also music used, it would interest me a lot." (1/1668)*

Such a POP AD would compete with carols, in a store, when creating pre-Christmas atmosphere. If there was really some sound, it would certainly be appealing to some customers, but others could be annoyed by it as we demonstrated. Silent LCD POP AD is neither so controversial, nor noticeable. It

does not annoy a customer at the price of probably not even attracting them:

*Ž - M4: "I must say that I never watch what happens on TV, because I don't have time or mood. So, mostly I do not respond to these things as a consumer." (2/675)*

A move to any purchasing strategy seems to be decisive. Supporters of quick and simple shopping may habituate ignoring visual stimuli, which certainly saves a lot of time. Actually the visual advertisement is everywhere today, also outside of shopping areas of hypermarkets, which can lead to satiety and apathy to this type of marketing communication.

First, Let us explore the possibilities of an LCD display. A silent LCD POP AD display must be somehow purposefully connected to a product. As to the communicated message, an effort to stimulate taste visually seems to be ideal:

*M - M2: "For example Snickers, if I see how the ingredients are mixed together, nuts, caramel and chocolate, I would probably get the appetite for it. By the way, I think that immediately after I leave today, I will buy Coca-Cola and Snickers." (Laughter) (2/1347)*

But an LCD also places greater demands on placement, which might prevent realization of any effect in the worst case, because it sends an image into space in a relatively narrow angle due to the screen flatness:

*M - J2: "The thing is where the display will be placed and how people will approach to it. When it is in the main aisle, then it must be from the side. If it is not 3D, we cannot help ourselves, I will see Cola from the side, so I will say 'look, Cola', I haven't bought it for a long time, and I will pass by the LCD or will not notice it, or I will say 'look, here is a video', but at that moment I already took the Cola and so I am not interested in it anymore." (2/1372)*

In the case of sound effects, the placement is also very important, but there exists the above mentioned risk that the sound would annoy some customers:

*Ž - M3: "Because the sound makes a customer notice the display. Then there is the question if it is necessary, when placing it into the most frequent area that the display grumbles, screams at them or makes any sound. I think that at that moment it is useless, that conversely it might interfere with the shopping when being in the top main aisle. That depends on the kind of goods and where these are placed." (2/1449)*

Using sound, which should be preferably decent, gives some sense when trying to reach Higher attractiveness than competition, or as Reminding of a product:

*Ž - L: "Or perhaps I would use it for drinks in the case of something extra, so when I go shopping and momentarily decide what I want and suddenly I see this, I know this is super and I would take it. But to place it just anywhere, no, I think not." (2/1458)*

*Ž - M4: "When I hear a car horn sound, I get frightened. This means that when I walk by something and do not notice it, but it would call my attention, start to talk to me, I would look at it and I would notice that there is something, at least for the moment." (2/1445)*

Using an interactive element is also greatly affected by the product category or even the concrete brand. In both FGDs, the discussion participants agreed on the following:

Ž - L: "It would be better if it was possible to choose. For Coca-Cola, the sound effect rather than smell perception, and for the chocolate, the smell perception rather than a sound effect of breaking chocolate bars." (2/1506)

**Zuzana:** "For Coca-Cola, I could not imagine its smell (Marta: agrees), but ... in the case of Snickers (hesitates and shakes her head)..."

**Marta:** "I would rather think that someone spilled or unpacked it there." (1/1796-1797)

**Marta:** "I would get more interested if there was some sound, e.g. a bottle making a sound..."

**Zuzana:** "... for example like when it is opened: 'tsss'." (1/1976-1677)

Ž - M4: "But the chocolate, unambiguously Snickers. That is a really big allurement. When someone next to me opens a chocolate bar, so I get an appetite for it. I do not have to see it, I just smell the chocolate. So certainly the smell has a big influence." (2/1505)

As to aiming at sight, hearing or smell, a question came up of authentic environment created by POP ADs with these effects in all contexts. If a store was full of such POP ADs, it would probably harm it in the eyes of customers, thus the application of these elements increases the importance of POP AD competition in a store, where only some POP ADs can enter, which again increases the importance of good relations with managers of particular stores:

**Vilda:** "I think that there is always some specific time reserved for shopping, and if any such advertising is on each of these racks or in any space, I would spend half a day doing shopping." (1/1666)

M - J2: "I do not know how it would look in such a store, if every second display produces some sound, you know."

Ž - M3: "This one would do this that one would grumble and that one would play music that one would annoy..."  
(laughter)

Ž - M4: "So, there would be the issue of how the networks negotiate with each other."

M - J2: "Certainly."

Ž - M4: "That would have to be agreed on, so that there are not more things like that at once." (2/1424-1429)

**Honza:** "On the other hand, when every second display makes a different sound, people would go crazy."

**Zuzana:** "Well, and when each display would play something like this, then what?"

**Honza:** "When there is no sound, I do not mind, I would like it without any sound."

**Marta:** "I understand that this does not have to make any sound."

**Honza:** „I hope, not ..." (1/1678-1672)

Regarding the possibility of illuminating, laymen and professionals considered it as promising, but only in a different environment than already too much illuminated hypermarkets, where the light effect might not become apparent:

**Zuzana:** "It is true that supermarkets are mostly already colored and illuminated a lot, but yes, this would (point to the physically present display with a blue, totally illuminated picture of a snowboarder) look good to me, if the main panel at the top was illuminated, and the rest, I would..." (1/1882)

**What do you think of the light effect in a store as an attribute? Illuminated, not illuminated?**

Ž - M4: "This seems useless in hypermarkets to me. There is such a glare already that it would be hard to register." (2/1520-1538)

Our research thus showed that inclusion of interactive elements has potential, if these are not superficial, i.e. there should be some purposeful idea before placing it, i.e. it is not only about the form, but also about a harmony of the form with the communicated content. We must work with these elements very sensitively to minimize eventual annoyance of customers.

#### 4.3.5.7 Summary of Context

In this subchapter, we could observe a dense network of relations, which have codes grouped in context among each other and other parts of the Paradigm Model. From this dense web, we consider as convenient to underline some more general relations so that the resulting scheme captures the most important interactions, to which the POP AD context can help. Below in the text, we mention a brief summary of relations among Context and other parts of the Paradigm Model. For practical reasons we mentioned only the most important ones in the graphical schematization in Figure 20, arrows in the picture show only the relations representing relations of context to the central category.

First, let us summarize that the causal conditions (relation: submitter-expert-store, system perspective and competition of POP ADs in a store) affect the placement of a POP AD and its size, which seems to be a crucial group of mutually connected phenomena, which influence practically everything. Placement is affected also by characteristics of a product. The group of phenomena relating to the appearance of a POP AD obliges very well the strategy to enjoy shopping and is influenced by a group of phenomena - material and safety and characteristics of a product. The placement has its effect in the cases of both categories. The context and strategy synergy determines variants of the central category. The contextual elements, which satisfy enjoying shopping, will generate an encounter of a customer with a POP AD with a positive effect, while the contextual elements, which satisfy the strategy simply and quickly (which is basically a kind of POP AD placement), will generate a trouble-free shopping. Bad product placement or inadequate appearance will lead to ignoring a POP AD as well as in the case of unsatisfactory comfort and low safety, which has a power to cause a notably negative experience with a POP AD. Through the central category we get to fulfilling objectives of POP Ads (consequences), where a considerably positive effect can well fulfill all of them except reminding of a product, trouble-free shopping relates mainly to promotion of sales and reminding of a product. A notably negative experience with a POP AD may also have a negative effect on the objective to promote a brand (promoting a brand has the opposite effect on a brand). Finally, interactivity satisfies the logic of enjoying shopping and it also has a power to cause a negative experience with POP ADs.

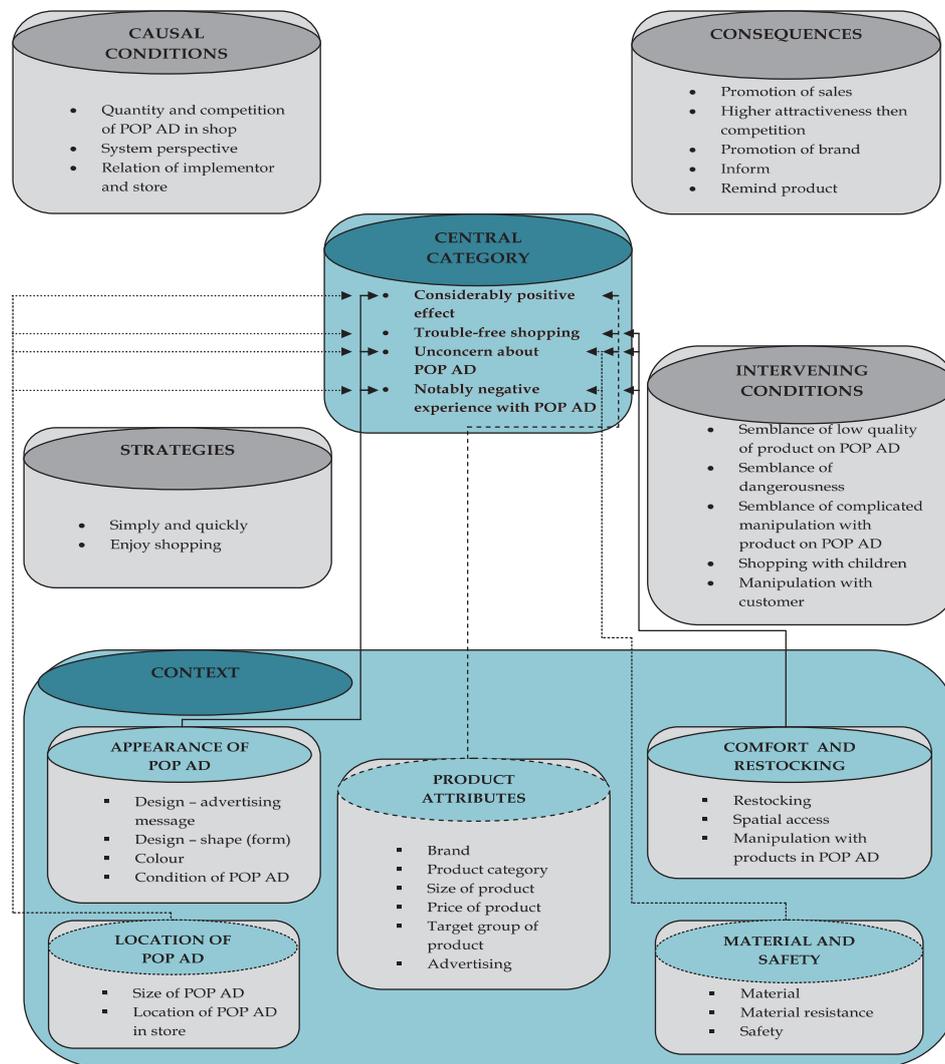


FIGURE 20 Simplified graphical illustration of relations of the context to the central category in the Paradigm Model

#### 4.3.5 Intervening conditions

Intervening conditions are the last part of the Paradigm Model. Their role lies in the ability to influence or even turn around the mentioned relations. We identified three groups of intervening conditions: semblance, manipulation with a customer and shopping with children.

#### 4.3.6.1 Semblance

In the original coding, we used this code in a very broad sense and it included e.g. also associating a graphic design with some characteristic, in this sense e.g. design for teenagers may give “an appearance of youthfulness”. Later we filtered out variables that fall into the context and thus have a basis in the product and POP AD characteristics. Semblance, which concerns relatively bad judgment of customers, when they identify a problem with a POP AD that is not real but it is real in its consequences, because a customer thinking like this would just ignore the POP AD.

##### 4.3.6.1.1 Semblance of low quality of the product on a POP AD

The semblance of low quality of a product, which has nothing to do with the real quality of a product, or its reputation, but it is in fact about the condition and design of a POP AD. If we want to avoid it, we must focus on selection of material, which influences POP AD condition and possibilities of its damage in time, and so the overall appearance of a POP AD. One of the participants of the discussion summed up this phenomenon as follows:

*M - J: “I see the material as important, 100 percent. I do not buy shoes from a box but from a rack. I do not buy any product from a rack which does not attract me. As for a shopper, it is important for me. One thing is a brand, etc., fine, but I do not buy washing powder from a cardboard display that just hangs there, then its value is lower. But I would buy it from a metal rack, because it seems real, high quality and worthy to me that it has its own value, such a product is communicated in a valuable thing, etc. So... for me and for my family, the material is important in this case. That it communicates, it has a high quality that a person invests in it and produces a high quality product, therefore the quality material, color, graphics, shape, everything related to it ..., but putting a quality thing into a ‘shit thing?’” (2/585)*

This intervening condition causes ignoring of a POP AD. Consequently, it negatively affects brand perception, which really means that in the future the brand of the given product might be perceived as a brand of poor reputation.

##### 4.3.6.1.2 Semblance of dangerousness

Again, it is not about safety as such, but rather about a safe POP AD, which appears to be potentially dangerous. It is created by a POP AD condition, shape and low perceived resistance of the used material:

*Honza: “If it was hung in paper, I would be afraid of it.”  
Marcela: “Sure.” (1/1000-1002)*

Of course, also its shape can influence its creation as it should appear to be stable and safe in both previously mentioned contexts of safety (a falling POP AD and a customer falling on a POP AD).

*Marcela: "Here, I prefer a kind of rounded corners or actually combination of these shapes, for example the one for Coca-Cola seems too sharp to me having angular shapes, but it looks a little bit dangerous to me. So the one for Snickers is a bit closer to me because of the combination of its shapes. And if I have children, I think it is also for children, the combination or its round shapes is more modern, a better design, ..." (1/1127)*

This intervening condition makes a POP AD a source of danger and injury within the shopping area and it will probably lead to ignoring the POP AD, or worse, to a negative experience from the feeling of a threat, although it was unrealistic. Here, we should think of prevention.

#### 4.3.6.1.3 Semblance of complicated manipulation with the product on a POP AD

The following passage shows the point of debates about bad manipulation with a product in a POP AD, which was not based on the truth according to findings of attendant laymen:

*Marta: "For me just taking it out, I was surprised that I would not be able to take it out by myself, only when you told me to try it. But I saw the display many times before and it is not that we take only whole packages, I rather take one bottle from the whole package, I do not know."*

*And who else is shy to take it out from there?*

*Marcela: "I think so. When I see it, I feel that it might be difficult to take it out from there."*

*So, try it too then.*

*Marcela: "I believe that ..."*

*But I do not want to prove that it is possible. I am just interested if it is true that you can really do it.*

*Marcela: "So I will try it, but I just tell you that (...)"*

*And is there anyone else who thinks that it is a problem? That perhaps we would not even take it for that reason?*

*Marcela: "Well, it is easy, but when I just saw it, I simply would not take it."*

*And is there someone else having the same problem?*

*Zuzana: "So I will try it too."*

*Sure, go on.*

*Marcela: "As with the bars, I do not have such a problem, because actually there is really this looseness that seems perfect there, but here I do not feel good about the looseness. That conversely, if it stands on something, I would take it without thinking of it, but this is something like hanging."*

*Zuzana: "But perhaps I know what the problem is. Because I am used to taking the bottle here and in this way, but here I must take the bottle like this and withdraw it like this and it is different than when I just simply take it from a rack."*

*So try it if it is strange for you.*

*Zuzana: "Well, it does not really suit me."*

*And is there someone else having such feeling?*

*Marta: "Me, already when we came here, it absolutely surprised me. Although I know the display, I do not like it for some reason. I do understand that it is probably not possible to design it differently, that when there are just packages lying on each other like in a rack it would not be interesting, but it looks like a very difficult system." (1/817-851)*

Laid is better than hanging. This finding complements our theoretical assumptions about impulsive shopping. This means that impulsive shopping should be quick and without making any complicated decisions. Buy or not to buy a product from a POP AD that should not be disturbed by anything so that

it proceeds in a normal way which a customer is used to. Laymen testing POP ADs on the spot came to the conclusion that simply they are used to taking a product and putting it into a basket. If it is hung, it is more difficult by one more move to take it, in our case drawing the bottle from a POP AD. Since, as we know, purchasing from POP ADs is impulsive, so it is done based on making a quick decision and without planning, even such little problem can represent an obstacle. A customer must ask themselves if the hanging mechanism is comfortable enough and at that moment they are already on their way to ignore the POP AD and focus their attention on some other part of the shopping area. To be successful, a POP AD must appear in all respects as unproblematic, and then the impulsive decision-making is possible. If a customer must think, when they are forced to think by a POP AD, it would probably cause that they will ignore such a POP AD. A good POP AD is so purposeful and understandable that it is not necessary to think of it. That is just what customers expect from it, that is its role in the hypermarket institution.

#### 4.3.6.2 Shopping with children

Some of our debaters are not in the shopping area only as customers but also in the role of parents. Then the attendance of children influences their perception of the shopping process. Although we do not have enough data to search this phenomenon in more detail, definitely it is worth mentioning, because from the following data, we can see that it is really a functional intervening condition.

One of the discussion participants mentioned this topic in relation with safety and it seems that a customer as a parent will be more sensitive to safety of POP ADs:

*M - K: "When I go shopping with children and I see a display which is somehow swinging, I do not allow them to approach it even in the case of a display designed for children." (2/352)*

Another discussion participant does shopping with his daughter quite regularly as he said and his daughter seems to be the person having the power to decide about the content of his basket at that moment:

*Honza: "Last time I went shopping with my daughter, there was a penguin running around giving some bars, and I do not know what kind of bars. And my daughter liked it, so we took a lot of them, you know." (1/529)*

The same discussion participant is usually not really interested in POP ADs and in terms of other contributions, it seems that he is a supporter of the shopping strategy simply and quickly. But his daughter is looking for some fun and that makes him act as a customer enjoying his shopping, although it seems that he is not very happy with the course of shopping:

*Honza: "So I scan it with my eyes and do not really notice it. I agree with it. Very often. I would say that mostly. Because I do not eat this very often, I would not even notice it. But everything here dangles around the kid and that is not good, you know." (1/759)*

Content of these statements is quite paradoxical. Why does he not use his parental authority, if he is not satisfied with the wishes of his little daughter? This discrepancy relates to the strategies of socialization of children, which is not our topic. We do not have enough data for a really dutiful description of the phenomenon. One possible interpretation can be outlined based on the following statements about a POP AD with an LCD display:

*Honza: "I am looking at my daughter, who cannot see it ..."*

*OK, and when we forget that it is too high, then how do you think?*

*Honza: "I would not mind, I would perhaps even stop by it and look at it." (1/1652-1656)*

*Honza: "... I guess yeah, if it was lower and Anička (the daughter) saw it and if there was something else that attracted her, I would not get her from there. I would probably go mad. But I like it." (1/1667)*

Here the fact that his daughter is spared the attraction of marketing communication through a POP AD is perceived as a disadvantage. This father cares about his daughter enjoying routine and quite boring shopping a little at least if possible. Of course, then he spends more money, but he goes on a kind of a trip with his daughter where they experience something and where some reason for her joy exists.

This experiential element is certainly not restricted only to children, although it is certainly closer than the austere rationality of saving time:

*Marta: "Perhaps as to the shape, I think (laughter) like your daughter. When it is such a box, it is not a big deal, but if there was some teddy bear e.g., then it would attract me just because of the bear." (1/925)*

Also we should mention that targeting POP ADs at children may be perceived negatively, we will discuss manipulation with a customer in the following part of the text:

*Marta: "I do think that the bars next to cash desks must be a nightmare for all parents. Waiting in a queue by a cash desk, a child is bored there, sees something, it is nice and nicely colored, you know the packages. But it is a clever marketing move. I really take it from this perspective." (1/649)*

#### 4.3.6.3 Manipulation with customer

The last intervening condition, which we were able to find out in our data, is manipulation with a customer, so the situation when a customer feels that they are being manipulated, which leads to a negative experience from the encounter with a POP AD. Specifically, there are two cases from the discussion of laymen. The professional group did not mention this problem. On the contrary, some of its participants were using quite sharp terms as "to smack a customer with a product" (2/560), which refers to the above mentioned Arndt (1985), who is talking about using a warfare metaphor. Here, both perspectives get into a mutual conflict.

The first situation relates to using motive of laughing woman for a

graphical design of the POP AD for Coca-Cola shown in Picture 12:



PICTURE 12 POP AD Coca Cola causing Semblance of manipulation with customer via its appearance

**Honza:** "Some Cola, Cola, so what. I see a woman over there and that is what I notice."  
(Collective laughter)

**Zuzana:** "I believe that for men ... But I am quite irritated, when I see such a woman ... they are actually able to put an advertising anywhere and put a woman on it, so men come to look at her, you know, so I would not put her there..."

**Jakub:** "„A woman from one side, a man from the other side, e.g. ... so I would balance it."  
(Zuzana: Marta: actively disagrees, she would not use a picture with a man either) **Jakub:** "No? So I do not know..." (1/1204-1208)

Some customers, rather female customers, are evidently sensitive to this type of advertisement. The problem relates to perceptions of gender. The following passage explains the problem essence a bit more:

**Marta:** "We were just saying that when there is a man on it, it does not really interest us either."

**Zuzana:** "Just the thing that the man gives there ... here I quite like (pointing to the Snickers display) that there is not just some lady, but that there is something happening that it can be familiar to some people, when they are snowboarding, so they do not mind looking at it, but I liked the classical design, where I saw the bar ..." (1/1250-1251)

The problem does not lie in the fact that a woman is shown on the POP AD, but that she is shown quite superficially, thus that she should be attractive just by her smile. The thing that she drinks Cola and smiles, and that the picture is supposed to be an attractive design, which would help Coca-Cola with sales, might be found senseless especially by women because, e.g., the position of women in the Czech society has not been unambiguously based only on the concept emphasizing a kind of sexually-aesthetical passivity for a long time.

While it is certainly questionable how many of potential customers, men and women, would consider this manipulative, observing not only this but also other cultural trends in the Czech society may lead to prevention involving e.g. showing a sporting woman.

The second example relates to the idea to place the Coca-Cola POP AD next to discounted goods but without reducing its price. Some of the discussion participants do not see any problem in it again:

*If the POP AD was there but Coca-Cola was for normal price, would you buy it?*

*Jakub: "I would basically think that many people go there to find some discounted goods, and they see the display, which essentially, like refreshment during a marathon, evokes the sort of stop for a drink, so I would probably take it there." (The two of them actively agree)*

*Zuzana: "If it was there, I would take it and say to myself that they are idiots (I am sorry) that they placed it among the discounted goods, when it is not on sale, but if I had an appetite for it, I would not of course leave it there to save 5 crowns, you know." (laughter) (1/2483-2486)*

So we see that such placement of a POP AD might be perceived just as senseless, which does not necessarily have to mean failure. In terms of manipulation, an interesting part comes a little bit later:

*Or, would you mind if the POP AD was there and if the goods were not discounted?*

*Marta: "Probably, I would not take it ..."*

*Honza: "If there was the sign SALE, then I would expect that it is on sale ... that is so strange."*

*Marta: "If I was looking for discounted goods, then I would not look for something that is for a normal price ..."*

*So, you both have the same opinion as Zuzana?*

*Honza: "I would not really mind, but it is strange..."*

*Zuzana: "Zuzana said that she would buy it, that she would not see five crown as a problem, (Honza: exactly), I do not mind five crowns, but the fact that when I look for something discounted ..."*

*Honza: "Then it is deception ..."*

*Zuzana: "Hmm ... then they could even place there, I do not know, detergents not being discounted and put a whole pallet there."*

*Does anyone else have a similar opinion to Jakub? Do you stand by your opinion?*

*Jakub: "Yes, I do (laughter), it seems to me that it is such a small problem. That it is placed there ... I think that supermarkets do not play fair and I count with it that they place something like that there, such attraction, which simply ... people are walking by, they do not see any food, drinks or detergents and suddenly they see refreshing Coca-Cola, so like that."(1/2492-2507)*

Confrontation of the perspective of Zuzana and Honza, rather criticizing this type of effort to attract a customer and sales increase, and the perspective of Jakub is interesting. The problem is not that some of them saw the endeavor to manipulate with a customer in this situation and some of them did not. Also Jakub admits a certain degree of manipulation with a customer; he only argues that it is a normal part of their operation to some extent. From this, we can deduce that the question our customers are asking to themselves is not if they are manipulated, but rather what degree of manipulation and "unfair game" may still be considered acceptable.

This code closely relates to the discussion of the semblance phenomenon in previous chapters, as it is not important if implementers really intend to

manipulate customers through graphical appearance or location of a POP AD, but is important that the POP AD does not cause this impression. If customers feel manipulated by a POP AD we risk a notably negative experience with a POP AD being caused. So we should include manipulation with a customer code to other variances of inappropriate semblances called “semblance of manipulation with customer”.

#### **4.3.6.4 Summary of Intervening conditions**

How do those described intervening conditions intervene into the described story of a customer’s encountering a POP AD within a shopping area? We provide the answer by summarizing the above mentioned analytic conclusions in Figure 21, where the appearance of poor quality of a product may be caused by a cheap material of a POP AD and its condition at the moment of encounter with the customer. This harms the reputation of a product brand and leads to ignoring a POP AD by the customer. The semblance of dangerousness is affected also by the material and condition of a POP AD. The semblance of a bad manipulation is then a domain of a POP AD shape and all these semblances lead to ignoring of the POP AD by a customer.

Shopping with children exposes the customer to different circumstances and changes their perception of the context of encounter with a POP AD. Such customer will be more demanding of a POP AD safety and we could attract them with their child more easily by contextual elements satisfying the strategy to enjoy shopping.

Manipulation with a customer would obviously never happen in the case of all customers, but always only some of them. Their exact identification in this or that case was not an objective of our study. But we know that this impression may be caused by a graphical design or an inappropriate undercutting placement of the POP AD in a store. It necessarily does not need to be real implementers’ act of manipulation, but only customers’ semblance that there is an intention for them to be manipulated by a POP AD. These customers are leaving the hypermarket with a negative experience.

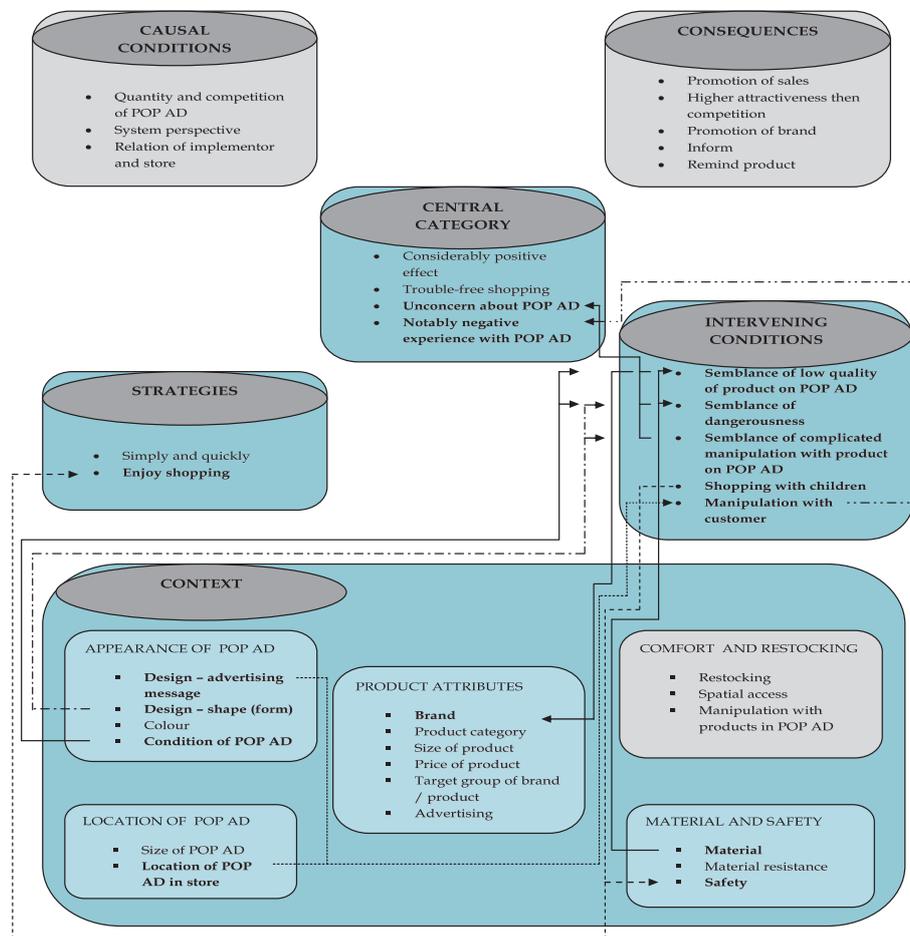


FIGURE 21 Graphical illustration of relations of intervening conditions with other parts of the Paradigm Model

#### 4.4 Summary and answering of research questions

In this chapter we presented results from the research focused on the role a POP AD plays, when a customer meets it within a shopping area of a hypermarket and is deciding about their purchase. We described the research process from data collection in two FGDs, through primary open coding of interview transcriptions and axial coding, which assigned dimensions to open codes, to the selective coding, which rearranged coded data into the Paradigm Model showing relations of structurally grouped phenomena, thanks to which it is finally possible to orient in stories of customers, who encounter POP ADs.

Before the research questions are answered, let us go back to more general characterization of this research, whose understanding is essential for a good

interpretation of the presented results. Background research of several authors, whose results are presented in the second, theoretical chapter of this work, showed that a lot of attention of marketing researchers focused on POP ADs or hypermarkets generally is realized mainly through the positivistic perspective. It highlights preferably controlled conditions and testing of hypotheses related to one or more measurable variables. Compared to that, our research uses the interpretative perspective, which is in relation to constructionist inspiration and data from the qualitative research more capable of detecting all variables (in our case, it is more capable of describing phenomena), which come into play in a certain type of situation.

The whole consequent chapter 5 is dedicated to broad discussion of particular theoretical concepts with presented results.

As we do not look at POP AD characteristics as at something solitary and clearly separated from other phenomena, by the fact that we engage customers with their habits into the analysis as well as, to a certain extent, marketing experts, who have a view of the POP AD world, which they meet every day, we can see a much more comprehensive view of POP ADs. Here, we are not able to describe how exactly this or that variable increases sales of a product from a POP AD, we cannot say which of the possible purposeful strategies of POP AD implementation will bring a bigger profit, but we can provide POP advertising entrepreneurs and POP AD implementers with a kind of a map of phenomena, which will ensure that everything such a person can decide is adapted to store expectations, expectations and strategies of customers and, last but not least, to objectives of using POP ADs, which are not limited only to profit increase. Particular connections might be considered as trivial if taken out of the context. But it used to be some apparent banality overlooked among others, which might thwart the effort to create a good and successful POP AD. This analysis also maps possible sources of problems that an entrepreneurs and POP AD implementers might not realize.

So now, let us move to answers to particular questions approached through results of this research, respectively the main research questions and three specific research questions. The research question number 4 related to interpretation of research results as an entrepreneurial opportunity is answered through theoretical discussion in Discussion chapter 5.

The main question of this research is:

"What is the role of a POP AD in customer purchase decision making in Czech hypermarkets and how understanding of it can serve as a source of entrepreneurial opportunities for POP advertising entrepreneurs?"

The role a POP AD plays or can potentially play depends primarily on three categories of phenomena, three parts of the Paradigm Model: customer shopping strategies (strategies), objectives (consequences) that should be fulfilled by a POP AD in a store according to its implementers and the central category, when customers encounter a POP AD in a certain context and then

there is decided if the intended POP AD objectives will be fulfilled in consequence and if a POP AD will be successful or not. First, we will focus on a generally formulated answer to the question about possible roles of a POP AD. And subsequently – after answering the last specific research question – we will answer the main question also in its concreteness, i.e. for determined product categories or brands Coca-Cola and Snickers.

Two main roles, which can be played by a POP AD and also are really played by POP ADs within the shopping area of hypermarkets when customers are making their decisions, are connected to two types of expectations, two types of strategies, which might be accepted by customers and which can then influence their perception of the environment as we will explain below in answers to specific questions. We called these shopping strategies “simply and quickly” and “enjoy shopping”. This typology has been constructed within this research in order to transparently schematize statements of customers about the course of their shopping. So it is not an objectively obligatory typology, but a construct of the researcher referring to statements of customers. We can be sure that these types of purchasing strategies reflect real preferences of the customers we have researched, but we cannot claim that any concrete customer within the sales area would have only one type of these expectations at the moment. Both types rather exist simultaneously and they influence each other according to the course of a certain shopping and many other circumstances as described in detail in Chapter 6. So based on our results, we cannot exclude that a customer would change their strategy perhaps even several times during one instance of shopping. Thanks to these two types of strategies, we can especially identify two different complexes of expectations of customers in hypermarkets, which form two types of POP ADs satisfying these needs.

The first type of a customer (here, as analytic needs, we assume a strategy consistency for one whole shopping to capture relating expectations of a customer with this one strategy), who goes to a shopping area with an intention to realize their regular and in some cases even ritual shopping, which is rather big, i.e. with many items, and the customer might use a previously written list, or they will decide what to buy in accordance with household needs directly in a store. They enter a hypermarket with the hope that their shopping will take a short time and that they will not forget to buy anything. Such a customer appreciates especially such POP ADs, which save their time they would have to spend running through all possible product categories placed in racks across the whole shopping area. We dare to call this POP AD role “a POP AD – helper”.

The second type of a customer enjoys shopping, which is not surprising due to the reflection of norms of consumption in the theoretical chapter of this work as further discussed in the fifth chapter. This customer is more relaxed, does not hurry and did not decide in advance what amount of goods to buy. First of all, they come to look at the current offer and with this objective they will wander around a shopping area looking for something that might attract them. Anything, including POP ADs. Thus, these get into the possible role we call a “POP AD – entertainer”.

Meanwhile, we will ask the question: what attributes increase the chance for success of a POP AD in any of these two roles? Now we will try to show how the encounter of a customer with any of these POP ADs will proceed and where it will lead or might lead to in consequence.

In the case of the first type of a customer, who wants to do shopping easily and quickly, we cannot expect that they will be exceedingly attentive towards POP ADs and that they will expect anything more from them than just a smooth purchase of a product, for which they may decide very quickly not burdened by any worries. But they will not pay too much attention to a concrete POP AD, as it will play the role of a helper. If their decision making will be made difficult by doubts about meaningfulness of a graphical design, logic of a POP AD placement, doubts about safety when taking out a product, poor restocking or evidently low comfort when taking out a product, they will rather ignore the POP AD. If a POP AD obstructed their movement, if they would fall on it in haste, if they would feel that they are manipulated somehow, they might get a negative experience from such an encounter with the POP AD.

On the other hand, when a customer who enjoys their shopping encounters a POP AD that satisfies their strategy, they will do what they came for, thus they will have a fun, and they will search. In the case of such an encounter of a customer with a POP AD, we talk about a positive effect of a purchase from a POP AD. The possibility of smooth shopping is not excluded either, and further they would ignore POP ADs which are not inspiring or enjoyable. This type of a customer does not face a pressure to save a time and this greatly reduces the possibility that they could get a negative experience from a POP AD.

Then this has an influence on objectives that correspond better to two mentioned POP AD roles. As we showed, a POP AD - helper can very well remind a customer of items from their planned purchase, which they could otherwise forget. But it can also just increase sales. Both depend mainly on its placement in a store, as we will describe below. POP AD - entertainer may fulfill many objectives. Of course, it can promote sales, but also it can further cause higher attractiveness than competition if well placed, and a customer who really cares for goods in a certain category prefers the goods placed in a POP AD and so, it increases sales and also reduces sales of the competitors. A POP AD entertainer may also improve brand awareness and brand perception and finally it seems to be suitable for informing consumers about innovations or perhaps a contest. The three last mentioned objectives are best achievable when a POP AD - entertainer is able to have a positive effect on a customer. Placement is also important here, but the importance of the appearance rapidly increases, which is not so essential in the case of a POP AD - helper.

For our interpretation to be correct, it is necessary to mention that as well as the customer strategies do not really quite exclude each other, also POP AD can play both roles. E.g. when a customer trying to do simple and quick shopping encounters a POP AD - entertainer, which is appropriately placed, they may realize a smooth purchase from it without paying attention to its appearance, regardless of what other customers expect from a POP AD -

entertainer.

But we also found negative roles played by some POP Ads, which may obstruct sales. It is a "POP AD - obstruction", when a POP AD is badly placed regarding its size and a customer will then focus on how to pass by it with their basket instead of focusing on its products, a "POP AD - threat", when a customer is not sure of its stability and rather does not risk a purchase. Next one is a "POP AD chaos", when a customer lacks clearly understandable advertising, or good and orientation-facilitating branding, or harmonizing a design of a POP AD with motives and colors of a long-term communication of a brand. Further it is about a "POP AD - ruin", when a condition of a POP AD discourages from any purchase and associates a product with malfunction, ugliness and poor quality, and finally a "POP AD - manipulator", when a customer discovers an unfair game by creators of a POP AD and refuses to participate in it, whether it occurs due to advertising graphics or placement in a store in a section with discounted goods without offering a discount. All these roles lead to ignoring a POP AD or a negative experience with it and so it is necessary to avoid these roles.

For a POP AD to take on a specific role the context of its encounter with a customer is essential. This is also the mostly tractable intention of an implementer, who as we already know chooses the means, by which a POP AD should be successful, but also who should be attracted by a POP AD and what consequences it should lead to. In the third specific question, we will focus on the context. We put the first specific question as following:

### **1/ Under what conditions and how do customers purchase from POP AD in hypermarkets?**

A customer's reflection of more general conditions in each of their shopping trip in hypermarkets is related to our constructed types of strategies of customers. A customer gravitates to one of these strategies and it influences their perception of shopping conditions. These consequently determine their expectations from a course of their shopping and their perception of a POP AD. This dichotomy of shopping strategies, which is constructed by the researcher in this form with reference to statements of customers, orients human behavior in the typical situation given by the Central Category. So customer's construction of conditions of purchasing from a POP AD is influenced by one of the identified strategies a customer chooses or their combination. As these determine their expectations from the course of their shopping. Again if we think of the strategies as of two mutually exclusive variants, we can say that for customers who want to do shopping simply and quickly, a hypermarket is either well-arranged, i.e. allows quick orientation and finding required goods easily, or badly arranged. In such reflected conditions, a POP AD will be mainly successful, if well placed and if its graphical design shows a brand adequately, i.e. not only a well visible brand but a POP AD must correspond with the long-term color scheme associated with the brand. For customers who enjoy their shopping, a hypermarket is especially enjoyable if there are enough goods at

interesting prices and a customer can search for them, otherwise it is boring. In such reflecting conditions, a POP AD will be successful especially when having an individual, creative or even funny graphical design and at the same time when purposefully placed and when implementers pay sufficient attention to all other possible risks.

If we perceive a POP AD as a result of the partial process of social construction, we find two main distinctive features of a POP AD compared to a standard rack: 1. POP ADs are flexible when placing them into a shopping area and 2. a POP AD uses graphical motives, due to which it is an aesthetical object unlike a rack. The second condition, which mostly relates to customers looking for entertainment, results in practical restrictions for a shape and size of a POP AD. A POP AD should be comparatively small, not a huge square cabinet, which can be moved within a store, but otherwise it does not differ much from a rack. If such shapeless cabinet is well placed, a POP AD - helper can play a role, but it must forgo in advance the possibility to draw attention to itself by a significant difference compared to racks (i.e. a little simple and accessible constitution enriched by advertising graphics), which would include aesthetical ambitions and which can then fulfill much more objectives than just increasing sales or eventually reminding of a product.

Customers also understand that particular brands and products struggle for them and that there are marketing experts behind their presentation method. It is not a question of whether customers realize the impact these experts have upon them through marketing communication, it is rather about the level of intensity of this impact they consider as being acceptable. Above this level, they judge the concrete marketing manipulation as a means of unacceptable manipulation. Then this manipulation may have many forms and different groups of customers will be differently sensitive to all of these forms. In our data, we found this phenomenon in connection with using the motive of a smiling woman presented as a passive aesthetical object and further in the case of placement of a POP AD into the section of discounted goods without the particular goods being discounted.

Also the way customers purchase from POP ADs is very important. Our expectations inspired by constructionism have been confirmed and also specified here. We assumed that a purchase from a POP AD is impulsive, i.e. proceeded without a previous consideration and quite quickly. Our results confirm that with the exception that customers who enjoy their shopping in hypermarket more will spend more time on aesthetical qualities of a POP AD, although all of them would like to realize their shopping, in terms of deciding and taking a product, quickly and without any problem. Evoking this impulsive situation, when encountering with a POP AD, is not obvious or trivial. As we showed above, except the feeling of manipulation with a customer, quite a number of semblances may impede the success of a POP AD: i.e. semblance of a product of poor quality, semblance of danger and semblance of bad manipulation with a product in a POP AD. As we also showed the thing is not just that a POP AD is really safe, really offers a quality product and is easy to manipulate with when taking it from a POP AD. Although a POP AD may

really satisfy all these conditions, a customer may not be able to see that e.g. based on an unfortunate shape of a POP AD, which required more than just picking up a product and putting it into a basket. This also concerns its poorly maintained condition or cheap used material, which could cause a semblance of poor quality of displayed products. In such a case, a customer would not find out if their semblance is true, and they would probably ignore the POP AD. Such a POP AD then stops fulfilling its role of a helper, or entertainer, and becomes a threat, chaos or ruin in the logic of the above mentioned specification of possible roles.

By the way, here, conditions and a way of shopping with a POP AD meet with habitualization of customers, about which the following specific research question is:

## **2/ What are kinds of customer habits and experiences in exploitation of POP AD advertising displays?**

At the level of habitualization, we found many concrete statements mentioning it or referring to it in our data. Continuous specification of statements about experience and habits of customers helped us in later parts of the work when analyzing a vast majority of other codes. So, we will gradually go through them in detail here.

First, it is the phenomenon itself, i.e. encounter of a customer with a POP AD. Thanks to experience of customers, we were able to extend customer's perception when encountering POP AD, which does not have only two variants – buying or not buying. During real purchasing from a POP AD, when a POP AD is successful, there is possible to distinguish a significantly positive effect, when a customer feels a kind of pleasure from the encounter with a POP AD, and trouble-free purchase, when a customer does not pay any significant attention to a POP AD. This is very important, when we would like to use such a POP AD in practice to achieve objectives such as suppressing competition, promoting a brand or providing information about an innovation, for which the first variant is important. Then analogously, failure of a POP AD is not only ignoring a POP AD by a customer. A really bad POP AD could bother or even annoy a customer, which could consequently have a negative influence on perceiving a brand.

Casual conditions relate more to expert habitualizations, and that is why we mention them only briefly. From the statements of experts it is clear that relations of POP advertising entrepreneurs and implementers with managers of stores are essential for getting opportunities to work with a POP AD really well and eventually to obtain information about its success. Managers are used to not accepting especially such POP ADs, which are too large and whose placement would be too difficult as to the store architecture. So this represents a POP AD size limitation in particular stores according to their possibilities.

As to the strategy of customers, both of them have their own relations to habits of customers. While customers who want to enjoy their shopping are used to visiting hypermarkets for smaller purchases, during which they are

basically looking for something unusual, and so here the role of habitualization ends, customers who make bigger purchases within the strategy of simply and quickly, have much more structured habitualizations including preparation at home (shopping lists, studying discount leaflets, ...) and definite order items on their shopping route, because they always buy these items and thus their shopping has a much more routine character.

In the context of a customer's encounter with a POP AD, the habitualization showed mainly in three connections, although our whole analysis of the context is based on concrete habits and experience of customers. It comes forth really strongly in the connection with a form of a POP AD, where customers expect that a product will be presented with graphics that are in compliance with an advertisement of a certain brand they are used to. Here, it is about a logo and colors, but also the motif of a television advertisement. These customary graphical elements have an advantage that they allow an impulsive purchase, as described here, i.e. a customer is not forced to think of reasons of using unusual colors or unknown graphical motives. In connection with the POP AD placement, there occurred an interesting association with a product size. Customers like to put larger products to their baskets at the beginning of their shopping, when the baskets are still empty. And they use to buy fragile and small things at the end, which is practical for customers and leading for implementers. Especially customers adhering to the strategy of simple and quick shopping take changes in lay-out of products in a store with displeasure due to their customary procedures they then have to change. Finally, in the case of comfort, there was found out that customers are used to products simply laid on a sales surface of a POP AD. More complicated realization of placement of a product in a POP AD (concretely hanging a product in a POP AD or its insertion into a POP AD) gives some customers an impression of excessive complexity, which discourages them from using a POP AD. Finally, it is necessary to mention that people are used to buying some products in hypermarkets as whole packages with many pieces, which rules out a POP AD altogether. In those cases, customers are used to buying such products so much that it seems senseless for them to buy only one piece from a POP AD.

In intervening conditions, in terms of habitual practice, the most interesting one could be shopping with children, which seems to have an influence on greater demands of customers on safety of a POP AD and also a greater will to enjoy shopping by looking for stimuli enjoyable for their child, and which could be experienced together with a child.

Finally, it should be unambiguously said that habitual practice and effort to understand it is potentially very useful. Not because we should only adapt to it. But even if we want to come with something unusual, we need data about a present habitual practice to be able to distinguish if customers want to change their habits and if this novelty is beneficial for them somehow and at least if it has some sense for them so that they are able to reason the need to do things differently than before. Probably, it will be easier in the case of customers who rather enjoy their shopping. In the case of customers who want to do their one-week routine shopping for a family as quickly as possible, it pays to be

conservative and not to burden them with overly unusual things. For them, the ideal variant is a POP AD which will remind them of something or spare them a trip across half of a hypermarket to a section where they forgot to stop.

Now, let us focus on tools available to implementers of POP ADs and which influence the context of a customer's encounter with a POP AD.

### **3/ What are attributes perceived by customers during shopping from POP AD advertising displays and what can we influence?**

An answer to this specific research question has the biggest potential to comment on practical issues serving for improving entrepreneurial practice. Here, we will try to summarize how it is possible to manipulate with the web of relations, which is represented by our Paradigm Model. First, we will deal with particular groups of codes in the context in the order, in which they should be considered when planning a new POP AD. This procedure will allow us to set a space for possible strategies of success of a POP AD. Then, we will briefly mention possibilities of interactive elements and finally we will return to the main research question and demonstrate the potential of our Paradigm Model on the example of possible strategies for Coca-Cola or Snickers in certain product categories.

When planning a new POP AD, it is necessary to proceed from what cannot be influenced. The first group of relations, to which the work with planning a context of a POP AD must be adapted, is the basic strategic intention. In the analysis, we showed that customers may be interested in two types of shopping strategies, two ways of coping with the hypermarket environment. Further, we also know that these strategies have a systematic relation to the central category, where a POP AD may have a significantly positive influence on customers who rather enjoy their shopping, they can smoothly purchase from it or ignore it, but they will not get any negative experience from the encounter the POP AD, while customers who want to do shopping simply and quickly will be looking especially for a trouble-free purchase, where they can ignore a POP AD or get a significantly negative experience, but it will be difficult to get their attention in order to cause a significantly positive experience from a POP AD. This relation is fundamental for selection of POP AD objectives, the first selection, which should be realized and to which we will then adapt selection of tools for achieving it. If we want more than just increase sales by aiming at routine purchasers of the "simply and quickly" type through smart placement, which will save their time or remind them of a product before they leave the store, if we want to beat our competition, promote a brand and awareness of it, or inform of a novelty, it will be necessary to rather aim at customers who enjoy their shopping, which supposes a greater emphasis on phenomena related to the appearance of a POP AD.

This strategic consideration is affected especially by the characteristics of a marketed product, which is a part of the context which we cannot affect. We know that a product itself can evoke a very positive effect if it occurs newly in a POP AD, when a concrete customer likes buying it, but who not always finds a

way to the certain product category. It is logical that a POP AD will influence very positively all customers who like the product. Just preferences of customers may greatly affect how many of them will be pleased from seeing a POP AD, how many will smoothly buy from it and how many will ignore a POP AD. This is not about determination, but rather about initial conditions, with which we must be able to work. Product category itself may be determining if a certain product is suitable to be offered from a POP AD, which supposes an impulsive purchase, or if their shopping excludes impulsivity and supposes such a rate of thinking that a certain product is not convenient for being in a POP AD.

Generally said, it is good to know the position of the product on the market. Specifically, for each brand it always depends a lot on whether it is an absolutely new brand or a flavor innovation of a known brand, or a standard product of a known brand. If it is about any kind of innovation, it is necessary to strive for a very positive effect on a customer when encountering a POP AD, so that they are informed about the novelty well enough. Then we would rather try to place a POP AD at the beginning of a shopping route, or in front of racks of the particular product category with the fact that it makes sense to invest into the appearance of a POP AD so that it attracts a customer. If we want to increase sales or remind of a well known product, it is not necessary to place such an emphasis on the appearance and it is rather necessary to put more consideration into placement. If the product is big, we might prefer to place a POP AD at the beginning. If the product was smaller, it would be better to place it at the end of shopping routes, i.e. directly by cash desks or close to them.

Another possibility for well known brands is opened by possibilities of product complementarities, i.e. if it is customarily consumed together with another product. If so, we can chose complementary placement of a POP AD, which can visually communicate the benefits of the combination of products at the very beginning, if it is not quite clear. If it is evident, the appearance of a POP AD does not matter too much again.

We can also strive for promotion of a well know product brand, which we can achieve by working with the graphical design of a POP AD – here we can use a television advertisement and symbolically connect the shopping area of a hypermarket with the comfort of a living room through the same visual motive. Such a POP AD should be attractive to the extent that it is possible to place it also outside the certain category, find a place for it where it could excel as the only item in the surroundings. Specifically, for this purpose, it could be suitable to pay close attention to the target group of a product and place a POP AD next to such goods, which are also associated with this target group. If we seek to suppress our competition, the situation is similar, but it is rather necessary to communicate visually advantages of our products compared to the others in a certain category and placement seems to be convenient especially in front of racks with that particular type of goods, because like this also customers not planning to buy anything in this category can see the POP AD. Here we can see that if we have a certain brand, information about it leads us when determining objectives of its POP AD as well as consequently when considering placement

and appearance of a POP AD. Let us look closely at the two groups of these contextual phenomena.

We do not have complete freedom even when we are choosing the size of a POP AD and its placement. From a certain size, supermarkets would not want to place POP ADs. When determining a POP AD size, it is necessary to proceed from knowledge of conditions imposed by particular chains and stores. We already mentioned possible convenient strategies for achieving certain objectives. But we did not mention a time dimension. Short-term placement is suitable especially for known products, which are trying to attract customers by a temporary price reduction, or which will soon be included in a campaign with a clearly defined duration, which could be well supplemented by short-time POP ADs. Then it is not necessary to pay so much attention and resources to the used material. On the contrary, longer-term placement leads to selection of a material, whose resistance allows it to survive even eventual collisions with customers and their shopping baskets in a shopping area.

We probably have the greatest flexibility in planning a POP AD when considering its appearance, although even here there are some phenomena set in principle. First, it is important to provide a POP AD with a brand logo which is as visible as possible. Well visible logo can help a POP AD, which tries to communicate more complex messages and attract also customers who will ignore such a message. So that it will serve well customers with the strategy "enjoy the shopping", but also customers who want to purchase simply and quickly. These ones are not looking for entertainment, but visible communication of a brand logo could help them with orientation. Success rate of such a POP AD certainly depends on imaginativeness of, e.g., the graphical designer. But generally, we can formulate at least two general principles.

In the case of innovation we might experiment with colors. But if it is a well known product, colors should correspond with the long-term color scheme of its brand, otherwise it would confuse customers. It is also necessary to pay close attention to POP AD shape, which directly affects the POP AD condition (e.g., if it protrudes with some parts into the space, it would be more susceptible to damage, which is important especially for POP ADs placed for a long time) and also customer comfort, i.e. spatial accessibility and manipulation with the product in the POP AD.

As to manipulation with the product in the POP AD, generally we can say that for all categories, ideally the product should be laid into the POP AD, not hung, or inserted into a POP AD, because it could discourage customers who want to do their shopping simply and quickly. We observed that hanging a product into a POP AD, which makes a customer pull out the product between grasping it and putting it into the basket compared to normally placed products on shelves, could give an impression (semblance) of bad manipulation, which in consequence led to ignoring the POP AD.

Spatial accessibility of a POP AD is determined by the shape and placement of the POP AD. For POP AD strategies, where we attributed relatively low priority to appearance (well known products with the objective just to increase sales or remind), it is appropriate to sacrifice side surfaces of a

POP AD just for increasing comfort, which supports the possibility of trouble-free purchase that is essential for these strategies. But if we evoke a significantly positive effect from the encounter with a POP AD, we might sacrifice a small part of comfort and accessibility for larger surfaces bearing graphical design of the advertising message.

Also material and safety of a POP AD relate to the POP AD shape. As already said in the case of a POP AD placed for a short time period, there can be used less resistant materials. But we should still think of eventual damage to the brand reputation, if the condition of a POP AD would rapidly deteriorate even during the short time period. But it is not only about material resistance affecting the appearance. Especially in the case of plastics, which might be e.g. varicolored or transparent we could sensitively affect POP AD appearance through material selection. If the product has a good reputation within its category, and especially when we want to support this reputation in terms of POP AD objectives, it is necessary to avoid using cheap or cheap looking materials. Then it must be visible that the POP AD is a beautiful and expensive item which is highly stable.

While we can get a lot from placement and appearance of a POP AD, when we adapt these phenomena to required objectives, in the case of comfort and safety of a POP AD, which are set mainly by the POP AD shape and material resistance, we can only lose. So here it is always necessary to invest into the POP AD, at least enough to get some certainty of excluding the possibility that a POP AD will be ignored or even customers will get a negative experience from the POP AD due to its bad condition, which leads to unattractiveness of the POP AD that might cause semblance of poor quality of the product or it might lead to safety hazards connected with the POP AD. Also, it is necessary to avoid semblance of compromised safety and further semblance of bad manipulation with the product in the POP AD and manipulation with customer through appearance of a POP AD or placement which all relate to the shape of the POP AD and graphical execution rather than to its real condition or intentions of the implementer to manipulate with a customer.

Now, we will generally summarize findings of POP AD interactivity possibilities. We will attach the concrete possibilities for Coca-Cola and Snickers when we formulate concrete possible strategies for these two products.

As for brightness, i.e. lighting parts of a POP AD, this does not seem to be convenient for the hypermarket environment, which tends to be over lighted. In smaller stores or petrol stations, it does not have to be like that.

Using sound seems to be the most problematic due to already existing sound background in hypermarkets. For this reason, there should rather be used a short sound motive, e.g. activated by a photocell when a customer gets near. Application of sound does also have the feature that a certain part of customers will be attracted to and delighted by it, but other customers will get a bad experience because of feeling annoyed by it.

So using an LCD makes sense rather without a sound, which limits the usability of existing advertising spots. There should rather be used a

presentation of mixing product ingredients, which might provoke an appetite for it. An LCD might attract attention better thanks to movement, but evidently it could not sustain the attention for long. Purchasing from a POP AD is mainly quick and in this respect, the application of an LCD appears to be problematic. An LCD is flat, so the shown motive will be visible only from a certain angle, which implies the necessity of a good idea of placing the POP AD when we want to use an LCD. Unlike sound, a silent LCD will not bother anyone, but it will be easier to ignore.

Using odors seems to be the most promising, but at the same time the collected data is the most hypothetical, because our respondents do not have enough experience with this element. Odors might be used especially for products with a sufficiently specific odor. If not, the odor could increase a customer's appetite for goods of the whole category, not just for goods displayed in an aromatic POP AD.

We will conclude it with two statements valid for all interactive elements. These elements usually increase the cost of production and operation of the POP AD including demands on power supply in a store, which could complicate possibilities of its placement. If we decide for this option anyway, especially in the case of an LCD and sound, a customer should have the chance to understand why we are doing so. Using these elements must never be superficial and should be bound to a concrete meaningful idea, when the communicated message has a clear link to the particular product or its brand. Otherwise it will disturb the flow of purchase, which is essential especially for the impulsive purchase.

The previously presented results were formulated for POP ADs in hypermarkets generally. And now there remains to answer the main research question for a certain product category, i.e. for brands Coca-Cola and Snickers, which will allow us to manifest briefly the practical and entrepreneurial opportunities opened by the results of this research. The main research question is:

"What is the role of a POP AD in customer purchase decision making in Czech hypermarkets and how understanding of it can serve as a source of entrepreneurial opportunities for POP advertising entrepreneurs?"

In the case of both brands, there could be chosen more strategies, in which a POP AD will be applied in more roles. In both cases, it is necessary to proceed from product characteristics as we demonstrated.

A Snickers bar is a small product belonging to the category of sweets. It is a very well known brand. Consumption of Snickers is not complementary with consumption of other products in any significant way. A small well known product calls for being placed by cash desks in a POP AD, which does not have to be special in any way as to its appearance, but it should allow as much comfort as possible when taking the product from a POP AD. For a customer, such a POP AD will play the role of a helper. We can also try to cause higher attractiveness than competition for customers who go buying sweets directly to

the certain category. Here, we can place a POP AD with Snickers at the head of a rack and clearly communicate the brand connected with an attractive design that will communicate advantages of the brand compared to the competition (e.g. Snickers as sweet stuff more associated with sports, which can be well used for graphics, because other sweets used to be more associated with fattening). Snickers does also have a quite clear target group, it is purchased mostly by teenagers and young people. So if we want to promote the brand, we could also realize the POP AD with a significant graphical design, which would be placed next to product categories that are visited by the target group. This last strategy additionally opens the possibility to select the graphical design purposefully and communicate the messages which are understandable especially to this narrower group of customers. As to interactivity, Snickers as a product does not have a characteristic sound. It would be possible to use a chocolate odor, but that would make some sense only if the POP AD is placed outside of the product category, where a customer could also buy many other brands of chocolate products. If we want to use an interactive attribute, it seems suitable to use, e.g., a visual stimulus in the form of LCD projection of mixing the ingredients, i.e. chocolate, caramel and peanuts, unlike stimulating other senses, which might not cause such a clear association with this product. It is also possible to recommend that the POP AD for Snickers should not have a robust appearance, and neither should it be shaped like a rack. For smaller products like Snickers, it is more convenient to use a smaller POP AD, eventually a more fragmented arrangement of more POP ADs.

Similarly, Coca-Cola is a very well known brand of soft drinks sold in more sizes. Some customers are used to buying it in large packages with more pieces of bigger bottles. Big bottles of Coca-Cola are not ideal to be sold from POP ADs. But in small bottles, it is very convenient to be sold by cash desks as a well known product – especially in summer if cooled. Another strategy should be based on the effort to reduce competition directly in the category of soft drinks. In such a case, a POP AD should bring something in addition. E.g., it could inform about a contest or bear motives of the latest television advertising. But the most promising strategy is opened by product complementarities. Coca-Cola in smaller packages can be very well placed to ready-to-eat section as a drink for a snack or lunch. In larger packages, it can be placed next to alcoholic drinks; this idea had the most positive response. While for the smaller packages next to the ready-to-eat section a POP AD will be more of a helper, next to alcoholic drinks it could entertain, which supposes a good graphical design (example: placement near rum, where the POP AD would announce the possibility of making the Cuba Libre cocktail with the possibility of showing, let us say, cheerful Cubans on a beach). It does not seem to be convenient to use an odor for Coca-Cola because it would evoke the impression that someone spilled the drink on the floor. An LCD motive of Coca-Cola flowing around ice cubes is possible, but due to the discussed problems with using LCD the convenience of using it and the created effect are very disputable. But Coca-Cola as a product has its sound and a POP AD could make the sound of “tssss” that we know when opening a bottle of Coca-Cola.

Here, we described several potentially successful strategies for both products. To answer the question, in conclusion, we must emphasize the role that these used strategies give to a POP AD during the decision making process of a customer. We distinguished two roles: POP AD - helper and POP AD - entertainer. Above, we could see that strategies of a POP AD always closely relate to the product, and for a different objective it is possible to change corresponding roles of a POP AD. For successful coordination of these roles during customer's decision making process it is absolutely necessary that the customer has a reason to buy the goods, but this reason must be absorbed in several seconds of an impulsive purchase. This reason may be given by different variables. The reason can be suitable placement, combination of placement with an appropriate product size or interesting design underlining exceptionality of the brand compared to the other brands in the category. In any case, the communication of a reason why to buy a product must be obvious enough and quickly understandable. If a POP AD does not give such an evident reason, it discourages similarly as when it bears a too complicated advertising message. Then the customer is forced to ask for reasons, they are not allowed to take the product without a problem and maybe even to have some positive experience from the POP AD, but they must ask why this POP AD is right here, or what kind of complicated advertising message the producer is sending them. This disturbs the general role a POP AD is supposed to play: to enable impulsive purchase, i.e. to offer the possibility to take something small within routine shopping in a hypermarket from a well placed and eventually even nice POP AD - all this without the customer having to think of anything other than just their whole shopping they came to realize in the hypermarket. Such a simple reason for shopping a POP AD gives to a customer does not yet guarantee success. The situation of an impulsive purchase may be ruined by superficiality or complexity of the context of the customer's encounter with a POP AD as well as a semblance of dangerousness of the POP AD, semblance of poor quality of the product caused by a bad condition of a POP AD, a semblance of bad manipulation with the product in a POP AD and a feeling that the implementer is trying to use a POP AD to manipulate with the customer. All these must also be avoided.

## 5 DISCUSSION

In the next chapter, we will look back at our analysis and discuss our findings compared to other research projects, with the previous literature and known findings from related spheres of POP and advertising. As already mentioned in the introductory sections, this area of knowledge has been formulated from a different epistemological perspective by the majority, which does not simplify attempts to compare the results in any way. Mutual comparisons of some phenomena, topics, research and theories are still possible.

But first, Let us go back to the diversity of perspectives. Then we will compare our findings with research relating directly to the POP AD attributes, which we have classified in the context group in the Paradigm Model. It is this very context group which is also crucial for the appearance of a POP AD and consequences of a customer's encounter with a POP AD and which is also thematized by other research and theories. Further we will discuss the phenomenon of a POP AD competition in shopping areas, interactivity, customer shopping strategies, intervening conditions and also other theoretical associations as a brief reflection on the context of our results with sociological theories. At the end we will also discuss our research results with entrepreneurial opportunity theories and answer the research question 4 through this discussion.

### 5.1 Paradigmatic context of comparison of the results with other research studies and theories

Results presented in the previous chapter differ considerably from the ones that we discussed in the second chapter of this work within the theoretical preparation, and which placed methodological emphasis on the measurability of variables and hypotheses about cause-and-consequence in most cases. In contrast, our presented results put many variables into relations without the

ability to quantify their importance for sales increase or for a concrete change of customer behavior. Instead, we arrange these variables, or better said, phenomena, into relations according to the position they take in a story of the phenomenon that we are interested in and that we consider as being the central one. Here again, the causality is important, but rather than a quantification of one phenomenon within a complex of all overlooked circumstances, this analysis shows the concurrences of the all possible circumstances. In other words, it maps concatenation of causes and consequences in the more integral view so that all the conclusions can be supported by research findings showed in the Paradigm Model, which represents and arranges facts in accordance with the GT strategy. With this approach, we can relate any of our theoretical findings to our empiric data, in which they are thus grounded. We described this perspective difference in detail in the theoretical and methodological chapters, respectively in the 2<sup>nd</sup> and 3<sup>rd</sup> chapter of this work. We also tried to show that each perspective prefers different metaphors used in the practice of scientists as well as marketing practitioners (Arndt, 1985). So first, Let us ask the question – how does a consumer, or eventually only their behavior, differ at the level of concepts, to which most of positivistic studies are dedicated, from the customer, at whom we are looking inspired by constructionism within the research strategy called “GT”.

## 5.2 Disparity of perspectives

Advertising is a dynamic discipline. Customers became resistant to the old methods of advertising in time and so entrepreneurs and other participants of the advertising world are looking for innovations and new tools that would increase the brand awareness and their profits (Krofiánová, 2009; Quelch and Bonvetre, 1983; Agnew, 1987), so as even these would also stop having any effect in time. We can find a metaphorically similar principle, principle of adaptation and thus a kind of everlasting resistance, also in other spheres of public practice. E.g. Klein (2005) cites David Lubars, Promotion Director of the company OmnicomGroup: *“Consumers are like cockroaches ... the more insecticide we use to liquidate them, the faster they grow immune to it.”* (Klein 2005, p. 9) We discussed the metaphor “Warfare” in the theoretical chapter (2), in which marketing is a weapon against competition and against the resistance of consumers (Arndt, 1985), so that the comparison of consumers with the pest is understandable. It is about warfare. There must be developed new “insecticide” to be used against each wave of this “resistance”, while science is called up to the warfare as the main tool similarly as science in the case of pests. The methodological emphasis of this work, emphasis on a subjective aspect of a customer, their habitual practice and experience, rather shows the reality of experiences that relate to apparently trivial circumstances of marketing communication at the point of sale, which, however, create a more complete view of the phenomenon as such (Anderson, 1988; Fay, 1999; Harrington, 2006).

Contrary to the above defined consumer, a customer, as we perceive them, is a person that actively collects experiences and standardizes them for the purpose of orientation within "everyday life". The constructionist theory we involved works with the term "everyday life" which was taken over from Alfred Schutz. The authors wrote: "*Everyday life seems to be a reality people interpret somehow, and which has a subjective meaning for them as a certain logically coherent world*" (Berger and Luckmann 1999, p. 25). The logic of this everyday life is maintained mainly by typifications, knowledge, which enables people to react to typical situations in a typical way. This is the way how an individual habit, i.e. habitual practice, or habitual behavior of more individuals arises, and that is what helps to keep functionality of some institutions and their sets of roles, i.e. institutionalization. Even from different theoretical and paradigmatic tradition, also findings of brain research show a strong role of routinized shopping behavior. Perception theory and gestalt theory explain the memory representation of spatial information, the so called "mental maps" (Ittelson 1977, Russell and Ward, 1982). Several empirical studies of store environments (e.g. Sommer and Aitkens, 1982, Grossbart and Rammohan, 1981, Bos,t 1987) give evidence of a significant correlation between the existence of store maps developed through routinization of acting during shopping (knowledge about the location of specific products, POP media, service centers, escalators, cashier's zone). Also we focused on habitual practice of individual customers rather than on an analysis of the hypermarket institution functioning. From the analysis of the collected data, we can see that shopping in a hypermarket is perceived just as this trouble-free, i.e. typical, everyday situation, including eventual impulsive shopping from POP ADs. Impulsive shopping as such, which, as respondents think, is not planned and is usually a result of momentary affection, is mostly perceived as normal and trouble-free.

We observed variety of customer experiences and habits, which we can adapt to, or which we could try to enrich. We observed that we can help our customers, or even entertain them, we saw that it is not only about a success or failure of an attempt to sell, but also about the fact whether the action is trouble-free or whether a particular customer is delighted or annoyed. We dare to say that the chosen interpretative perspective makes an observer more sensitive to a customer's inner life and thus they can understand them (Strauss and Corbin, 1999). We expect a contribution to marketing practice from such understanding of a customer.

In the context of constant hunger for new tools in marketing communication, we perceive also POP ADs as another innovative means used to promote a brand, increase turnover and sales of goods. Realization of these forms of advertising begins mostly in workshops of advertising creative designers, or marketing agencies, and it is concluded in capabilities of implementers, who are looking for appropriate locations for advertising media (Krofiánová, 2009; Vysekalová, 2004). This world may have another – let us say professionally distorted – view of the world, respectively opinion of a customer and their subjective world. The secondary objective of our analysis was partial detection of these discrepancies between expert conceptions of advertisement

and marketing professionals and the world of customers.

In this sub-chapter, we will mention several thematic areas, which we have discussed in the theoretical section and which seem to be convenient for the comparison with our conclusions. The darker side of choosing different research perspectives seems to be the reduced possibility of comparison with the previous works. Some research, whose results have been presented in the theoretical section of this work, were used rather as an inspiration when creating interview scenarios and helped us to extend primary ideas of the topic, although their comparison with our results is not quite possible, or it would seem to be very banal and therefore these do not appear in this discussion.

From the perspective of experts from this field and submitters, it is primarily about increasing sales and the effort to quantify and describe market behavior and corporate turnovers in numbers. (E.g. Tellis, 1998; Fader and Lodisch, 1990; Lelovičová, 2006; Kottler, 2003; Hackley, 2005; Clow and Baack, 1999, Donovan and Rossiter, 1982; Bitner, 1992, Baker et al., 1992, 1994, 2002; Turley and Milliman, 2000; Hoffman and Turley, 2002 and others) This is the way how to explain, at least partially, why most research, not only in the commercial sphere of market research but also in the academic sphere, are oriented quantitatively, statistically, positivistically or behaviorally, and why there is a lack of attempt for a deeper understanding of inner world and everyday life of customers as discussed in the theoretical chapter 2. Our analysis aims to verify the usefulness of the alternative perspective. We could describe it as an interactive perspective, because it focuses on a habitual practice and subjective sense of everydayness, not on objectivistic outer description (Arndt, 1985, Fay, 1999).

In the positivistic perspective, a POP AD would be perceived as objective reality - something clearly given and indisputable, simply a stimulus, on which customers react, and these reactions could be quantified and described in numbers. Our perspective, among others inspired by social constructionism, appeals to customer's knowledge of phenomena that surround them, knowledge as a result of the social construction process. Berger and Luckmann (1999) did not perceive the objective reality as fixed and priory given, but in their conception, they aimed rather to understanding how this objective reality is created as an objective - constructed in processes of everyday social interaction so that it gradually becomes something obligatory, thus objective. The main question is: *"How is it possible that subjective meanings become the objective reality?"* (Berger and Luckmann 1999, p. 24) Now, let us try to answer this question within the context of the POP AD topic.

An important place, where social constructionism diffuses with our findings, is represented by statements of respondents, which prove that a POP AD has the power to objectify implementer's intentions. Simply put: Customers think actively about what were the intentions of the people who prepared the shopping area for them. The rate of this activity can be different, but in the context of POP ADs, we can clearly say, in the language of social constructionism that customers perceive a POP AD as an objectification of implementers' intentions especially in the situation when something is wrong,

when a POP AD is out of their knowledge about a typical course of routine shopping and disturbs their habitualized behavior. In the context of a customer encountering a POP AD, they know that an implementer is trying to manipulate with them to increase turnover, that they had an intention to locate the POP AD somewhere and now it obstructs smooth operation, or that they are trying to create a POP AD, which will emit impulses without being any useful. In the case of successful POP ADs, we observed much more frequent objectifications of customers, who are enabled to realize their own wishes through the POP AD.

The social constructionism is based on the humanitarian science tradition, which assumes that any human action is intentional, i.e. it is based on conscious reasoning. This is stated for one's own behavior as well as for behavior of others. A POP AD is placed in a shopping area, because it can fulfill the intention of having some fun, or do shopping, which will be very quick and effective despite its extent. In such cases, a customer recognizes the intention of an implementer as helpful, not unfriendly compared to cases when they feel being manipulated or restricted in movement. This certainly subjective thinking of different customers results from typical shopping experiences, from their habitualization. Customers have a knowledge of this shopping, which often remains implicit, i.e. based on a usual course of shopping, not being a product of conscious considerations. It is worth noting that here practical conclusions of our perspective still coincide with insights of behavioral psychology, which also assumes that impulsive shopping is not quite a conscious activity (Tomek, 2002; Vysekalová, 2009, 2004; Du Plessis, 2005; Kandel, 2000; Schwartz and Jessell, 2000; Schneider and Currim, 1991; Ailawadi et al. 2001; Martinez and Montaner, 2006; Bermann and Evans, 1989; Spangenberg et al., 1996; Mehrabian and Russell, 1974, Donovan and Rossiter, 1982; Chandon et al., 2002; ). But this perspective assumes that the phenomenon can be identified when studied as a controlled reaction of externally observed objects similarly as in the case of a laboratory experiment. While the psycho-behavioral approach underlines the rules of external reactions, which are expected to be general and not being affected by life circumstances of customers, our perspective assumes that life circumstances can affect behavior and decision making in a store, e.g. when shopping with children. And that this customer's behavior can change as they get used to a specific store environment and create and extend their habitualizations. So we focused on everyday knowledge of customers, knowledge of normal shopping. There exist cases, when just such knowledge plays a key role in the customer decision-making process, which leads to completely objective consequences in the form of increasing or decreasing sales.

While positivist research would thus be able to capture success of a certain POP AD, among others, interpretative research enables to find out meanings consumers attach to their encounters with means of POP advertising, what those mean in the context of their common shopping. Then customers are not distinguished solely according to the dichotomy to buy or not to buy, but instead, we find more reasons that could discourage or attract customers. Some of them will perhaps be angry, other ones will ignore the POP AD and some

others might be entertained by it. The interpretative research enables us to answer the question why (Hendl, 2005). But we do not acquire knowledge only about qualities of a POP AD as such, because these are set rather into the complex of a customer's shopping within all phenomena captured in the Paradigm Model. Our research is mainly about this complex.

The main difference between our analysis and most other similar research projects is that while quantitatively oriented research of consumer behavior approaches to POP ADs as to something objectively given, a stimulus customers respond to, we observed that the social construction of a POP AD is based on its different options and functions compared to racks in a hypermarket. This difference contributed to the POP AD becoming a distinguishable institution, which in the broader context of the institution of a hypermarket involves different customer expectations. Through these expectations, which may change over time, the POP AD is permanently subjectively constructed. In this perspective, a POP AD is not an objective tool of increasing earnings through sending stimuli, but it can play roles of a helper, an entertainer, but potentially also an obstacle, threat or manipulator. A POP AD takes on these roles depending on how well it uses its advantages, which it has compared to common sales racks, without annoying a customer in any way over the acceptable level.

### 5.3 Discussion with other research studies and theories

To begin with, it will be useful to compare some basic assumptions, namely the terms "impulsive shopping" and "impulsive goods". Firstly, it seems that the notion of so called "impulsive shopping", defining and examining it, changes its nature research-to-research. The research of the authors Abratt and Goodeye (1990) examines impulsive shopping of non-food items and comes to a conclusion that 22.5 percent of non-food shopping falls into the category of impulsive shopping. Krofiánová (2007, p. 5), says that "approximately 60- 75 percent of shopping decisions are realized in a shopping area". While some definitions of impulsive behavior place emphasis on non-planned decisions (Vysekalová, 2004), others move it to purchasing goods a customer would never buy without an appropriate impulse created by POP advertising (Boček, 2009; Tellis, 1998). We have defined impulsive behavior as shopping conducted on the basis of a quick decision and without previous planning. Since we did not assume that this shopping is realized without any relation to customer's experience, to their perception of usual and unusual things and to certain habitualized processes, we could show that a customer can have any (at least potentially) conscious reason for an impulsive shopping. But these reasons remain implicit, which means that a customer would be able to formulate them on the conscious level not until the moment when they are asked to do so. Thus impulsive shopping, as to our interpretation, is habitualized behavior (Berger and Luckmann, 1999), when a customer does not ask why and behaves as to their habits in the

concrete situations. Nevertheless, they are able to justify their behavior if asked to.

Regarding the relation of a product category and a POP AD, it is evident that it is preferable to use a POP AD rather for an assortment, which falls into the category of impulsive and fast-turnover goods, e.g. categories of food and beverages, respectively smaller items such as Coca-Cola or Snickers. Also the previously cited authors Schneider and Currim (1991), Ailawadi et al. (2001), Martinez and Montaner (2006) and Esche et al. (2003) came to the same conclusion. One of our related conclusions, which surpass found theories in some ways, is an aspect relating to the question about the size of products in a POP AD and eventually their concrete packaging. E.g. in the case of chocolate and other bars it is clear, they have small and similar format and are sold separately. But customers think that for drinks, it is more suitable to use POP ADs for smaller bottles (0.5 – 1 l), because bigger bottles (1.5 – 2 l) are purchased rather in collated packages and when doing bigger weekend or family shopping or shopping for common households (students, young graduates, young people without a family). Smaller bottles, as well as other products of everyday use, are thus more suitable items fulfilling the definition of an item people are used to buying as assumed by the definition - impulsive shopping, as we have defined here. Such goods are suitable for POP ADs. Also the research of Esche et al. (2003, p. 1838) confirmed a similar conclusion and claims that: *“(...) buying behavior and the presentation format at the POP are the key determinants of the influencing power of a display promotion. Presented findings show that displays as stimuli are more effective in influencing purchase behavior when used with impulsively bought products.”*

Among other topics represented by quantitatively oriented research, there is e.g. a study by Moore (1989), who segments a group of customers as customers shopping in supermarkets and customers shopping somewhere else. The truth is that Moore (1989) does certainly have an inspiring view of customers according to a type of store where they do shopping. We did not take this perspective into consideration, but it is certainly another interesting perspective for future research of our topic. At the same time, one of the axial codes of the phenomenon of locating a POP AD, we have identified, was a determination for hypermarkets or supermarkets or petrol stations. However, this analysis focused on hypermarkets from the beginning, an encounter of a customer with a POP AD may be different in smaller shopping areas, however, not in all aspects, as we think. For example, a POP AD, which offers a product novelty, would probably be similarly successful at a petrol station in contrast to a visually inexpressive POP AD, which reminds of products we could forget.

In the following sections of this text, we will present the discussion of some of our findings. We make an effort towards a discussion especially wherever a concrete comparison of our own results is possible and interesting. We will also try to assess the research results from a wider perspective.

### 5.3.1 Central category

At the beginning of discussing the findings from literature with our analytical conclusions, let us summarize the dimensions of the central category of our Paradigm Model and their other context. In the central category, it is a matter of phenomena that could happen when a customer's encounters a POP AD. Systematic data coding led us to distinguish the four following dimensions of the central category, which differentiate flat perception of POP ADs as something that would sell a product or not. As described in detail in the analytical chapter, these are: a considerably positive effect, trouble-free shopping, unconcerned about POP AD, a notably negative experience with POP AD.

Some authors defined slightly simplified characteristics of shoppers, respectively how they are expected to respond to an in-store atmosphere. E.g. Mehrabian and Russell (1974) defined two types of response: approach or avoidance (Mehrabian and Russell, 1974). Approach behaviors are seen as: "(...) *positive responses to an environment such as a desire to stay in a particular facility and explore it. Avoidance behaviors include not wanting to stay in a store or to spend time looking or exploring it*" (Turley and Milliman, 2000, p. 194). Our definition of various scenarios of a customer's encounter with a POP AD in the form of four above mentioned dimensions is then a little more concrete. That is because they directly relate to POP ADs, not generally to a store space and also they are classified into concrete situations defined by the central category dimensions. We agree with the above mentioned authors that these scenarios could be affected by "*manipulation of large number of atmospheric stimuli, such as position in shop, color, music, and crowding and others*" (Chandon et al., 2002), which we grouped as so called context of a customer's encounter with a POP AD in our Paradigm Model.

Similarly, also other authors consider as important to control attributes of design of the environment and communication at the point of sale, selection of colors, lighting and a well-arranged lay-out of advertising elements placed within the sales area. (Tellis, 1998; Vysekalová, 2009; Krofiánová, 2009) At the beginning it is also important to remember that all these elements influence customers and activate their immediate reactions, causing an emotional response and experience leading to purchasing a product or service, communicated within the POP material. The customer decides within fractions of a second or only a few seconds. Therefore, it is necessary to manage effectively the complex of all these influences to create the right and functional POP. (Krofiánová, 2009; Burns and Smith, 1996) We will attend to the role of a customer's encounter with a POP AD in detail within following sections of our discussion chapter.

### 5.3.2 Context of encounter between customer and POP AD

As we have already mentioned, in its conclusions our research came to distinguishing four variants of the phenomenon of a customer's encounter with

a POP AD: a considerably positive effect, trouble-free shopping, unconcerned about a POP AD, a notably negative experience with a POP AD. The fact that everything will happen quickly and without any planning does not mean that it is necessary to focus on time-saving emission of impulses from a POP AD to a customer at the expense of questions about the meaningfulness of the context defined by the Paradigm Model, in which a POP AD is situated in a store, e.g. location, or condition and safety of a POP AD.

We find a similar concept that also emphasizes a short but meaningful message for a POP AD in the case of Underhill (2000), who says that first of all we must capture consumer's attention. If we succeed in doing this, it is necessary to deliver our message clearly and logically to them. If we do not get their attention at first, they would not acknowledge anything that will follow. If you say too much too soon, you will overload them and they will stop noticing. If we confuse them, they will ignore our whole message. Underhill summarizes his theory: *"Messages provided by in-store displays must be brief, simple, sufficiently large and expressive, because otherwise they will be totally functionless"* (Underhill, 2000, p. 62).

Krofiánová (2009) emphasizes that the success of in-store POP ADs affects the whole framework of shopping and also the suitability of its direct attributes as e.g. the type of a POP instrument, its suitability for a certain product – service and sales channel, its design and graphics, used innovative and above-standard elements (lighting, sound, sensors, LEDs, LCD displays and other elements), color, material and others.

In these theories, only some phenomena are dealt with separately, which is typical of the positivistic approach, and these can affect success or failure of a POP AD when a customer encounters it, in this case we talk about isolated external attributes of its version. In our analysis, expanding on the existing knowledge there has been specifically defined e.g. the role of shopping strategies already predestinating attitudes towards the execution of a POP AD. When realizing a POP AD in a specific version, it is advantageous to respect the existence of this phenomenon and to try to satisfy a shopping strategy that is typical of a certain store, type of a customer and category of products. Eventually, a POP AD version may take into consideration needs of both of these customer shopping strategies.

In the next sub-chapter, we will especially discuss POP AD appearance, its location, interactivity, attributes of offered products, material, manipulation with products and POP AD safety within the context.

### **5.3.2.1 Appearance of POP AD**

If POP AD appearance should delight or entertain a customer – and we found out that even that happens – it must be slightly beyond habitual, typical or routine. On the other hand, it must build on the existing knowledge to be understandable very quickly when a customer encounters a POP AD. In the continuity of our rather general findings, it would be suitable to try to subsequently perform further research of POP AD appearance assessment,

which would be embedded in the involvement of meaningfully segmented groups of customers with the emphasis on their different group preferences. Such preferences relate to what people call bad taste (see e.g. Bourdieu, 1998). What someone considers as being tasteless, others consider nice. Due to life circumstances of individuals, their attitude towards displayed topics may differ. Findings on this issue would be interesting especially in relation to target groups of brands supported by POP ADs (e.g. Kollar and Willet, 1967; Bermann and Evans, 1989; Tellis, 1998; Hackley, 2005). We could then use this and similar knowledge to interest customers in the most appropriate way through a certain POP AD. E.g., considering differences in perceiving communication at the point of sales and between shopping behavior of men, women and children, as described by e.g. Allinson and Hayes (1996), Meyers-Levy (1989), Meyers-Levy and Maheswaran (1991), Meyers-Levy and Sternthal (1991), Grewal et al. (2003) or Otnes and McGrath (2001).

In this context, from our results we can acquire an idea of what all has an influence on POP AD appearance, what are the practical impacts of a certain visual tuning of a POP AD on other phenomena, which affect an encounter of a customer with a POP AD. It is necessary to conduct further research of the influence of specific phenomena on specific individuals regarding specific differences among them using quantitatively oriented research. However, without putting such concretized phenomena into the overall context of shopping decision-making process described in our Paradigm Model, the sole tuning of the context of a customer's encounter with a POP AD, e.g., would not be sufficient and on the contrary, its effect could be reduced by underestimating other aspects or in extreme cases even eliminated. Such separation of different functions often happens within positivistic oriented approaches towards our topic.

With some positivists, however, based on their research results we find agreement at the level of general recommendations. E.g. Davies et al. (2003) confirmed that retailers need to make the in-store environment as digestible as possible. At the same time, Skaredoff (2004) places emphasis on quick understandable message and further he also connects the appearance of a POP AD with an impression of dangerousness the message may cause as we will discuss further. Realizing the necessity of quickly understandable and also meaningful message is not unique. From other research projects (e.g. Charvát, 2007, Jacoby and Craik, 1979) focused on the role of time we know that a customer spends half a minute shopping in the rack section on average. Attention they pay to POP materials is not longer than one to three seconds (Clow and Baack, 1999). If we want to tell them something, we must do it quickly, simply and understandably (Charvát, 2007, Jacoby and Craik, 1979). In our analysis, the phenomenon of time showed also considerably in the connection with tested designs of POP ADs. POP ADs that have not been understandable at first sight for FGD participants, especially as to the relation to a product, received negative evaluations. This concerned e.g. a POP AD with inexpressive brand (e.g. Snickers with a snowboarder in Picture 5) or with chaotic design as a whole (e.g. Snickers Crazy in Picture 3) and eventually with

irrelevant and unsuitable design (e.g. Coca-Cola insufficient capacity in picture 9). In contrast, e.g. the Snickers Pump design (Picture 4), which was supposed to symbolize a chance to get new energy by eating the Snickers bar met with positive reactions of discussion participants pointing out its quick intelligibility, imaginativeness and sufficiently expressive brand communication. This perspective is supported also by conclusions of Jansson et al. (2002) who had found that aesthetics of a POP display affect the customer by three factors which attract people. Those are clarity, mystery and legibility. According to Jansson et al. (2002) POP ADs that attract the most have a combined value of clarity and mystery. So also here we can see that clarity is the more important factor in the illustration, since if the display is unclear, then it will be more difficult to understand. But a high degree of mystery is still required to capture the attention and interest of people in a POP display in a busy retail environment. Mystery might draw people to further explore the product in question and also to motivate them to process the information displayed. (Jansson et al., 2002)

However, these conclusions should be completed thanks to the shopping strategies, we have identified that it would be appropriate to base a POP AD on a graphical structure supporting clarity and legibility in the case of the shopping strategy "quickly and simply". Only for the strategy "enjoy shopping", there will work the mystery factor because a customer can deal with the mystery aspect somehow in this mode. Our research further emphasizes that the isolated concentration only on design, e.g. in the case of Jansson et al. (2003), would not ensure that a sophisticatedly introduced POP AD design will be successful. If, for example, its location would not be relevant to information communicated through the design, many customers may ignore it due to the design alienation and concrete location of a POP AD (Gardner, 1985; Lelovičová, 2006).

Another important attribute of POP AD appearance is brand presentation, which is included in the code of product attributes in our Paradigm Model. Aside from the cited theories, even within our analysis, it was identified that an advertising message depends on product attributes represented mainly by a brand. This finding is in conformity with the positivist theory by Jansson et al. (2003), who wrote that in retail environment, a header with the logo or name of the company or product is the focal point to attract people. Jansson et al. (2003), Rooney (2007) and Tellis (1998) theorize similarly. For them brand itself represents the value of displayed product. Also Areni et al. (1999) investigated the role of a brand, having shown that POP displays can encourage brand-switching patterns. Results of our analysis confirm that if a brand is well known and well recognizable on a POP AD, the chances that a POP AD will be successful are considerably higher due to a long-term created relation of a product as such and a brand and especially the relation of a customer and the brand that represents this product. Especially at the moment when a customer has some experience with a product, they create a habitualized relation to the brand, which is convenient to be used when creating a POP AD also on the basis of our informants' statements. This finding, combined with the theories of

Areni et al. (1999), points at the probability that well done POP ADs support brand switching, i.e. such an impulsive decision, when the customer purchases a different brand than the intended one from the category, because it is displayed in a POP AD.

In addition to brand visibility, there has been identified another supplemental tool to support meaningful communication, which is using a POP AD shape to illustrate a product, which is another way to provide an advertising message quickly and more clearly, respectively to help customers to quick orientation even at longer distance. Also Kovařík (2009) or Noble et al. (2009) confirm these analytical findings.

Color is another considerable attribute of appearance of a POP AD relating especially to the displayed product, respectively it is defined in the Paradigm Model by its brand in the context of a customer's encounter with a POP AD. Among others, colors are the bearers of inner information about a product or person, situation or object (Zachar, 2009, p. 14), thus in the effort to provide an understandable message through a POP AD, their role should not be neglected (Vysekalová, 2009; Tellis, 1998).

In the theoretical section, we mentioned a finding that e.g. "*changing the background colors can influence product quality ratings*" (Bellizzi and Hite, 1992, p. 347). Our results expand on this theory by giving other possible reasons of semblance of poor quality of a product. We recognized the phenomenon of poor quality semblance in the case of using a poor quality material to create a POP AD or in the case of its worn-out condition.

Most research dealing with the role of color in a shopping environment and shopping decision-making process concerns the isolated influence of specific colors on customer behavior and perception (Dan, 1990; Bellizzi and Hite, 1992; Clow and Baack, 1999; Bellizzi, Crowley, and Hasty, 1983; Crowley, 1993). According to this research, a color is used as a functional stimulus to attract attention and eventually influence customer's impressions, moods and their consequent behavior. Color can affect this by subconsciously evoking the specific emotional (Tellis, 1998; Vysekalová, 2004, 2009; Bellizzi and Hite, 1992), cognitive, e.g. concerning size, weight, area and volume (Bellizzi and Hite, 1992), or e.g. acoustic and odor impressions (Bellizzi and Hite, 1992; Crowley, 1993). To be specific, e.g. Green (2002) considers color as an "aesthetic device" used to create emotional appeal, to set the mood or to create associations.

From the analysis of statements focused on color resulted that despite the fact that colors influence contrast perception, attract attention and make the object, respectively POP ADs stand out from the background and their appropriate combination and sharpness may increase the probability of attracting attention, POP ADs which are too expressive might also irritate some customers by, e.g., the semblance of an attempt to manipulate them, e.g. by using reflexive colors, which do not relate to the product or the message in the POP AD in any way (Green 2002). From our conclusions concerning the issue of colors and color schemes, there resulted most significantly that contrast color (e.g. bright yellow we used for POP AD visualization) may attract the attention of customers, but on the other hand, customers expect that a POP AD color will

respect the color structure of the displayed brand or product. Thus such POP AD will clearly symbolize the colors for them. The color scheme of a brand is thus evidently subject to a high level of habitualization. Czech customers perceive color experiments with a certain level of suspicion. They confuse them and complicate their orientation. When using unusual colors, they typically expect a product novelty and disappointment of such expectations may lead to a total failure of inappropriately colored POP AD. From our analysis, it is evident that a POP AD color should use this association of a certain color structure with a brand mainly for products with a strong color codification. In general, this conclusion is confirmed also by Tellis (1998) and Vysekalová (2004). Respecting this fact would lead to accelerated orientation of a customer and enabling the ability of POP AD association with a displayed brand and product as described by Green (2002). While respecting our analytical conclusions, expressive and reflecting colors, which do not directly relate to the product or brand in a POP AD, may be used rather as additional graphical elements that would not dominate within a POP AD color scheme and would not distort the brand color code, although that would help e.g. to disturb customers from their shopping routine, respectively it would help to attract their attention. Thus attitudes of customers can be used, resp. there can be used a function of the ability of disturbing by an expressive color they accept, but also there is respected the requirement to maintain a habitualized color scheme of a brand or product in this case. Then, there can also be used proved psychological effects of colors on customers within the described relation among color and feelings and reactions (Tellis, 1998; Vysekalová, 2004).

Similarly to POP AD color selection, it is important to sensitively choose also pictures or texts applied on them. In the psychologically oriented marketing theory (Charvát, 2007; Lelovičová, 2006), pictures are perceived as a nonverbal part of an advertisement and as important elements of any advertising. They help to attract attention, facilitate communication, strengthen persuasion and help to remember the advertising. A vast majority of materials from terrain studies suggest that the inclusion of a picture into an advertisement increased attention. The ability to attract, according to Charvát (2007) and Lelovičová (2006), is affected also by the type of a picture. People and their faces are more impressive than images showing lifeless subjects. According to this theory, it may be partially caused by our instinct. A human is a social being - they are attracted by pictures of other people rather than pictures of animals or objects (Charvát, 2007; Lelovičová, 2006). These conclusions may be accepted also in connection with our findings, when respondents, with general conformity, gave better assessment to graphical executions of POP ADs with people presented. Such a design was considered as more appropriate than POP ADs based on an abstract or text graphics. But our analysis also found out that, on the contrary, badly chosen visual of a person or people may cause negative attitude to such a POP AD. We experienced this phenomenon specifically when presenting the visual of Coca-Cola with the lady with the elbow (Picture 6), which was assessed very negatively by some informants, because it caused their semblance of manipulation with customers

and excessive effort to encourage them to buy a product, judged as an obtrusion. Thus, based on this finding, it is not possible to agree with the simplified conclusion of Charvát (2007) and Lelovičová (2006) that generally, people used in POP AD graphics work better than e.g. texts, but that strongly depends on the type of visualized people and how they are presented, respectively what associations and moods they evoke in customers in connection with a concrete location of a POP AD or displayed products.

At the same time, we must acknowledge that our conclusions reflect attitudes of FDG participants representing customers in a hypermarket, from which we cannot see if they would react similarly (to the visuals assessed negatively during rationalized discussion) also during a habitually set and quick shopping process. It is quite possible that the manipulative visuals might function well within the real shopping mode as a tool for getting attention, respectively for the initial attention of customers. However, such effects should be confirmed through further research. On the other hand, it is useful to be aware that when a customer is forced to think of visuals, usually it means that they are not satisfied with them, which will lead to a negative experience when a customer encounters a POP AD in a store. Therefore, it is necessary to work with similar graphical elements very carefully and to verify their supposed functionality or a lack thereof by testing them in practice before enormous investments into area application.

When discussing the above mentioned visual of Coca-cola POP AD with the lady with elbow (Picture 6), a further aspect arose from the analysis, relating to the appearance of a POP AD, especially its shape, to which we found a theoretical context. When analyzing data, we found out that one way to attract customers' attention may be using a heterogeneous shape as e.g. elbows of woman on a visual overlapping a display relief shape. FDG participants came to the conclusion that such a design conception gives a certain indication of an interactive, interesting element to a POP AD by deviating from typical homogeneous shapes of usual POP ADs that we see in stores. We have already discussed how customers perceive this aspect previously as a complex category called the "essence of rack-being". This category refers to the fact that customers in a sales area need to distinguish clearly between the shape and size of a rack and a POP AD, respectively the POP AD should not resemble a normal rack with its shape and size and thus retain its "individuality", the essence of display being. That is expected from a POP AD.

A similar approach to stimuli is being theorized by Weber's law, which is a psychological theory of perceiving stimuli by people. It is based on a work of Ernst Weber (Tellis, 1998), a naturalist of the 19<sup>th</sup> century. Weber's law says that perceivable change of a stimulus depends on the initial level of such a stimulus. In the case of, e.g., great noise, one must shout to be heard. While in deep silence, even whisper attracts attention. With an increasing original intensity of stimuli, it is necessary to increase also the size of the change intensity proportionally, otherwise nobody perceives it. Therefore an advertisement must use such a level of stimuli, which considerably differs from the level customers are used to, to attract their attention. Weber's law states that the

ration of the smallest perceived change of a stimulus is constant towards the relation to the existing level of this stimulus. Tellis (1998) states an example of a magazine containing many impressive color photographs, among which even a simple advertisement may attract attention that contains large white text on a black background. In television, when programs are characterized by extensive use of sound, silence may be an effective tool to attract attention (Olsen, 1994). *“To attract and retain attention, movement may also be used such as e.g. rapid changes of stimuli behavior within one advertisement”* (Tellis, 1998, p. 170). This theory may be applied in the context of previously mentioned analytic findings and also in the case of POP advertising, respectively POP AD execution.

Helson’s theory of rate of adaptation thematizes similarly differences in material stimuli. Psychologist Harry Helson (1964) suggested this theory, which explains how people perceive these model stimuli and how they respond to them. He found three important forms of stimuli affecting a certain process: key stimuli or attention stimuli, contextual stimuli or background of objectives and residual stimuli or previous experiences of individuals, which create standards for assessment. The central assumption of the theory of Helson is the fact that individuals adapt to stimuli, with which they have some experience from the past, and thus they create specific comparative standards or rates of adaptation. New key stimuli are assessed to the extent that they correspond to residual stimuli or to the level of adaptation of a consumer. So that key stimuli do not have absolute meaning in themselves, but they get it only in contexts, into which they are incorporated, and in relation to previous experiences of individuals and habitualized strategies in typical situations. One of the important implications of the adaptation rate theory is the meaning of the stimuli newness. A stimulus is a novelty, if it differs from its surrounding and comparative items of a consumer or their rate of adaptation. The more it differs, the newer it is. The higher its newness is, the bigger is the probability that it will attract the attention of a consumer (Tellis, 1998). This conclusion points also to an idea that customers expect from POP ADs e.g. a presentation of novelties or goods with added value, i.e. it is possible to perceive a POP AD as a residual stimulus increasing the effect of a key stimulus. Similarly, it is also possible to approach to shape or graphical difference of a stimulus, when a POPAD as such is a key stimulus with an effect increased by creating a residual effect by e.g. shape or graphical heterogeneity (e.g. different color scheme) compared to a normal condition.

Although the above discussed theories are based on the difference of a stimulus, which can be quite easily controlled in the case of advertisement or TV spots. In a store we can control this difference to a much smaller extent due to much higher concentration and diversity of mutually competing stimuli. Nevertheless, we may be inspired by Weber’s law and Helson’s theory to perform analysis of common stimuli and to find the differences that could get the above discussed potential, respectively to attract customers better, as e.g. the tested Coca-Cola visual with the lady with the elbow (Picture 6), But this represents an opportunity for creativity of implementers within their practice. At the same time, within the context of the above discussed visual, it is

necessary to emphasize that on the other hand, concretely this version with overlapping elbows is not practical according to participants of both FDGs, because it would very probably be damaged by e.g. shopping baskets in common hypermarket operation. Thus from the above mentioned, we can conclude that for POP AD graphics and design, it may be appropriate to use heterogeneous shapes providing visible difference in the visual structure compared to executions of POP ADs and shapes normally used in stores. Also it is necessary to bear in mind any eventual practical context, whose correct conception is primarily important when locating and keeping POP ADs in shopping areas.

Another category of POP AD appearance having a considerable role within perceiving its intelligibility is the succession of POP AD communicated motives to other forms of marketing communication. E.g. Tellis (1998) focused on the effectiveness of POP ADs, whose graphical motives referred to TV spots, and his findings conform to the context we identified in our analysis, the context of advertising and graphical message, and which helps to create a meaningful impression of a POP AD. Although from quite different epistemological positions, Tellis (1998) emphasizes that prior familiarity of customers with a brand or product, which may be mediated by e.g. television advertising, considerably increases the chance that a customer will be interested when looking at a POP AD. Our results, referring to how our informants perceive their normal shopping, confirm this conclusion. The analysis shows that an appropriate connection with TV advertising is a tool of rapid attraction of customers by POP ADs and a helper to their fast orientation within the offer of POP ADs. An offer communicated through TV advertising and eventually customer's latently dozing desire for a product is reminded of by appearance of a POP AD and thus there is provided a shortcut to a decision on a purchase. A POP AD, which does not continue in already existing disposition for a product by another form of communication, must attract a customer by itself and convince them to buy a displayed product. That is how their role is more complicated than the role of POP AD "reminders". The potential of this finding also raises the awareness of the previously discussed role of time when shopping. From the description above, we can see that even the connection with e.g. TV advertising must be visible, obvious and understandable literally at "first sight", see already mentioned conclusions of Charvát (2007) and Jacoby and Craik (1979). We did not find in literature any evidence of using the context with other formations of marketing communication, as e.g. billboards or advertisements in press, and this was not mentioned even during the group discussions. But we think that in the case of areal and considerable campaigns in other types of media influencing potential customers of hypermarkets, the mechanism of their functionality would be the same or similar. TV advertising has been most likely spontaneously mentioned, because it dominates among other forms of communication, and compared to the others, it is capable of attracting many people thanks to the structure of TV channels in the Czech Republic.

Another topic mentioned in the theoretical chapter and also represented

by several graphical POP AD simulations presented during FDGs was graphical executions trying to affect emotions of customers. In psychologically oriented research, e.g. Jansson et al. (2003) studied people's preferences in designs to get the most positive aesthetic response among customers. He discovered in this link that decisions that customers make are not always based on logical choices in an in-store environment. Therefore the design features or the interaction between the customer and the POP may trigger off emotions and memories, which on the other hand might affect the customers' choice (Costley and Brucks, 1992). In our analysis, we also proved that appearance of a POP AD and thus its design is one of the factors influencing feelings during shopping and enjoying shopping as a trip. We concretely tested the emotive visual of a Coca Cola POP AD with the lady with the elbow (Picture 6), Snickers Pump POP AD (Picture 4) and Snickers Snowboarder (Picture 5). Participants of FDGs described their nice feelings from their encounter with POP ADs with people or a collective in high spirits pictured on them. In general, our informants recommended graphical executions with the presence of people in positive situations such as doing sports or grilling with a family, to be pictured on POP ADs. This finding is supported by e.g. Blatt (2002) and Rooney (2007), who say that emotional response can be managed e.g. via thematic signs and displays generally featuring full color graphics promoting a specific theme or event, e.g. season, holiday, sporting, or charity tie-in have very positive influence on shopping behavior. Making a very personal connection elicits emotional affinity and opens new paths to connect well with the shopper (Rooney, 2007). Also Haugen and Weems (2001) wrote similar conclusions about Themes which can be created to relate directly to the product. A POP AD that merchandises pickles could look like a giant pickle barrel. A POP AD that merchandises automotive motor oil could be designed to look like a pickup truck. Themes can draw the customer into a feeling of being connected to the product. Seasonal themes can also be supported by brief holiday messages. (Haugen and Weems, 2001)

In our analysis, within the discussion about Snickers snowboarder POP AD, the informants pointed out the prevarication of using the visual with snowboarder on the POP AD located during summer and also that visualized activities or people that should relate meaningfully to target groups of displayed products. Except the connections of graphical topics with products and product categories, the above mentioned theories mostly fail to refer to the necessity to consider the use of e.g. emotive visuals in complex context to the location, target group and time period of its application. Our analysis, which led us to consider these and other factors by offering these views, provides a potential to creating even more effective graphical executions of POP ADs through understanding these situations, when "emotions" may be explained as a part of tolerance to a visual idea of a POP AD creator.

As emphasized by e.g. Du Plessis (2005), Vysekálová (2004) and Kleinová (2005), in general, emotions play a considerable role in advertising and might become an interesting topic for further research in connection with perception of POP AD visuals. E.g. Eva Illouz (2007), who talks directly about emotional

capitalism, considers an emotion being a central category, which co-defines the actual phase of consumer society and goods capitalism. The strategy “enjoy shopping” researched and discussed in our analysis has an obvious emotional basis. Eva Illouz (2009), also in her other work, calls for emotions being the main analytical term of the sociology of consumption, because in her opinion, consumption is nowadays essentially connected to creating, constructing and maintaining an identity. This requirement, re-orientation of attention to emotions and their role when shopping, relates to a certain “cultural transition” in marketing and research of consumer behavior to a certain extent. Thus a certain transition from positivism, structural perspective, purely quantitative analysis and from statistical methods to qualitative effort to understanding a shopping experience, examining emotions and subjective world of a consumer. Such research would be suitable if its framework was not routine shopping but an identity of a customer.

When we go back to the results of our analysis, we meet with emotions in two cases, which enrich above mentioned findings. First, it distinguishes between a POP AD, which is used without any problem and creates a considerably positive effect or eventually a POP AD which is ignored, compared to a POP AD that annoys or irritates customers. Second, we could see that emotions play a considerable role when assessing particular visuals. Although, our research was not focused on testing the success of graphics and emotionality did not reflect in our coding matrix, we found out that graphical processing of a POP AD interests customers, who are prepared to enjoy their shopping just through evoking emotions or probably rather by getting into a better mood.

Gardner (1985) offers an interesting study, in which he distinguishes emotion and a mood on the basis of phenomenological inspiration to be able to study the application of such originated concept of human emotions in practice using means of behaviorally oriented research under the imperative of efficiency. He wrote: "*Mood will refer to feeling states that are transient; such states are particularized to specific times and situations and may be contrasted with those that are relatively stable and permanent (...) Moods may be distinguished from emotions, which, in contrast, are usually more intense, attention-getting, and tied to a specific behavior*" (Gardner 1985, p. 282). Based on this resolution and conducted analyzes, they shows that sales effect is connected rather to mood than to evoke emotions, which influence a customer rather by disturbing them as "*requiring attention*" (ibid, p. 293). Similarly, Obermiller and Bitner (1984) have shown that some friendly environments may distract customers' attention rather than promote sales. These findings well correspond with our findings: especially with our emphasis on a continual nature of shopping from POP ADs, when a person either purchase without a problem or even have a fun in a certain meaning, without leading to considerably emotional moment or to rational consideration, which occurs, when a POP AD irritates, threatens or manipulates a customer thus deviates somehow from habitual course of a shopping. We also showed that shopping habits, i.e. habitualizations, how we purchase normally based on long-term experiences, are over shopping mood, which is organizing a

strategy within one shopping. It is necessary to deal sensitively with emotions displayed on POP ADs, because on one hand, under right conditions, these may stimulate positive emotions of customers when shopping and encounter a POP AD, and on the other hand they may disturb their attention and impose them a non-adequate mood in the case of wrong execution.

At the conclusion, in the context with the mentioned thematization of emotions, it is necessary to emphasize that our perspective seemingly contradicts to a standard psychological-behavioral view of impulsive shopping, which assumes that encounter of a customer with a POP AD should be perceived as a situation when a POP AD represents an emotional impulse, a customer processes this impulse as an input and on the output side they will purchase or not. We consider this to be a "black box" in this model and so it is not thematized (see Figure 2 in the second theoretical chapter) as the center of our interest. In the psychological-behavioral perspective, even a short-time decision-making process of a customer is used as an argument for pragmatic overlooking of human subjectivity, because in this positivistic vision, there is no space for an experience, intention or permanently assumed strategy. Representatives of this paradigm claim that nothing conscious can occur on the basis of the fact that shopping happens very quickly. But we say that even when a person decides quickly, they would not do it unreasonably without considering their experiences, preferences and habitualizations.

In connection with the above mentioned we should add that we understand that we do not study just perception as (really or seemingly) e.g. in above mentioned positivistic research on the topic of the influence of colors on observed human behavior, but we study statements about this perception and retrospective reconstructions of an experience assessment. The thing we observe is just the comparison of customer constructs about the reality and their assessment of adequacy of this reality in terms of their expectations. Even positivists do not have immediate approach to a POP AD perception, as already discussed repeatedly. Positivists choose external observation to be the mediator, while we rely on the reconstruction of what seems to be a priori category of perception and on knowledge of customers about POP ADs created based on encounter with them. While positivists are sure of truthfulness of their statements, which indeed does not have make a sense all the time, we are trying to attend to customer statements with the fact that we are not really sure, if they are true, resp. it would be necessary to further verify their truthfulness. Our orientation has been chosen to find out how the customer knowledge, obtained based on their experience, can form their behavior when encounter with a POP AD. As discussed using concrete examples above, positivists know how behavior of customers look like in a concrete situation, but our knowledge however is trying to understand and describe what influence this customer behavior, resp. their reaction to a concrete POP AD. So we do not examine immediate perception of a POP AD by a customer. Instead we assume that customers have constructions about POP ADs, own ideas about a good POP AD. Then we examine these more general ideas based on their statements about encounter various POP ADs and so we observe, in which cases their priori

expectations are fulfilled or failed, which subsequently influence success of concrete POP ADs. So we confront theoretical sentences and value sentences as Arndt (1985) describes constructionism in marketing: "*Constructivism implies comparing theory sentences with value sentences to see to what extent the foreseen world is also preferred world. (...) The conclusion is in terms of adequate or inadequate. In case of dissonance, theory and value sentences are about equal in priority, and both may be changed*" (Arndt, 1985, p. 14). By a combination of these paradigmatically different perspectives, we offer more complex view on the examined phenomena. This above described approach should be taken into account also within the other parts of this discussion chapter, where positivistic and interpretativistic approach has been confronted.

### 5.3.2.2 Location and size of POP AD

The study of the size of a POP AD conducted by Haugen and Weems (2001) shows that the size of a display positively influences shopping impulse. They add that a larger format of graphics and more goods in display attract attention more intensively. As a consequence, according to their theory, sales results of more robust, larger displays generate considerably better sales. They describe POP ADs simulating the format of pallet sales (we also tested such ones visually and attended to them in the analytical section in the context of POP AD perceived as a "rack"), which may give customers an impression of discounted goods by the way of placing such goods, which would provoke an increased interest in displayed products. However, we documented that such visual parallel may be perceived by customers as a mystification in a certain context, e.g. when located within a sale zone not being discounted, and thus it may damage serious and positive perception of the sold brand. With larger size, a POP AD may lose its meaningful position in a sales area, because simply said, customers are used to smaller size of POP ADs to be more flexible when located. Possible size of a POP AD is also often defined by requirements of a certain store chain before located into a store.

Size is also important in terms of positive emotional reaction to a POP AD, because as already described in the analytical section, a smaller POP AD looks more convenient, in the words of one of our respondents: "*...for me, it is a kind of a personal little display, which I approach ...*", or "*...a person has a kind of ... more personal relation*". Customers agree that smaller size POP ADs arouse more pleasurable feelings of privacy and that small, well located (well located means - located in a logical context of its product category as we will discuss further) POP AD with unobtrusive design created an impression of be "personal display", which is here to make a shopping trip more pleasant. We might call this POP AD attribute perceived by customers an "essence of display being", which is characterized by the very personal character of a POP AD aside from other eventual factors.

Increasing the visual expressiveness of a POP AD can also be ensured by locating more POP ADs side by side. E.g. East et al. (2003) deals with this approach in their research and according to its results, it may be effective to

apply a POP AD in larger arrangements side by side. Nevertheless, this conclusion is rather in conflict with our data. Czech customers do not see any meaningful reason in such behavior within their habitual practice. Rather conversely, a POP AD then loses some advantages connected to its otherwise obvious difference from simple racks and it could cause a cold impersonal impression, again we could characterize it as a loss of the above mentioned "essence of display being". In the context of the social constructionism (Berger and Luckmann, 1999), POP ADs play a different role in the hypermarket institution compared to a rack. A small POP AD differs more from the large, boring and impersonal racks and so it satisfies more expectations of customers relating to the POP AD role. From the analysis, it is evident that customers strongly refuse arrangements of more POP ADs, as evoking a rack impression to such extent that they do not actually perceive them as POP ADs anymore during their routine shopping. On the other hand, it is possible to hypothesize in nuances of the analytical conclusions that, e.g. an arrangement of more displays into a shape, which does not look compact and like a rack (e.g. an arrangement into a cross or star shape), which will also preserve the "essence of display being" to a certain extent, would function thanks to more considerable visual interference. But in places with not enough space for such arrangements (e.g. discount zones, exit aisles) these might become an obstacle. In the analysis, we found out that in the context of large POP ADs or their arrangements, customers think that these are more suitable in the case when filled with wider product assortment, i.e. using a large display in the case of displaying more product variants or types. These hypotheses resulting from our qualitative data should be tested by quantitative methods and confirm or disprove their correctness and mainly to determine a rate of, e.g. still appropriate or already inappropriate size or shape influencing success of a POP AD in different locations. In general, the quantification of factors playing a role in the "essence of display being" would be a very beneficial source of information for better work with a POP AD.

Haugen and Weems (2001) brought a different view of a size and approached to it in the context of a character and size of displayed products. These authors wrote that we can never let the display overpower the product. A fundamental axiom of the POP designer is to always allow the product to emerge as the "star" of the display. Our findings support and complement the theory of Haugen and Weems (2001) in general, with an identification of customer perception of the relation between the POP AD size and the size of displayed products. Outputs from the analysis of our data point to the fact that customers better accept smaller products as e.g. Snickers in fragile looking POP ADs and, conversely, larger POP ADs for bigger products, as e.g. 2-liter Coca-Cola bottles. So we can assume that large POP ADs are not preferred for small products and small POP ADs for big products. As to our analysis, a product size affects also determination of an appropriate place for locating a POP AD, because customers are used to loading their shopping baskets with bigger products first on their shopping route. It means that the bigger the product displayed in the POP AD, the sooner it should be located on the shopping

route. Conversely, it makes sense to place smaller products by cash-desks or on the way to them.

Now, Let us discuss another aspect, which is the right location of a POP AD within a shopping area, as its proper choice increased its sales potential as proved by e.g. research of McClur and West (1969), Aniće a Radas (2006), Boček (2009) and others. Styx (2003) generally says that merchandising should harmonize special-purpose environment of business to enable identification of buyers with a purpose, for which they came, and confirm their emotionally receptive state - eagerness to purchase. The goal is to create environment that could enable to sell, but also that people want to purchase from and enjoy. This conclusion confirms the necessity of the relevance of locating POP ADs in order to create fast association of an environment (hypermarket section and assortment present here) with a POP AD offer and potential customer desire or wish relating to the topic of the section where they inhere. Our test supported with visuals of different store locations simulated reactions of customers to similar situations. Adams (2004) monitored POP ADs situated in non-relevant assortment sections. To be specific, he tested a display with sweets located in a cosmetics section. Further, he also placed a display with chocolate to a pet food section. His conclusions show that some customers, who walked through the cosmetics section, admit that they noticed the POP display, but did not buy anything from it because they were not just "in the cake mood".

Our findings also confirm a similar conclusion, when customers expressed their surprise and feelings of absurdity, e.g. in the case of tested visuals of Coca-Cola in the section of sausages and over-the-counter sale or Snickers display located in the fruit and vegetables section. Such feeling of absurdity and customer wondering at illogical location of a display may be another potential barrier on the way to creating a positive reaction of customers towards a POP AD, or on the way to trouble-free purchase of a certain assortment. For the second test in the pet food aisle, Adams used a technology monitoring eye movement and found out that customers looked at the display with chocolate, but when being asked later, they did not remember seeing it. We tend to capture this variance during our coding process through codes to attract the attention in a desirable or undesirable way.

Compared to that, in our analysis, Coca-Cola POP ADs located next to alcoholic drinks or salty snacks have been assessed positively. Informants specified their positive assessment by relevance of the relationship of these categories given by a possibility of joint consumption. These discussed results totally confirm our thesis that in order to do shopping, it is necessary that a customer gets a chance for quick decision without having to burden their mind with anything disturbing, confusing or annoying them.

So it is obvious that a display location is an important attribute, which affects shopping strategies of customers. As for example Tellis says: "*Spatial location of an advertisement in a store may influence attention paid to it.*" (Tellis, 1998, p. 184) or Kingdon (2008, p. 52): "*It is important to understand the impact of each in-store display type by location. That is crucial.*" Similar context of locating POP AD and categories of displayed products with the aim to avoid the above

mentioned confusion of a customer, which would disable impulsive shopping, were found also in our results and described above. Another similar view of a POP AD location is represented by the research of Smékal and Skokan (2007) and Boček (2009), who claim that the attractiveness of a POP AD cannot be separated from its actual location, also they emphasize that location of a POP AD is a more important factor than a creative design of a POP AD, which applies to customers with the strategy “simply and quickly”. This finding also corresponds to conclusions of already mentioned Adams (2004), when the issue of whether or not a customer remembers a certain POP AD depends contextually on their knowledge, i.e. what kind of assortment they expect in the particular section – because a customer is tuned only to certain categories of products considering the hypermarket section they are in. The relevance of locating, e.g. using complementarities (to be consumed together), is important in relation to routine shopping routes, respectively mental store maps (Groeppe, 1991; Groeppe-Klein, 1998b; Flicker and Speer, 1990; Wener, 1985). POP ADs should disturb such mental maps and stimulate customers especially in the mode of “simply and quickly” to impulsive shopping. Staying in this context, Broadhead (2005) says that in a store where environment is full of visual objects and it is not easy to make the promoted product or brands to stand out, it is also important to match the POP display to the space where it will be shown. Even though size is important in interrupting customers in their shopping routine, so is also the message, which may need to be different in smaller stores than larger stores and make it easier for the customer to locate the product, since customers in smaller stores are often in a hurry and need to find their purchase items quickly, leaving a smaller time-window to stimulate a purchase (Broadhead, 2005). So the location and related execution of POP AD is important determinant for disturbing routine behavior of customers and influencing their purchase decision making, respectively important role is playing obvious relevance of secondary location of products in POP ADs with location in shopping areas (Charvát, 2007; Adams, 2004). Relevance is also closely connected to shopping mood (Gardner, 1985; Charvát, 2007; Lelovičová, 2006; Adams, 2004) discussed on previous pages. A POP AD is one of important tools of interrupting mental maps by evoking and stimulating a relevant mood through locating to home or related store sections and executing it in suitable appearances.

In Czech hypermarkets, there still exist places not really used for placing given products. So customers positively assessed the ideas of locating Coca-Cola and Snickers displays in the section “ready to eat” with baguettes and finished meals, where Snickers can be offered as a cheaper substitute and Coca-Cola offers the chance to wash down the purchased products. But customers assessed the same display in the section with discounted goods as misleading, when a certain product is not actually discounted. It is the same with Snickers. They assessed also the location of Coca-Cola or Snickers display in the section with DVDs and movies as interesting and the Coca-Cola POP AD located in the alcohol drinks section had a great positive response, where it could hypothetically refer to the possibility to be used for mixed drinks also thanks to

its graphical design. The general idea behind this location and execution of Coca-Cola POP AD is relevant as a complement of alcohol assortment and Coca-Cola (these can be consumed together), as well as in the case of Coca-Cola with earlier mentioned salty snacks. To leverage and improve function of a POP AD in roles of a helper and a reminder in above described situations and locations, and to interrupt customers in their shopping routine should be through working with aspects grouped in context of POP ADs explained in the Paradigm Model.

From a different perspective and paradigmatic position the authors Cimler and Zadražilová (2007) theorize placement of POP media in relation to the frequency of particular zones in stores and summarize suggestions about the frequency of particular sections and spaces of a hypermarket. *“Strongly frequented zones are zones by the main direction of customer movement, especially – except the main communications of a shopping area – on the right from the customer flow, collecting areas, communication crossings (where customers decide about their further direction), cash-desk zones, zones around transport means (lifts, escalators). Poorly frequented zones are the ones where customers do not intent to buy anything or avoid them for other reasons (interests) – shopping areas on the left from the direction of customer movement, central communications of shopping rooms, entrance zones (passed quickly), dead end communications, space behind cash-desks, higher floors of shopping units”* (Cimler and Zadražilová, 2007, p. 152). But we may compare this finding rather with quantitative and statistical observations of customer movement directly in a shopping area. Our perspective intended to provide evidence of habitual practices of customers assessing various locations of POP ADs in terms of meaningfulness and relevance as already discussed in the previous sections. We consider such perspective in the context of POP AD location as very useful with the respect to statistical findings, which complement each other. But more concrete comparison with theories based on the quantification of suitability and attractiveness of concrete location for a POP AD (e.g. McClure and West, 1969; McKenna, 1966; Varley, 2001 or Curhan, 1974) were not possible with our data.

### 5.3.2.3 Material and safety of POP AD

When discussing the material in the theoretical section, we mentioned the research of Alexander (2001) and Varley (2001). Let us repeat that they identified four important factors of POP AD production in the context of material. These factors associate material with a type of sold product in terms of maintenance demands for store staff, which was not included in our analysis, because we emphasized the customer perspective, not the hypermarket personnel perspective. In addition, Alexander (2001) and Varley (2001) attended to a price, respectively rather to the conception of quality and aesthetical level of material, which should correspond with the type, position and price of a product placed in a POP AD or more generally with the perception of quality of this product. Their assumption is also supported by Skaredoff (2004) who wrote that the visual design of the POP display should be concerned in connection with safety

issues as well. It has to be from this point of view customer friendly, understandable, and effective and hold no defects (Skaredoff, 2004).

We have identified this phenomenon in our data as the semblance of poor product quality, which depends on POP AD condition. Poor quality looking POP ADs raise a semblance that also products placed in them have poor quality. Here we find conformity to the mentioned authors that the condition, perceived value and type of material influence perception of POP ADs and products in them from the perspective of customers. Alexander (2001) and Varley (2001) also mentioned the relation between the density of traffic in a store and demands on resistance and durability of materials for the production of in-store media. In hypermarkets, material, respectively its resistance, is an important condition of the actual safety of a POP AD and its preservation in a good condition, which corresponds to the importance of the work with materials as we confirmed its importance specifically in the hypermarket environment. Materials also have an ability to be associated with something, as e.g. natural materials with environmental problems, which opens the way how to present a product. No one of our respondents mentioned any similar phenomenon, but we could put it into context with the material being able to affect the appearance, when it is not only about a one-dimensionally perceived correspondence of the material quality with the product price (quality) in a particular case, but also about creating a positive semblance based on understanding wider opinion and life preferences of groups of customers that we are trying to attract through POP ADs.

This study also shows the material and relating safety as a factor, which does not have any strong impact on the success of a POP AD but may cause its failure in several ways. Selecting materials for any POP ADs should take this into consideration, because bad decisions in the logic of the Paradigm Model may lead to relative failure of a POP AD. Used material, its resistance and safety of a POP AD should be further supplemented with a customer's impression, if a certain POP AD is safe, which does not have to be necessarily the same. So it is necessary to consider also the intended shape of a POP AD with the same care, because it may cause that customers feel danger despite the physical truth about the stability of a POP AD. It means that the already mentioned phenomenon of semblance, which relates to safety or dangerousness in the context of the material, is a valuable finding and a considerable factor that may influence many customers, who approach a POP AD and use its offer, according to our analysis. Thus these are determinants determining success or failure of POP ADs. Our research suggests, the actual safety of a POP AD is not sufficient, but it must also seem to be safe at first sight.

The time dimension also relates to the material, i.e. if it is a long-term POP AD or a short-term POP AD. As we have already mentioned, temporality of a POP AD influences the selection of materials as to its durability and resistance (Alexander, 2001; Varley, 2001).

#### 5.3.2.4 Comfort and restocking of POP AD

As to restocking, our results correspond to implications of Cialdini's principle of Social Proof (Cialdini, 1993). According to this principle, people make decisions on the basis of judging behavior of others, which means that a completely full POP AD is not attractive, because it gives an impression of disinterest of other customers in goods (Boček, 2009, Rooney et al., 2009). Interviews analyzed in this study confirmed the same feature of this phenomenon. We have indentified negative experiences from encounters with POP ADs that were almost sold out. Participants of our FDGs confided to us that in similar situations they feel that they would buy something "left over for them" from almost empty displays, which is not pleasant for them. Also other authors came to a similar conclusion on the basis of empiric testing, e.g. Bermann and Evans (1989) and Zinzer and Lesser (1980), however, in our data, we identified also the above mentioned reason, which has not been mentioned in other found texts.

Underhill (2000) also examined the influence of well-arranged goods on shopping behavior of customers. He conducted the research on POP ADs located by the wall with bags of variously flavored chips, in a place where customers waiting in a queue to pay for their shopping have an easy access to them and could buy them impulsively. The problem was that the bags were aligned so neatly and precisely that customers were never sure whether they can take them. The solution was simple: *"At the moment, when products were slightly rearranged and several bags have been removed to make visible gaps, customers did not shy anymore and began to take the goods off the display"* (Underhill, 2000, p. 183). This phenomenon can be described as another manifestation of the phenomenon of semblance. Because it seemed to customers that it is not suitable to take off goods from such a display, e.g. not to get into the "role" of a problematic customer (Berger and Luckmann 1999, p. 75) as we will further discuss in the context of thematizing the typification of participants in institutions. At the same time, Lelovičová (2006) describes in her article the necessity to respect take-off zones and eye-level contact. Also Lambert (1994), Adams (2004) and Blatt (2006) came to the same conclusions. Here we can notice a consensus about such goods position, which enables easy taking off. Nevertheless, we did not find any studies recommending a simple arrangement of a product in a POP AD as we found out in our analysis. This may be caused by the fact that POP AD experts simply do not know this. Our research identified such a problem in the case of a POP AD that is usually applied in Czech stores. In our FDGs, we experienced refusals of using some POP ADs especially in the context of assessing their "dangerousness" and obvious "manipulation with goods in a display". Repeated data analysis further showed that it is not important whether the display is really safe, as already mentioned, or whether it is really hard to manipulate with products in the display - the fact that some displays make this impression is essential. Concerning safety, it related especially to displays that had been located in a shopping area for a long time already and that were therefore battered, or displays made of fragile

material, in the context of manipulation with goods in POP ADs, it was about any other way of arranging goods than just simply piling them up (e.g. hanging them on hooks or inserting them into a POP AD body), where it was not obvious at first sight how to take-off the products from the POP AD. In this context, e.g. in the case of the tested Coca-Cola POP AD with hooks, informants strongly recommended using shelves instead of the hooks, because they are used to them and they immediately know how to take-off the products.

We identified another concern about inappropriate manipulation with a product in our analysis in the case of the POP AD with the attractive wave design (Picture 9 - POP AD with insufficient capacity). As to this version, participants pointed out that turning the bottles (bottom out) inserted in the POP AD body would decrease the comfort of taking them off. As they declared that the way of product arrangement would not influence their shopping decision. It is a question for further research, how many customers, especially the ones using the strategy "simply and quickly", would really be discouraged from purchase by the bottle arrangement in the POP AD.

The perspective of the social constructionism may characterize the situation again as a disturbance from the typical shopping course, when the display does not appear as typical, normal and trouble-free, but it seems to be unstable and potentially threatening, respectively as a complicated puzzle. In the final consequence, it does not have to be only the typification of a display, but also customer typification. For the typification of participants in institutions, Berger and Luckmann use the term "*role*" (Berger and Luckmann 1999, p. 75). If we look into statements of our respondents using this term, it turns out that they do not worry about a display that they would damage, but they rather do not want to get into the role of a "problematic customer", who makes mess in a supermarket shopping area as an established institution, eventually into the role of "incapable customer", who lacks a competence to take required goods.

As to the comfort topic, we should also mention the spatial accessibility of a POP AD, respectively accessibility of products placed in a POP AD. It is not just the shape that plays the most considerable role in comfortable accessibility (good visibility and easy manipulation) to goods, respectively that satisfies it. A well constructed POP AD, as to its shape and relating comfort when manipulating with goods in it, must also be adequately located. Only a good location in a store combined with its shape enables appropriate spatial accessibility to a POP AD and relating comfort when manipulating with goods. This our analytical finding is another example of combining various attributes, which were not disclosed or not even found described in written form in positivistic research.

### 5.3.3 Competition of discounts and application of more POP ADs in a hypermarket

In the context with locating POP ADs, we should mention the aspect belonging to the Paradigm Model section “causal conditions”, which related to the application of more POP ADs in one shop – Quantity and competition of POP ADs in a shop. It is interesting to discuss our analytical findings with the work of Anderson and Simester (2001), who ask the question, in their research focused on discount competition, whether sale signs are less effective when more products are marked by them at the same time. Based on various data as historical data from women’s clothing catalogues and grocery store data of products such as frozen juice, toothpastes or tuna fish tested statistically using correlation, authors argue that more sale signs in a shopping area decrease credibility of such discounts and thus their efficiency (Anderson and Simester, 2001, p. 122).

Also our research confirms this conclusion when transferred to the POP AD topic, because customers often admitted that a POP AD may be a practical means for shopping, but there may not be too much of them in a shopping area and must not disturb comfortable shopping, whether it is conducted according to the shopping strategy “simply and quickly” or the strategy “enjoy shopping”. A greater number of POP ADs, in which even customers expect assortment with a discounted price, increases displeasure of customers towards these POP ADs, respectively not only towards their offer but also to spatial demands, and then they begin to perceive them as something disturbing, which may finally decrease (similarly as a greater number of sale signs decreases credibility of these actions as Anderson and Simester (2001) argue) credibility and positive perception of a brand in POP AD-offered assortment.

Another important fact that emerged from our research is that when customers see a POP AD in a store, they often associate the product in it with something special and exclusive. This customer assumption arises probably because a POP AD with its construction and design also more or less differs from the classic rack (during discussion, customers often willfully confronted visualizations and designs of displays with traditional designs of racks) and accents the impression of above-standard level of a product located in a POP AD. This relates to already mentioned institutional “essence of display being” making a POP AD something special, different from the offer in normal racks. However, offering a better price or another added value (1+1 for free, contest, discounted price) is not a prerequisite of implementation of a successful POP AD (Bemmaor and Mouchoux, 1991), although they can support it.

Also Inman et al (1990) attended to discounts in stores and demonstrated that just the location of sale – action sign on a product increases demand for this product without changing its actual price. However, such strategy may relatively damage customers’ perception of a store and its credibility, as evident also from the statements of customers, who reflect unfair practices of hypermarkets. We succeeded in simulating a similar situation during our FDGs as we presented POP ADs in action zone without placing any action goods in

them within the graphical simulations. This situation was largely criticized by some FDG participants and they recommended to implementers to avoid such behavior. Especially in places intended for discount offers, similar practice is perceived as unfair, respectively as an attempt to manipulate through a POP AD location, which finally appears as abusing habitualized expectations of customers.

#### 5.3.4 Interactivity

The topic of manipulating with a customer is even more considerable in the context of the interactive or sensual POP AD attributes as an audio-visual LCD, odor, sound or lighting. Previous psychologically and behaviorally oriented research mentions that appropriate use of music may influence customer's patience, emotional reactions and their attitude to behavior (Yalch and Spangenberg, 1990, Hui et al., 1997, Chebat et al., 2001). Also other authors (Smith and Curnow, 1966; Milliman, 1982, 1986; Andrus, 1986; Yalch and Spangenberg, 1988, 1990, 1993; Baker, Levy and Grewal, 1992; Areni and Kim, 1993; Chebat, Gelinas-Chebat and Filiatrault, 1993; Gulas and Schewe, 1994; Dube', Chebat, and Morin, 1995; Herrington, 1996; Hui, Dube', and Chebat, 1997) attend to the relation of music and retail environment from the perspective of variety of behaviors including sales, arousal, perceptions of and actual time spent in the environment, in-store traffic flow, and the perception of visual stimuli in the retail store. More specifically, in the context with POP ADs, e.g. Vysekalová (2009), or Nauta (2004) confirmed that using sound in connection with in-store elements increases their efficiency and has a positive influence on sales.

Aside from music, also e.g. distributing odor in a shopping area may influence customer's willingness to purchase, shopping impulse and time spent by shopping (Spangenberg et al., 1996). Also three recent studies have examined the effects of odor on shopping (Hackley, 2005; Hirsch, 1995; Mitchell et al., 1995). Mitchell et al. (1995) found that different types of odor significantly influenced behavior, while Spangenberg et al. (1996) found that the nature of the odor did not have an impact on customer behavior but that the presence or absence of an odor did affect behavior. Together these studies also suggest that odor can influence sales, processing time, variety seeking behavior, and perceived time spent in a store. Odor arouses positive emotions from stay in the store and the shopping itself. (Vysekalová and Mikes, 2009) Other research considers odor as an effective tool to attract customers and it is advantageous for categories, which are a subject of e.g. sales promotion and that enables to spread an odor symbolizing the category through spatially flexible POP AD (Hackley, 2005).

The above mentioned quantitative study of mentioned authors focuses rather on general effect of sound and odor distributed through the whole shopping space or in concrete zones. Our research focused on extending the knowledge of odor or sound distribution by particular POP ADs. It is very difficult for individual POP ADs due to the necessity of connecting music or

odor with a specific product and limiting its spread to surrounding area of such executed POP ADs, which seems to be very difficult in the light of our analysis. From our analytical conclusions, it seems that if an implementer wants to use such elements in their campaign, they must be careful and use a POP AD in a shopping area as the only one, respectively they must observe competition campaigns so that these do not interfere with each other and thus their effect does not disappear, or eventually there could even be created unpleasant environment, e.g. when distributing sounds or odor from more competing POP ADs at once. Both groups of our FDG participants indicated this attribute as important. This topic is concerned with codes we called “quantity and competition of displays in a store” and “relation of implementer and store” in the connection with the necessity to power such interactive POP AD and take care of its functionality.

Specifically, for laymen, the idea of more interactive POP ADs evoked the perception of irritation. But this may figure in other interpretations of the conclusion of Anderson and Simester (2001) that greater number of discount promotions – sale signs, decreases credibility and efficiency of such actions. It is just the irritation of customers we observed for the abundance of stimuli, POP AD means or POP advertising, which may decrease the reputation of a brand due to consequences.

The second principle derivable from our data is that it is good to think of interactive elements as about a means that should provide some message rather than as about only a POP AD attribute. Interactive elements that we discuss here should be used creatively for implementing a POP AD idea so that it is obvious why this means is used and to interest and entertain customers without making them to think for a longer time about what a POP AD author wanted to say. Superficial application of these elements does not have to bring improvement adequate to expenses and in addition, there is a risk of irritating some customers by e.g. creating the semblance of the attempt to manipulate with customers or even the perception of annoying them (e.g. transfer of TV advertising to the point of sales).

Another difficulty identified in the analysis was determining suitable music or an odor for a concrete product. Using interactive elements is considerably affected by a product category or even a concrete brand. The analysis showed that selection of odor or music for some products to be clearly and quickly evoking supported products is considerably difficult if not impossible. While e.g. whish noise of opening a bottle was mentioned as a suitable sound for Coca-Cola, no one of the participants was able to specify any meaningful sound for Snickers. This also implies that the FDG participants directed us to using sounds that would have some connection with already existing habitualization of a certain sound towards a supported product. As to odor, the situation in connection with tested brands was the opposite, when odor of chocolate and nuts was spontaneously mentioned as the most suitable odor for Snickers. In the case of Coca-Cola, there was a paradoxical situation, when informants agreed about the convenience of using the odor of Coca-Cola for this product, although they also criticize this during the discussion, because

they thought that it would rather evoke the perception of the drink spilled on the floor. From the above mentioned, it is obvious that in the case of an application on a POP AD, it is not possible to use only conclusions of previously cited authors about the nature of concrete music or odor on customer behavior by a typical positivistic "in and out" principle, but that it is necessary to extend these approaches by the ones we revealed, respectively the above described aspects directly relating to the topic of POP ADs. For these aspects, it is also obvious that managing them during a real execution is difficult and for area application considerably limiting.

From the analysis we can generally conclude that affecting hearing of customers reduces the possibility of trouble-free shopping and ignoring a POP AD in exchange for either a considerable positive effect or conversely a negative experience. Using sound, which should be preferably subdued, makes sense when trying to suppress competition or as a purchase reminder.

Except sound and odor distribution, it is possible to use also POP AD lighting in order to improve its interactivity and visual intervention. The impact of lighting was examined by Areni and Kim (1994), Baker, Grewal, and Parasuraman (1994), and Baker, Levy, and Grewal (1992) and Clow and Baack (1999). These investigations suggest that lighting factors can influence both the store image and the examination and handling of merchandise. However, Areni and Kim (1994) also found that lighting levels did not influence sales. On the other hand (Skaredoff, 2004 and Bollrath, 2003) published, that increasing of sales could be done through using light and motion to make the customer notice the display. It is obvious that there is no consensus among authors in the case of using light, respectively e.g. Areni and Kim (1994) and Skaredoff (2004) came to opposite conclusions. Another positivistic author, who tested the influence of lighting POP media on sales, was Underhill (2000). His research of cooling sales displays for soft drinks proved several times a higher number of customers, who noticed the illuminated version of the tested display compared to the not illuminated one.

Results of our analysis incline more to the theory of Areni and Kim (1994). Participants of our FDGs, laymen as well as professionals, considered lighting a POP AD as promising, but only within an environment other than the already over lighted hypermarkets, where the lighting effect might not be as distinguished as they think.

Our conclusion regarding lighting is that its functionality in connection to a POP AD is uncertain and that such a POP AD version should be further tested and examined using quantitative research to prove or disprove its influence on customer behavior, respectively also to determine the level of this influence for concrete executions of lighting.

The last element of interactivity identified in research is using audiovisual displays, e.g. LCD screens on POP ADs. This kind of applications helps notably to draw attention to the POP media in order to give rise to increased sales by providing a combination of light, motion and additionally sound, that makes the customer notice the display. (Skaredoff, 2004; Nauta,2004) Also Moore (2007) states that audiovisual screens have the ability to be time sensitive -

which is important in a point of sale environment and *“can operate as a standalone digital campaign or combine with static media.”* (Moore, 2007, pp. 28) On the other hand without effective creative and a well thought out message, combination of screen and a POP AD can only do a part of the job (Krofiánová, 2009). On the other hand these media have certain advantages in contrast with traditional static POP applications, as described by Moore again *“ability to change out messages regularly to keep it fresh, to use motion or animation to attract the consumer's eye and the ability to time offers to suit the time of day, changes in audience or even weather”* (Moore, 2007, pp. 28). As to this tool, we did not find more concrete and, at the same time, appropriate research or information in academic literature probably due to the considerable newness of this tool.

In our analysis, this POP AD audiovisual display has been discussed from three perspectives. The first one was an opinion of informants that audiovisual advertising is ubiquitous today even outside a shopping area, which may lead to increasing oversaturation and apathy towards this type of marketing communication. In this context, functionality of such a used display on POP ADs is controversial. Another aspect in the case of using this element is the need for meaningful and original connection to a product not by e.g. projecting TV advertising, though a well known version, which would rather restrain from shopping and annoy customers according to the opinion of the FDG participants. The third aspect of using screens represents demands on location in connection with a viewing angle limited by flatness of a screen in one direction only. Image visibility from the side is low.

Interactive attributes of POP ADs are, for customers in general, quite an ambiguous topic, to which they assume ambivalent attitudes. On the one hand, customers state that more interactive POP ADs in a store, too much sound and odor perceptions and oversaturation of advertising means in shopping area, make their shopping unpleasant. These attitudes of customers are in compliance with conclusions of Bass and Wind (1995, p. 17) who argued that *“Currently at that time, the main advantage of advertising in the point of sale is that this ad does not annoy the customer, on the contrary, it helps him/her with orientation with respect to other types of advertisement”*.

In the same vein Andrews and Currim (2002, p. 65) wrote that *“Customers are limited information processors who seek to conserve cognitive energy when making perhaps dozens of purchases in lower-involvement hypermarket shopping environments; they may attempt to use the same decision heuristics across product categories and that is where POP advertising can play an important role”*. Customers represented by our FDG participants, also in this context, admit that when an interactive element is used tastefully and unobtrusively, eventually when it intelligently engages a customer in the interaction, thus it may promote the product prestige, a good feeling from shopping and contribute to comfortable and enjoyable shopping. Customers also agree that despite the fact that the interactive element (especially LCD or sound, preferably the combination of image and sound) might sometimes be obtrusive in a store, but, as they think, it is unambiguously an attribute that attracts their attention to a communicated message. It depends on the campaign objective and promotion itself, if it wants

to permanently increase good awareness of a brand or just to increase sales temporarily. One way or another it is necessary to deal with this element carefully and, regarding the fact that the topic is unexplored, to test their application more before wide-spread and also quite expensive implementation.

### 5.3.5 Customer shopping strategies

Another significant and innovative analytical output is the identification and naming of strategies of shopping in hypermarkets, respectively dichotomization of this strategy to “simply and quickly” and “enjoy shopping”. We consider this result of our research as one of the most considerable and most beneficial ones also in the context of the difference compared to previously found approaches and typologies to this topic. Identification and understanding of these two strategies provides us with new clues to understand attitudes of customers towards POP ADs. These help us on a quite generally applicable and also practical level to understand predisposition to behavior of customers given by circumstances existing before they enter a store, which consequently orient their attitudes towards POP ADs and their offer. It is interesting that as the view of shopping seems generic and obvious by the perspective we found, we did not find any specific conception within the explored literature. Many authors attend to the role of shopping behavior, missions and plans. However, they do so within different typologies.

Among research, already traditionally quantitatively oriented, we can mention, e.g. the research of Currim and Schneider offering the taxonomy of customer strategies in an environment full of promo campaigns (Currim, Schneider 1991), further also the quantitative research of Fox and Montgomery (2004) and their statistical testing of a complicated empiric model of customer shopping behavior or the study of Moor (1989), which is another example of the positivistic approach to the study of shopping behavior, when it segments a group of customers into the ones who do shopping in supermarkets and the ones who do not. Also Sorensen (2009) provides different perspective on behavioral grouping of shoppers. They divide shopping behavior to three types, Quick, Fill-in and Stock pup on base of measuring of speed of walking and spending money and how much of the store they visit and how long their trips are.

The most common, and for us relevant, are typologies of behavioral marketing research, which as well as ours take into consideration predispositions of customers set already before their visit of a store and subsequently, they affect their subsequent shopping behavior in the shopping environment. Examples of such typology are planned and unplanned (mostly called as impulsive) shopping (e.g. Lelovičová, 2006; Prasad, 1975; Madison, 2004; Levy and Weitz, 1992; Bermann and Evans, 1989; Kacen and Lee, 2002 or Hawkins and Stern, 1962 and others). However this division, in its essence, does not directly solve the separated importance of predispositions given in advance and influences affecting a customer at the point of sale. Respectively, the division into planned vs. unplanned shopping involves a combination of

both of these factors. In fact, it is so when combination of these factors during shopping results in customer's behavior and deciding. The strategies "simply and quickly" and "enjoy shopping", we have discovered, compared to the definition of combination set out the rather general framework of shopping given before entering a store, which is higher in the hierarchy than other factors, determined most generally subsequent customer's behavior when shopping. Nevertheless, also other studies have identified other more detailed typologies. E.g. the researchers McGoldrick (1982), Dagnoli (1987) and Vysekalová and Mikes (2009) divided purchasing into: Specifically planned, Generally Planned Purchase, Reminder Purchase and Entirely Unplanned Purchase. In connection with the above mentioned, it is difficult to define shopping only this way as showed in other researchers, e.g. Dittmar and Drury (2000), who have produced a different view. They theorize that planned and unplanned purchasing lie on a continuum, and ask the question of degree; while some purchases are very planned, some marginally so, some appear to be completely unplanned and so on. The conventional theory behind this is that we have pre-dispositions to buy certain product or brands before we enter the store. In our analysis, we also came to a similar conclusion about a continuum of our shopping strategies, which may vary shopping-to-shopping or even during one shopping trip. Nevertheless, compared to Dittmar and Drury (2000), who say that the continuum is created by marketing, prior experience or the influence of friends, our variation of strategies in the continuum of "Simply and quickly" and "Enjoy shopping" is given also by a concrete momentary situation of a customer in everyday living. In comparison to the authors mentioned above, closest to our concept of division of shopping strategies is Bucklin and Lattin (1991), who referred to the two modes of shopping behavior labeled as planned and opportunistic. Their "two state" model holds that the factors influencing brand choice and purchase incidence decisions differed depending upon whether the customer's shopping takes place in a planned or opportunistic state, which are thematically similar in character to our shopping strategies. Description of the planned type of shopping behavior by Bucklin and Lattin (1991) is supplemented by the characteristics of a customer's predisposition defined by our customer strategy to do shopping simply and quickly. That is why they prepare a shopping plan. By using the shopping plan - a written shopping list - customers objectivize their intentions, decrease transaction costs when deciding on the spot and save time. That is how they approach to our defined strategy simply and quickly. A customer, who has more time for shopping and thus is predetermined to enjoy their shopping compared to the previous shopping mode, rather chooses the opportunistic shopping mission, i.e. gets closer to the strategy "enjoy shopping" we have defined.

In this context, it is interesting to mention also conclusions of Tomek et al. (2001) who adds in line with our results that decision for a purchase is mostly irrational, habitual - i.e. routine, as it is automatic, often motivated by indolence or loyalty to a certain object, extensive - provided by given possibilities of the decision-maker and the decision making, and limited - by various factors,

especially financial resources. Aside from this role of financial factors, he also discovered that some decision making takes place before a person gets to the shop and the customer may be involved in three types of shopping missions - extended, limited, or routine. These conclusions of Tomek et al. (2001) supplemented our findings about customer strategies, e.g. by the situation when customers would have a higher tendency to do shopping simply and quickly during limited or routine shopping mission, eventually in the case of a limited mission, they would be interested in POP ADs providing information about prices, discounts or some advantageous offers, while in the case of a routine mission, their role would be suggested.

On the contrary, customers will incline more to the strategy "enjoy shopping" in the case of an extended shopping mission.

To conclude, the basic division of purchases into planned and unplanned ones and also other more detailed typologies are important also in the connection to POP ADs that we have examined. As confirmed by, e.g. Bermann and Evans (1989), or Bradshaw and Phillips (1993), in-store promotion stimuli, which include also POP ADs, are focused mainly on supporting the unplanned or partially planned customer decisions. In these cases, their function is obvious, resp. they should take advantage of indecision of customers and influence their decision-making on behalf of brands on POP ADs. This approach to the typology helps us mainly to understand what products to sell or in which locations to sell them in POP ADs.

In addition, our customer strategies provide clues to how displays should be made to be able to meet both customer strategies the best way possible or eventually one of the strategies, which is satisfied by e.g. typical shopping strategy for concrete goods displayed in a POP AD. Similarly recommends Sorensen (2009,p. 28) in context of his 3-type shopping behavior segmentation: *"it is not sufficient simply to begin catering to quick trippers. Rather the store must be distinctly managed for all three types of shoppers."*

At the same time, these strategies lead us to selection of POP AD location, which will be different for customers shopping within one of the two strategies and also different when we want to satisfy both strategies. There is thus a possibility to combine the customer strategies we have characterized, with findings given by different typologies.

Shopping strategy of a customer further gets more accurate outlines through optics of the social constructionism (Berger and Luckmann, 1999). Customer comes to a hypermarket to do their routine shopping as they are used to. Whether a POP AD fits into this habitual practice or on the contrary ingeniously disturbs it, the choice of the strategy in this environment is determined mainly by customer's current situation, customer's habitual practices, their role as a customer in the hypermarket institution, their intention and intentions of the others and also their knowledge. It was already mentioned that POP ADs are not just successful or unsuccessful, but they also have their own strategy of success (see consequences in the Paradigm Model), which may but needn't satisfy the shopping strategy of customers. It is necessary to say again that there are not just two strategies, but they rather create a continuum,

where a customer can move not only from shopping to shopping, but also within one and the same shopping. These two strategies “simply and quickly” vs. “enjoy shopping” do not exclude each other, but it is possible to separate them, because customers construct them into habituations on the basis of different intentions, which give a fixed form to their difference.

Also a hypermarket, unlike smaller specialized stores, allows buying everything in one place, and so it saves time of customers and transaction costs (Krejčí, 2007). We have also previously discussed that generally, time plays a considerable role during shopping in the connection with the necessity of quick understanding of POP ADs by customers (Clow and Baack, 1999; Charvát, 2007; Jacoby and Craik, 1979).

Therefore we can conclude that this perspective requires that a POP AD is primarily a useful helper. The preference of the shopping strategy “simply and quickly” requires, regarding the central category, trouble-free shopping rather than considerably positive experiences, when not considering time within this strategy. In this context, if there were not applied POP ADs and they were not trying to primarily satisfy this strategy “simply and quickly”, it may lead to more frequent overlooking of POP ADs and eventually also to negative experiences with POP ADs, e.g. when they obstruct in any way in shopping that is as quick and trouble-free as possible. The strategy “enjoy shopping”, which can be found on the opposite pole of the continuum, is characterized by a rather low degree of habituation, i.e. regularity, habitual practice, we should be aware of the importance of time and even also a display aiming at entertain customers should do that quickly, clearly and intelligibly. So it seems to be effective and suitable to always save a customer’s time, but also to give them the opportunity to spend it pleasantly. Although from our analysis, at the first sight it is apparent that the strategy “enjoy shopping” is similar to a trip, where we are glad to find something unexpected and wandering around may be an expected part of this game, also by following the previously mentioned authors we should keep in mind that we are dealing with shopping, for which most customers do not have as much time no matter what strategy they use as in the case of the metaphorically likened trip.

In the thematization of purchasing strategies, over the information from literature, we also found their connection with short-term or long-term location of POP ADs in a shopping area. Short-term location of a POP AD rather satisfies the strategy “enjoy shopping”, because it surprises, breaks a stereotype, while a long-term POP AD becomes a routine and customers get used to its location. They rely that they find it there, which subsequently meets the strategy “simply and quickly”.

### 5.3.6 Intervening conditions

In our analysis, one of the identified side effects was shopping with children as an intervening condition, which has the power to change the shopping strategy of customers and then also their actual attitude to a shopping environment as well as to a POP AD. In theories, in this context we can get inspired by e.g.

research on shopping party size (Kahnand McAlister, 1997) which suggests that shoppers accompanied by other shoppers spend more. A similar conclusion can be hypothetically deduced also from our analytical conclusions. Accompanied by children, customers are not only buyers but also parents, grandparents and in other similar roles of adult accompaniment. The presence of children influences perception and course of a shopping. Our analysis showed that children accompanying adult customers have a certain power to decide on the content of a shopping basket, often on items that were not included in a shopping plan. E.g. also among customers preferring the strategy “simply and quickly”, there are customers looking for entertainment due to the presence of children as they are stimulated to behave as customers enjoying their shopping. In such a case, the adult customer actually cares that the accompanying child could have at least some fun during routine and quite boring shopping, if there is such a possibility. Then in accordance with the theory of Kahnand McAlister (1997), such a customer spends more money, but has a kind of a trip with a child where they experience something together and where there is a reason for some joy for them (Ritzer, 1996).

The performed analysis in this context also revealed specifics of shopping with children on the topic of safety and manipulation. During our FDGs, in the context of shopping with children it was mentioned that customers are more sensitive to POP AD safety in the role of parents or an adult accompaniment. At the same time, during the discussion, there was apparent aversion to POP ADs aiming at children. Similar executions have been assessed negatively as attempts to manipulate with children and their accompaniment in order to sell something they did not want to buy. In this context, it is probable that in some cases, customers accompanied by children will try to avoid POP ADs focused on products for children so that they would not have to face their pressure, respectively to avoid an unpleasant situation of refusing to buy a displayed product. The topic of the semblance of POP AD dangerousness and manipulation through POP ADs, whose significance increases also in this above mentioned context, has already been described in detail when discussing the Context of a customer’s encounter with a POP AD. Now we will discuss it also from the perspective of phenomenological sociology.

Another considerable aspect in the part of the Paradigm Model called “intervening conditions” is the already partly mentioned semblance, respectively its four categories (Semblance of low quality of product on POP AD, Semblance of dangerousness, Semblance of complicated manipulation with product on POP AD and Manipulation with customer in the context with POP ADs), which we have already mentioned in the previous sections of the text and compared our findings with research and theories thematically aimed directly at aspects of safety, manipulation with customers, poor quality POP ADs and manipulation with products, when the phenomenon of semblance plays an important role and being aware of it provides valuable instructions to implementers for optimization and improvement of applied POP ADs. Now, let us focus briefly on the role of the semblance from the perspective of phenomenology (Husserl, 1936), respectively phenomenological sociology

(Schutz, 1932), which becomes more obvious within this conceptualization. The interpretative theorist of the 20<sup>th</sup> century Alfred Schutz, who methodologically follows up Max Weber and argues with his concept of ideal types and whose work belongs to phenomenological sociology (Kubátová, 2006) classifies everyday life as a “natural world” (Lebenswelt) and warns against the fact that constructs of social scientists are only typifications of the second order based on typifications made by people in their everyday lives. (Harrington 2006) We will dare to mention another citation of Schutz here, which succinctly summarizes the requirement of its phenomenological sociology: *“The sphere of observations by a social scientist – social reality – has a special importance and structure of relevance for humans living, behaving and thinking within its framework. In a series of concepts based on common sense, they have already chosen and interpreted the world in advance, which they perceive as a reality of their everyday life... Thought objects, constructed by social scientists in order to understand this social reality, must be based on thought objects created by common sense of people living their everyday lives within their social world”* (Schutz, 1962, p. 59). The reality of the first order is then a subject and its “natural world” (Lebenswelt), as *“... the world of delight of common sense, before it is subjected to scientific theoretical analysis.”* (ibid) Our theoretic-methodological framework of the analysis has been built with the ambition to capture the segment of this “natural” or “lived world”, the world of shopping from POP ADs.

Thompson et al. (1989) lay a clear demand in their article *“Putting consumer experience back into consumer research...”* They promote the concept of existential phenomenology, which does not aim to examine individuals separated from their natural environment. Existential phenomenology emphasizes contextuality of social situations and *“...seeks to describe experience as it emerges in some context(s) or, to use phenomenological terms, as it is ‘lived’”* (Thompson et al. 1989, p. 135).

The phenomenon of semblance, as we have identified in our analysis, materializes the principles of phenomenology in a concrete situation in its essence. In sociology, understanding and interpretation of the social context by an individual, so the issue of how individuals themselves understand the situation of their current existence is specified as a definition of a situation. The definition of a situation is a significant concept of the interpretative flow of sociology, which is based on social reality as understood (defined) by its participants, so it is not anything external and objectively given (Harrington et al., 2006). William I. Thomas (1923), describes the phenomenon of semblance, which we have identified, more precisely, he was the first one who referred to the meaning of this situation definition and summarized his idea into so called Thomas’s theorem: *“If a certain situation is defined by people as real, then it is real in its consequences.”* In our analytical findings, this above described theory is materialized so that, if a customer thinks that a POP AD manipulates with them somehow, or that it contains poor quality goods due to its bad condition, or they think that it is not safe or that goods cannot be taken out from it easily, this semblance becomes their reality and they behave as this being the truth, even when such POP AD really just given this impression. This idea can be

described also as a reality defined by social constructionism, which is described by its protagonists as “(...) a feature belonging to phenomena, to which we attribute an existence independent on our own will (these phenomena will not stop existing even if we wish so)...” (Berger and Luckmann 1999, p. 9) and then perceives knowledge as a “(...) certainty that these phenomena are real and bearers of certain attributes” (ibid.). This results in the fact that it is not so important to know what can be said about POP ADs to be true, but rather what people really know about them, or better said what knowledge orients their behavior towards POP ADs. Again in the paraphrase of the Thomas’s theorem, we can say that if customers define any circumstance of shopping from a POP AD as real, this will be real in its consequences.

In the above mentioned sociological contexts, it is obvious that the 4 categories of the semblance phenomenon, which we have defined, represent a significant factor in the connection with POP ADs, which may play a real role within a customer’s reaction to POP ADs. A practical benefit of this finding is the fact that with the knowledge of the phenomenon of semblance, from the perspective of POP advertising entrepreneurs and POP AD implementers, it is possible to work with POP AD execution so that to eliminate the impact of negative semblance categories or at least limit it.

### 5.3.7 Other theoretical associations

Now let us discuss some other theoretical contexts, which do not fall into any of the previous sections with their character and it was not effective to dedicate a particular chapter to them due to their extent, although these are beneficial with their relation to our data and analytical conclusions result from them.

The first of them is the theory “need for cognition and deal proneness” describing reaction to in-store stimuli that we have mentioned in the introductory theoretical chapter. Haugtvedt et al. (1992) consider the “need for cognition” as main determinant of motivation in the process of processing information content. The people - customers, who have a greater need to learn, will use the message more likely, hence the message content (e.g. content of an advertising message) more as a basis for their judgments compared to the ones who have a lower need for cognition (Haugtvedt et al., 1992, Maheswaran and Chaiken, 1991). This fact implies that people with higher education would probably have a higher need for cognition, thus the above discussed factors and interactive attributes of POP ADs, which conceal a certain amount of manipulation, will probably be perceived more negatively and will be more likely to give a notion of manipulation to customers with higher education. But our research could not fully take this aspect into consideration, because demographical and socio-economical variables can be better taken into consideration by quantitative research. Even so we find a suggestion supporting this idea in our data, sc. that young and educated respondents were talking more about this topic of manipulation and the expert and marketer perspective. Manipulation with a customer, which was a code belonging to the group of codes “lay topics” in our analysis, was mentioned quite frequently (it

appeared in coding 27 times in total). It is obvious that customers perceive the perspective of implementers of POP advertising. They understand that promo actions and hypermarket strategies represent an effort to “seduce” customers. In the words of Jakub, a university student, “*I think that supermarkets do not play fair and I count on it that they will place something like that there, a kind of allurements, which just...*” (1/2057). So customers are not naive and maybe as a result of a concrete negative experience they had to go through, they can think critically or at least maintain some cautious distance. As Inmann and McAlister further claim, customers with higher need for cognition may be less susceptible to a POP AD than customers with lower need for cognition (Inmann et al., 1990; Inmann and McAlister, 1993). Use of POP ADs in stores where low-income families do their shopping shows in the light of the statement of Inmann and McAlister (1993) as potentially an effective possibility if increasing sales thanks to higher “potential of manipulability” of groups with lower income and so probably also with lower education. Inmann and Winer state: “*If so, we would expect that shoppers with a low need for cognition would make proportionally more in-store decisions*” (Inmann and Winer, 1998, p. 8). When we omit the ethical perspective, however, there is a question of how long such strategy could really work and whether this profit would not be just for a short time in the case of bad experience of customers with such purchased products, or in the case of customers, who carefully consider spending their money.

We also discussed deal proneness (Bucklin and Lattin, 1991) as a strategy of looking for advantageous purchase. Mentioned authors think that people with higher deal proneness will be more attentive also towards POP ADs within looking for these opportunities. It is an interesting general perspective, but our analyses showed that in the Czech environment, this would probably apply only to POP ADs offering really discounted goods. We have already mentioned the sensitive reaction of some customers to location of POP ADs without any discount into the section of discounts. The interviews further did not show any habitual connection of POP AD occurrence and a discount, if goods in a POP AD are discounted. On the contrary, our informants would appreciate to highlight this fact exceedingly. It is possible that customers with higher deal proneness notice POP ADs more often, but when deciding about a purchase they will probably consider the difference between normal and current price.

Finally, we found good conformity with some research devoted to time perception. Mainly one quantitative research study statistically testing two models relating to subjective experiencing time spent by shopping and comparing prices. The authors of this study, Marmorstein et al. (1992), introduce a new explanatory variable into these models, which slowed down the time perception. This analysis, which defined two basic shopping strategies, where one of them was just “enjoy shopping”, also found a similar phenomenon. Following the sociological perspective relating to social norms of consumption, the significance of the customer strategy “enjoy shopping” for this whole analysis gives an evidence of a high rate of hedonism. None of the participants of the two discussions positioned a POP AD into the role of

immoral seducer; no one used a POP AD to moralize about consumption as such. We discuss this aspect in greater detail in chapter 5.3.8.

Can we state that the strategy “enjoy shopping” will greatly determine the form of hypermarkets in terms of historical development? We think that we cannot do so. The strategy “simply and quickly” relates to the following research finding of Rooney (2007), who focused on the type of customer behavior that they called “selective shopping”. A customer with this strategy systematically and consciously limits their contact with a shopping area to minimum, they only go for things that they need and rather ignore present offers. Motivation to accept this strategy may not be resulted only by advertising and marketing over saturation, but perhaps also by a lack of time for shopping or feeling of large family shopping routine, which repeat regularly and are uncomfortable for some customers.

### **5.3.8 Customer segments and POP AD**

As we have already repeatedly emphasized, most theories and research on the topic of in-store communication and POP ADs is based on the positivistic principles. In this concept, there are often various typologies of customers considered, especially according to socio-demographic or psycho-graphical characteristics (e.g. Kollar and Willet, 1967; Bermann and Evans, 1989; Tellis , 1998; Hackley, 2005; Bieibly and Bieibly, 1988; Chebat and Yuccaro 1995; Crosby 1991; Vysekálová 2008, 2009 and others). For this reason, we have mentioned this perspective of looking at customers in the theoretical chapter (2), even though we did not intend to observe these variables in terms of our research orientation and methodology and it was not within our power. Still, we will briefly mention several contexts.

In particular, positivistic authors proved that people divided into appropriate socio-demographical groups generally approach shopping differently. E.g. Kollar and Willet (1967) identify several characteristics associated directly with unplanned purchasing: household size, gender of shoppers, number of shopping trips per week, number of purchases, use of a shopping list, major shopping trip and the number of years that the shopper has been married. Based on this and similar research customers are described in term of these demographic factors; population size, number of households, place of residence, mobility, gender, employment status, age, occupation, ethnic and racial background, marital and family status, educational level, income, and physical traits (Bermann and Evans, 1989, Tellis, 1998, Hackley, 2005).

To be more concrete, there have been found theories defining that e.g. women enjoy shopping more than men, they are more aroused by the shopping environment (Donovan and Rossiter, 1982; Mehrabian and Russell, 1974; LaBarbera and Tucciarone, 1995; Bagozzi, 1991; Wells, 2003). Because women are more likely to buy than men when they visit a store (Lucas, 1998), this finding would suggest that women enjoy the shopping environment to a greater extent, and that this finding would make the relationship between emotional response and overall evaluation and repatronage decision stronger.

Therefore the effect of emotional evaluation on overall evaluation will be higher for women than for men.

In this context, we would like to mention the already discussed attitude of our FDG participants towards the visual of Coca-Cola with the woman, which has been characterized as manipulative. The above mentioned theory confirmed that women commented on this visual much more intensively and emphatically than men. Since general responsibility for shopping still falls primarily upon the woman of the household, approximately 80 percent shopping missions are performed in Europe by women. (e.g. Bieibly and Bieibly, 1988; Chebat and Yuccaro, 1995; Crosby, 1991), it is necessary to point out again the necessity of very sensitive treatment with such POP AD executions, which are, or are trying to be, any non-standard, provocative or manipulation suggestive. This applies also in the cases when evoking just a semblance of such intentions of implementers as already discussed. Meaningfulness of considering this finding, especially in the connection with women customers is confirmed also by the theory of Vysekalová (2008) from the Czech environment, who says that women place bigger emphasis on the truth, informativeness, clarity, easiness to remember of an advertisement than men and also they more often require use of decent and common words.

In connection with the shopping strategies “simply and quickly” and “enjoy shopping”, within the discussions and following analysis, we have found also an indication of a difference among representatives of age categories. Younger discussion participants were the ones who adopt the strategy “enjoy shopping”, even though they often have a lack of time. On the contrary, workers, parents and older participants more emphasized the significance of the strategy “simply and quickly”. Also in theory there is indicated that for young people without children, especially in smaller cities, visiting a shopping centre means “*an escape from the reality*” (Vysekalová, 2009), which logically relates to the tendency towards enjoying the shopping. The above mentioned could be extended by results of further research. Transmission of information on POP media on the gender level is theorized by Meyers-Levy (1989), who has shown that females tend to favor a more detailed, elaborative processing style, whereas males favor a more holistic manner of processing. Given this distinction females are more likely to process information that is verbally descriptive and elaborate, whereas males are more likely to process information that is in graphical form, charts, photographs, and illustrations. As such, retailers targeting the presentation of a product and pricing information to females should focus on more elaborative, verbally descriptive messages, which would be most consistent with magazines or newspapers. When targeting males, on the other hand, more visual depiction of information (e.g. animated illustrations) would be better. (Pieters and Warlop, 2002) *Findings of Noble et al. (2006) showed that males tended to seek product information more than females, “retailers can alter the presentation and dissemination of this information to help females in the attainment of this information.”* (Noble et al. 2006, p. 178).

This kind of conclusions may be very beneficial for concrete aiming of in-

store displays at concrete target groups of products and brands. Discussed socio-demographical characteristics could and should be considered when choosing visuals (Vysekalová, 2004) on a POP AD, respectively their overall design. Specifically, we can also mention that our FDG participants discussed the suitability of the Snickers POP AD visual with a snowboarder (Picture 5) directly towards the target group, respectively the ability of this motive to affect a wider group of customers defined by target groups of the Snickers brand. They proposed rather using a cyclist or a skier, which they think are activities significant for more people and also less controversial than snowboarding. At the same time, the choice of visuals has been discussed from the perspective of the season, in which the POP AD is applied, so that is why the example of the alternative of a skier in the winter and a cyclist in the summer. It was neither an intention nor a possibility of our research to assess suitability of concrete visuals and graphical motives for concrete brands and objectives and it is uncertain whether the statements of our informants can be generalized in any way. However, within the data, we have confirmed the fact that it is necessary to attend to typologies of customers from the perspective of target groups, towards which POP ADs should communicate through appropriate graphical and design executions.

Theory, rather than our data, brought us to another aspect of the association with the income level of customers. Here it is possible to deduce hypothetically that even more expensive goods displayed in appropriate POP ADs have a chance to be sold well. The aforementioned theory of Inmann and Winer (1998), who said that "*As a result, we expect higher-income shoppers to make proportionally more unplanned purchases*" (Inmann and Winer, 1998, p. 10) directs us to this hypothesis. Nevertheless, we did not find any evidence in our data to confirm or refute this hypothesis.

The last socio-demographical category is the education level of target groups, respectively customers. Before now we have mentioned that in our data we found a connection between education of our respondents and their sensitivity to being manipulated by retail environment. We have implied that people with higher education would probably have a higher need for cognition, thus indications of manipulative factors and interactive attributes of POP ADs will probably be perceived with more displeasure by customers with higher education.

At the conclusion of this chapter, it is necessary to emphasize again that due to the constructionist orientation of our research and especially data collection method through FGDs with a limited number of participants it was not possible and it was not our objective to consider even basic socio-demographical segmentation when answering our research questions. In the previous sections, we have mentioned topics which occurred in some meaningful way in our data and also it was possible to put them into relations to found research and theories by other authors.

### 5.3.9 Discussion in sociological context

Although our study cannot say anything exact about all-society development, we also include a brief reflection on the importance of our findings to the above mentioned relevant sociological perspective as the last individual sub-chapter and we do this in the conviction that it is worth it to think of the phenomena also from many different than strictly marketing positions on behalf of marketing itself.

Specifically, we were inspired by two relating topics: change of the consumption norms and reflection of the hypermarket as the highly rationalized institution.

Let us remind that in the theoretical chapter, together with authors as Daniel Bell (1993) and Zygmund Bauman (2000, 2002, 2006), we observed the change of a social role of consumption that we could describe as a gradual disappearance of consumption norms and that is almost never called "immoral" today. Basically, this corresponds to our findings but it is necessary to add two petty reservations.

First, it seems that in different cultural contexts, certain consumption types still retain a normative character. E.g. Rook (1995) analyzes the normative of customers from several different cultures in relation to impulsive behavior considering their personality nature and gets to the conclusion that: *"By including consumers' normative evaluations in the equation, we were able to gain clearer insights about the conditions under which the trait of buying impulsiveness would translate into actual impulsive buying behavior. We also gathered evidence about the possible threshold nature of normative effects. Even impulsive buyers seem able to reject making an impulsive purchase when negative normative evaluations reach some critical level."* (Rook, 1995, p. 311) In this regard, it seems that the Czech society really shows a considerable degree of hedonistic permissiveness, which does not mean that all modernizing societies will follow this scenario, respectively that really all categories of goods will avoid normative judgments.

It also seems that the disappearance of consumption norms in the form of mass hedonistic attitudes towards consumption also the norms of shopping would disappear (Hilton, 2004, Bell, 2000). On the contrary, it seems that a hypermarket raises new fields of shopping norms, shopping may proceed normally, it may be disturbed by some negative experience or something unexpectedly pleasant. We think that the norms related to display condition have a similar nature and the study of a display life cycle could sketch in its gradually decreasing ability to attract a customer rather than discourage them. We showed that a battered POP AD may cause a semblance of poor quality of a displayed product, which could be interpreted as a value judgment belonging to normativity of purchase.

Any aversion to shopping from displays has been finally justified by assumed knowledge of marketing implementers, who are trying to manipulate with customers to buy unwanted goods. Specifically, we have noted this attitude type in the context of efforts to aim advertising message at children and at feminine beauty. The core of this debate is the distinction of a consumer, who

behaves non-reflectively and allows to be manipulated by unconscious effects of the environment compared to a market subject, who is fully informed and rational. Here we can see the normativity of shopping where we can find even the source of moral judgments, which is typical for the capitalist society.

In compliance with Bauman (2002), the author who popularized the term “consumerism” in the Czech Republic, we may define consumerism as: a way of life when a person fully indulges in consumption in terms of collecting experiences and impressions that are immediate and episodic, i.e. have no future consequences for a consumer’s life (Bauman, 2002). We should also add that consumerism criticism, as well as revealing the way how marketing experts affect marketability, is quite readily available in various magazines and newspapers and obviously form a resource of general knowledge in the society. Such knowledge of marketing practices can make customers more active and sensitive to manipulation. The popularity of these topics clearly shows that what may apply to the consumption normativity certainly does not apply to the shopping normativity, respectively the selling methods that might be judged as pressure or manipulative ones, or perhaps assessed as a source of pleasant experience. So a customer in these cases does not solve what is good and bad, acceptable or unacceptable at the level of sales resources used by marketing professionals.

How to analyze this situation as to constructionism? Let us return to the definition of objectification: *„These objectifications are used as more or less permanent features of subjective processes of their formers, so their availability is extended beyond the framework of the face-to-face situation, where it can be perceived immediately.”* (Berger and Luckman, 1999, p. 39) Thus it is possible to perceive a POP AD in concrete cases as a bearer of intentions of its creators and implementers, who strive for at least assumed manipulation of a consumer. Although today many people probably do not think of the fact whether it is immoral to purchase greater quantity of goods from a POP AD, POP ADs and their creators may be described as immoral in a purely modern way.

The conception, which is closest to this type of normativity, is the one that emphasizes civic feeling of a consumer and their stronger and stronger expressions how customers get market and democratic experience. Here, we can talk about a civic consumerism (Geertz, 2003), when consumption reflects modern reflexivity and consumers may boycott some brands on the basis of the reflection of their behavior, which is perceived as immoral. Our results show the immorality based on the assumption of a rational informed participant. As an example, let us mention a situation, when consumers agree on boycotting a purchase of a product on the basis of its producer’s policy. In such situation, the reflexivity shows through the person assessing their shopping also using other criteria than just their own benefit. Thus customers infirm a simple shopping pattern as simple behavior that is not mediated by anything and has no consequences. Civic, environmentally and otherwise oriented preferences when shopping, which already show in some western societies and so we can expect their strengthening also in the Czech Republic, are not necessarily in contrast with the consumer hedonism through their rationality, but they rather

represent its alternative morally toned form (Soper, 2007). Then we could talk about civic consumerism and assessing a brand according to real company behavior.

The same preferences should be reflected also by self-determination towards something anti-civic or anti-environmental. As well as in the case of the semblance of manipulation, when a customer distinguishes anti-rational (implementer wants to use an out-of-rational mechanism to convince the customer to buy) corporate policy and so they refuse to purchase from a POP AD. This gives us a chance to analyze our results as such a “negative” expression of this originating citizen-consumer. This is important because negative criticisms of manipulative POP ADs may bear a seed of a type of engaged consumption (Soper, 2007), which could even be used positively at the moment when it unfolds as in some western countries, which will open possibilities of “healthy” consumption as well as “green” consumption, or “fair-trade” consumption. Then POP ADs would do well for selling products with this “added value”, because they may inform customers and better refer to products.

Also reflection of the hypermarket as a rationalized institution of the quasi-public character deserves a brief commentary. In summary, this criticism warns us of the risk of excessive and obvious efforts to use the scientific findings to increase sales, which in turn affects customers too invasively. Realistically, these efforts are demonstrated in time to time re-arranging a structure of shopping area, which is not comfortable for customers as to our analysis. Customers are aware of the efficiency enabled by a hypermarket, thanks to which they can do large shopping within one place only, but they are usually bothered by the rationality leading to continuous re-arranging of racks and shopping area, by which marketers try to change e.g. habituated stereotypes of movement across a shopping area. In connection with already discussed shopping strategies, our results show that the rational character of a hypermarket annoys bearers of both shopping strategies, although each of them differently. Customers using the strategy “simply and quickly” do not like it because it changes their habitual ways of shopping and the second group using the strategy “enjoy shopping” because excessive focus on maximizing profits may deprive the environment of its authentic entertainment. As we also demonstrated, supporters of the second strategy “enjoy shopping” perceive this eventual disorientation as a necessary part of the game they want to play. Thus they get other new stimuli, which could actually refresh routine of normal shopping.

In the theoretical section, we also mentioned the research of Manzo (2005), who examined the influence of space arrangement of fast-food restaurants on behavior of customers and their impression from visiting a restaurant. Briefly, this research shows that the rational arrangement of a space, which makes visitors to eat their food quite quickly and not to spend a long time there, really works and most customers do not mind this, because they actually really want just to eat quickly and leave. If they would like to enjoy a meal, they would probably visit some traditional restaurant, where they would spend much more

time. They perceive a certain pressure of the rationalized environment as normal.

From our results, we can suppose that in near future, hypermarkets would be polarized in the opposite direction compared to the one we can observe in the case of fast-foods as a result of internet sales currently introduced by Tesco chain for the first time in the Czech Republic. This opens up the possibility for people interested in “simple and quick shopping” not to even visit the hypermarket personally and also gives the opportunity to adapt a structure of stores to the strategy “enjoy shopping”. Thought out to the consequences, the future hypermarket may get closer and closer to rationalized institutions dedicated to entertainment as Disneyland e.g. (Ritzer, 1996). This will encourage some customers maybe towards larger family trips, but other ones would be rather definitely discouraged and forced out to the Internet (Currah, 2003), which is the most effective as to time savings. One of our respondents described how his wife goes through leaflets with offers of actually discounted goods a day before shopping and so transferring this activity to the Internet is really obvious.

We could certainly continue describing this conception, but now we had better go back to the POP AD. Based on the above mentioned, we can deduce that the POP AD is a typical part of point of purchase environment of a hypermarket as an institution. Shopping from it may or may not be a subject of habitualization, i. e. practices. But a display certainly works as a sign on several levels. For us, it is important that as a sign it usually refers to a marketed product and its brand, it can refer also to other things in order to force a customer to purchase, but mainly as a sign, it refers to the intention of POP advertising entrepreneurs and POP AD implementers to sell displayed goods.

## 5.4 Entrepreneurial opportunities and research results

In this part, we will summarize and interpret results of this research as EOs and we will discuss their utility within the entrepreneurial practice in compliance with the theoretical definitions summarized in the Chapter 2. That is how we will further answer the last research question number 4, which is:

“What entrepreneurial opportunities these findings open for POP advertising entrepreneurs during POP advertising floor displays development and implementation?”

Before answering the last research question, let us briefly summarize the role of presented theoretical concepts in following discussion. As shown in figure22, whole research process was framed with theory about EO. Opportunity recognition theories helped us to recognize EO in customer purchase decision making and its researching which interpretative actor centered concepts. Consequently theories of Opportunity creation showed a way to approach the whole research process as EO creation. It generally consists from data collection via two FGDs and creation of the Paradigm Model

developed through understanding of customer purchase decision making when encountering a POP AD. Opportunity exploitation theories helped us to show that POP advertising entrepreneurs could be able to exploit the Paradigm Model as real EO.

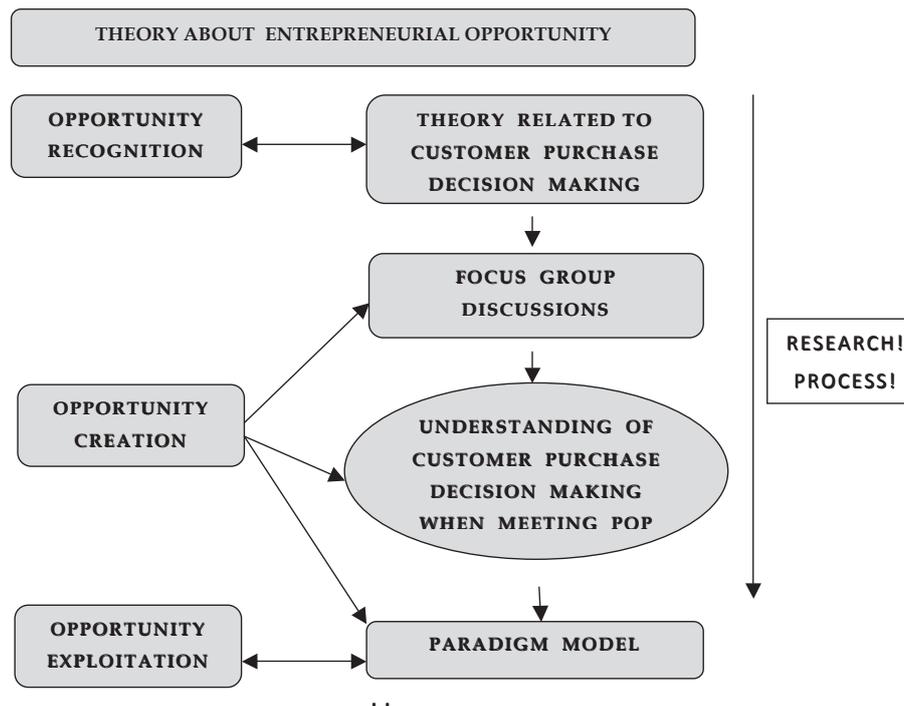


FIGURE 22 Relation of Entrepreneurial opportunity theories and results of our research

Through this general framework we will now discuss our overall approach with three indicated groups of EO theories.

In general, the objective of this research was to understand, from knowledge of customers and professionals during two group discussions, which direct or indirect aspects play the role in success or failure of POP ADs when customers decide about buying or ignoring goods displayed in them. This understanding represented by a presentation of phenomena and attributes and a description of their relations using the Paradigm Model is a rich source of EOs as will be discussed in detail within the further text.

The created Paradigm Model represents the EO mainly by allowing prediction of all circumstances that might happen within placing a POP AD into a store space and which affect the decisions of customers in a way that is not random. This research also identifies opportunities and risks through a deeper understanding of the customers' experience and their habits, and the

resulting Paradigm Model concentrates and conveys this general knowledge, which in turn allows efficient optimization of specific POP ADs. Compared to most of discussed results of other scientific research, the advantage of created knowledge then lies in the fact that it maps the whole process as a complex dependence of many phenomena where change of one can lead, and it often happens, to change of the other. Due to predominance of positivist oriented research particular phenomena and variables are examined in an isolated fashion. But we are trying not to isolate one phenomena from another and look at the decision making process when encountering POP AD via optics of social actor centered sociology (social constructionism) in a holistic way, i.e. as looking at a complex phenomenon, which is internally arranged. Such created knowledge summarizes everything a POP advertising entrepreneur should consider when developing and implementing a POP AD to increase a chance of their POP AD success, which directly affect satisfaction of their customers and profit formation, in the Paradigm Model structure. Innovative approach of POP AD entrepreneurs towards creation of POP ADs based on created knowledge offers a potential to get superior market position, or competitive advantage, it will generate superior financial returns over its competitors (see, e.g. Hunt, 2000; Hill and Jones, 2004).

In this section, we are not going to discuss any more in detail everything we have described in the analytical chapter (4) and the discussion of its results with existing theories. In these chapters, we have already formulated and based particular recommendations for practice in data and so referred to concrete EOs. Now we will focus on more general discussion of research results represented by categories of the created Paradigm Model with theoretical definitions of EOs. At the conclusion, we will also discuss possibilities of created opportunities for their further exploitation by POP advertising entrepreneurs.

So below we will summarize particular parts of the Paradigm Model and describe their potential to be used as EOs in compliance with their theoretical definitions. Results of this research satisfy these definitions in terms of mentioned implications of results to the real creation of better POP ADs for entrepreneurs who are stretching limited pools of available resources (Morris et al. 2002), thus *"planning and executing creative and innovative forms of marketing"* (Bettiol et al., 2011, p. 5).

The strength of this research in the above mentioned contexts consists in the ability to recommend a manipulation with some POP AD attributes, which probably affects sales increase. It consists in the ability to see the POP AD attributes in a wider context of a customer shopping decision making in a hypermarket and adapting the POP AD practice to the nature of routine shopping. In order to capture these connections, we created the Paradigm Model, which may help real creators and implementers, POP advertising entrepreneurs, to choose from many possibilities, which seem to be adequate considering experiences and habits of customers, for a certain type of product and intended objective of using a POP AD. The Paradigm Model we have created describes aspects which affect success or failure of POP AD when

customers are making decisions when buying from it. These variables are grouped within the Paradigm Model and classified into following parts according to their role when a customer is encountering a POP AD. It is the “central category” distinguishing 4 types of such an encounter, further “causal conditions” explaining aspects in the background of a POP AD appearing in the sales space, further “strategies” defining 2 types of shopping strategies, which are mostly selected by a customer already before entering a store and consequently predestinate their shopping behavior, further the group “context” that groups and explains direct practical aspects of a POP AD influencing its success or failure, further “intervening conditions”, which are aspects that might directly or indirectly, but still essentially, influence success or failure of a POP AD and finally “consequences” representing POP AD objectives that should fulfill and predetermine POP ADs for certain features they should have in order to be able to fulfill their own success. Beyond the Paradigm Model, we also explained possibilities of POP AD interactivity and we will also discuss it further as an EO together with all mentioned parts of the Paradigm Model. Besides the description of aspects in particular parts of the model, it shows especially mutual relations of particular variables playing some role when a customer encounters a POP AD. With its help, a POP advertising entrepreneur can effectively plan everything that globally relates to success or failure of a POP AD and it will help them to draw attention to outstanding opportunities that are opening when working with a POP AD and also outstanding risks relating to its development and execution. Simply said, the Paradigm Model helps entrepreneurs not to forget anything that could adversely or fatally affect success or failure of a POP AD created or implemented by it.

Research results are also, due to their innovativeness, practicality and requirement of relatively low transactional cost of implementation, prepared to serve as a specific form of EM opportunity that takes place in small POP advertising organizations where the lack of resources forces to relatively unsophisticated but creative marketing initiatives (Hills et al. 2008; Berthon et al. 2008).

According to definitions of Miles and Darroch (2004) or Covin and Miles (1999), results of this research create superior advantage by using innovative approaches to create POP ADs that are able to better satisfy customer needs. Also according to Hills and Hultman (2006, p. 222) and their description of EM characteristics we created an opportunity as ‘*a flexible, customization approach to market*’ and ‘*innovation in products, services and strategies*’. Our attitude reflects published approach of establishing and strengthening customer franchise and renews its advantageous market position by constant seeking out of opportunities to create additional value for customers through innovation of products, processes and strategies (see Covin and Miles, 1999; Hunt, 2000; Miles et al., 2003). In this context research results provide for entrepreneurs the ability to sustain innovation over time for companies seeking to create and maintain a competitive advantage.

According to the innovation literature, e.g. Cumming (1998, p. 22) we can consider these research results as innovation ranging from that of the

Zuckerman Committee in 1968, who defined innovation as *"a series of technical, industrial and commercial steps"*, to the 1996 definition given by the CBI and DTI Innovation Unit, who stated that innovation is; *"the process of taking new ideas effectively and profitably through to satisfied customers"*. It also suits the latter definitions of the word "innovation" when it morphed into its current standing which includes terms such as creativity, success, profitability and customer satisfaction, a finding reflected in literature (Johannessen et al., 2001; McAdam et al., 2000; Knight et al., 1995). From an SME perspective, innovation commonly refers to new products or processes, which address customer needs more competitively and profitably than existing solutions (O'Regan and Ghobadian, 2005; Zahra et al., 1999), and comprise a key SME success factor (O'Regan and Ghobadian, 2005; McEvily et al., 2004; Banbury and Mitchell, 1995). On the base of that in SMEs of POP advertising entrepreneurs, especially in innovative ones or in those engaging in strategic renewal (Kuratko and Audretsch 2009; Hitt et al. 2003; O'Dwyer et al. 2009), entrepreneurs can formulate original and novel visions that can create new value for the customer through creation of innovations of POP AD reflecting customer decision making aspects (Bettiol et al., 2011). This approach also reflects one of the definitions of EM from Morris et al. (2002, p. 5) who postulates that it is *"the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to resource leveraging and value creation"*. In this perspective exploitation of created instant knowledge of customer decision making represents an opportunistic perspective wherein the entrepreneurs proactively seek novel ways to create value for desired customers and build customer equity (Morris et al., 2002).

The authors Venkataraman (1997), Covin and Miles (1999), Miles et al. (2003), Miles (2005) and Darroch et al. (2005) who published research results about the process of creating a competitive advantage through leveraging EOs and they described it as a process that cycles through the establishment, dissipation by competition, and renewal of an advantageous market position. According to their theories this process consists mainly of the discovery or creation of a radical Schumpeterian innovation. Understanding shopping decision making process when encountering a POP AD and its exploitation as an EO fits the definition of Schumpeterian innovation, which is characterized by a *"fundamentally different set of effective actions reflecting the inherently uncertain (as opposed to risky) nature of opportunities"* (Lingelbach, et al., 2012, p. 138). Secondly it needs to be assessed as an opportunity based on its propensity to create or renew competitive advantage and thirdly it relates to creation of competitive advantage by leveraging innovation to exploit attractive opportunities. In this context created knowledge was already discussed in the previous text and we showed that it can be considered as highly innovative and exploitable by POP advertising entrepreneurs directly as innovation and instrument of competitive advantage, consequently individually assessed as an opportunity (Klein, 2008; Foss et al., 2008; Shepherd and Haynie, 2009a; Morris et al., 2002). And fourthly process of leveraging EOs contains a dissipation of positional advantage by competition and shifts in the environment. These

aspects were discussed in the Introduction chapter and we showed that the actual POP advertising environment and operating entrepreneurs need a new innovative perspective to be able to develop this particular business generally and also on the level of entrepreneurial ventures. Discussed changes create demands for new combinations of resources, or innovations, which eventually displace existing products and processes. Before we have already mentioned that the current atmosphere at the POP AD market in the context of economic crisis and significant progress towards effectiveness of any advertisement form supports creation of a new approach, e.g. a higher rate of involving customer centric (Hřebecký, 2012) approaches into a development and implementation of POP ADs leading to their better performance. This trend caters to the results of this research that created and designed a structured summary of aspects significant within the shopping decision making process of customers when encountering with a POP AD. Successive higher rate of practical involvement of the knowledge we have created, and similar knowledge into processes of development and implementation of POP ADs would most probably lead to creation of the standard and creation of future projects will be already required by customers considering principles of customer decision making process and similar ones. Therefore, aesthetical and technical perfection of a POP AD does not have to be enough anymore as up to now. If the current practice should be overcome, it is also necessary to realize that this approach will also become common soon and would gradually cease to be an opportunity for competitive advantage. In this context we should say that an entrepreneur, if looking for similar opportunities, does that as one of many within a large system. If they find an opportunity or if they create it, their position changes as well as such system, in which they operate, it will influence the entire market and also its future. It will set out for a different development trajectory under the influence of a new trend. Competitors will respond to such progressive entrepreneurs by taking over such a new approach and so its creator gradually loses their competitive advantage. As already mentioned, this phenomenon is described by Schumpeter (1934) with the term "creative destruction". With the help of this construct he describes the continual disruption of economic equilibrium brought on by an entrepreneurial activity, what is supported also by already cited paraphrasing of Sony founder Akio Morito by Morris and Sexton (1996), who says that "*the nature of business is to make your own product obsolete*".

As indicated in the second theoretical chapter, numerous terms found in the literature describing types of opportunities, or ideas similar to the concept of opportunity as "aha" (Lumpkin and Lichtenstein, 2005) or "eureka" moments (Fiet, 2007). In many aspects for POP entrepreneurs, these definitions have been fulfilled also by the knowledge we have created, which has a potential to arouse an interest in conscious attitudes of customers in order to create better POP communication. These are still largely neglected, as we demonstrated by a summary and discussion of overwhelming superiority of positivistic approaches towards this problem. POP entrepreneurs might be surprised by the complexity of the phenomena and denouement of their interconnections through the Paradigm Model, with which they can work as

with a tool for creating better functioning POP ADs. To be more concrete, this “aha!” or “eureka!” nature of opportunities corresponds mainly to the identification and naming of two shopping strategies, whose existence has not been described in the literature so far, similarly also the phenomena of semblance defined in the intervening conditions in the Paradigm Model, which has clear practical implications for creation of POP ADs. At the same time the character of this research based on understanding and complexity of the concept of discussed phenomena has generally a potential to cause the “aha!” effect on POP advertising entrepreneurs thanks to its explorative and explanatory character.

An opportunity has been also defined as an *“unexploited project which is perceived by an individual to afford potential benefit”* (Casson and Wadeson, 2007, p. 298). This corresponds mainly to almost zero current involvement of customer centric (Hřebecký, 2012) knowledge into POP AD creation by particular entrepreneurs and also the lack of qualitative research, or its actual neglecting within researching the problem of POP communication. Demonstration of the potential of these opportunities through this research might motivate POP advertising entrepreneurs to use them (Mort et al., 2011; Morris et al., 2002). The results also provide the chance to introduce innovative goods, services and processes (e.g. Gaglio, 2004) and creations of new ventures of POP advertising entrepreneurs (e.g. Baron, 2008).

The other dominant view posits that opportunities are created as a function of enacted actions that occur during entrepreneurial processes. E.g. Ardichvili et al. (2003, p. 106) contend that *“opportunities are made, not found.”* Similarly Dimov (2007) says that reasonable middle ground position is that some opportunities are discovered whereas others are created. This is in compliance with this research, which poses itself a task to create an EO through understanding the customers’ shopping decision making process when encountering a POP AD. On the other hand, we had to identify this opportunity at first and find a potential in it, i.e. basically “find” it at first following the theory of Ardichvili et al. (2003) to be able to “make” it or “create” it then at our own will.

Another definition of opportunity corresponding with this research we can find within earlier dominant view, one that is fairly instrumental and rational in its orientation, based on contributions by Casson (1982) and Shane and Venkataraman (2000), Eckhardt and Shane (2003, p. 336) who define opportunities as *“situations in which new goods, services, raw materials, markets and organizing methods can be introduced through the formation of new means, ends, or means-ends relationships.”*. Thanks to results of this research, there can originate innovated products, respectively POP ADs with a higher potential to attract customers and thus also with a higher value for its target group, customers, as well as for its implementers and investors. At the same time, another involvement of research results, whose potential is demonstrated in this text, may develop not-yet-existing relationships among POP entrepreneurs and commercial and academic research institutions. These should be realized and developed more at the moment, when involvement of knowledge from research

into processes of creation and implementation of POP communication tools becomes the standard.

In broad terms, opportunity was also defined as the chance to meet a market need, or interest, or want through a creative combination of resources to deliver superior value (Schumpeter, 1934; Kirzner, 1973; Casson, 1982). In its most elemental form it was also mentioned that an opportunity may appear as an *“imprecisely-defined market need, or un- or under-employed resources or capabilities”* (Kirzner, 1997). The current underestimation and almost zero involvement of academic and practical research as a source of opportunities for creation of better POP ADs by POP entrepreneurs is an example of *“under-employed resources or capabilities”* (Kirzner, 1997). Creative approach to research results as to a source of EOs can be continually used as a potential source of competitive advantage (Taylor, 1911) also for customers and POP AD implementers. Similar underutilized or unemployed resources, as well as new capabilities or approaches offer possibilities of creating and deliver new value for prospective customers, even though the precise forms that new value will take may be undefined. Also opportunities created in this project arising from underutilized or unemployed resources may be labeled as a value creation capability (Schroeder et al., 1996). Similarly Morris, et al. (2002) wrote that opportunities represent unnoticed market positions that are sources of sustainable profit potential. In our case, they also derive from market imperfections, where knowledge about these imperfections and how to exploit them distinguishes the EM. The availability of opportunities tends to correlate with rates to environmental change, indicating a need for marketers to engage in heightened levels of both active search and discovery. Further, exploitation of opportunity entails learning and ongoing adaptation by POP entrepreneurs before, during and after the actual implementation of an innovative concept (Morris et al., 2002).

In this discussion, we should mention also some economizing definitions of EOs, which describe them as phenomena that bring into existence new goods, services, raw materials, and organizing methods that allow outputs to be sold at more than their cost of production (Casson, 1982). Other economizing perspective brings Schumpeter (1934) who suggests that opportunities require large amounts of capital to exploit them. In this context, the truth is that this research, as creation of an opportunity, is considerably exacting, and it is a question, if it would be realized and invested into within the real practice. However, this research is an example of how academia might contribute to the real practice by creating usable opportunities for it. Then the exploitation of its results is not demanding of financial capital as already discussed. That is why also in the context of the theory by Casson (1982) in the case of already existing knowledge prepared for use by entrepreneurs, its other use is not expensive and so its value comodified at the market is higher compared to costs of POP advertising entrepreneurs that they must expend for their implementation.

Now, in connection to discussed definitions, let us describe in more detail how components of the Paradigm Model can exactly serve as an EO.

#### 5.4.1 Paradigm Model as Entrepreneurial opportunity

After discussing theoretical concepts with our research results in general we will interpret now particular parts of the Paradigm Model in the light of discussion above as EO more practically and specifically for POP advertising entrepreneurs. In this part we will no more employ citations and discussions with particular theories in order to preserve overall clarity especially for entrepreneurs.

Today, POP advertising entrepreneurs focus especially on the codes grouped in the part Context of the Paradigm Model and may neglect significance of other codes in its other parts. E.g. the codes in the “intervening conditions” - semblance of dangerousness and semblance of complicated manipulation with product in a POP AD, thanks to which even a perfectly designed POP AD may fail within the “context” part or not work out its potential.

From the results of the approached analysis it is obvious that the most significant potential and opportunities in the work with POP AD are offered by aspects described by codes in Paradigm Model parts - appearance of POP AD and location of POP AD. Others, e.g. “comfort” and “restocking” do not offer such opportunity for creativity as the “appearance of POP AD” and “location of POP AD” and their coordination with the product category and shopping strategy of customers.

So now, let us discuss particular parts of the Paradigm Model as practical opportunities for POP advertising entrepreneurs in the context of definitions described in the previous chapter.

##### 5.4.1.1 Central category

When a customer encounters with a POP AD we distinguish four of its dimensions: 1. a customer is pleased encountering it and buys an offered product (considerably positive effect); 2. a customer just buys a product without any problem and also without any good impression (trouble-free shopping); 3. a customer encounters a POP AD, but buys nothing (unconcern about POP AD) and 4. a customer is annoyed by a POP AD somehow and so does not buy anything (notably negative experience with a POP AD). Analysis of the data from FDGs made us not to distinguish only if a product in a POP AD is sold or not, but also if a customer is somehow expressively delighted or disappointed when encountering a POP AD. The opportunity and innovation we have created is conception of the 4 mentioned categories. These led us and also may lead POP advertising entrepreneurs to realize that it is much more advantageous to delight a customer compared to just selling them a product or even disappointing them, which is a significantly worse situation than just not selling them a product. That an unsuitable POP AD may e.g. ultimately cause even damage to the brand or on the contrary, a well done POP AD may help to build up a brand. According to the central category, entrepreneurs may chose exactingness of their ambitions when creating a concrete POP AD, because

merely producing a generally nice and functional POP AD is a lower objective compared to trying to please the customers through it. Our view is an EO, because we are extending the range of possible ambitions of how far entrepreneurs might want to go, where they might want to succeed with customers.

We also know that not all of the 4 types of encounter could fulfill more concrete objectives defined in the “consequences” part of the Paradigm Model, which we will discuss in more detail within the following part of this text. According to characteristics of a marketing strategy for a concrete product and brand displayed in a POP AD, an entrepreneur may better realize thanks to the created Paradigm Model how much it is or it is not necessary to involve the target customer economically as well as psycho-behaviorally. Thus it is not just about buying a displayed product but a customer should be excited after their encounter with a POP AD. Realizing opportunities and possibilities of ambitions within the codes in the central category, a POP advertising entrepreneur is able to create POP ADs better following objectives given by the codes grouped in the group “consequences” of the Paradigm Model. Thanks to this realization, such an entrepreneur is able much better to support objectives of a superior marketing strategy within the codes in the part “consequences”. The main risk of the central category is the possibility of annoying a customer by an inappropriately executed POP AD. Other parts of the Paradigm Model, especially the part “consequences”, then offer concrete opportunities as recommendations that provide guidelines how to avoid unfavorable phenomena when a customer encounters a POP AD and how to involve the appropriately acting ones.

#### **5.4.1.2 Causal conditions**

This part of the Paradigm Model present group of phenomena (codes), which are crucial for the actual appearance of a POP AD in a shopping area. The understanding of aspects grouped here does not relate directly to a POP AD design, but these are important for the question if such a POP AD appears in a selling space, eventually if it stays on. This sphere provides opportunities for entrepreneurs by realizing the potential in an active approach to care of relations with distribution networks and maintaining knowledge of what can be expected from them so that there do not originate POP ADs not possible to be located in stores. Producing a display that would not be possible to locate is not the only risk, but there is a risk of production of a POP AD possible to be placed, but which would be rejected because of a lack of space for it in a store.

A significant opportunity is also work with a number of POP ADs in the store, respectively managing it in connection to activities of competitors to avoid local and also time oversaturation of selling space and annoying customers due to POP ADs being in their ways. We also know that even when a large number of POP ADs do not annoy customers, it could decrease their ability and willingness to orient themselves within POP ADs located in a store. An improper number of POP ADs also decreases the willingness of customers

to distinguish them as an extraordinary object, which is necessary for their right function (see previously discussed “essence of display being”). As already mentioned, codes in the part “causal conditions” cannot be influenced by POP advertising entrepreneurs, but they are managed directly by their clients, POP AD investors and implementers. But this provides an opportunity for these entrepreneurs that thanks to understanding the significance of these aspects, they can create innovated products and services, through which they could help their customers to reach better results in these spheres and will create a new added value of their POP ADs for them.

An important opportunity is also the ability of POP advertising entrepreneurs to look for a cause of failure of POP ADs they supplied not only in their direct aspects, but just in the sphere of “causal conditions” they could not influence. That means that they receives information from their customer that a POP AD did not work well, it is possible to argue that it could be for reasons from the sphere of the “causal conditions”, whose management is not the responsibility of its supplier.

#### **5.4.1.3 Strategy**

When a customer encounters a POP AD, this POP AD, customer and product play their roles in it. The shopping strategies we have identified in analysis are essential from the perspective of a customer as a previously given presumption, in which such an encounter takes a part. Understanding this aspect is an opportunity to adapt better to expectations and habits of customers.

When executing a POP AD in a specific version, it is advantageous for entrepreneurs to respect the existence of this phenomenon of a customer preference of “simple and quick shopping”, or “enjoying shopping”. EO provides a chance to satisfy a shopping strategy that is typical for a certain store, type of a customer and category of products. Eventually, a POP AD version may take into consideration needs of both of these customer shopping strategies. Identification and understanding of these two strategies provides entrepreneurs with new clues to understanding attitudes of customers towards POP ADs. These help them on a quite generally applicable and also a practical level to understand predisposition to behavior of customers given by circumstances existing before they enter a store, which consequently orient their attitudes towards POP ADs and their offer. This typology helps entrepreneurs mainly to understand what products to sell or on which locations to sell them in POP ADs. In addition, dichotomy of customer strategies provides clues to how displays should be made to be able to meet both customer strategies in the best case, or eventually one of the strategies, which is typical for concrete goods displayed in a POP AD or retail channel.

This part of the Paradigm Model is obviously innovative, because the same or similar typologies have not been found in the literature. Up to now, theory and practice did not look at POP ADs through the aspects of shopping strategies. This new finding gives a chance to POP advertising entrepreneurs to realize that in the case of some customers (the ones shopping within the

strategy “simply and quickly”), we have very limited possibility to entertain them. The strategy gives them a background not to notice even very attractive POP ADs when shopping. The opportunity lies in the fact that we cannot appeal to all of them by attractive POP ADs, but it is necessary to strengthen also aspects allowing fast orientation within an offer and the possibility of rapid goods withdrawal. In terms of shopping strategy typology, entrepreneurs may work with a type of retail format, target group of a product and character of a product itself. E.g. a family product would be sold from a POP AD differently than a ready-to-eat product bought by a hectic customer during their lunch break.

#### 5.4.1.4 Context

The Paradigm Model part “context” is the most valuable source of direct opportunities for POP advertising entrepreneurs, especially due to their possibility to influence some of these aspects, because it deals with potential features of a display. The “context” in this respect summarizes every aspect where entrepreneurs may look for competitive advantages within a POP AD design and executions in a store. For each code it refers to rules – what should be considered, opportunities for creativity and significant risk factors. As to risks, it is important to prevent some intervening conditions that will be discussed further. The context describes opportunities, which offer especially appearance of a POP AD, its location, interactivity, attributes of offered products, material, manipulation with products and POP AD safety. Presented results show what has an influence on appearance of a POP AD, what are the practical impacts of a certain visual tuning of a POP AD on other phenomena grouped in the Paradigm Model, which affect an encounter of a customer with a POP AD. It shows that merely the best tuning of the context of a customer’s encounter with a POP AD would not be sufficient and on the contrary, its effect could be reduced, or in extreme cases even eliminated, by underestimating other aspects in the context or in other parts of the Paradigm Model. Such separation of different functions often happens within positivistic oriented approaches towards our topic also in practice.

The context is crucial for the fact, which variant from the central category will be fulfilled. Sometimes, strategies or intervening conditions can occur, which also influence it, but in case of POP ADs, this always happens through aspects in the group of context. The context shows itself basically always when a customer encounters a POP AD, the other aspects happen only in some cases. In the context, entrepreneurs may find direct opportunities in the involvement of technical, product, process and strategic innovations. Within the context, product attributes are the only fixed ones, an entrepreneur cannot decide about them, they get information of them within submissions from POP AD implementers and investors, although they must build on them when choosing other POP AD attributes and they should not forget about them when designing and developing. At the moment, when it is obvious what are the features of a product in a POP AD and what a POP AD must reach within the

part “consequences”, the Paradigm Model enables, through the complex understanding of the part “context”, the entrepreneur to be able to push for functional and visual attractiveness of a POP AD that is as effective as possible and also eliminate risks of undesirable phenomena, especially to avoid aspects that could annoy customers in a store in the context of defined POP AD appearance, location, material and safety and comfort and restocking. From presented results we can see that it is advantageous for entrepreneurs to solve the context aspects during a development in the following order: location and size of a POP AD, appearance, material and safety together with comfort and restocking. We also chose a material considering an expected duration of a location.

#### **5.4.1.5 Intervening conditions**

In the part “intervening conditions”, we have found out following aspects within the presented analysis: 1. 3 types of semblance, 2. shopping with children, and 3. manipulation with a customer. Especially the semblance consciousness, which we identified in 3 forms as present, is a big opportunity for entrepreneurs to avoid mistakes when creating and implementing POP ADs. We have found that it does not matter if a POP AD is objectively safe, at the moment when customers feel that it is not safe due to its shape for instance, it might discourage some customers from using a POP AD offer. The same applies also in the case of other described phenomena of semblance. It may happen based on customer’s imagination, even when “seeming” aspects do not relate to the reality, the aspects have no relation to the real hazard of suppositional risk. An interesting opportunity is the work with the code “manipulation with a customer”. Especially in the case of some groups of customers, it is necessary not to use too aggressive marketing communication based on analytic findings. It is possible to avoid all risks in the part “intervening conditions” at the moment when a POP advertising entrepreneur works well with attributes grouped in the part “context”.

#### **5.4.1.6 Consequences**

Every POP AD certainly aims at an increase of sales profits, but its potential possibilities are much higher. Basically, it is about possible objectives of using POP ADs represented by an open code “consequences” and its five dimensions: 1. promotion of sales, 2. higher attractiveness than competition, 3. promotion of brand, 4. inform, 5. remind a product. Objectives of particular marketing events may be combined. Their listing is not really a direct opportunity itself, but in their context, an entrepreneur may consider fulfillment of a concrete objective from the ones grouped in the part “consequences” when creating a POP AD. This is not common, mainly because POP advertising entrepreneurs do not usually have information of wider marketing intentions from submitters and they build on limited and really concrete data relating and restricted to POP AD creation. If consequences of POP ADs are taken into consideration since the

beginning of their development, it would provide entrepreneurs with other opportunities for differentiation and competitive advantages of existence of a larger space for their creativity.

Not respecting the consequences also represents a considerable risk, because when not understanding the objective of applying a POP AD, we might create a design that would be unsuitable for fulfilling the objective. Or there may be chosen an objective, which assumes much more positive acceptance of a POP AD by a customer, than what we are able to provide. At the beginning of POP AD development, this approach should always be opened.g.by the question if we want to sell a product or build a brand, eventually if we want to do both at the same time.

So the EO consists in a bigger interest in consequences by entrepreneurs, respectively in a creation of a POP AD in connection to them, to be able to support them effectively and thus increase the potential of efficiency of each POP AD.

#### **5.4.1.7 Interactivity**

From analytical conclusions results the notion that if an entrepreneur wants to use such elements in their campaign as an opportunity, they must be careful and use a POP AD in a shopping area as the only one, respectively they must primarily observe competition campaigns so that these do not interfere with each other and thus their effect does not disappear or eventually there could even be unpleasant environment created, e.g. when distributing sounds or odor from more competing POP ADs at once as such application can evoke the perception of irritation, which may consequently decrease the reputation of a brand.

The second opportunity derivable from analyzed data is that it is good to think of interactive elements as about a means that should provide some message rather than only be a POP AD attribute. Interactive elements could be used creatively for implementing a POP AD idea so that it is obvious why this means is used and to interest and entertain customers without making them think for a longer time about what the POP AD author wanted to say. Superficial application of these elements does not have to bring improvement adequate to expenses and in addition, there is a risk of irritating some customers by e.g. creating the semblance of the attempt to manipulate customers and so annoying them.

In the sphere of the "interactivity" we came to understand other POP AD attributes as a definition of risks and opportunities in the sphere of using light, distributing sound and odor and eventually application of audiovisual elements in the connection with a POP AD. When discussing interactive attributes of POP ADs, for customers in general, it is quite an ambiguous topic, to which they assume ambivalent attitudes. Due to the current lack of experience of entrepreneurs on the market, in the case of their implementation, it is necessary to employ special caution and higher intensity of testing of concrete executions. So POP AD interactivity is quite a risk opportunity, on the

other hand, it has a considerable potential to reach great results in the case of suitable use. So it is necessary to have really good ideas in this sphere for entrepreneurs to be able to eliminate and reverse the risk as an opportunity on their side.

#### 5.4.2 Exploitation of research results as Entrepreneurial opportunities

Entrepreneurship involves three main functions: discovery of an opportunity, procurement of resources for a project, and the realization of benefits through a project implementation (Casson and Wadeson, 2007). In theoretical chapter 2, we have discussed the discovery of this research as an EO. Now, let us focus on general discussion of sources for realization of created opportunities, or on the possibilities and advantages of using the results from this project by POP advertising entrepreneurs.

As mentioned in previous chapters, EM opportunity is approached as a special case of creative process (Hills, et al. 1999), the knowledge we have created may work as a reliable input that entrepreneurs might involve in this project as a creativity source and consequent competitive advantage through creation of higher value for investors and implementers of POP ADs. On the other hand, presented activities can help to identify new approaches, trends and developments but the ability to recognize underlying patterns that represent unnoticed market positions or market imperfections with the potential to employ research results or shown innovative perceptions of POP AD development and implementation requires individual creative insight of each entrepreneur. Further it is a chance for the entrepreneurs striving to expand opportunity horizon beyond that dictated by current customers, products and business boundaries, in the process *"escaping the tyranny of the served market"* (Hamel and Prahalad, 1994).

Nowadays, according to the presented theory of Dimov (2007), opportunity represented by this research results are simply creative ideas that have to be vetted through an evaluative process. It means that their potential must be proved more globally in the real practice through many new successful projects, which demonstrate the potential of the new approach, create a confidence in it and so allow wider implementation across the POP AD market.

EOs vary on several dimensions, which influences their expected value. The exploitation of an EO requires the entrepreneur to believe that the expected value of the entrepreneurial profit will be large enough to compensate for the opportunity cost of other alternatives (Kirzner, 1973; Schumpeter, 1934). As already described in this context, also the direct economical seriousness of using this opportunity is not considerable. On the other hand, thanks to its extent and complexity, it means considerable time load for entrepreneurs to study it and understand it for internal and external distribution of new knowledge as a tool for creation of POP ADs. These transaction expenses in such already hectic work of POP advertising entrepreneurs might reduce their will for an active application.

Due to the individual nature of the opportunity exploitation approach not

all potential entrepreneurs will exploit opportunity created through this research with the same expected value (Klein 2008; Foss et al. 2008; Shepherd and Haynie, 2009a; Morris et al., 2002). The decision to exploit an opportunity involves weighing the value of the opportunity against the costs to generate that value and the costs to generate value in other ways (Shane and Venkataraman, 2000). So again it will depend on individual skills of each POP advertising entrepreneur to distinguish a commercial potential for creation of a higher form of value for their customers through meaningfully innovated POP ADs when using research results. In this framework, an advantage of created opportunity is that it is supported by sophisticated academic research, which reduces the risk of failure, and so it may inspire bigger confidence for entrepreneurs compared to commercial research for instance. The complexity of solving the problem and doing proper work based on concrete practical recommendations, supported by empiric data, increases the chance for using research results as exploiting of resource for competitive advantage for entrepreneurs.

At its most basic level, exploiting refers also to doing more with less (Morris et al., 2002). Entrepreneurs are not constrained by the resources they currently have at their disposal. According to Morris et al. (2002, pp. 7-8) they are able to exploit resources like these research results in a number of different ways, including: *“Stretching resources much further than others have done in the past and getting use out of resources that others were unable to realize in past* (some POP entrepreneurs can recognize opportunity in understanding of decision making of customers when encountering POP ADs more than others); *Using other people's (or firm's) resources to accomplish one's own purpose* (it is exactly the case of this opportunity, which is created externally out of entrepreneurial community and public, then available for individual purposes); *Complementing one resource with another to create higher combined value* (combination of knowledge about customer decision making when encountering a POP AD with sophisticated approaches related to appearance and technical innovations of a POP AD gives opportunity for new value creation and entrepreneurial competitive advantage); *Using certain resources to obtain other resources”*, starting to employ customer centric (Hřebecký, 2012) academic and commercial research approaches to POP advertising entrepreneurial processes and ventures can create demand on the market for this kind of knowledge. This can cause creation of more research and other related opportunities for entrepreneurs from both – POP advertising and customer research.

In the case of other discussion of utility of these results as an EO, we may take into consideration results of the research of Aldrich and Zimmer (1986), showing that stronger social ties to resource providers facilitate the acquisition of resources and enhance the probability of opportunity exploitation. In this sense, they support application of created opportunity of professional associations, which actively operate at the POP AD market, stay in contact with POP entrepreneurs and also continuously underline involvement of new innovative approaches and methods into their work. They also realize commercial research, which they share in public, although their immediate

practical use is disputable. So generally for POP entrepreneurs, a research is not the novum as a source of opportunities, which increases the probability of their positive approach also to created opportunity. We can use the associations as a distributor of opportunities as they have bigger power thanks to strong and long-term social ties with entrepreneurs to supporting and distribution of new knowledge. Then the transferability of information from the prior experience to the opportunity (Cooper et al., 1989), as well as prior entrepreneurial experience (Carroll and Mosakowski, 1987), increases the probability of exploitation of EO. Also the already mentioned previous experiences of entrepreneurs from implementing e.g. design services into POP AD development may support the motivation to innovate POP advertising services by implementing customer centric aspects (Hřebecký, 2012).

Another view is offered by Casson and Wadeson (2007) who discuss the role of the Research and Development (R&D) in EO exploitation context. They describe R&D as processes proactively creating new opportunities not only through technical and technological innovations, but also through searching and creating innovations in entrepreneurial processes. This theory also corresponds to a feature of our created opportunity, which may be defined also as an R&D project. Casson and Wadeson (2007) also describe R & D projects as not simple stand-alone projects, but as complementary to the production and marketing projects that produce and sell new goods and services created by the technology. In this context, it is possible to look at understanding of the decision making process when encountering a POP AD as looking at a “nonmaterial technology” with an ability to create POP ADs with a higher value and resulting higher performance. In this sense this R & D project cannot be evaluated independently, but needs to be evaluated as a part of a set of projects which involves the exploitation of the research output too. By this set of project we can understand whole process of implementation of an innovative POP AD, its role in a complex POP advertising campaign and consequently its real performance measured by positivistic approaches (e.g. number of interrupted and engaged customers, sales increase). Because R & D identifies new long-term trends, this approach to new project selection may well lead to a radical innovation. There is no guarantee that a purely incremental adaptation of existing types of projects will meet the challenges, but as already discussed, its exploitation by entrepreneurs is not connected with notable risks.

According to Casson and Wadeson (2007) this research is also possible to be characterized as an R&D project with a potential to set up a new long term trend through involving new approaches in development and implementation of POP ADs. That includes also all aspects mentioned above including the already discussed individual entrepreneurial ability and interest to be exploited in the practice. This leads us to expect that POP advertising entrepreneurs' relative ability to meet the dual challenges of strategic entrepreneurship is a key moderator of the links between opportunities and organizational outcomes (Hitt et al., 2001). Specifically, the better a company is at maintaining the delicate balance of exploiting old and identifying new opportunities, the better it will be at translating opportunities into above-average financial returns.

Meanwhile, firms skilled only in exploitation or only in identification will experience weaker outcomes flowing from opportunities, and may ultimately fail to remain competitive with rivals. Several studies shed light on when entrepreneurs are able to harness change and exploit the resultant opportunities in order to reach outcomes such as new venture creation and growth. Entrepreneurs' access to resources was found to shape their range of opportunity choice (Thakur, 1999). POP advertising entrepreneurs are more likely to exploit opportunities when they perceive they have more knowledge of customers' demand, have more fully developed necessary technologies, greater managerial capability and greater stakeholder support (Choi and Shepherd, 2004). To be exploitable, this act of sense making and the resulting outcomes – novel concepts or ideas related to customer decision making when encountering a POP AD – need to be also made “*accessible to consumers and stakeholders in order to be precipitated into value*” (Bettiol et al., 2011, p. 2). This relates to pre-setting corporate processes, which ensure effective transfer of created innovations up to real POP ADs and to a selling space. In this context we mention that “*exploitation of opportunity entails learning and ongoing adaptation by entrepreneurs before, during and after the actual implementation of an innovative concept*” (Morris et al., 2002, p. 6). In this context, there will also be important internal and external marketing activities, which will create and distribute understandable communication of advantages and reasons why and how to use this opportunity. Then it is possible to exploit it as an opportunity (Hitt et al., 2001).

#### **5.4.3 The summary of theoretical discussion in entrepreneurial context**

The objective of the theoretical discussion in the part dedicated to EM was to describe knowledge we have created as an EO and also to compare generally our findings with theoretical definitions of the EOs. At the same time, there have been aspects discussed relating to exploitation of created outcomes as an opportunity and resource for innovations and increase of customer value through chosen theories.

Insights indicated above when discussing these research results with EO theoretical definitions also highlight the opportunity creation as a central aspect of EM. We see through theoretical discussion that also opportunity creation and exploitation in POP advertising business is an ongoing, multifaceted process which is influenced by a number of individual factors including the ability to innovate and also prior experience of an entrepreneur in an industry or with allied products or existing knowledge of research, technology or markets. We also assigned a central role to ‘passion, zeal, persistence and creativity’ as key features that differentiate EM from conventional marketing. We also found that the nature of the opportunity may change and require rapid market learning and perseverance in the face of initial obstacles. Opportunity creation was found to be central to the growth of companies also in POP advertising business and this research project is one of feasible examples of such an approach.

We found and discussed the potential of knowledge based on customer

experiences and habits that facilitates successful development of innovative POP ADs. This could be a core customer value building opportunity for POP advertising entrepreneurs, incorporating creative approaches to customer acquisition, retention, and development and as a form of building visceral relationships with them. Our assumptions suggest that the entrepreneurs of POP companies embark on the innovative product development resulting from better understanding of customers and their shopping trips. It is the close linkage between customer intimacy and innovative products that allows EM to deliver enhanced performance outcomes.

## 5.5 The summary of theoretical discussion

Within the discussion, we especially tried to compare our findings with other theories and research projects. Possibilities of such comparison are limited by our perspective focused on mapping relations of different phenomena and not their isolated description as we can observe in the case of most discussed theories, although this study shows some interesting contexts in good detail, but this does not apply to all of them. The main objective was to map multiplicity and relations of phenomena, which matter when a customer encounters a POP AD and their subsequent decision of using or not using an offer of a display, not to examine each of them in detail. For this reason, the center of our interest was "statements" about the subject of research, e.g. perception of color, but not research of this subject in self.

This generality is expressed mainly concerning the appearance of a POP AD, where we were able to map everything that appearance of a POP AD influences, however, our recommendations are rather general compared to other research studies. The same does not apply to locating, safety and comfort of a POP AD. In this regard, the advantage of our research is mainly the ability to mediate the complete picture of a customer's encounter with a POP AD without ignoring anything important. Nevertheless, it seems to be appropriate to complete our conclusions with the following positivistic research, because in the case of a good understanding of the nature of epistemological differences, these differences do not create problems for marketing practice, but they enrich it, which is described in the chapter 6.3 in detail.

The strength of this research obviously lies in the ability to clearly recommend manipulation with some POP AD attributes, which provably affects sales increase. It lies in the ability to see POP AD attributes in a wider context of a customer shopping in a hypermarket and adapting the practice to the nature of this routine shopping. In order to capture these connections, we created the Paradigm Model, which may help real creators and implementers to choose from many possibilities, which seem to be adequate considering experiences and habits of customers, for a certain type of product and intended objective of using a POP AD.

We also attended to the consideration of supposed sociologically reflected

social changes and we demonstrated that while consumption is really no longer so normatively loaded, we cannot say the same about the normativity of shopping and its forms - this normative rather grows. At the same time, the differentiation of the strategies “shopping simply and quickly” and “enjoy shopping” enabled us to predict that supporters of the other one will probably use an upcoming wave of innovations in the form of shopping on the Internet, which could shift the hypermarket form more towards an entertainment institution.

Discussion with EM and EO theories was also conducted in order to show and interpret our research results as created and exploitable EO in the light of and in accordance with presented and selected theoretical concepts. With the help of the selected theories we showed created Paradigm Model as resource of innovations for POP AD development and implementation.

## 6 CONCLUSIONS

The last chapter will bring a reflection on our research questions with an emphasis on brought findings. We will briefly recapitulate the answers to our research questions and mention a scheme of basic relations among shopping strategies of customers and possible objectives of using POP ADs. Furthermore, in the light of our findings, we will also touch on the adequacy of our research questions and the chosen research design. We will also attend to a contribution of our analysis, possibilities of further research and important implications in this field and beyond it.

### 6.1 The final summary of answers to research questions

The starting point of our research is the fact that POP ADs represent a specific form of POP advertising, and so they deserve special attention. As already repeatedly mentioned, previous research of POP ADs focused mainly on statistically capturing the effect of marketing communication means at point of sales within particular marketing campaigns and on evaluating sales promotion when using such displays. Our research was trying to complete this knowledge by understanding phenomena and connections, which come into play when customers encounter POP ADs in Czech hypermarkets. In this context, due to the insufficient amount of previous research of the phenomenon of a customer's encounter with a POP AD, the main project question was asked as follows:

*“What is the role of a POP AD in customer purchase decision making in Czech hypermarkets and how understanding of it can serve as a source of entrepreneurial opportunities for POP advertising entrepreneurs?”*

When answering the main research question, within the analytic process, we identified two types of customer expectations when shopping, which

correspond with two purchase strategies based on the analyzed data. Numerous partial findings supported the meaningfulness and logical orderliness in the perspective of these two variants of customers' shopping strategies. The term "decision making" in the context of our research question means that shopping from POP ADs is commonly done on the basis of quite quick deciding and without any previous planning. So according to our conclusions, there exist two variants of shopping strategies.

A customer wants to do shopping simply and quickly and then a POP AD can support sales by its good location or remind a customer of a product, which they might otherwise forget. So called strategy of shopping "**simply and quickly**".

A customer wants to diversify their routine shopping with "uncommon experiences" and then a POP AD may play a role of sales promotion, suppression of competition, brand promotion or informing. In this case, appearance of a POP AD in particular plays an important role in addition to a POP AD location. So called strategy of shopping "**enjoy shopping**".

Now, let us attend to two fundamental features of these two shopping strategies, which determine an answer to the main research question.

1. It is necessary to underline that both of these strategies are rather similar to two poles of one continuum. These are not two completely different types of shopping behavior, but rather two dimensions of a complex expression of shopping behavior. At a specific time and place - in shopping area of a hypermarket or in a shopping center - a customer may be a bearer of both strategies or one dimension against the other can prevail. What strategy will be preferred by a customer depends on their intentions before their purchase and on the nature of a certain purchase established on long term basis and habits. Our informants mentioned for instance a situation when they go shopping at the weekend, they use a shopping list, but when they go to do some smaller shopping, just something for dinner, then they buy just what comes to their mind.
2. The role played by a POP AD in the shopping area of a hypermarket is partially affected by these two strategies, respectively perception and customer's reaction to a POP AD is strongly affected by the shopping strategy preferred by a customer before entering a hypermarket. Let us recall that within the formulation of our main question, which asks for POP AD roles, we were able to distinguish 6 roles that a POP AD may play when a customer meets it. We called these as follows: they play a positive role as a POP AD entertainer and a POP AD helper, or a negative role as a POP AD obstacle, a POP AD safety risk, a POP AD carrier of a senseless message or a POP AD manipulator.

Here it is interesting that as the character of shopping and behavior of customers is affected by a continuum of customer strategies, we can say that POP ADs as such move within their own continuum of success or failure in evoking a shopping impulse on the background of the mentioned shopping strategies within the roles they can play when a customer encounters a POP AD. The continuum of the customer strategies affects directly the type of encounter with POP ADs defined in the central category, i.e. if it causes positive reactions, enable trouble-free shopping, be ignored or annoy a customer. This conclusion advises us that we should try to produce a POP AD so that it is able to satisfy both shopping strategies, if possible, or at least to adapt very well to one of them. Because as the shopping strategy of a customer changes during shopping, success or failure of a POP AD may change depending on whether it fulfills criteria of the customer's presently chosen strategy.

The following simplified scheme in Figure 23 illustrates what is the role of a POP AD during customer's shopping, when it is exposed to a permanent decision making process and allurements of impulsive shopping by a hypermarket structure and the offer of products. The role of a POP AD when customers decide about shopping is determined, to a certain extent, by a pre-determined and customer-preferred shopping strategy, which stands at the beginning before the realization of shopping.

The following scheme presents, in a simplified way, reciprocity of relations among two basic customer shopping strategies and five possible consequences of a customer's encounter with a POP AD, which are fulfilled or not depending on the type of encounter of a customer with a POP AD (see the central category). These consequences may be: promotion of sales, higher attractiveness than competition, promotion of brand, inform, remind product. Let us mention again that these consequences do not have to be mutually exclusive. In the scheme, you can see the already mentioned continuum of shopping strategies "Simply and Quickly" and "Enjoy Shopping". Changing or alternating shopping strategies on the axis of this continuum may be influenced by four possibilities of the central category and vice versa, which is symbolized by vertical arrows on the edges of the scheme. For example, at the moment when a customer encounters a POP AD that causes a considerably positive effect, even if they choose the shopping strategy "Simply and Quickly", they might change this strategy just for a while, or they can have fun and enjoy shopping for a while thanks to this encounter with a POP AD. This type of relation is illustrated by the arrow on the left, which represents a possibility of a certain POP AD to cause changes of customer shopping strategies. Conversely, the arrow on the right represents the relation, when the pre-selected shopping strategy predetermines the customer's attitude to a POP AD within the central category (in the case of customers with the strategy "simply and quickly", there are more probable variants of the central category - trouble-free shopping or unconcerned about a POP AD). So the picture simply symbolizes relations, when a shopping strategy of a customer previously affects their attitude to a POP AD and also a POP AD may react to a change of the customer's shopping strategy.

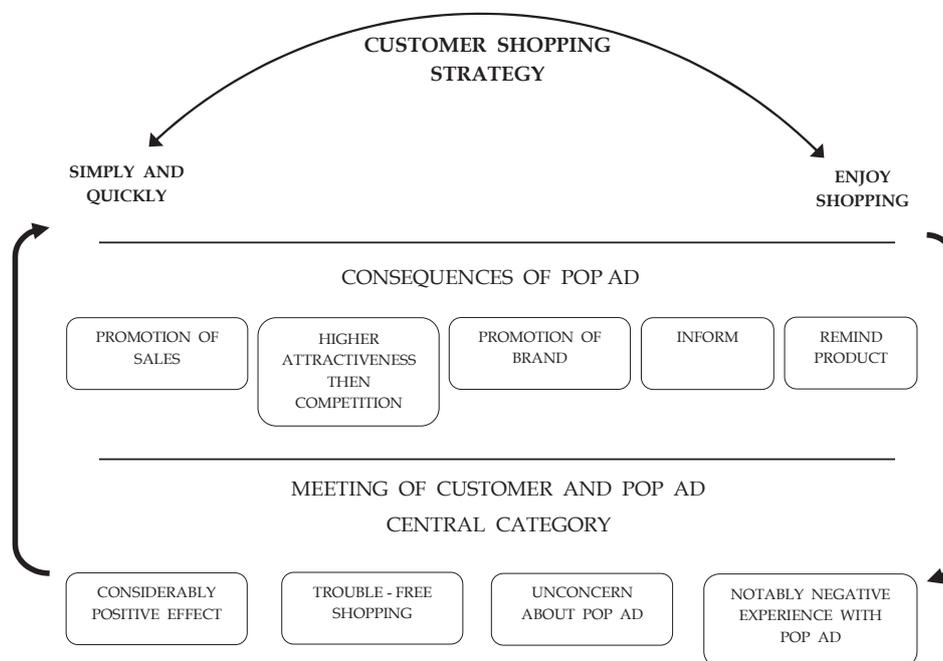


FIGURE 23 Scheme of relations between the two basic customer shopping strategies and strategies of POP Ads themselves (consequences of using them)

At the same time, as POP ADs closely relate especially to the phenomenon of impulsive shopping, there is a space for strategies of POP ADs themselves (consequences of encounter with POP ADs), which might affect routine and habitualized behavior of customers (shopping strategy). POP AD strategies can be influenced by implementers and entrepreneurs from the sphere of POP means and POP advertising considering their objectives (consequences of encounter with a POP AD). A customer's shopping strategy should therefore be perceived as once given and immutable, as for instance a POP AD that wants to entertain a customer with an objective to promote a brand might theoretically cause that they will slow down for a while a have fun even when they intended to do simple and quick shopping.

Let us mention again that this space of POP AD strategies is quite wide. As e.g. Krofianová (2007, p. 5) says, approximately 75 percent of all shopping decisions of customers are realized within a shopping area. Further she says that the percentage of impulsive behavior is within the range of 60 - 75 percent, which depends on specifics of a certain product category. Engel and Blackwell (1982) define impulsive shopping as a buying action undertaken without a problem previously having been consciously recognized or a buying intention formed prior to entering the store. We will use this simplifying definition also for the needs of the conclusion of our analysis, regardless of how complex and

differently defined the term “impulsive shopping” is (Bayley and Nancarrow, 1998). Our analysis did not aim to describe and interpret “impulsive shopping” as such, but based on statements of the respondents it aims to reconstruct subjective points of view and perceptions of customers when encountering a POP AD and its various attributes and to find out what attributes are perceived by customers as being considerable in the context of their normal shopping.

As we discussed in the analytical part, POP ADs are not just successful or unsuccessful, but they have their own strategies of success (consequences of a customer’s encounter with a POP AD), which may or may not satisfy a shopping philosophy of customers and their own strategy, which binds to a character of shopping and customer’s intention. So the scheme in Figure 23 expresses the fact proved by our analysis that customers have their own shopping strategies and these influence the customer’s point of view of a POP AD. This strategy, however, is a certain presumption of a customer before they enter a store, so their thought idea and vision of a future purchase. Of course, strategies could change as mentioned above.

Furthermore, this means that POP AD strategies (described in the Paradigm Model as consequences of a customer’s encounter with a POP AD) may be affected by the actual attitude of customers to POP ADs. POP AD strategy (intention of an expert when determining POP AD attributes) thus affects strategies of customers as such. This whole system of relations then implies whether a certain POP AD will be successful or not, or which of the four identified and in the central category defined types of encounter of a customer with a POP AD will happen. This provides already widely discussed entrepreneurial opportunity with a potential of being exploited in the POP advertising practice.

Our direct, brief and general answer to the general research question is:

“A POP AD’s role during shopping decision-making process of customers in Czech hypermarkets within snack food and soft drink product categories depends on the shopping strategy, which is usually already chosen by a customer before they enter a hypermarket. Depending on where such a customer strategy is placed within the continuum of “enjoy shopping” vs. “do shopping simply and quickly”, there is a reaction created to chosen consequences of a customer’s encounter with a POP AD, which is decisive for the ability of a POP AD to evoke, or not, an impulsive shopping, entertain a customer or annoy them. In addition to roles corresponding to customer strategies, i.e. a POP AD entertainer and a POP AD helper, there could also occur situations when POP ADs play negative roles as a POP AD obstacle, POP AD safety risk, POP AD bearer of a senseless message or even a POP AD manipulator. These should be avoided through good work with the context of a customer’s encounter with a POP AD.”

To be able to concretize the answer further, we get to the first specific research question:

1/Under what conditions and how do customers purchase from POP AD advertising displays in hypermarkets?

Here the customer statements confirmed our expectations in general. Shopping has a routine character for them, they perceive POP ADs as an integral part on the hypermarket institution and they obviously make a decision of purchasing from it quickly without any previous planning. We can say that one of the POP AD objectives defined in the consequences on the expert side to evoke a shopping impulse or to promote sales, is reflected by customers also in the case of their own "user" definition of the situation of purchasing from a POP AD. Customers often took over the perspective of experts and marketers, and during questioning through different topics they confronted their perspective with a perspective of company - brand - marketers that they often perceive as a group with antagonistic interests.

Customers often do not mind a POP AD, but they take it from their point of view, and they think that such a display means something more for a company that produced it than for them, that it actually makes more people buy a product, so they perceive it as a marketing move and they do not intend to make their shopping easier. That is their personal point of view, but they do not mind such displays and sometimes it also helps them, too. Customers perceive the hypermarket institution as a kind of tiltyard, an arena of rivaling and mutually competing brands. Then they consider themselves as being the ones concerned in this arena and often also using "unfair practices". It relates to the undesirable feeling of "being manipulated", which many customers perceive negatively in the consensus with democratic social discourse and the idea of a fully informed rational participant. Some POP AD attributes can also have manipulative connotations for a customer and as such are unsuitable as POP AD attributes in terms of "comfortable shopping" and the objective to create positive shopping impulse. We will come back to these attributes later.

As to conditions of shopping in a shopping area we can also add that the above mentioned shopping strategies lead to different reflections of the environment. While for customers who realize rather big shopping - sometimes using a shopping list written in advance, another time according to their consumer habits, thanks to which they compile their shopping basket on the spot - the hypermarket environment is mainly well-arranged or poorly arranged and a POP AD can thus mainly offer them simplification of their orientation using visible branding and a good location. Customers who are walking through the whole shopping area and are having fun going through surrounding offered products see a hypermarket rather as an enjoyable or boring place, where POP ADs can offer some, though small and passing, experience through different variations of conceivable attributes led by the appearance of a POP AD as probably the most direct means of communicating a good, funny or creative idea.

## 2/What are customers' habits and experiences in exploitation of POP AD advertising displays?

There exist many habitual processes customers use during their routine shopping. From our data we succeeded in generalizing some of them into two strategy types: shopping "simply and quickly" and "enjoy shopping". Other ones relate to product attributes. Then they defy generalization, which means that some customers have utterly personal habitualizations related to e.g. a brand of a type "I would buy Snickers even from an ugly rack, because I just love it." or "I do not buy Coca-Cola, because I do not agree with the policy of the company producing it and a POP AD cannot change it." Defiance against generalization means that some POP AD reflections in FDGs contradict each other from customer to customer, or it is a matter of individual preferences and taste and where quantitative research would better predicate their distribution in population. Habitual practice is important also for individual relations to a brand that we can regularly buy or avoid as our habit. There was also confirmed that customers can have good or bad experiences with POP ADs and this can be influenced by a good forethought during producing and locating POP ADs.

Habitual practices of customers are reflected in their reaction to many attributes. As to the POP AD appearance, customers expect its compliance with long term presentation of a brand and a change against a habit causes that they expect a novelty. Habitual practice also closely relates to the POP AD location, where customers prefer purchasing big products at the beginning of their shopping, when their baskets are still empty, further they want to find POP ADs in meaningful places and they expect that long-term POP ADs will be placed stably, which they could get used to and use them for easier orientation. Habitual practice is also important for an individual relationship to a brand that we can buy regularly from habit or we can regularly avoid. As to the POP AD comfort, customers are used to taking a product and do not want to think of any possible techniques of grasping the product. They prefer not having to think if a product is hung or curiously inserted in a POP AD. Finally, customers also understand potential threats in a shopping area, they do not want to damage anything or crash into anything, they do not want to get into a role of problem customers. So they are used to judging POP ADs as to their safety, somehow in varying degrees and differently under various circumstances.

We also want to repeat that we are not interested in customers' habitual practices provided that it is necessary to conform to them. A POP AD may be successful even when it affects habitual orders of routine shopping. But if an implementer has no idea of what they interfere with through their activities, then their POP AD can easily fail. Each innovation is an innovation only to a certain extent, when subsequently - in the case of longer success - it is placed among common products, thus among habitual processes and normal phenomena, which we are used to and which cannot surprise us or entertain us.

3/What are attributes perceived by customers during shopping from POP advertising floor displays and what can we influence?

For brevity, we mention four main types of POP AD attributes: POP AD appearance, POP AD size and location, POP AD material and safety and POP AD restocking and comfort. We can affect almost all of them, only POP AD size and its restocking depend on possibilities in particular stores. Further we must adapt to attributes of products displayed in POP ADs.

The importance of particular attributes depends on the shopping strategy of a customer as already mentioned above. This perception may change based on five possible intervening conditions: Semblance of low quality of product on POP AD, Semblance of dangerousness, Semblance of complicated manipulation with product on POP AD, Shopping with children and Manipulation with customer in connection with POP ADs, which were already discussed in detail in previous parts of our text.

In contrast, causal conditions of a customer's encounter with a POP AD and intended objectives (consequences) a POP AD should fulfill are not so important for a customer's perception of a POP AD. The problem is not that they do not know about them, but rather because of the nature of things they have no reason to think of them.

4/ What entrepreneurial opportunities do these findings open for POP advertising entrepreneurs during POP advertising floor display development and implementation?

Through summarizing answer to this last research questions there will be a clearly presented contribution for entrepreneurial practice, for POP advertising entrepreneurs, but also all other POP AD implementers and investors.

Our conceptual framework aimed at integrating theory on opportunity recognition, creation and exploitation in entrepreneurship and theory on EM in the field of POP advertising, more concretely we are focusing on aspects entrepreneurially exploitable during creation and implementation of POP ADs in hypermarkets. We have interpreted the results of this study and research as a source of EO creation for POP advertising entrepreneurs. It highlights the necessity of firms to develop superior entrepreneurial orientation, market orientation and strategic orientation to invest in exploitation of better resources and consequently superior capabilities as a way of achieving high levels of enterprise performance. Entrepreneurial orientation based on innovativeness and pro-activeness has a positive impact on other capabilities. Active use of available resources allows entrepreneurs to predict or even create new trends and enact strategies, supporting the view that the competitive advantage depends increasingly on whether a firm is able to make the best use of acquired information. In this context the thesis outcomes could help entrepreneurs to acknowledge the inherent socio-constructionist aspects of POP AD implementation, and to take the impact of dominant attributes and roles of POP ADs seriously before taking action. In essence this means sensitivity to the

question of why POP ADs are in hypermarkets for customers, i.e. what is their role and what is the whole set of phenomena positively or negatively influencing its functionality. It is important to be sensitive for instance to shopping strategies of customers, not as a pre-given advantage or disadvantage to POP AD functionality, but as an integral part of an ordinary shopping trip, which needs in-depth understanding of relevant actions. If these strategies are neglected, the consequences might result in a waste of progressive drive and thus would lead to use of obsolete methods of POP AD creation and implementation.

Chosen process of knowledge creation and resulting opportunity of a POP AD might be compared to crowd-sourcing with some exaggeration (Pilný, 2011), which is a modern, popular and effective way of getting information from the public. E.g., the public was asked to co-operate on development of a new technology, realization of a design task, improving an algorithm or help with gathering, classifying and analyzing an extremely large volume of data (Pilný, 2011). In our case, the public may be represented by the FDG participants we have chosen, who shared their experience with us and among one another as representatives of the customer community. In this way, we basically generated proposals of innovations with POP AD users by analyzing their knowledge. Nowadays, e.g. IT entrepreneurs do this similarly (Pilný, 2011). For example, they create a platform, to which representatives of target users of applications write their suggestions and so such an implementer has an opportunity to reflect on them and prepare better products. Our process worked similarly and opens an opportunity when POP AD users identified their possibilities of changing and improving POP ADs based on their experience. This understanding of the customer shopping decision-making process then tries to reach full insight into the topic, at which we look as a whole, not as a set of isolated POP AD features. This research design is thus qualitative to let us analyze and better understand knowledge and experience of customers and POP advertising professionals. Through this understanding, we then created EOs in the form of the Paradigm Model, which captures all possible phenomena that might play a role when a customer encounters a POP AD and that may influence its success or failure. The created Paradigm Model makes it possible to forecast circumstances that might happen at the moment of creating and placing a POP AD and doing so we make customer decision making process when encountering them more pleasant. An opportunity for entrepreneurs occurs through efficient risk identification and understanding possible optimizations when developing, creating and executing POP ADs in the point of purchase employing the Paradigm Model, which is easy to use, the captured phenomena are well-grouped and interlinked.

Observing POP AD from the constructionist point of view, there exists a set of customer expectations from POP ADs anchored in a store context, which means specifically that people expect a POP AD will be smaller than a sales rack, so its institutional role will be clearly identifiable. On the other hand, entrepreneurs are commonly motivated to deliver POP ADs as large as possible due to needed capacity. But that might limit its influence on customers, because

then such a POP AD loses the discussed essence of display-being. Such knowledge would most probably escape positivistic research. It is also important to know who should be attracted by a POP AD, respectively the shopping strategy a certain type of customer chooses before entering a store. Now an entrepreneur may wonder whether they attract a customer in both shopping strategies through a POP AD or just customers in one of them. E.g. in the case of luxury goods, a POP AD may tend to entertain a customer more, but in the case of a new kind of potato chips, the priority would be placed on practicality for customers to orient themselves quickly. We perceive these two already discussed strategies as very important phenomena, which should be further taken into consideration in the common practice of developing and placing POP ADs and also in further research of similar topics and spheres of shopping behavior and decision making. Based on presented findings, we conclude that POP ADs should fulfill more criteria given by shopping strategies of customers and increase considerably quality of their execution and resulting functionality and efficiency. It is recommended to reflect these strategies by use of a combination of attributes depending on the required objective (see consequences in the Paradigm Model). So the creation of the best POP Ads possible depends mainly on the required objective they should fulfill and that is subsequently supported by concrete POP AD attributes respecting customer shopping strategies. For example, it would be inappropriate to install too creative or interactive types of POP ADs into the section of quick shopping, because these would not satisfy the preferably applied strategy "simply and quickly" in this section. On the contrary, there should be used executions here helping customers to be oriented and to do their shopping quickly.

Further beneficial knowledge usable for entrepreneurs in their practice is the phenomenon of the four semblance dimensions. From our findings we know that a POP AD should not give an impression of insecurity of a POP AD or an impression of a difficult manipulation with assortment inside a POP AD by its objective stability or a form of inside space. If using a design looking unstable and also being produced from a material giving an impression of insecurity (e.g. big POP AD with a complicated design made of paper, or glass on a POP AD looking unstable), it is apparent that such a POP AD discourages some customers despite the real stability and safety of a POP AD. This is very important for the way of holding or placing assortment in a POP AD. In the case of one of the tested POP AD designs used for hanging bottles of Coca-Cola by their bottlenecks, it was proved that such a solution gives an impression of difficult manipulation despite the fact that manipulation with such a hanging bottle is actually easy and comfortable. Thus it potentially discourages a customer from buying it from such a POP AD. Another two categories of semblance – semblance of a poor quality product in a poor quality looking POP AD and semblance of a manipulation by appearance or location of a POP AD – have an undoubted practical importance. In the context of the semblance phenomenon, entrepreneurs and implementers have an occasion to create a POP AD without any risk of arousing any of the mentioned semblances, because then they increase the number of customers ignoring a POP AD or even

customers having a negative experience with it.

Similarly, in the case of colors, it is beneficial when POP advertising entrepreneurs respect color structures habitualized towards the brand and the product presented on a POP AD - offered assortment with POP AD design provided that a specific color code is communicated on a long-term basis with the brand or displayed product. We concluded that the generally rather conservative Czech customer does not tolerate any color experiments too much despite the shared conviction that some colors can really attract a customer's attention better than standard colors of a certain brand or product.

The sphere of the POP AD interactivity represents another opportunity. In the theory, we have identified quite fragmented and sometimes inconsistent conclusions in the case of interactive aspects. This research focused also on assessing the utility of such innovations on the market by examining previous experience, opinions and relevant habits of customers. We showed under which conditions and for which kind of goods the use of POP AD interactive elements may be beneficial. Results of our research show that there exist reasons to limit or carefully consider their application. To be more concrete, application of an audiovisual LCD monitor as a part of a POP AD might be advantageous without any sound under some conditions to avoid unsuitable disturbance and annoyance of customers. Generally, we found out that interactivity must be used with emphasis on its meaningfulness, so that its application is not purposeless. This can be achieved by using information that increases clarity of thus equipped POP AD by linking it with other marketing communication activities used within a complex campaign. Such interactive information does not only attract attention to itself, but it connects its message to something superior and related. So then interactivity is used to increase POP AD efficiency and also it supports the synergy in the whole campaign. Thus an entrepreneur may complete the atmosphere and wider sense by a form of integration and synergy compared to just making a POP AD attractive using something interactive.

This research also provides opportunities through understanding the importance of outcomes presenting relationships between created and presented parts of the Paradigm Model and its aspects, which will be favorable to be borne in minds of POP advertising entrepreneurs and implementers during preparatory and field executive phases of work with POP ADs. We believe that the findings we present in this work can help considerably for more effective implementation of POP ADs and to decide more sensitively about their form and function in terms of preferences of customers. We believe that the presented analysis filled a gap in the field of knowledge and it offers a more complex understanding of the phenomenon of shopping from a POP AD, respectively a better understanding of the circumstances of a typical shopping from a POP AD with all phenomena that come into play here. For practical purposes, we disclosed and identified mainly the attributes of POP ADs which affect good and bad experiences of customers from the interaction with POP ADs - one group that we can influence in the wider context of phenomena, another group which we cannot affect, but which we can conform to. The

revelation of negatively perceived or on the contrary desirable attributes was supposed to help in the practice of entrepreneurs and implementers of the in-store marketing to better and more effective investments.

Entrepreneurs may be further inspired by the results of this research by the fact that the execution of POP ADs will not discourage customers from purchasing, will not be a disturbing element in a shopping area or will not arouse controversy. On the other hand, the controversy may be a desirable element of a campaign, e.g. in the case of a new progressive brand that could draw attention to itself (then the question will be whether in desirable or undesirable way), however, this study aimed mainly to find out customer attitudes to various used attributes of POP ADs and to contribute eventually to such further POP AD implementations. That would simplify shopping for customers, make a shopping area more comfortable and tune up eventual deficiencies in in-store campaigns. In this context, the primary objective of POP ADs is to allow impulsive shopping, i.e. to allow a customer to notice a POP AD and not to engage their attention more or less than required for a quick decision about a purchase.

It is now apparent that understanding of a customer's shopping decision making process in connection to POP advertising can be harnessed into a proactive EM infrastructure. It is not advocated here that this infrastructure should be formalized in any way. Instead, it is argued that employing customer centric (Hřebecký, 2012) principles in POP AD development and implementation is a "competence" or skill that can be developed in the same way that any competence or skill can be learned, refined, and developed through time spent by doing it. At whatever stage of refinement or development, it was argued that SME entrepreneurs do marketing by employing research outcomes and this can be developed proactively as an approach to EM which is wholly compatible with the characteristics of SMEs.

We also showed that EOs are the foundation for developing fascinating research questions in part because they are transient, difficult to detect or create, and some people are more successful in exploiting them than others. The goal was to advance the state of knowledge of this concept. We pursued this goal by documenting the past accomplishments of literature on opportunity and by laying out future challenges that entrepreneurs can exploit on a general level or particularly in POP advertising business. Our overarching conclusion is that researchers investigating opportunities have much for which to be recommended. The number of studies has increased dramatically over time and theory has been carefully developed and tested.

Consequently on a general level the findings of this study significantly contribute to the development of EM practices, specifically identifying the core strategies of EM and identifying the role of EM in successful performance outcomes; in this context of understanding of customer's decision making. EM is distinguished by a set of strategies for opportunity creation, customer intimacy based innovative products, adaptive resource enhancement and legitimacy for the emerging company and its products. The findings of this study provide a clear example of how EM overcomes the problem of 'resource

poverty' in the environment of POP advertising companies. The findings particularly indicate that the influence of EM is instrumental in overcoming not only resource limitations in finances and personnel but also liabilities of organizational newness (Gruber, 2004). EM was initially most clearly associated with small, resource impoverished companies and practices interpreted as unsophisticated and lacking coherent focus. Latterly, the visionary nature of EM has come to the fore.

The act of interpreting the environment does not, per se, guarantee that opportunity created through this research will be exploited. On the contrary, processes underlying the creation of novel business concepts are often idiosyncratic, tacit and need to be made accessible and intelligible to relevant stakeholders in order to mobilize them (Bettiol et al., 2011). Opportunities, as stated by Klein (2008), are invented by an entrepreneur. They become concrete after an entrepreneur has taken action. In line with what has been stated in the literature on the symbolic and cultural dimensions of entrepreneurship (Lounsbury and Glynn, 2001), we claim that the specific action the entrepreneur undertakes is that of making the novel and original concepts intelligible and accessible to relevant stakeholders.

The novel concepts implicitly elaborated by entrepreneurs need thus to be articulated and made coherent exhaustive and intelligible. In order to do so, entrepreneurs engage in the construction of complex and articulated discourses, metaphors and narratives that overcome the specificities of their businesses or industries and embrace a higher complexity since they are supposed to connect general concepts in order to enrich their operations and strategies with new meanings. Progress in the field of POP advertising will help to solidify EM's stature as more than a managerial fad. In our approach, EM holds much potential not only for reversing the potential marginalization of marketing but also for making it a driving force within SMEs in the achievement of competitive advantage on a sustainable basis.

## 6.2 Theoretical reflection on results

In the reflection on answers to research questions presented in the previous chapter, we should mention again that we did not intend to formulate a concrete theory, but mainly to create a reliable and data-anchored Paradigm Model (Straus and Corbin, 1999). By this, we also ensured a structured graphical representation of results and resulting practical utility. The purpose of the Paradigm Model is not creation of precise instructions of how to create a POP AD, but arrangement of attributes and aspects that should be considered when creating a POP AD, because one underestimated thing might devalue others and so it might limit or even eliminate the intended functions of a POP AD.

On the other hand, our answers to research questions and mainly the whole analytical chapter developing the Paradigm Model can be considered as

anchored theory created based on customer experience confrontation and properly anchored in data from the group discussions according to Strauss and Corbin (1999). This is how we visualized reconstruction of customers' objective world constructions in the context of their encounter with POP ADs. It is rather a middle-range theory (Merton, 2000), we were not trying to create a theory that would be trying to "understand the world", but to understand everything that influences the form of a customer-display encounter.

We consider our research as a complex insight into a customer's world, resp. into POP AD roles within their decision-making process, although we also admit that our often generic and contextual results should be developed in further research as discussed in detail in the 6.4. Our analytical results are also a fruitful source of hypotheses, which should be further developed and tested, resp. verified or falsify. As an example, we can mention the hypothesis that "the product size relates to POP AD positioning". Because the analysis showed that for POP ADs with bigger products, it would be more suitable to position them at the beginning of a shopping route as customers do not like to put bigger products into already full shopping baskets. Here, it is possible to test, resp. verify or falsify, if bigger products would be sold from POP ADs better at the beginning or at the end of the shopping route. In the case of our findings, we are not able to determine their quantitative relevance. We know what plays a role when deciding, but we do not know what will be the concrete influence on a customer behavior or product sales, when our findings are not considered during a POP AD implementation. So it will be interesting for instance to create a quantitative model, which would disclose how important are our particular findings, resp. what is a serious or less serious problem when developing and implementing a POP AD.

### **6.3 Evaluating the research**

During the studies, I learnt that no research can be really perfect. Therefore, some critical evaluation needs to be presented also in order to show our own learning that came as a result of the research process.

The first part of this chapter consists of an evaluation of this study and its limitations. The second one discusses the concept of validity and reliability with our research approach and results.

#### **6.3.1 Limitations of the study**

Behind a considerable limitation of our study, there is firstly a general formulation of the research question and an effort to approach the phenomenon of purchasing from a POP AD neutrally and openly, as we did in order to get maximally spontaneous answers of informants resulting from their shopping experiences. Regarding this approach, there was not foreseen the importance of a background of a customer's encounter with a POP AD represented by a

shopping strategy, thus expectations with which customers enter a store. We consider this aspect as being one of the most considerable findings of our research and it will be useful to attend to it more in detail also within the actual research orientation. Then we would be able to provide more detailed results regarding changes of attitudes and moods directly in a shopping area. In the case of realizing a consequential quantitative research there is also implementation possible of this important variable into statistical testing of models of shopping behavior.

As another limitation could be perceived the method of FDG that was used in our research for data collection. During group discussion, an informant may suffer from certain effects on their own formulation of answers caused by dynamics of a group (Hendl, 2005). Our findings may be distorted in this regard, because customers might aim to reach conformity with the rest of a group in their statements. Also they might adapt to a moderator and thus try to earn a kind of respect as customers knowledgeable within the discussed topic. On the other hand, FDGs were chosen after proper consideration and argumentation, while taking seriously into consideration also other possibilities of collecting data, which also suffer from other limitations. Finally, FDGs were assessed within concrete specifics of our research as the most suitable and even during the research process. There did not appear any doubts about convenience of choosing another method. However, regarding the above mentioned, it will be very interesting to compare our conclusions with future results of interpretative research using other methods of data collection.

In this context, let us mention again that in the centre of our interest were "statements" about the subject of research, e.g. perception of color, but not research of this subject in self. So we examined "expressing ideas of perception" not an objective "perception". In the case of findings from this research, we did not intend to determine their quantitative importance, and even the chosen research methods could not do that. Based on customer constructions, we have found out what are the aspects important when encountering a POP AD, but we do not know which concrete influence they will have during such an encounter and how significant it will be. So we may suppose that advertising entrepreneurs would achieve some influence on goods sales from POP ADs when considering them during the POP ADs creation. If we intend to create an objective description, we might then correlate with the volume of sales from POP ADs. We would then try to create a quantitative model and measure the importance of particular aspects. Thus we might determine serious and less serious problems. We describe some concrete proposals of further quantitative research below in chapter 6.4.

Now let us pay some more attention to more detailed assessment of the process of FDGs. Generally, we can say that FDGs proceeded in accordance with expectations and fulfilled their purpose. Still, there were some partial problems or circumstances that should be mentioned.

In particular, the dynamics of the group discussion worked well. As we expected, many interesting contexts were revealed better within a direct confrontation of opinions of more respondents than interviewing individual

respondents, who might think that everything is obvious and that a longer serious interview on the POP AD topic is unnecessary without a confrontation with options of others.

In accordance with the general principles of conducting an interview, we were trying to proceed from more general to more specific questions. In the case of discussions about concrete displays, visualizations of displays, which were mainly supposed to simulate different versions, designs, colors and sizes of displays and other possible attributes, proved to work well. From the interviews it is evident that respondents would not recall some of their authentic experiences with displays without concrete visualizations.

Also the presence of real display models directly in the room where FDGs took place proved advantageous. In one case, an informant used the physical presence of a display to demonstrate practically their conviction of such display's impracticality, which proved to be unfounded. E.g. this real event from a FDG opened a discussion on the topic of semblance of bad manipulation with a product.

Thanks to the semi-structured interview scenario and a discussion moderator effort to give a space for unexpected suggestions, we sufficiently managed to stimulate respondents towards open storytelling of their concrete previous experiences, which they did often, without asking them to give an example to their general statements.

On the other hand, the discussion seems relatively long (approximately three hours). This circumstance occurred due to underestimating demands on time necessary for the discussion and it caused that activity of some respondents decreased especially at the end of the interview. We might explain this circumstance as a consequence of the fact that these respondents had already said everything to the topic and simply did not have anything else to be added. It should be mentioned that also participants of the FDGs assessed the interview as quite long and tiring, which is not optimal.

Our expectations about the difference among the groups also did not come true. Originally we wanted to compare groups of laymen and professionals working with displays, and expected that perspectives of both groups would be considerably different. Despite their diversity, interviews refuted this expectation, but they also demonstrated that laymen as well as professionals constantly alternate the "customer perspective" and the "expert perspective". In initial stages, this analytic finding led us to distinguish the groups into lay and professional ones, because there were customer and expert perspectives in this field. Thus professionals are trying to use imagination as well as their own customer experiences within their practice to perform professionally and laymen still used the "perspective of experts", whose intentions are symbolically presented by POP ADs in a shopping area and provide a key for their assessment. This finding does not meet the original expectation, but it rather enriched the creation of our model than being an obstacle.

Similarly, in the scenario of the research we included the appeal for respondents to try to specify all possible attributes of a display and try to decide which ones are more important than others. Although respondents finally

agreed on the form of problem solution, which is slightly different for each group, this effort did not lead to any obvious conclusion. When looking for consensus among respondents, it turned out that different variables came as important in the cases of specific displays and their concrete location in a store. As we can say that some display attributes are generally more important than others, this definitely does not mean that this will happen under any circumstances. But the task helped to draw respondents into the discussion and made them to give concrete examples of situations, when a concrete attribute, which might not seem important from the general point of view, is very important for a shopping display.

In several cases, moderators did not succeed in asking a question neutrally. Answers to these suggestive questions have been deleted from the final analysis, because it was not absolutely clear whose experience was presented here. In these cases, there was a possibility, in the spirit of constructionism, to reconstruct the moderator's constructs, which participated within the reconstruction of constructs of respondents. However, we did not turn to this procedure, because our primary attempt was not to capture other constructions but the ones originating authentically from customers. If these questions were in any way suggestive or offered more obvious terms of how to capture the constructions, than these were unacceptable, because such constructions belonged to the moderator and not to a POP AD customer. We were trying to use only constructions specified by constructionism and the GT as such, but not statements, which might be influenced by statements e.g. mediated by previous practice or moderator's knowledge. That is why we decided to exclude such data from our analysis.

Limitations of our research have been generally given by our paradigmatic position and methodological approach as discussed in the chapter three in detail, where we described and justified the inclination to the constructivist paradigm in detail, as well as the choice of the research strategy, data collection methods and analytic approach. So it is not necessary to return to this aspect any more on a general level. Furthermore in this context, we will attend to the proposal of directions, in which the research of our topic might further develop, in sub-chapter 6.4.

Also literary styling, in terms of the relevance in the data, is shown through quotations and the interpretations made from them. This approach makes the study and its report as transparent as possible. The relationship between data and theory presented in literature is different in GT studies compared to other qualitative approaches. Due to our choice of methodology, we also took the liberty to see the data as it appeared to us. We have been loyal to what Glaser (1978, p. 9) states when he remarks that, "*The analyst...does not lose their own valuable contribution... The analyst need not to constantly refer to authors and interrupt the flow of their theory*". In this context, we compared our findings with theories mentioned in the literature in the next-to-last fifth chapter and we approached the 4<sup>th</sup> analytic chapter as an analytical and interpretative author's text almost without using references from literature. The discussion chapter has also focused mainly on describing the extension of

existing mainly positivistic and largely isolated knowledge in a POP AD role when making shopping decisions with our interpretative and complex findings. As already mentioned in the Discussion chapter (5), comparison of existing theories and theories we created was made difficult by different paradigmatic positions of most of found research compared to ours.

This research enables to describe and better understand relations among particular aspects coming into play when a customer encounters a POP AD and decides on using this offer. Although our Paradigm Model is extensive and brief and rather general in particular parts in a certain sense, its final form described in the analytical chapter fulfilled our expectations. This study also gave rise to a fruitful source of inspiration for other searching that might, e.g. by using the positivistic methods, bring more detailed knowledge enabling a blanket generalization of some phenomena we found and described. However, this was not possible within our work due to the constructivist paradigm it was proceeded in. A GT study is *"not about generalizing, but interpretation"*. (Glaser, 1978, p.134) notes that theory is only grounded as a suggestion; he comments that, *"theory is an integrated set of hypotheses, not of findings."* Polanyi (cited in Rogers 1969, p. 272) has noted that researchers cannot rest on the belief that scientific knowledge is impersonal and something out 'there' that is not dealing with the individual who has discovered it. We admit that our own intentions and experience provide the bias in this text to some degree. But we were trying to face this up and as we explained in the second chapter, we are interested in the interpretative marketing stream, so we want to increase sales by other means than positivists, we do not want to analyze systematically or criticize marketing as a field of human activities. The selection of the theory and research design is based on the fact that it is possible to achieve better marketing communication through understanding a customer (Arndt, 1985). Therefore, researchers' background and assumptions, as they are written here, increase the credibility of the research.

We also found the GT approach to be very complex and time consuming. The authors (see Strauss and Corbin, 1999) criticize Glaser's original approach, which is more likely to encourage a GT study to be naive in terms of common sense based interpretations. This study is more likely one proof of this, and we at least are aware of it. The stage of open coding, i.e. conceptualizing raw data, was the most difficult part because we did not have any frames as a basis and we had to experiment quite a lot. It was, however, valuable both in terms of the contribution to the research and our own learning. Because of the inductive logic used, it was to some extent possible to find new important aspects of decision making during buying from a POP AD that have been paid less attention to in the literature. It is e.g. the role of customers' shopping strategies or the role of semblance during shopping and interacting with POP AD, as described in detail in analytical and discussion chapters.

### 6.3.2 Validity and reliability

Regarding the evaluation of the interpretive and qualitative research, traditional concepts of validity, reliability, and generalization for certain population are deemed irrelevant. Therefore they must be substituted with other means of evaluation.

Our aim pre-given by our constructionist paradigmatic position was to explore, discover, understand, describe and interpret. Not to predict or control as in the positivistic paradigm. It is not in the nature of qualitative methodologies, especially not in constructionist interpretive methodology, to validate anything as this would be a contradiction to the very meaning of interpretation (Hendl, 2005). Our version of an interpretive approach to research rests on social constructionism. In turn, social constructionism rests on an ontological premise that the world, and our truth about the world, is socially constructed in negotiations led by subjective social actors. This means that a constructionist epistemology is not about finding or validating the truth (this would rather be a positivist epistemology) but on interpreting social phenomena. To interpret means to see something as something. Interpretations draw our attention to the open-ended nature of phenomena, meaning that what is interpreted as something by one person could very well be interpreted as something else by another person. Because of the socially constructed nature of phenomena we could never say that one of these interpretations would be truer, as they could both be equally true. In addition, the constructionist, interpretive epistemology holds every understanding to be locally, historically and culturally situated – hence validating something by repetition would simply not be possible from this point or view. Crotty (1998, p. 47) clearly states this by arguing: *“What social constructionism drives home unambiguously is that there is no true or valid interpretation.--- ‘Useful’, ‘liberating’, ‘fulfilling’, ‘rewarding’, interpretations, yes. ‘True’ or ‘valid’ interpretations? No.”*

Also J. A. Maxwell (2005) tried in his paper to answer the question of validity and reliability of qualitative research, to the question if the selected method really measures what it should, and if it is reliable as a research method (Maxwell, 1992). He distinguished five types of validity: descriptive validity, interpretative validity, theoretical validity, validity of generalization and value validity. According to Maxwell (2005), who refers to the contextual nature of social reality accepted just by social constructionism, qualitative research holds the opinion that not every message about people, researched informants, has the same relevance ratio *“a message must be related to something external, to a phenomenon, which has been discussed: this can be a constructed objective reality, construction of participants or other possible interpretations”* (ibid), further, according to Maxwell there does not exist any correct “objective” message and if we approach social constructionism, we must consider its relations of particular social relations and institutions. Maxwell’s criteria of validity do not proceed from the concept of correspondence, where we can consider some absolute, fixed reality or truth with which the message, information of the social reality could be compared.

Our approach therefore does not depend on correspondence theory of truth, in no case within the common sense of reflection or isomorphism between a message and reality. *"The applicability of these conceptions of validity do not depend on existence of some absolute truth or reality, with which we could compare the message, but only on the fact that there exist certain ways how to evaluate such a message without evaluating only features of such message, but in some sense they relate to things such message intends to talk about."* (Hendl, 2005, p. 336)

Also Gergen (1995) said that constructionism we have chosen does not depend on the empiric validity of the given perspective, but it depends on the social process changes. For example, conceiving ones identity changes with time, depending on changes of social conditions. The forms of haggling and understanding have a main importance in the social life as these are integrally connected with many activities, in which people become involved. Significant methodologists, Lincoln and Guba (1985), who discuss constructionism as to its qualitative significance, describe constructionism as a wide eclectic frame for the work of a qualitative researcher. They consider the fact that a concept of the paradigm as such is also a social construct. We cannot subject it to any verification procedure. In the continuity to Thomas Kuhn, these authors claim that each paradigm is valid to the extent, to which it is convincing and useful for such community. What is valid in this paradigm also applies to research conducted within its frame. They think that constructionism indicates such scientific perspective that considers reality as specifically and locally designed, and as to its formal and content aspect, they consider it as independent on an individual or a group of people. Thus these structures are not true in some absolute sense. The world where we live is viewed as a set of structures of its inhabitants. Also all of the aspects of our personal knowledge do not represent a sign of being constructed by us. Let us look at consequences of these conceptions on practical aspects of research.

As to a research purpose, Lincoln and Guba (1985) think that its objective is to understand and reconstruct structures of people (including researchers), while this process should be opened to new conceptions and views. But a researcher is trapped into a dual role of an observer and participant of this process to some extent. We cannot hold an external viewpoint. Knowledge obtained from this process consists of constructions of informants as well as the researcher's assumption about the nature of the researched phenomenon and its ability to reconstruct many answers into a constructed Paradigm Model, which considers the variability of a phenomenon and identity of participants. In relation to arguments indicated above, as a point of origin for the evaluation of the research, though, we have to emphasize that given the interpretive approach that we have, the traditional concepts of quantitative methods for the evaluation have to be rejected (Laakonnen, 2012). This research has to be seen as a subjective effort, not even attempting to claim objectivity, but this being *"value-laden by nature does not detract it from its scientific character"* (Jackson 2006, p. 278) as long as the reflexivity and trustworthiness are present. We are cognizant of the subjectivity in this research. Finlay (2002, 541) urges researchers with qualitative approaches to come clean about mistakes they may

have made during research thus committing themselves to reflexivity in the course of methodological evaluation and it is our sincere attempt here to do so.

What is inherent in the interpretive approach is its approach to language; it does not reflect reality, therefore it cannot be a neutral medium for transporting of facts (Laakonnen, 2012). Therefore as a starting point we had to accept that both the accounts that we have heard as well as our own renderings of customers' decision making when encountering a POP AD based on those accounts cannot be presented as facts or truths nor can they be generalized; they are social constructions. We have had to accept that our interpretations will remain incomplete and we also have to leave room for alternative interpretations (Laakonnen, 2012). We recognize the "*limitations to universal knowledge*" (Yanow and Schwartz-Shea, 2006, p. 211) and it is "*not that our understanding is poor, rather, it is that social realities are so extraordinarily rich*" (Alvesson and Kärreman, 2000, p. 147).

So, validity - standardized data gathering tools in order to replicate the study, and a correspondence between the tools and external reality - is bound by the context of empirical epistemology. According to Salner (1989, 68-69), talk about validity should be re-defined to '*defensible knowledge claims*'. Since this study takes a humanistic approach, validity should be understood in terms of evaluating the research process instead of only the validity of the results. A similar tendency is found in Hall's (2003) study. We prefer to use similar criteria. Her means of evaluation follows issues such as reflexivity, internal consistency, richness in points, multiple voicing, literary styling, and analytical generalization aiming to trustworthiness (for a more detailed discussion, see Hall 2003, pp.67-73).

Reflexivity refers to a researcher's background and bias that possibly appear in the study. Sufficient reporting offers a possibility to follow the interpretations. Regarding the interpretations we have made, e.g. the shopping strategies, they are more likely to be affected by professional orientation of the researcher. Internal consistency requires that a researcher opens up the research process from the beginning until the end. This text should consist of the relevant considerations in terms of the choices made. We presented the process of analysis during which we analyzed large amounts of data (a few thousand of cells) in Excel coding matrix and wrote hundreds of memos. These helped to follow our ideas, which were subsequently developed into this text. Also richness in point is shown in this study, as it has revealed several new viewpoints on decision making when encountering POP AD, e.g. the role of identified shopping strategies and the phenomenon of semblance. Also the richness of described relations between parts of the Paradigm Model shows the ability of analytical work to widely explore relevant issues. Still, multiple voicing, referring to the variety within the data, followed the basis of GT research that is recommended (see e.g. Glaser 1978; Strauss 1987). The variety in shopping experiences of our informants, different product categories of tested POP ads, as well as the interviewees representing different social groups with a different combination of background knowledge, is definitely strength of our approach when considering the requirements of a GT approach (Glaser 1978).

Literary styling, in terms of relevance in the data, is shown through the rich direct quotations of informants and the interpretations made from them. This approach makes the study and its report as transparent as possible. The relationship between data and theory (literature) is different in GT studies compared to other qualitative approaches. Due to our choice of methodology, we also took the liberty to see the data as it appeared to us. In this report, and throughout the analysis, we have been loyal to what Glaser (1978, p. 9) states when he remarks that „*the analyst...does not lose their own valuable contribution ... . The analysts need not to constantly refer to authors and interrupt the flow of their theory*”. It is for this reason that the literature-material was not integrated in the Analytical chapter, but in the separate Discussion chapter where our analytical results were separately confronted with existing theoretical knowledge in order to describe new contributions of our results, although mostly from a different paradigmatic standpoint. Analytical generalization refers to the concepts that are created from the data and which can be used in different ways. As we have already described, due to the empirical evidence, all identifiable aspects influencing decision making when encountering a POP AD from customer’s perspective were explored and interpreted in all of its complexity with the help of the Paradigm Model. The large amount of concepts may be one weakness of this study, but our intention from the beginning was to explore and capture all aspects playing role in the very complex process of shopping decision making when encountering a POP AD in hypermarket and we believe we did not miss anything valuable in the analyzed data with the help of a sophisticated coding process. It is of no use to generalize the decision making of customers when encountering a POP AD in any context. A GT study is not about generalizing but interpretation. Glaser (1978, p134), notes that theory is only grounded as a suggestion; he comments that, “*theory is an integrated set of hypotheses, not of findings.*” Polanyi (cited in Rogers 1969, p. 272) has noted that researchers cannot rest on the belief that scientific knowledge is impersonal and something out ‘there’ that does not deal with the individual who has discovered it. We admit that our own intentions and experience provides the bias in this report to some degree. Therefore, our background and assumptions, as they are described here, increase the credibility of the research.

Now let us discuss some opportunities and needs for further research.

#### **6.4 Further research directions**

As with most studies, this thesis left more questions open than answered. “*The more one knows the more one can ask*” (Lappalainen, 2009, p. 111). The increased understanding provided by this research has resulted in a number of further questions creating opportunity to be answered in further studies. As an explorative study, several issues arose and it was not possible to emphasize all of them. The study revealed many concepts and perspectives that should be considered more precisely in terms of the phenomena of an encounter of a

customer and a POP AD. Furthermore, optional methodologies should be applied in further investigations. Let us now discuss some other possible ways of further development of our research subject.

#### 6.4.1 Consequent qualitative research

The general formulation of the main research question was chosen purposefully. First, for the mentioned lack of comparable knowledge of the given topic and also thanks to such a widely formulated question, we created a space big enough to be able to accent the customer's perspective – thus the perspective of an end POP AD user. Had we chosen a narrowly defined question within staying in the constructivist paradigm and research strategy and thus actually more specifically directed e.g. the open coding phase according to concreteness of such a research question, we might have lost valuable interpretations of respondent statements and their authentic subjective picture of a POP AD and its attributes. So we gave quite open and semi-structured space to laymen and professionals for their statements during FDGs.

If we would now concretely reformulate research questions within new knowledge in the light of two shopping strategies we found out, which determine the form of a customer's encounter with a POP AD and affect an eventual shopping impulse, we would do it as follows. The influence of two shopping strategies and their impact on customers' expectations from visiting a hypermarket seems central. Thus our main research question could be modified so that it would classify the phenomenon of shopping from POP ADs according to these strategies. Original formulation of the main research question could then be used in a similar way, but with emphasis on enlarging categories of tested assortment in POP ADs. Shopping strategies that we have identified are partially based on findings bound to concrete brands and categories of products – Coca-Cola and Snickers. It would be convenient to base the modified research question and further research also on other product categories to prove that these two shopping strategies could be applied in other spheres of shopping behavior. Thus the question could be e.g.:

“What is the role of a POP AD in different product categories in the context of different shopping strategies when:

a) Customers prefer the shopping strategy “enjoy shopping” – examples of situations:

- weekend shopping with a family
- purchasing assortment of everyday use with enough time to realize it.

b) Customers expectations rather adhere to the strategy “simply and quickly” – examples of situations:

- buying snacks or working lunch with strictly allowed time for realization
- quick purchase of smaller amount of items after work

Such dichotomization of the main research question on two different contexts, in which the shopping is done, would allow us to better understand both poles of the continuum, which stands in the background of the phenomenon of customers' encounter with POP Ads, but also quite probably in the background of other interactions of a customer and hypermarket environment.

From the above mentioned and from our analytic part as such, it is evident that further investigation and research should be focused more on the issue of shopping strategies from other perspectives, which would disclose even more specific or alternative contexts of shopping. Still the question is, based on what customers chose one or the other strategy we defined: Do these strategies relate to certain types of customers? When and what kind of customers chose the given strategies? How the strategies (and based on what factors) change, alternate and complement each other during a customer's shopping trip? Answers to these and similar questions could surely lead this researched problem even further and deeper towards understanding the functionality of POP ADs, which would help to more meaningful and more effective practical work with them.

#### **6.4.2 Consequent quantitative research**

Now let us outline possibilities of a follow-up research when changing our current perspective to the positivistic paradigm. Other research oriented this way might focus on behavior demonstrations, for which we have a background in the form of statements of customers. So we could then proceed to methods such as e.g. an experiment in a shopping area, using cameras to observe interaction of a customer and a POP AD or a simple questionnaire survey with customers ignoring POP ADs, with customers reacting positively to POP ADs and purchasing from them, and e.g. with customers being attracted by a POP AD, but not buying a product. The conducted interactive research could then be used as a guarantee of adequate interactions of external observation thus supplemented with what we already know about the internal world of a customer and their everydayness.

We could also do such experiments with a focus on specific contextual attributes of a display, e.g. to measure relations among concrete colors, the examined brand and reactions of customers to different display variants. Then such measurement should be done through observation techniques, or by evaluating differences in sales effects, eventually using modern research methods such as eye cameras (Chandon et al., 2002, Kingdon, 2007). However, such conception of researching our phenomenon of customers' encounter with POP ADs would move to the positivist paradigm and to quantitative research methods, which would certainly be a fruitful supplement and verify outcomes of our qualitative research.

Now let us focus on a concrete example of a possible further research conception of our phenomenon through the positivist paradigm. From the literature and general experiences it is known that people talk differently about topics focused on advertising and promotion, into which we can include also

POP ADs, when being stimulated to think and state rationally about this topic, and then they behave differently in reality, or we can say that they respond to advertising if exposed to it in concrete situations (Vysekalová, 2004, 2009). This is also the reason why it seems to be appropriate to further work out and verify outputs obtained during our research using quantitative methods. In our concrete case of our actual qualitative research, it would mean that it is not so essential to know what can be stated as true about POP ADs, but rather what people really know about them, or better said, what knowledge orientates their acting towards a POP AD. Consequent positivistic research would be oriented to explain reality, its creation and control. It would seek for describing objective structures and mathematical-statistical description and explanation of reality. Positivism, respectively naive realism, would approach the subject of our research with the use of quantitative research methods, for instance by questionnaire investigation in selling places, where customers would be exposed to the influence of POP ADs in the natural environment of hypermarkets. A POP AD would be perceived as an objective reality, which is empirically recognizable and exists outside the observer independently on their consciousness. As the way to knowledge, there would be preferred verification of hypotheses created by our constructivistic research. It seeks to find the true findings and believes in possibility of universally valid laws and objective structures. These objective structures and general laws are recognizable rationally and findings about them would be used for control and change possibilities.

For the needs of quantitative research undertaken, research questions could move into the following queries, in the context of Czech Hypermarkets and selected product categories:

What is the influence of identified attributes of POP ADs on the sales of promoted goods?

What is the level of influence of particular POP AD attributes on unplanned purchases?

What is the relationship between sales from tested POP ADs in particular attributes and demographic segments of consumers?

The intention would be to mainly investigate the spontaneous reactions of consumers to tested POP ADs. In this research phase, mostly tests of the influence of the manipulated executions of key variables and raising the perception of advertising POP ADs could be investigated, evaluated and sorted in order of the demographic segments. In eventual quantitative research process POP ADs would be approached as truly existing, independent of human consciousness and human communication, exposed to objective observation and other objectivistic research methods based primarily on sensation, in accordance with the positivistic paradigm. The researcher would propose an experimental design in the proposed survey with the help of the

action analysis method, when model applications could be installed in a test store and researched by monitoring the results from several points of view. Different techniques of data collection can be approached, e.g. sales impact evaluation as an indicator of the influence of POP AD attributes on the sales of promoted products, or structured observation monitoring customer behavior when encountering a POP AD (e.g. how many passing customers interact with several tested types of POP ADs and how many of them get converted into buyers). To identify the role of particular POP AD attributes in provocation of unplanned purchases interviewing techniques could be employed.

Within such research design, it would be possible to test, e.g., our hypothesis as to the size and shape of POP AD arrangements discussed in the analytical and discussion chapters. Based on the analysis and results of other research, we suggested that e.g. an arrangement of more displays into a shape that does not look compact and shaped as a rack (e.g. an arrangement of a cross or star shape) keeping the identified “essence of display being” could work thanks to more considerable visual change. This hypothesis should be tested using the above mentioned quantitative methods and its correctness should be confirmed or disproved and mainly there should be determined the exact rate of appropriate or already inappropriate size or shape e.g.. In general, quantification of factors playing a role in the “essence of display being” is a rich source for further research.

Another interesting sphere of the quantitative research on the topic of POP ADs is the sphere of segmenting customers into certain typical groups. For obvious methodological reasons, we did not deal with the segmentation in our research; however, in our analysis we identified e.g. the importance of incomes of customers for their decision-making process when purchasing goods from POP ADs. Based on our analytical findings, we could formulate a hypothesis that “poorer customers might be more inclinable to use an offer of product novelties displayed in a POP AD”, for instance. Another interesting source of knowledge from the theoretical and practical perspective would be research focused on verification or falsification of similar hypotheses, resp. generally not only on behavior of customers when encountering POP ADs, but also on the issue of how specifically their income influences their behavior or sales of concrete goods from POP ADs.

#### **6.4.3 Other research inspirations regarding POP ADs**

In the conclusion, we briefly discuss other spheres which would be interesting to further examine in the context of our findings. A very interesting sphere that would deserve to be further worked out in the context of our findings is the phenomenon of semblance. Our research identified 4 semblance categories playing roles in perceiving POP ADs by customers. But there is possible the existence of more similar semblances and these semblances could be mapped directly by research focusing on this phenomenon more widely and this research could also deal with the construction of the origin of these semblances within different scientific concepts (e.g. psychology or the phenomenological

sociology we used) and also with its more specific effects on shopping behavior.

In Figure 23, at the beginning of this chapter, we presented relations, where the shopping strategy of customers influence their attitude to POP ADs in advance and also a POP AD may have an impact on a customer's shopping strategy. We are aware of this continuum of two customer's shopping strategies alternation, but e.g. we do not know what is the role and intensity of concrete aspects activating the strategy alternation. Deeper research and understanding of this continuum on the background of the shopping strategy alternation would be an interesting issue for further research.

Another interesting question might be how the quality of relations between implementers and a hypermarket representatives and internal rules of a hypermarket for implementing POP ADs affect placement and attributes of POP ADs. We did not examine this aspect within our research in detail, although it occurs in causal conditions, which evidently play an important role when executed in the field and eventual future considerations of the other aspects identified in this work affecting success of POP ADs. We have found how causal conditions affect possibilities of POP AD size and its location, but we do not know how the causal conditions relating especially to relations of POP AD implementers and retail chains representatives affect directly success or failure of POP ADs.

As one of other possibilities and concrete examinations of the topic of a customer's encounter with a POP AD following our current research, from the methodological point of view, there is also a possibility of additional secondary analysis of our data and transcriptions from FDGs, when we could use an analysis of image and focus more on nonverbal expressions of customers. But here, it would be more appropriate to design a new FDG in such study, which would enable us e.g. to zoom in to faces of individual customers and then observe more precisely their reactions to specific visuals and presented attributes. These external observations might upgrade our interpretation of statements of the FDG participants.

Since we focused on customers in hypermarkets within our research questions, our research does not thematize what conditions the selection of shopping in a hypermarket compared to other types of retail stores. This aspect would also be an interesting and convenient topic for further research in the context of casual conditions of the encounter of a customer with a POP AD. In this context, it would be possible to be inspired e.g. by Moore (1989), who has an inspiring point of view on customers according to stores where they do their shopping. One of our axial codes of the POP AD location phenomenon was a distinction between a hypermarket or a supermarket or a petrol station. But our analysis focused on hypermarkets from the very beginning, e.g. an encounter of a customer with a POP AD may be different in smaller shopping areas, however, not in all aspect, we believe. Examination of these differences would certainly be a source of further new and beneficial knowledge from the perspective of shopping strategies for instance.

The last aspect we would like to mention in the context of suggestions for further research of our topic is the role of a brand within making decisions

when shopping from POP ADs. In the analysis we found out that a product brand indicates a position of a certain product in relation to other products from the same category. A POP AD is being used as a brand representation. It materializes reputation of a brand and also works as a tool of its construction in its way. Our research led to the identification of two very general differences among brands: a new or traditional brand and a product with good or bad reputation. Although we coded these differences, they can hardly describe the diversity of relations of products and their brands across categories, which was not a purpose of our analysis. However, it would be certainly interesting to get oriented in these relations through further research.

As discussed in previous chapters, quantitative studies and surveys are the most common research methods within academic studies of advertising. We would also recommend in this stage that researchers should conduct more qualitative studies, which explore why-questions instead of what-questions. On the other hand, large samples, in terms of applying quantitative methods, are always valuable in both cross-sectional and follow-up approaches. Therefore, not only descriptive but also reason-based studies are recommended. There is also a call for longitudinal studies, which could focus on, e.g. development of customers' attitudes toward POP ADs influenced by e.g. changing social or economical situation of country. International perspectives on POP AD phenomena should be investigated in order to find out whether culture does have an effect on the processes involved during shopping decision making.

This study has only scratched the surface of purchase decision making when customers encounter POP ADs. As already indicated definitely, the next step should be testing of discovered aspects in terms of a quantitative survey. This would either reject or strengthen our hypotheses about POP ADs created and presented through this work.

#### **6.4.4 Further research among POP advertising entrepreneurs**

Those in the field face many difficult questions and we have presented an example of a framework for exploring and answering some of them. We recognize that we may have offered some uncertain assumptions, potentially flawed logical arguments, or have made statements that will prove, ultimately, to be inconsistent with data to be consequently collected. Nevertheless, this framework provides a starting point. Since it incorporates also information gained from many disciplinary vantage points and explored through many different perspectives, we hope that it will prod scholars from different fields to join us in the quest to create a systematic body of information about customers' shopping decision making process when encountering any kind of POP advertising media.

As another concrete step that might fluently continue and extend existing research, respectively theoretical discussion of results of this research and literature on the EO, we would propose to do research among POP advertising entrepreneurs and find aspects and context of creation and exploitation of opportunities by using results of academic and commercial research in the

sphere of customers' decision making process when encountering a POP advertising medium. In this work, we focused on EOs recognition, creation and exploitation through theoretical discussion. That is how we came to interesting ideas and contexts, although it would be interesting to confront these conclusions with real and actual opinions and experience of POP advertising entrepreneurs within further research, respectively to deal with "what entrepreneurs think about POP ADs when creating and implementing them, and how they feel about employing research results as opportunities in their day to day entrepreneurial practice?" To be more concrete, we might use results of this research and find out a rate and a way of utility of opportunities we have created in their everyday practice with real and concrete brands and in contact with real partners and their expectations. Doing so would also shed light on what barriers exist in their application and also what else would help entrepreneurs to a higher rate of involving EM principles. Focus Groups data research on the role of POP ADs in the customers' decision making process creates a lot of material which reflects specific opportunities for entrepreneurs. Further research among entrepreneurs can investigate more deeply, how these opportunities can be exploited as an entrepreneurial tool or a source of competitive advantage. It is possible and desirable to continue in the research of entrepreneurs' perceptions reflecting this research based on focus group data. The detail of proposal of further research could be individual qualitative interviews with appropriate entrepreneurs from the POP advertising business.

Some suggestions of questions for entrepreneurs in further research:

When reflecting the focus group a) professional b) customer perspectives:

What kinds of business opportunities do you see as an entrepreneur in understanding of Customer shopping decision making process when encountering a POP AD? Why?

What kinds of POP AD solutions would you prefer? Why?

What inspires your thinking?

What kinds of resources as an entrepreneur do you need to conduct the mentioned tasks? Why?

Based on responses to these or similar questions relating to this research results, we could define the potential and spheres of other academic studies, which might be used as EOs on the basis of concrete and actual needs, ideas and problems of POP advertising entrepreneurs.

In this work, we specifically focused on POP ADs, further research might focus on different forms of POP communication, e.g., by working with marking and decorating displays for retail shelves, or locating goods in them. The potential for recognition and creation of EOs is even in work with palette

expositions in terms of placement and their visual aspects.

Further research is also needed to quantitatively test particular hypotheses coming from theoretical discussion regarding the exploitation of the outcomes of this research as an EO. A related issue concerns whether optimal levels of EM exist for a given company. If so, how is this level defined and what are the external and internal variables and their importance that determine the appropriate level of EM potentially able to exploit research results as EO? The relative importance of EM may also be tied to the nature of the customer base, such that more innovative, risk-taking customers are less likely to form relationships with non-innovative, risk-averse entrepreneurs. These are some examples of fields of interest for further research among POP advertising entrepreneurs to extend current knowledge.

## 6.5 Methodological contribution

The thesis elaborates on and applies criteria for evaluation of interpretative approach: reflexivity, richness in points, literary styling and analytical generalization (Tunkkari Eskelinen, 2005). These criteria are probably not very much used in practice. Even strong advocates of interpretative methodology are rather silent about practical guidelines. From this point of view, the effort to apply these criteria may serve as an inspiration for future use of them. The interpretative approach has the potential to open new and thought-provoking ways of understanding social phenomena also in marketing communication and enrich the currently dominating positivistic paradigm (Arndt, 1985). However, it is not likely that researchers will be willing to engage in non-traditional ways of conducting research if they believe to be evaluated according to traditional criteria of generalization or validation, not relevant for judging interpretative research. Given the substance of Pettigrew's (2002) argument of the lack of reflexivity, the application of novel criteria of evaluation is a true challenge to the established research community.

We have made an effort to apply these novel criteria in several ways. We have to keep the reader close to the text by using factual language. We have taken the empirical biographies beyond the idiosyncratic stage, by analytically generalizing our interpretations. We have also tried to be true to the criteria of multiple voicing, not only by letting informants "speak for themselves" through quotations in the biographies, but also by allowing them to be with us throughout the interpretations and conclusions. In addition, we have tried not to leave behind potentially contradictory voices and aspects. This has perhaps rendered the emerging conclusions more complex, but hopefully richer in points. Understanding the complex is not a task of simplification, but rather one of turning and twisting, and viewing it from various perspectives. Even so, the interpretations are synthesized into one overall albeit multidimensional conclusion (Tunkkari Eskelinen, 2005).

Ethics is a further methodological issue elaborated by the thesis. Given

this ambition, trustful relations between the researcher and the informants are essential for meaningful interpretations. Such relations evoke the need for ethical sensitivity. Trust is likely to lead to the revealing of experiences, thoughts, and emotions of which informants would otherwise not voice (Tunkkari Eskelinen, 2005).

## 6.6 Contribution for scholars and policy makers

Thorough research has the potential to make a contribution – to whichever audience – in the form of trustworthy, thought-provoking suggestions. These suggestions, for instance in the form of concepts and models, become sense-making (Weick, 1995) devices by which reality can be interpreted, hopefully in a slightly novel way. This might render the complex reality a bit more understandable and manageable. One of the most important contributions made by research is the stimulation of creative thinking (Pettigrew et al., 1992; Melin and Hellgren, 1994). *“The primary role of both deductive and inductive approaches is not laying down laws, but helping practitioners to think more creatively about the complex shifting world in which they operate”* (Pettigrew et al., 2002, p. 480).

We also consider a certain originality of approaching to the topic as the most considerable contribution of our research for the scientific community. As we have already mentioned repeatedly in our work, the field of knowledge, which we were interested in, is loaded with an excess of quantitatively, statistically, positivist and behaviorally oriented research. In the given sphere of shopping behavior of customers, we can consider our research design as being probably one of the few and perhaps one of the first explorative and, to a limited extent, also explanatory approaches to encounters of customers with POP ADs. The acknowledged limitation of explanatory degree of our work is given by the fact that we obtained complex but also quite general interpretation of the phenomenon on which we focused. Had we defined the analysis more narrowly we would have been rather more explanatory.

Another benefit of our work is its very practical orientation, which is not quite usual for academically oriented research. We believe that the combination of an academic approach to the topic and also its practical conception may be an inspiration for similar projects of other scholars and theoreticians. The possibility and potential of real and effective application of results in practice gives wider value and meaning to our research, which has been our objective from the very beginning.

Also the conceptualization of our topic and the data interpretation through the theory of the social constructionism by Berger and Luckmann (1999) is an obvious innovation of the approach to the marketing topic. This approach also opens up other possibilities on the way to better understanding of phenomena at the point of sale, no matter how this work proved its interpretation potential. At the same time, the involvement of social

constructionism concepts gave a new dimension to our interpretations thanks to the emphasis laid on habitual practice and typification, which orient behavior of customers in their everyday lives. This helped us to better understand the relation among individual habits of customers towards POP ADs that we tested during our FDGs. Thereby, a means of understanding the logic of the role of POP ADs is proposed. Rather than being incompatible, the contexts of POP ADs might support and reinforce each other in the means of the customers' shopping strategies. Understanding the complexity and dynamics of shopping from POP ADs means acknowledging it as a *system*, consisting of overall conscious *integration* of aspects described and structured in the Paradigm Model.

From this point of view the thesis adds new insights to previous practical and theoretical comprehension of POP advertising. The concepts provided give an understanding of the influence of tacit and deeply embedded dimensions of a POP AD and its role in customers' perception and consequent decisions about shopping.

We believe contribution to EM and EO theory and literature was also created. Our project is an example of multidisciplinary approach interconnecting entrepreneurship and EM theories devoted to opportunity recognition, creation and exploitation with other paradigms of social constructivism from tradition of interpretative science. During the process of theoretical opportunity recognition we recognized the EO in the actor centered sociology approach, which did not seem to be represented enough in the examined theories and research. The point is if we succeed adequately in working out from not yet fully utilized intellectual tradition of the actor centered sociology represented by the paradigm of social constructionism, which was the basis for this research. After this selection we aimed in our research at customers as social actors and their needs resulting from their habits and previous experiences with POP ADs in order to create knowledge improving POP ADs already during the phase of development and consequent implementation. In accordance with presented theories about opportunity creation we were able to approach the whole research as creation of opportunity for POP advertising entrepreneurs. Consequently we subdued created results with theories on opportunity exploitation in order to interpret their potential to be practically exploitable.

Through overall discussion and interpretation of opportunity theories within the specific context of customers' decision making and POP advertising business we showed both practical and theoretical contribution of these theories. Practically said, we showed these "in action".

## 6.7 Some concluding words

We believe that this study is one of the good examples of practical-academic orientation of research on the topic of the POP advertising communication. There was also confirmed the meaningfulness of the interpretative-constructionist approach to the researched topic. Thanks to the explorative character of our study, we especially proved and made more transparent the complexity and coherence of the phenomena, which should be taken into account during further academic research and in the development and implementation of not only POP ADs but also other communication tools at the point of sale.

At the same time we dare to believe that our project satisfied academic demands on scientific conception of the topic. Not only in the effort to do good research, but also with an objective to provide in theory and research grounded answers and suggestions for everyday work with advertising at the point of sale. Thus our aim was not only to satisfy the academic community, but also advertising entrepreneurs living in the everyday world (Lebenswelt) when we identified and described concrete useful aspects for them and proposed applicable recommendations leading to creation of POP ADs, which will make money for their investors better than in the past, because they will meet expectations and habits of customers better and so it is giving opportunity to develop and implement POP ADs more widely and effectively.

We believe that the quite wide conception of the topic and the range of answers are appropriate for general use by entrepreneurial community compared to some academic research examining the topic within a very narrow scope, which causes that their outputs sometimes become too complicated for effective practical application and thus their results are not used in practice.

The main message of this study for entrepreneurs is in the necessity to understand the extent and coherence of effects and phenomena influencing the decision-making process of customers under the influence of advertising means in stores. From the experience of the author's 20 year practice it is evident that investors in their approaches mostly take into consideration only some phenomena they can influence or must respect and so using a maximal potential POP ADs can have. It largely depends on short time-periods for campaign preparation and often a limited budget. But at the same time, it also depends on the fact the submitters do not know about some aspects or they just ignore them. The objective should represent a condition, when processes in organizations of investors and entrepreneurial practice ensure such identified aspects, which might disappear due to ignorance or omission. It is necessary to be aware of the ones, for which there is no time or lack of money and solve them eventually in the longer-term horizon outside the normal operations.

In this context, the necessity of the focus on a customer and knowledge and understanding of a customer shows important. It is the customers and their behavior that determine effective implementation of POP AD communication

and execution of POP advertising media, which satisfy their capabilities, expectations and habits in an effort to simplify customers' shopping or to help them to get a positive experience from shopping. If an investor, in this context, does not understand their customers, it could have a significantly negative impact on their earnings at the point of sale, even more in the reality of enormous investments, which are continually directed to this form of communication. For the success of the entire supply-customer chain represented by POP advertising entrepreneurs, brand producers, retail chains and end-customers, a customer centric approach is advantageous, because then it is possible to innovatively adapt the style of their POP communication to needs of customers by a fair way and thus naturally increase their revenues. Nowadays, this becomes more pressing, as hyper competition has existed in the market with fast-moving goods for a long time already and a customer has a potentiality of choice at all levels of buying products in terms of different variants and brands of concrete products, as well as when choosing a type and brand of retail store. Finally, we must also mention the possibility to buy almost anything through internet e-shops today, which are and will be more and more significant competitors to traditional stores in the sphere of still less affected categories such as food, drinks or cosmetics.

And especially in this dynamically changing environment it is advantageous to learn more and more on the side of POP advertising entrepreneurs and implementers and to maximally satisfy customers in all aspects and using different methods. On the other hand, academic and also practical knowledge leading to understand customer behavior should not lead to attempts to manipulate their decisions at the ethical level and e.g. should not use sophisticated communication to "impose „on them products they basically do not want, or products having no unfairly presented value. Deeper examinations of aspects of customers' decision-making process induce just such approaches having negative effects within the long-term perspective. In similar situations, a customer disposes of a strong "retaliatory tool" as refusing repeated purchase of such maturely, but inadequately promoted products. Whence it follows that in any way science-based and sophisticated communication strategy, having the power to stimulate customers to buy promoted products better, should go hand-in-hand with a high quality conception of other fundamentals of the marketing mix - a good product for a proper price in the right place.

We should also underline that POP communication should represent a meaningful part of complex integrated communication and it is necessary to combine it appropriately with other tools case by case, as e.g. with television advertising, outdoor advertising or print advertising. Certainly, it is always necessary to solve this individually according to specific product categories and objectives of their marketing strategy. However, generally we can say that communication campaigns work best in the case of combinations of more media types. Whence it follows that any in-store campaign, performed well according to scientific research, will work much better in the combination with e.g. television advertising than as a solitary action.

I would like to conclude my text with a humble acknowledgement that the entire process of writing the work was a very exacting and adventurous journey towards knowledge, which I highly appreciate now. Due to this process, I have obtained many new findings about possible perspectives of looking at the world, at the reality and also at many of these concrete examined topics. I must also say that looking back at the 5-year studying program, I experienced a highly concentrated flood of “aha moments”, which I generally consider as being one of the most significant circumstances in life. I perceive these as holistically lived moments of knowledge, which firmly “stuck in my cells” and these are mainly the ones that remain with me in the flood of other everyday learning for the future.

I am grateful that I could go through this certainly exacting process and get a wider insight not only into the examined problem, but much further. Thanks to everyone I met personally on this trip or on the pages of publications and from whom I could learn something and who inspired me.

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**APPENDIXES**

- Appendix 1      Semi structured scenario
- Appendix 2      Graphical simulations of POP AD appearances and locations
- Appendix 3      Complete qualitative data coding matrix

## Discussion of POP floor displays attributes and location

*qualitative research*

### SCENARIO OF THE GROUP INTERVIEW WITH THE CUSTOMERS (LAYMEN)

#### 1. Introduction

10 min.

- A. Explanation what is the group interview. The target of the group interview.
- B. **Subject:** floor POP ADs in the retail store
- C. Stating how long the interview will take
- D. Stating that respondents themselves and their replies are strictly confident.
- E. Explanation of the presence of technical equipment:
  - 1. video camera
  - 2. microphone
- F. Rules of the group interview:
  - 1. No right and wrong answers.
  - 2. You can agree and disagree with each other.
  - 3. Do not interrupt each other, do not talk to each other only. Talk to the whole group, not only to the neighbour.

#### Introduction:

- 1. First name
- 2. Age
- 3. Job, position
- 4. Family

#### 2. Warm-up – Attributes and Location of floor displays in the store 30 min.

- Where do you usually do shopping?
- What suits you best and least in your store where you usually do shopping in terms of its arrangement and orientation? What would you change?
- How do you usually do shopping, do you think over in advance what you will buy or you only walk through the store?
- Pls. give examples of your recent impulsive not planned purchases and try to describe the given purchase.
- Pls. give an example of purchasing some new product and try to describe the given purchase.
- Do you have your usual route? *If yes: Where does it go?*
- Do you take notice of POP ADs with products? (Types, placement, strengths/weaknesses?).
- Name what POP ADs you remember ... try to think about why you remember them? (+/-).
- Name the features of POP ADs that you like and that stimulate you to buy products.
- Pls. can you remember and name some experiences related to shopping from POP ADs or its presence in shops ?

### 3. Evaluation of floor displays generally 10 min.

- There are people used to purchase from POP ADs a contrary people who are annoyed with POP ADs. What is your attitude towards POP ADs ? Are you used to purchase from some POP AD or POP ADs on a regular basis ?
- How should the „ideal POP AD“ for Coca Cola and Snickers look like?
- Do you know this displays ? (present in the room) ? Do you buy from some of this or similar displays ? Could you describe any improvements of this present displays ? Or you like them as they are ?
- In your opinion, what is the most important characteristics / features of the POP AD that holds your interest? Can you name some concrete experiences as examples ? What others?
- Let us analyze the important features of POP ADs: material, placement, colour, size, for what products, shape ... ?
- „What“ POP AD „for what“ and „where“ do you miss currently in the store?

### 4. Testing photographs of floor displays attributes 40 min.

*The photographs of the individual POP ADs or real POP ADs in various modifications /simulations of attributes/ will be gradually presented to the respondents.*

*About each POP AD:*

- What would you change on this display ?
- What do you like / dislike about it?
- Where does this POP AD fit / does not fit?
- For what products is it / is it not suitable?

*After discussion of all POP ADs :*

- What main differences do you perceive among the displayed POP ADs?
- Is there any POP AD among them approaching the ideal POP AD you have described?
- Which of the displayed POP ADs stimulates you most to buy the displayed product and why?
- Can you name most important features making POP AD attractive or no attractive in your eyes?

### 5. Location of CC and MARS floor displays in shop 25 min.

*The photographs of the existing placement of the POP ADs Coca Cola and MARS will be gradually presented to the respondents.*

- Based on the previous discussion, try to analyze positive and negative features of the placement of these POP ADs? Do you know them? What would you change and why? And on the contrary, what do you like?
- Kindly discuss the optimal placement of the given POP ADs?
- In what places do you currently miss the POP ADs CC and Snickers in the stores?

**THANKS AND SAYING GOODBYE**

## Discussion of POP floor displays attributes and location

*qualitative research*

### SCENARIO OF THE GROUP INTERVIEW WITH THE ORDERING PARTIES – PROFESSIONAL IMPLEMENTATORS OF FLOOR DISPLAYS (Professionals)

#### 1. Introduction 10 min.

- A. Explanations what is the group interview. The target of the group interview.
- B. **Subject:** floor POP ADs in the retail store
- C. Stating how long the interview will take
- D. Stating that respondents themselves and their replies are strictly confident.
- E. Explanation of the presence of technical equipment:
  - 1. video camera
  - 2. microphone
- F. Rules of the group interview:
  - 1. Spontaneous reactions, frank and true replies.
  - 2. No right and wrong answers.
  - 3. You can agree and disagree with each other. Talk to whole group, not only to the neighbour.
  - 4. Involving imagination and expected creativity
- G. Introduction of each participant:
  - 1. First name
  - 2. Age
  - 3. Company, job, position

#### 2. Warm-up – Attributes and Location of floor displays in the store 30 min.

##### As customer :

- Where do you usually do shopping?
- What suits you best and least in your store where you usually do shopping in terms of its arrangement and orientation? What would you change?
- How do you usually do shopping, do you think over in advance what you will buy or you only walk through the store?
- Could you give examples of your recent impulsive not planned purchases and try to describe the given purchase ?
- Could you give an example of purchasing some new product and try to describe the given purchase ?

##### As professional :

- What types of POP ADs in the stores do you use currently?
- In what places do you usually place these POP ADs? Do you have any criteria for that you use? According to the type of place or the type of POP AD?
- Do you measure anyhow the selling effect of POP ADs in the given places? If yes, how?
- What POP ADs or what places result in the highest sales?
- What problems do you encounter most often when installing POP ADs?

#### 3. Evaluation of floor displays generally 15 min.

Now, when we have already specified what POP ADs you use and we could see what other POP ADs can be used and how they look like, please tell me:

- How should the „ideal POP AD“ look like? How for you and how for the customer?
- Do you know this display ? (present in the room) ? Do you buy from this display ? Could you describe any improvements of this present displays ? Or you like them as they are ?
- In your opinion, what is the most important characteristics / features that holds your interest suggesting that „the customer will buy from display“ ... ? What others?
- Let us analyze the important features of POP ADs: material, placement, colour, size, for what products, shape ... ?
- „What“ POP AD „for what“ and „where“ do you miss currently in the store?

#### **4. Testing photographs of floor displays - attributes 40 min.**

*The photographs of the individual POP ADs or real POP ADs in various modifications /simulations of attributes/ will be gradually presented to the respondents.*

*About each POP AD:*

- What would you change in it?
- What do you like / dislike about it?
- Where does this POP AD fit / does not fit?
- For what products is it / is it not suitable?
- What main differences do you perceive among the displayed POP ADs?
- Is there any POP AD among them approaching the ideal POP AD you have described?
- Why is just this POP AD ideal?
- Would you be able to name a list of all important features you consider influencing your positive/negative perception of display.

#### **5. About location generally 10 min.**

*Let's discuss now placement of displays in shops*

- How do you select positions for placing displays in shops ? What you consider as most important ? What else ... ?
- Can you remember and describe some particular examples of good or wrong placements of displays ?
- Pls. give your opinion about actual using of advertising displays, are these used optimally or you see some space for improvements .. ?

#### **6. Location of CC and MARS floor displays in shop 25 min.**

*The photographs of the existing placement of the POP ADs Coca Cola and MARS will be gradually presented to the respondents – graphical simulations.*

- Based on the previous discussion, try to analyze positive and negative features of the placement of these POP ADs? Do you know them?
- What would you change and why?

- In what places do you currently miss the POP ADs CC and Snickers in the stores?

**THANKS AND SAYING GOODBYE**





Denní tisk, časopisy



Vstupní ulička



Hudba, film - prodej CD, DVD atp.



Pokladni zóna



Oddělení zeleniny



PBS Coca Cola, sekce nealko nápoje



PBS - permanentní sekce cukrovinek



Oddělení pečiva



Fiktivní zóna



Simulace HOT SPOTS stojan Snickers v Hypermarketu



Ready to eat - bogety, hotová jídla ...



Hlavní ulička





Jakub: Já se jmenuju Jakub. Jsem student. Nakupovat je moje povinnost, když mě rodiče pošlou, ale jinak s kámošema taky si zajedem něco koupit občas. Stojany využívám rozhodně, když tam něco je. Většinou jsou tam ty tyčinky, takže ty si kupuju i jako svačina do školy třeba, takže určitě. Mezi záliby patří tak spít tak relaxovat dějme tomu.

Marta: Já se jmenuju Marta (příjmení). Pracuju jako recepční. Nakupovat chodím, když se dohodnem se spolužáky tak třeba i v pět.

**Fakt jo? Jakže jídlo třeba.**

Marta: Jakože jídlo no. Ne třeba moc jiný věci no.

**Nechodíte třeba i v deset?**

Marta: Ne, ne.

Jakub 2: Dobřej večer. Já jsem Jakub. Pracuju jako projektant v ateliéru architektonickým. Kolégyně. (Zaznam: smích)

**Záíte se?**

Jakub 2: Ne. Nakupuju sám, protože jsem svobodnej. Ze stojánů taky občas nakupuju, když tam něco vidím.

**(00:09:00)**

**Jasně. (moderátor se představuje)**

**Tak jo. Děkujem za představení. Pojdme ještě takhle na dvoud, abychom se rozprodili, tak když se používáte takhle na ty dva stojany, tak zkuste říkat nějaký názory, co vás tak jako napadne, když je vidíte. Cožkoliv vás napadne. Zkuste něco kreativně. Jakýkoliv úhel pohledu vás napadne.**



Marta: Tak mě třeba napadá, že to vypadá jako by to bylo naházený v nějakým regálu.

**Jasně.**

Marta: Ale na dlouhou stranu mě napadá, že ty láhve třeba se musí docela špatně vyndávat.

**Zkuste si to.**

Marta: Tak dobře. Tak to není zas tak hrůzný.

**Já jsem vám to nechtěl prokázat. Sjo jen o to, abyste si to zkusila. A kupujete třeba z takového stojanu láhev? Třeba poslední dobou?**

Marta: Já spít jako po těch lístech kaseček nařít.

**Takže celý balení.**

Marta: Takže celý balení. Nebo tady spít ty tyčinky.

**A co dál vás třeba napadá?**

Jakub: U toho Snickers. Tímhle nafoťe svítí, že jo.

**Může to i svítit, to vám ukážeme pozděj.**

**Proč vám to připadá dobrý?**

Jakub: No tak myslím si, že by to ty lidi mohlo víc přilákat. Svítí to, září to. Něco jako mouchy. Když to svítí, tak je to přiláká.

**Souhlasíte s tím ostatní?**

Zuzana: Souhlasím určitě. Myslím, že barvy a světlo, lidi se hodně zaměřuju na takový výrazný věci, že jo. Když mají třeba všechno černý obličej a někdo má červenou čepici, tak se na něj každý podívá.

**A co dál vás napadá?**

Jakub 2: Mě tenhleten Snickers stojan připomíná automaty klasický na nákup různých věcí.

**V čem?**

Jakub 2: Tím tvarem a vlastně i tou horní plochou s nápisem. Takže pokud to ještě svítí, opravdu to ve mě evoluje, vhoť minci a dostaně něco.

**A je to jako spít příjemnej pocit?**

Jakub 2: Nevadí mi to. Nic negativního v tom seepaťuju.

Zuzana: Mě se docela líbí – teda teď jakoby seide o tu firmu toho stojanu jo, ale spít tu myšlenka toho stojanu. Že člověk prostě pro něco jde a vidí to tam takhle samotného a nemusi to hledat. Prostě jde kolem a vezme si to a jde dál. A je to taky příjemná vějčka, je to tam zrovnaný, tak to mi přijde celkem příjemný.

**Používáte třeba vy takhle ty stojany?**

Zuzana: No to pít bera taky spít po těch těch, ale třeba ty tyčinky určitě. Oni třeba jsou ty Snickers takhle na těch stojanech u kas, tam jsou prakticky všude. Takže tam většinou.

**A co dál? Napadá vás třeba ještě něco?**

Marcela: Mě se třeba těbi, že je tam i jako toma reklamny, že vlastně jako kydech řta kolem regálu tak to se tyčinky třeba ani nevím, ale takhle už vidím vlastně v jakýmkoli místě toho hypermarketu nebo supermarketu, že tam si to tyčinka mílu koupit. Takže vlastně to je dobře, protože já kolikrát chodím kolem regálu a nemůžu tu věc najít třeba i půl hodiny. Takže to se mi třeba líbí. Ale co se mi tady napak nelíbí je, že v tom detailu, třeba tu cena by mě tam chyběla. Takže mě by zajálo třeba to, kdyby s tím byla spojená nějaká akce třeba, nějaká taková sponzorka ještě taková menšího rázu. Nejenom vlastně ta reklamní věc no těch stranach.

**Ty ceny obvykle patří sem. Ty by tady normálně byly. Takže vám tam chybí ta informace, že vůbec nevíte, kolik to stojí, nebo vám třeba sympaticky, když na tom je nějaká zajímavá cena?**

Marcela: Nějaká třeba jako ta ...

**Nějaká slevová akce třeba.**

Marcela: Přesně tak. Že vlastně tohle přeměť ty lidi upoutá. Myslím si, že hodně. Že vlastně poprvé – já třeba když se rozhoduju, tak se dívám do nějakých letáků.

**Hmm.**

Marcela: A vlastně pak, když – by ta sleva dejme tomu byla v tom regálu, tak jakoby, bych možná na to i zapomenla.

**Takže kdybychom vám to ještě vysvětlili, taková jako další informace?**

Marcela: Přesně tak. Taková jako nějaká menšího rázu no.

**Tak co vás ještě napadá?**

Honzá: Spít třeba spít přemejšlit, kdy jsem naposledy koupil takhle kasovými láhev. Snad nikdy alepoť v poslední době. Když je vidím, tak vezmu přeměť balík dva.

**A třeba u těch tyčinek?**

Honzá: To, co bylo řečený. Já k tomu nemám nic víc.



Marta: Přesně to se taky stává, že ty mi víc obližený věci, než je dejme tomu ta Snickers, jsou někde zastřešeny, a pak nějaká Snickers, která má zase až tak nebere, tak má takové pěkný stojan. Ale fakt chápou, že to je víc nebo, že nějaká firma si zaplatí table reklamou a ...

1 1 1

Zkuste třeba vyjmenovat, co byste tam vy dala. Pro vás.

Marta: Tak já mám ráda ten svůj stojan Lindt.  
(smích)

1 1

A ještě třeba něco, co jako vůbec není, nesedí na těch stojanech.

Marta: Tak já nevím ...

Někdejší výrobek, který by tam byl podle vás vhodné podle vás ještě. Co vás napadá? Nebo kdokoliv řekne.

Honzu: Třeba ty Hložický trubičky. Protože

1

Abyste je nehledal.

Honzu: Ale hlavně je máme rádi hlavně docela. Takže kdybych je hledat nemusel, tak jsem třeba docela i rád.

1

Co dál třeba? Napadá vás ještě nějaký výrobek?

Zuzana: Já mám třeba ráda Lizátka.

1

Lizátka no.

(smích)

Honzu: Lizátka ne teda.

(smích)

Jasně.

(pausa)

Co Vída?

Vída: Třeba nanuky kupujeme docela často.

Ze stojanu.

Zuzana: Já jsem viděla stojan na nanuky.

1

(...)

Já bych ještě otočil tu otázku. Vy jste říkali, že když to na tom stojanu vidíte, ale ono by to tam nebylo, tak vy byste to stejně koupili. Tak do jaký míry si myslíte, že vás to fakt provokuje k takovým těm nákupům, který dopraveny neplánujete? Souhlasíte teda s tím, jsou prostě často takové, že kdyby jste to na tom stojanu neviděli ...

(00:49:00)

Honzu: Tak to přepudu očima a ani si toho nevšímám. S tím souhlasím. Dost často. Já bych řek, že většinou. Tam díky tomu, že já to ani moc často nejím, tak já bych si tam toho vůbec nevšímám. Ale všichni se tam točí kolem pecka a to je špatný no.

1 1 1

Tim víc si myslíte, že vás ovlivňuje tohle stojany, že to jako víc generuje tyhle neplánované nákupy. Je by k tomu nějaké řešení, kdyby tam jste na tyhle stojany vůbec nenarazili?

Zuzana: Já si třeba myslím, jak u čeho. Třeba tu Coca-colu bych si koupila stejně si myslím a třeba ty tyčinky, to mě přijde jako hodně záležet na ty chutí jako. Že vyloženě, když ji vidím, tak snad polkaždý bych si ji dala, ale když ji nevidím, tak na ni třeba úplně zapomenou, protože mám hodně jiných starostí.

1 1 1

To znamená, že když vidíte ten stojan, co si jako řeknete? Nebo řeknete si něco, nebo to vůbec neřeknete?

Zuzana: Já si myslím, tady konkrétně u Snickers, protože to mám dost ráda, tak si řeknu jo, na to mám docela chuť a vezmu si ji. Jednu, nebo i víc.

1 1 1

Co ještě vy ostatní, co si jako řeknete? Něco ve vás proběhne, jako aha, to jsem chtěl, hehe? Jako přijde vám, že to umístění je nějak jinak? Jako řeknete to vůbec, nebo vám je to úplně fuk?

Jakub: Jediny, co mě napadá je, že je to fakt jednoduché. Je to prostě jednoduché a nemůžu to chabě hledat. Prostě to vidím tam vyloženě na tom stojanu a vím, kde to je. Tak to je. Ale fakt, že bych to asi, třeba ty Snickersy, který si kupuju hodně často, je fakt, že bych to asi nechtěl kupovat, ale takhle je kupuju ještě víc o něco.

1 1

Ham:

Marta: Mě třeba baví, teda háví, vadí, když třeba jdeme s těmi klukama nakupovat, tak jim tam prostě jako nějaká síťka křemá jim posad nějakou tyčinku a oni hned těch tyčinek musí mít sto podstat a takhle jako – já bych to klidně omrzela no ...

1 1

(smích)

Marta: ... ale zase jako na druhou stranu chápou, že – chápou, že to je jako fakt dobře vidět a je to určitě něco úplně odlišného, než když je to jenom nějaká lupička v regálu, kam se třeba ani nepodívá, protože tam nic nepohledává. Když to někde takhle fakt vystává, tak ...

1

Marcela: Ono z toho regálu, teda z toho stojanu se to mnohem líp bere, protože i ten sklon dělá svoje a regál, to máte většinou rovně a kolikrát na to nevidíte. Když tenhle stojan je výborný, protože takhle se vám to dobře bere. I dítě se to líp bere.

1

1

1 1

(smích)

Marcela: To vlastně nemůžu moc posoudit, ale takhle na to dopadnou, když třeba v tom regálu je to o něco výš nebo tak. Nehodí na to, že tam máte s výrobky se kterými máte srovnání. To znamená, že pokud tam budete mít nějaké ceny, tak věřím tomu, že prostě ta maminka už přecejmenem to dítě nebo kdokoliv prostě zaměří a sáhne se k nim jinak, ale tady u toho regálu – se – si toho stojanu prostě si myslím, že už nějaké nikam jinam a možná do toho regálu ani nepojde. Že tady opravdu už je vidět taková ta individualita.

1 1 1

1 1

1 1

Ham: Co ještě? Napadá vás ještě nějaký výrobky třeba stojany? Kromě toho, že vám to ten produkt vypíná a dobře se z toho nakupuje?

1

Marta: Je to pěkný.

1

Jak by teda měl vypadat ideální stojan podle vás?

1

Marta: Já bych jako chtěla, aby byl víc nějaký – víc nějaký vesedej. Tadyto přecejmenem pořád připomíná ten regál. Kdyby tam byl nějaký – třeba nějaký panáček u ty Coca-coly, tak mě to přecejmenem ještě o to víc.

1

1 1 1

Ham: Co ostatní?

Zuzana: Já si teda myslím naopak, že by měl být spíš nějaký jednodušší a užší, ale třeba jenom jedna řetěvaná věc, ale já za fakt tomám ráda takový ty přeplicany, kde na vás mřká sto lidí, mávají, teď to má třeba papírový ruce a to mě zna spíš naopak odpuzuje.

1

1 1 1

Co ještě? Zkuste ještě říkat, jak by měl vypadat.

(pausa)

Jakub 2: Určitě by měl odpovídat korporátní identitě ty firmy, která ty výrobky prodává, protože jinak by mi to splynulo a naopak by mě to mrdlo.

1

Abyste poznal, že to v tím nějak osvědčí. Co dál ještě? Že možná nějaký praktičnost, nebo z hlediska já nevím třeba – šikovnosti. Co třeba vy si myslíte? Jste třeba zamilná tu čokoládu, tak na tom se vám určitě něco líbí. Ten design.

1

Marta: Tak já nevím. To je taková papundeklová krabice s vykrojenou čokoládou. Tam prostě ta čokoláda je taková velká a konkrétně já mám čokoládu fakt ráda a když vidím nějakou čokoládu, prostě neříkám, že mě to nějak zbystrňuje nebo něco, ale prostě mě to zajímá.

1

1 1 1

Zuzanna: Mě přijde, že to, co zajímá ten pohled. Takže to bude barva a to světlo právě. Úplně takový to prvotní pro toho člověka.

**Souhlasíte s tím vřičkami? Možná to je ta schopnost zaujmout obecně.**

Marta: To je obecní no.

**Takže si myslíte, že schopnost zaujmout se nejvíce váže na barvu a světlo?**

Honzá: Ať už. To patří k tomu taky.

Marta: Třeba pro mě ten tvar, já třeba uvážuju (smích), jako valse dcera. Když je to takováhle krabice, tak nic moc, ale kdyby tam byl třeba nějaký móda, tak mě to zajímá jenom kvůli tomu medvědovi.

**Jasně. Takže něco netradičního něco prostě (Marta: Přesně tak.) nějaký nápad.**

Marta: Jako krabice vypadá přece každá regál, ale se každé regál vypadá jako nějaký medvěd.

**A co třeba potom ta funkčnost. Myslíte si, že je to ...**

Marta: To je hned potom.

Zuzanna: Já si myslím, že je to až potom, co k tomu ten člověk už jako přistoupí. %Že by se o to už chtěl zajímat.

**Souhlasíte teda s tím, jak to tam Dan dal teda? Takhle odzhora dolů?**

(skupina souhlasí)

**A ještě něco vás teda napadá k tomu?**

(pausa)

Zuzanna: Asi ne.

Jakub: Asi nic.

Marcela: Já ještě teda, jestli mělu poznamka, tak když koukám vlastně na ty dva stojany, tak mě napadá, že vlastně i to, že třeba tady většina si nevšímala stojanů na tu Cola, i to, že ten Snickers je tam vyobrazený jo. Každěta ta Cola možná, když vlastně byla už z povzdálí vidět, tak člověk na to dostane chut' tím spíš, než když to bude prostě jenom reklama a název Coca-cola. Asi to má ty svoje barvy, ale plus když tam ještě bylo vyobrazení Coly, myslím si, že já si tobo všimnu opravdu spíš. Takhle mi to přijde, že si tu Cola mížu vzít z toho rezultu stěně.

Marta: Ale zase na druhou stranu, když jdeš ze předu, tak tam nahoře uvidíš ty tři lahve.

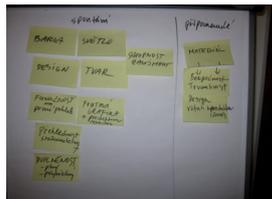
Marcela: No jasně. Ale z dálky na to opravdu nevidím.

Zuzanna: Já bych tady ten regál dala klidně na desku, která by měla tvar ty Coca-coly normálně.

Marcela: No jasně no.

**Máme to narvat jako „apertivní grafika s produktem nebo značkou“, které se týká teda ten stojan. Kam byste to dali takhle? Nakonec až?**

Marcela: Já bych to možná dala klidně i někam k ty funkčnosti.



(pausa)

**Tak to asi máme. Tak pojďme možná ještě rozebrat další ty vlastnosti. Co třeba materiál toho stojanu? Jak to na vás působí? Jaké je to máte název, jak je to udržený? Co byste třeba změnili? Zkuste nějak něco k tomu, z čeho je to vyrobené. Nebo třeba vzhledem k ty funkčnosti řešokohu.**

Marta: Třeba tohleto je z kovu. Si myslím teda taďty

**No a to znamená?**

Marta: To znamená, jestli to třeba není nebezpečný, protože mě se třeba, když sem támbě zakopla, tak se mě stalo. Je jsem zakopla a jenom kvůli tomu, že je tam něco kovového, tak jsem měla obrovský monoek! Každěto když to bylo na – například krabici třeba, tak to prostě, trošku to třeba posunim, ale nic vážného se mi nestane.

**Máte ještě něco, máte něco, souhlasíte s tím za vás, že máte takovéhle pocit?**

(přes sebe)

Zuzanna: Já zas mám sít opačnej jako.

Honzá: Kdyby to viselo v papíru, tak se toho spíš bojím.

Marcela: No jasně.

Jakub: Když třeba vidím papírovou krabici, tak mě to třeba míř zajímá, než takováhle pevná kovová konstrukce.

(00:55:00)

**Kdo to máte teda jako tady Marta, že se tobo jako spíš bojíte? Nebo kdo spíš to máte ohračené teda?**

Jasně.

Marta: Jako já chápu, že by ty lahve nemohly teda takhle viset v papíru teda. To byl takovej příklad s tím papírem.

**Jasně, chápu.**

Zuzanna: Jako ten papír působí spíš tak, že do papíru se dávají ty krabice v regálech a přijde mi to takový nebytný. Vě chvil, když to člověk seděl kovový, nebo támbě to má i nějaký plexisklo, nebo co, už to nějak vypadá celkově, už to říká něco jiného, než že se to hodí do krabice nějaký.

Jakub: Není to tak fídní jako kdyby to bylo z toho papíru prostě.

Katka: Ten papír blávně lidi změní, když to vynáraj a tak.

Honzá: Tím trpím hrozně no.

Jakub: A navíc u toho Snickers si mi líbí, jak je tam to plexisklo, tak mi to připadá jako takový ty reklamy, jak jsou na zastávkách takový ty zasklený. To se mi docela líbí no.

**Takže pro vás spíš když je to takhle z toho kovu, tak je to solidní takový, bezpečný. Vypadá to líp podle vás? (souhlasí) A je třeba ještě něco, co by vás napadlo k tomu materiálu?**

Jakub 2: Je to lepší než plati, které se taky občas používá. Designově je to zajímavější.

**Takže je to lepší? A kdo s tím souhlasíte?**

Marta: Jako jak jsem říkala tak prostě je to trochu nebezpečný no. Nebo jako netřímám, že normální člověk upadne někde takhle u jakýchkoli stojany, které takhle vidi, ale může se to stát.

**Jak to popisujete, v těch pěti jak jdete, tak úplně (smích) mám strach, ještě když říkáte, že je to nebezpečný.**

(smích)

Marta: Ale tak jako neplháme nějak po stojanech nebo takhle. Ale je fakt, že jsme měli nějakou dobrou náladu nebo takhle a vůbec nic jsme neprováděli. To právě ne.

(00:57:00)

**Tak ještě k tomu materiálu. Napadá vás ještě něco někuho?**

Vilda: Tak ještě, že to pak dělá vydrží, že když je to papírový... 1 1

A to vás zajímá, vás jako...?

Vilda: No, že to pak lip i vypadá. 1 1

Zuzana: ...než když je to ohraný a... 1 1

Jakub: Nočlověk pak k tomu přijde už po nějaký době a vidí to už jenom v takovém zdeformovaném stavu. 1 1

Takže trvanlivost?

Jakub: (souhlasí)

Zuzana: Nebo třeba já osobně třeba mám jako určitou averzi k plastovým věcem. Já to mám teda asi odvozený od plastových oken, ale na tom asi nezáleží, ale já pak když vidím něco vykořeně plastového, tak taky to má mě napadnout tak dobře jako když třeba tmaňle je ten kov... 1 1

Jakub: Mě se přijde celkem jako originální napad jako dřevo... 1 1

Zuzana: Třeba ty textilní materiály jak jsou teď různé povrchy textilie (...) dá s to různé používat a tvarovat. To by k určitým výrobkům si myslím nebylo taky špatný. 1 1

Ehm... Ještě nějaký materiál vás napadá, ze kterého by to třeba mohlo být? 1 1

Marta: Třeba dřevo (smích) 1 1

Myšlíte, že dřevo by bylo vhodné? 1 1

Honzá: No asi záleží na typu výrobka... 1 1

A k čemu by se to hodilo, myslíte? 1 1

Honzá: Třeba víno sdi dovodu... v nějakým pěkným dřevěným... to rozhodně... 1 1

Jakub: Mě se přijde celkem jako originální napad jako dřevo... 1 1

Zuzana: Třeba ty textilní materiály jak jsou teď různé povrchy textilie (...) dá s to různé používat a tvarovat. To by k určitým výrobkům si myslím nebylo taky špatný. 1 1

Ehm... Ještě nějaký materiál vás napadá?...to třeba sklo? 1 1

Zuzana: To mě napadlo, ale je to možná ještě nebezpečnější než ten kov. 1 1

**Růžka: Ale je to drábů to sklo.** 1 1

No dobře, to teď neřevíme. Řešíme to z pohledu toho zákaznika. 1 1

Jakub: Člověk by se asi bál i toho dotknout, aby to třeba celý nesodil, nerozlít to sklo. 1 1

Co třeba ten papírový, bojíte se ho dotknout třeba? 1 1

Jakub: Hlavně kdyby na mě spad ten papírový, tak mi nic neudělá, to je jeden díl od drábů je, že ten papírový jakoby se jen tak... sice tolik nevydrží jako ten kov, ale zas neudělá mi ten první dotekem. 1 1

A co třeba barva. Jaký barvy vám vyhovujou nebo jaký si myslíte, že by měly být na tom barvy? 1 1

Honzá: Hlavně zářivý, aby to poutalo. 1 1

Zuzana: Já si myslím, že právě by tm měla být ta typická barva toho výrobku (témať včetně souhlasně příkvy) protože člověk má určitě tu barvu spojenou právě s tím. Já rozhodně, když z dáky vidím červenou bílou, tak ve mně to z dáky evokuje coca cola. Kdyžbych tam viděla modrou, tak pepsi cola, to už je prostě zafixovaný. 1 1

Ehm... A co třeba velikost toho stojanu? Co velikost, jak s tím se spokojíte nebo jak by měl být ideální pro vás? 1 1

Honzá: Abych tam dostal. Coť tohle všechno je. 1 1

Marta: To je v pohodě. 1 1

Hodnocení vizuál: základní vizuály přítomné při úvodu PGD 1 1

**01-09-09**

Zuzana: ...no a mi, aby to nebylo zbytečně... mě také přijde jako docela ideální velikost, že kdyby to bylo ještě jednodušší tak větší, tak mi to... možná člověk už tak má pocit, že je tam toho strážně moc a už to zabírá hodně moc místa... takový osobní vztah... (smích) 1 1

Kdo s tím souhlasíte, jakže to je ideální, zvedněte ruce? 1 1

(vkládá s velikostí souhlasí) (paenza) 1 1

Jakub: Mě přijde, že když je to takový malý, tak ten člověk k tomu má takový... přemě takové osobnější vztah, když je to takový jako menší... (Zuzana: ale ne souhlasí)...prostě osakoznější, že tam k tomu příjde má svůj malý regál, svůj malý stojánek... 1 1

Jasně, Co tvarové třeba? Nekoukejme jenom na tyhle (ukazuje na přítomné modely stojánků), ale tak obecně, co si pamatujete, jaký tvary podle vás jsou ideální, proč? 1 1

Honzá: Mě se líbí, jak tady někdo řekl ten Actimel, jak má takový ten sklopek a to je hezký, to se mi... vypadá jako ta lahvička v podstatě ten stojánek... to je pěkný. 1 1

Marta: Já taky preferuju trošku jakoby zaoblené tvary a nebo vlastně kombinace těch tvarů, že třeba prvou tu coca cola na mě napadl jakoby oválný, že má vlastně veškeré ty tvary tak nějak jako do hranata, ale trošku to má mě přiblížit v oválných nebezpečně. Takže ten Snickers zase má je trošku křehký, protože zase ty kombinace těch tvarů tam už jsou asi i třeba, kdyžbych měla děti, tak vlastně mi to tak přijde i pro ty děti, že vlastně ta kombinace nebo ty oblé tvary jsou takové modernější, designově je to lepší... (1) 1 1

Hmm... (paenza) Tak já, teď zkázně tedu si představit, že byste měli umístit nějaký svůj, každéj zkašte fict. Je byste měli umístit nějaký svůj ideální stojan někam do obchodu. Na co by byl, jak by třeba vypadal a kde by byl umístěný zkašte to? Třeba vy Honzo? 1 1

Honzá: Tak... (1) krásná kulatá hečká trubička, v tom otvor a trubičky uvnitř... 1 1

Kde by byl? 1 1

Honzá: Ehm... ten by byl jak se dávají klasicky mezi ty řady regálů, tak na čelo a dokonce bych je dal, aby se to nevyndavalo takhle (ukazuje na stojan Snickers), ale tím že je to krab, tak by tam byly krabový díry a v tom by byla zastřešený ty jednotlivý balíčky těch trubiček, to by bylo super. 1 1

Ehm...Co vy? 1 1

Marta: Tak třeba ten actimel nebo třeba mě ještě napadají lentilly, něco takového, že přemě, aby to mělo takový obklopený tvar, kulatý nebo do kulata, to už je úplně jedno... aby se z toho dalo nějak pěkně brát, že přemě, aby to bylo trošku zkončená a dala bych to přemě někam na kraj těch uliček. Že kdyby to byly ty cukrovíčky, tak opravdově nakonec si někdy, ale spíš zase blá s tím pokladním. Protože přece jenom, když člověk přichází k těm pokladním, tak si ještě něco vezme, kdežto, když je to na začátku, tak si člověk rozmyšlí jestli to koupit nebo ne. 1 1

Jasně, Dobře a co vy? 1 1

Zuzana: Tak já bych klidně třeba tu coca cola, ale že bych to udělala právě tak, že bych to nenachala jenom takhle, ale že bych to nechala vyložené ve tvaru ty typický jejich lahve a abych nějak zakomponovala... možná bych to tam fakt dala jako... v podstatě jak máte ty Snickers, ale naopak, že bych ty lahve tam dala tak, aby si je člověk mohl z té lahve vyjmout... (ukazuje, že mají být zkusmy do lahve jakoby horizontálně), to by mi přišlo nejlepší a dala bych to někam, když se jde k nápojem někam na roh, aby si to člověk mohl jako vzít. 1 1

Marta: Já myslím, že jsem viděla někde jakoby lednička, která je ve tvaru si lahve... 1 1

Dobře, co vy? 1 1

**My jsme vám tady vlastně odprezentovali, v jaký úřiv vás ty stojany vlastně obklopujou, eghm, dokážete říct, že jste rádi, že jsou prostě, že je pořadí vámite jako něco pozitivního, co vám třeba pomohá nebo co vám třeba překážá nebo je toho moc?**

**Jakub:** Spíš málo. Mě to, jak sem říkal spíš zjednodušuje. Nemám se tam brhat. Mělat v tom regále. Když to takhle vidím... navíc, já nevím, mě to připadá i příjemnější, že to má takový osobní kouzlo v podstatě.

1 1 1 1

**Přihlíte jste sem, řečli jste nějaký spontánní názory, teď jsme vás s těmi stojany seznámili. Zkuste nám každý z vás říct podobný názor jako Jakub? Když už ste víc ponořeni do toho tématu, co byste k tomu ještě řekli? Cokoliv, kritika, pochvala... Váš poslední názor k tomu a tím to uzavřeme.**

**(02:34:38)**

**Hana:** Ty stojany mi nevdají naopak jsou pro mě příjemny, když jdu... vrátit v těch obchodních má už každá značka svůj stojan tak kouknu, vidím, jdu ven. Nemám nic zbytečně lovit hledat. Naopak, když se vrátím k těm obrazovkám, mě se to líbí. Já furt vidím toho sládku, jak to tam vyprávím a mě to zaujalo, poslech sem si to, kooak sem na to a to je pivo... a kdyby byl nějaký jiný nápoj, tak proč ne?

1 1

**Marek:** No já vlastně přijímám jakoukoli věc, která mi ulehčuje nákup, což ty stojany třeba dělají a mají i tu funkci. Tak mě třeba ta obrazovka se líbila... líbí se mi stojany, který nějak člověka upoutají, když ho přehledně, tak je k němu, to znamená, že to světlo je pro mě důležitý, to mě upoutá a ty barvy samozřejmě.

1 1

**Co vy?**

**Zuzana:** Tak mě ty stojany nevdají, ale třeba já to беру z toho svého pohledu a vidím to tak, že vlastně ten stojan je něco víc pro tu firmu, která ten stojan vyrábí, než jako pro mě, že vlastně oni si tím získávají to, že víc lidí si to koupí, že v podstatě je to marketingový tah a ne jakoby, že by jim šlo o to, aby mě jakoby nějaké cokoli v tom nákupě, tu je jakoby můj osobní pohled, ale nevdají mi ty stojany a koukám to asi i poměrně, no.

1 1

**Co vy?**

**Radka:** Mě se ty stojany líbí, přijde mi, že je to takový lepší pro ty zákaznky pro orientaci i to vypadá líp, než když je tu jenom v regále, taky se mi líbí víc ty osvětlený třeba u Snickers a ta obrazovka, tu se mi teda moc nelíbí (...)

1 1 1 1

**Co Vída?**

**Vída:** Já myslím, že upoutají, připomenou, že... případně, kdyby to chtěl člověk koupit, tak si vzpomene, že to je příslušný výrobek...

1 1 1 1

**Co vy?**

**Jakub:** Já jak sem říkal, že v podstatě mi to usnadní, že se nemusím namáhat prostě vidím... hlavně je fakt, že my měla... takže se mi víc zaměřuje do hlavy, než když by to bylo někde v regálu schovaný, tak asi bych to tolik neokupoval. Takže, když to vidím, tak k tomu spíš padu než k nějakým obrovským regálům, kde ještě třeba budu muset někde brabot no a rozhodně se mi líbí... No a možná je fakt, že ta obrazovka je asi moc, je fakt, že třeba má každý připepený oči na nějaký obrazovec jak se používá tak u TV. Každopádně, já se musím přimát, že mě by to teda přilákalo. Já nevím, když vidím nějaký pohyb, tak hnedka se na to zarezignuju. Ale každopádně u toho Snickers, no ověřeni je hodně dobré nápad.

1 1 1 1

**Hana, Co vy?**

**Marta:** Mě se stojany líbí, ale ne v tomhle designu (ukazuje na „funkcionalistický“ stojan coca cola s LCD), ale kdyby to byla třeba tu lahev, tak to jo.

1 1 1

**Co vy?**

**Jakub2:** Mě stojany nevdají, naopak si nedokážu představit, že by třeba vymizely. Takže určitě mi to usnadňuje nákup, tu orientaci, eghm... šším se na změny (smích)

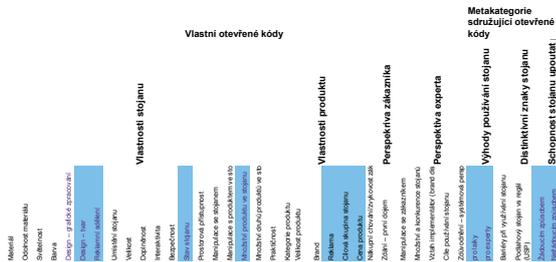
1 1

**Moc vám děkujeme.**

21 5 27 47 47 114 25 143 12 22 60 9 1 2 28 7 18 75 20 65 13 6 26 125 34 27 8 1 121 21 75 25 163 2

### Transkript / Otevřené kódy

#### TRANSKRIPT Focus Group 1



#### Představení:

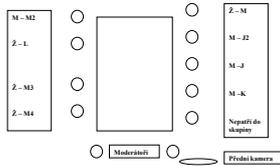
Advertising display power. První diskuze týkající se tématu, reakce na podněty které budou ukázaný. Na diskuzi bude navazovat FGDs se spotřebiteli a zákazníky. Týká se prodávacích display. Definování bodů, které jsou důležité při rozhodování o koupi a prodávající místa kde je monitor umístěn v prodejce. Navazují testy v prodejních pomoci monitorování kamery. Jotspot<sup>®</sup> a bude srovnáno s výsledky fgd. Hlavní field test na testování 5 významných atributů a doplněno rozhovory. Definování významu daného atributu pro prodej. Dlouhý podrobný výnam, konec důbná prezentace výsledků partnerům a veřejnosti. Nejedná se o komerční projekt, nikdo nebesedí. Rozpočet projektu je půl milionu, společnost mara a cococola, mediální partneri časopis media and. Informace oobohati i Vlasnost odborníci, nebudete se ztratit informací Diskuze se nahrává na video, metodologická záležitost, slouží k analýze. Spontaneita odpovědí, špatně odpovědi nejsou fikce vše, můžete spolu souhlasit a doplňovat se, mluvte prostím postupem.

#### Představení: (nebylo vůbec slyšet...)

(sofotano od pravé ruky moderátora kolem stolu k levé)

- K:** Kate, firma Marx, cukrovinky, sales - člověk z prodejního teamu zkušený s implementací a prodávajícím dělníkem POP prostředí
- J:** Jura, Cococola, nealko nápoje, Slovák, trade marketing - marketingový specialista, zkušený ve vývoji a implementaci POP prostředí
- Z:** Jakub, společnost Pepsi, nealko, brand marketing - (tm) manažer zkušený ve vývoji a implementaci POP
- M:** Martina, Sorek, cukrovinky, brand marketing - (tm) manažer zkušený ve vývoji a implementaci POP
- M2:** Martin, Johnson and Johnson, kosmetika, trade marketing, (tm) manažer zkušený ve vývoji a implementaci POP, dříve pracoval na podobné pozici v OPIVIA, bez cukrovinky
- L:** Lucie, Kraft food, cukrovinky, trade marketing, (tm) manažer zkušený ve vývoji a implementaci POP
- M3:** Miriam, řetězec Spar, maloobchodní řetězec, zástupkyně manažera firmy, POP specialist - zodpovědná za teorii prodávajícího prostředí v maloobchodních prodejních střed. CR
- M4:** Monika, Kofola, trade marketing - (tm) marketingová specialista, zkušená ve vývoji a implementaci POP

#### Kozmizní respondenti u stolu:



Všechny osoby byly vybrány jako nejvýznamnější z daných firm, resp. Ti kteří zařadují, vývoji a implementaci in store POP komunikaci prostředky pro značky svých zaměstnavatelů, tj. všichni jsou zkušenými profesionály v oblasti POP komunikace.

#### Způsob transkripce:

Identifikovat:

Z = ženy  
M = muži

Výpovědi jednotlivých mluvčích oddělovat řádkem. V případě, kdy bude identifikovat mluvčího píší před zkratkou jméno zkratkou pohávk. Např. mluví M (Martina), zapisji to jako Z - M.

#### Další použité znaky, zkratky:

XXXX - podtržením značí nápadné zdůraznění (dikci) slova, věty.

(...) - nesrozumitelné, nebylo rozumné

(pausa) - pro stichu a dlouhou pauzu (3 a více sekund)

XXXX - zvyrazňovat výpovědi, otázky moderátora.

(\*) - patří za výpovědi, které se zdají být předem zformulované, tm. respondent patrně o věci ve své praxi často přemýšlí a má na to jasný názor - přirovnává, „obehováš“ odpověď, případně u výpovědi ilustrativních či potenciálně zajímavých z hlediska cílů výzkumu.

V případě něčeho nápadného psát do poznámky pod čarou.

Pozn. do () pod otázkou moderátora psát obsah nahřívky, abychom se mohli k místu vrátit.

4 ústí:

- a) Warm up, obecné otázky
- b) Hodnocení konkrétních atributů
- c) Ukázka stojanů fotek fyzicky i na plátně
- d) Jotspot, umístění

#### Stojan na prodejní ploše co vás sportovním nápadně?

doplňkový prodej

impulz

jeho umístění

reklama

Co dále?

Pojďme si povídat, jak/mkolik způsobem, byste definovali stojany, které třeba nasazujete nebo používáte. Neptám se záměrně z jakého úhla pohledu, zkuste je nějak definovat, nějakým způsobem rozdělit, třeba?

(10:30)

Z - M4: Trvalé dotazné

M - K: Teba, který se dovážej hotový.

Z - M3: Velikosti těch stojanů, jestli jsou nějak speciálně umístěny (...)



Z - M4: Karton, kov, plast  
M - J: Podle zásoby... (Podle zásoby? Myslete tím něco jiného než byla ta velikost?)  
Ano, ano, je to stejné.  
M - K: Informační  
Z - M3: Těď je tam ještě otázka, co je to za sortiment, zda je to pro stálý sortiment nebo zda je to pro sortiment navíc. Mímoběžný sortiment. (f)

(další dva respondenti projevují souhlas, ale není rozumné jejich dodatky)

M - K: Jestli je to normální nebo třeba s televizí, nebo já nevím... (ehm, nějaké jako statistika a interaktivita?)

Ano... No!

Co třeba z paucie cílů těch stojanů? Dokazali byste říct, že svého poleđu jejich cíle, nasazování?

Z - M4: Podpora prodávce („To rušobně“)

Z - M3: Zvýšení atraktivitv toho zboží, že jo. Díky tomu, nepořádkám se na to, že ten zákazník jde do regálu, ale snažím se vytvořit nějaký jak vy říkáte, nějaké poleđu na to, aby ten zákazník ten bopost hned našel sám a nepátl ho k tomu dít v regálu vlnědění. (f)

Z - M4: Je to lepší, víc to zaujme než normální, je to vlnit, potom, když ten výrobek vidíte vlnědění, je tam větší šance toho nákupu.

(pauza - moderátor klade další otázku)

To znamená, z hlediska umístění, umísťujete třeba některé individuálně a některé hromadně, že se třeba umísťuje víc těch stojanů.

Z - M3: Ano

Co vy ostatní, jaké máte zkušenosti s těma stojanama?

M: Kladně (okukování smích)

M: Většinou pozitivní, no.

Z - M3: No, ne, je pravda, že ty stojany k tomu, že tam je jeden jakoby impulzivní nebo z těch stojanů vyvolává něco jakoby shopping shock, takže potom je to zase trošku něco jiného pro toho zákazníka, že jo.

Ten základní cíl je tedy podpora prodej, v uvazovkách, dokázali byste si ještě přehrávat nějaký jiný cíl nebo efekt, který by ten stojan mohl způsobit? Kromě toho prodávce, což je přirozená věc.

(Do místnosti vstupuje technik s mikrofonem a řeší problém)

Z - I: Podpora toho branding, že jo, té značky... (jiná ji skáče do řeči)

Z: Vználinec

Z - I: přesně tak, že to valně to... že se dostane víc do povědomí toho zákazníka

(Moderátor se vrací k M4 a doplňuje se na její předchozí odpovědi)

Z - M4: ...to znamená, že o většiny produktů to upozorňuje znovu na tu značku toho zákazníka, spotřebitele, že existuje.

M - M2: pro mě osobně to jsou tři věci, ale já myslím, že už všechny zaznamal, což je: prodáv komunikovat, popřípadě informovat.

Takže může třeba způsobit, jestli s tím budete souhlasit, změna nákupního chování, nějaká?

(respondent přikyvuje - souhlasí)

Pojďme se zaměřit na ta místa, dokázali byste nějakým způsobem jenom obecně definovat místa, na které umísťujete standardně ty stojany nebo na kterých si připadně myslíte, že by mohly být umísťovány a z nějakého důvodu nejsou?

(18:20)

Z - M4: Tam kde se zdržují lidé nejvíce, to je základ. Nevím, jestli plánujete pravděno na pravou stranu kam se diví zákazník nejčastěji (pauza) k pokladnám určitě, protože tam je podobná možnost nákupu, před zaplacením a to záleží na jaké produkty to platí samozřejmě.

M - J: Já si myslím, že to záleží opravdu na typu produktu, někdy jsou lepší pokladny jiný, když je to něco impulzivního, ale jinak spíš nějaké netriviální místo než je ta standardní pozice na tom regálu. Když prošel ten nakupující jáde po tom obchodu, takže nějaký ten postup, snaží se to přilákat k něčemu kam to patří, kde se bude nejvíce upínat.

Z - M: Záleží co to je za produkt, samozřejmě. Tak my třeba cukrovinky, pro nás ta pokladna zima není špatná. Pak třeba to, kde se zdržují ti lidé nejvíce - buďto na začátku, čeho toho segmentu nebo někde v blízkosti té uličky cukrovinky a podobně.

Čeho segmentu, to myslíte na čelo té regálové sekce, té které kategorie?

Z - M: Ano, přesně tak.

Z - I: nebo cukrovinky, vlastně když přijde do toho hypermarketu ta centrální ulička, kde se to dělá, to je ten první moment, kdy to toho zákazníka zaujme.

Z - M: Čím častěji tam ten display je tím lépe, protože konkrétně si říkám, vrátím se proto, ale člověk zapomen, ale když ten to materi znovu, na ten display, tak si to vezme.

M - K: (...) čelo, tam kde jsou ty letákové akce a zároveň kde se ti lidi zdržijou (...) myslím labdydy...

(pauza, řešení technických problémů)

Dá se nějakým způsobem definovat vztah mezi stojanem a konkrétním místem? Stojan vs místo? V podstatě cokoli vás napadne, jakýkoli vztah, pravidlo, význam?

(18:45)

Z - M3: tak vždycky by tam měla být nějaká souvislost toho zboží s tím, kde je to umístěn. Samozřejmě, když je to, já nevím, třeba stojan per foodie, tak ho nebudu dávat do oddělení labdydy, jak se říká. Vy vlastně ty obilovinové směsi (kazuje na lednici napravo), ale buďto ho směřovat tam, aby ten zákazník, když už vyzdvihl ten prostor pro to druhové umístění pro ten stojan, tak se snažil kombinovat to zboží tak, aby se zastavil u toho čela, jak sme si říkali, u té akce a nebo aby zášel i do té uličky s tím daným sortimentem. To znamená třeba, jak sme se bavili třeba o těch cukrovinkách, tak neměl to být vždycky jenom o uličky s cukrovinkami, ale může to být třeba, může to být čaj. Třeba napáje se snažím kombinovat to, aby ten zákazník, ať už jenom vlnit toho stojanu, zastavil se u nebo u toho zboží, ale také zášel dál do té uličky.

Třetí: samozřejmě pokud bychom si mohli dávat otázku, čim, ale vlnit, čim, snažím se umístit nějakých variabilních stojanů, které jsou tam na určitém čim, na takový nějaký určitý časový horizont, jasně potom, čim, stávající regál... regálové mety? které tam jsou, že jo. Takže vždycky by měl mít nějakou spojitost to co tam dávám navíc k tomu běžnému regálovému metu, jo. Protože potom bychom si mohli říct, proč mít běžné regálové mety a proč nastavit každý měsíc prodávám jenom ze stojanů, že jo. (f)

(moderátor přitakává - krátká pauza - M2 automaticky navazuje)

M - M4: ...samo, samozřejmě, nějaký moment spouště, nějaké okamžik, zase u těch cukrovinek, tam se mělo podívat, že u cukrovinek byvala tendence dávat čim, protože člověk si spojí, že si dá optičku k tomu si dá čaj nebo ládu. Egim, když budeme u ty Coca-Coly, tak člověk, nebo aspoň já to mám tak spojený, spousta lidí prostě má kolu - hranbíčky, prostě nějakým způsobem a myslím, že dobrým příkladem je i třeba Bebe dobe ráno v sekci tam kde je to pivo. Protože člověk si se koupit ty obiloviny a místo toho, aby si koupil rohlík třeba k snídani, tak si koupí Bebe dobe ráno. Takže nějaká jako afinita ke spotřebě v té dané chvíli.

mety to proměnné tempo soukromé na ten stojan, jako samozřejmě na ten stojan atribut nebo titul stojanů, napadá by Vás tady nějaká souvislost? Aby to byl v podstatě účel versus důvod nebo, eegim, účel toho umístění versus to proč tam ten stojan stávek? Jestli by Vás napadlo něco, prostě nějaká technická charakteristika nebo vlastnost toho stojanu versus právě ten důvod o kterém se mluví, (ukazuje na M2)

(21:16)

M - K: když bude informativní nebo nějaký inovativní, tak by měl být asi u těch výrobků, který se rozlišují, ale když to je standardní stojan s standardní portfolio, tak někde (...) to dít k těm cukrovinkám buď konkurenčním nebo s těm čajem nebo ke kávě nebo k tomu tak.

Moderátor se obrací na M - K: To znamená, třeba já nevím, nějaké grafiky nebo designu toho stojanu vs umístění, připjaté ten účel, proč tam ten stojan stávek?

otázka nevyvalala reakci, moderátor doplňuje: můžeme to graficky brát právě i jako nosiče informace jako takovou, to znamená on tam nese nějakou informaci, která ho směřuje toho spotřebitele někam na nějaké správné místo. Napadá Vás ještě něco jiného v této souvislosti?



Z - M4: ... a máme tu přístupnost jako trojka?

Ann.

(pausa - přemísťování štiků)

Tady bychom měli tedy viditelnost zboží a doplněnost jako čtyřku teda?

(skupina neprotěstuje)

A co s provedením s těmi zbytky, tedy? Interaktivita tu máme na patřím místě teda. Souhlasíme teda?

Z - M4: já bych tam dala ten stav toho stojanu teda (další dva aktivně souhlasí).

Před tu interaktivitu, je?

(skupina aktivně souhlasí)

(pausa - přemísťování štiků)

Z - M4: ta interaktivita asi souvisí s informací o zboží, je to podobný jako by typ komunikace... (pausa) buď je to pasivní nebo aktivní formou, promítání nějaký...

Co s bezpečností a materiálem?

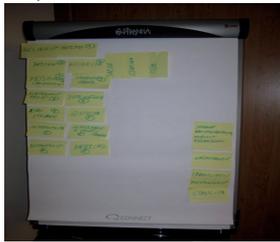
Z - M4: tak jak sme řekli, to už je podružný, to ten spotřebitel zas až tak neváhá.

(moderátor se upřesňuje, rda je pro skupinu hierarchie jít přijatelná a dotazena)

Co se týká těch ostatních, ty máme asi stranou, protože ty nemají zase až tak zásadní vliv pro ty zákazníky. Máte k tomu ještě něco nebo můžeme jít dále?

(nikdo nic neříká; moderátor přistupuje k dalším otázkám)

Finální výsledek sortování:



Tak teďho taková odlehčující otázka, už poslední. S jakými problémy se nejčastěji setkáváte při umísťování? Jak z pohledu technického, tak právě z pohledu řetězů? Dokážeme je nějakým způsobem pojmenovat?

Miso

Věkčnost

(další souhlasí)

Z - M4: ziskar prostor pro ten stojan vůbec.

M - K: peníze.

(smích a souhlas)

(pausa)

To znamená, získat místo za nějakých podmínek?

Z - M4: přesně tak. Domluvit se s řetězcem, jestli tam to místo vůbec je, za kolik by bylo to umístění atd.

Když se podíváme třeba na nějaké technické problémy?

Z - M4: podle mě výška.

To znamená problém umísťovat nějaké vyšší věci?

Z - M4: (...), někdy je problém s tím směr podávat (...)

Ehm...

(pausa)

Napadá vás ještě něco?

(skupina mlčí)

Někde technické věci, nevadí vám třeba přístup k síti, ke zdroji elektrické energie? Jakékoliv takovito věci, se kterými se setkáváte?

Z - M4: tak co se hodně řeší u těch karavanových stojanů, je to na čem to stojí, protože jezdí tam i čínské stroje, který to ze spodu zavěsí a ten stojan se pak borí, takže to musíme pak ošetřovat speciálníma vanama nebo malou palatou, aby se ten stojan nezberčil v podstatě po dvou dnech. Takže to jsou další parametry, který se musí sledovat.

Ehm...

(pausa)

My tady máme v podstatě ještě k té obecné části... já to zkoumám ještě projít, jestli Vás tam něco napadne, ale je možné, že jsme se o tom bavili už v té předchozí části. Takže, jak by měl vypadat ideální stojan pro vás pro zákazníka. Cokoliv co vás k tomu ještě napadne, nemusí to být v souvislosti s tím, co jsme si říkali. Ideální stojan?

Ideální stojan pro vás nebo pro zákazníka?

Z - M4: Musí být vidět.

Z - M4: Musí mít nápad.

Z - M4: Hlavně v něm musí být dobře zboží.

(smích)

M - K: (...) neefektivnější - nejlevnější, nejlepší, nejlevnější zboží...

(smích)

Tak si můžeme jít k dalšímu bodu.

(smích)

(01:16:00)

Vy jste ještě něco chtěl?

M - M2: chci jsem ještě říct, že pro mě jako zákazníka by bylo ideální, kdyby ten stojan byl na místě na kterém chce, se zhořel, které chce, za cenu, kterou chce, abych, když si du koupit, nevím (přemýšlel) zabít kartáček, abych ho našel tam kde, zrovna chce, abych nemusel, abych ho našel, abych nemusel chodit nikam daleko. (...) Z - M4: když je dlouhodobý třeba, když je tam dlouhodobě, tak aby nebyl přemísťován, kdy padá do toho „hoytác“ a vím, že stojí mezi tuhleto a tuhleto uličkou, tak aby tam byl a já nemusela nikde bloudit a vědět, že tam je, když je tam dlouhodobě.

Ehm...

M - K: ji bych právě řekl opak (další respondenta aktivně přitvářá) mě jde o to, aby do něj pokládali vrazil někdo jiný nebo...

Z - M4: ... já to říkám z pohledu zákazníka...

Z pohledu spotřebitele?

Z - M: přesně tak!  
 Z - M: jasně je ten stánek, to je to co jsem měla na záměru, jaký ten stánek ty stojany mají... jestli to má být impuls a chci aby ten zákazník o ten stojan zakoupil a chci, aby si do toho stojanu dal něco navíc a nebo ho chci na to místo zasít, ale je logika, že pokud ten stojan nechceš mít na palubě místa, já nevím, třeba ok, tak určitě ten prodej nepojde nahoru, ale naopak bude klesat (dali dva aktivně souhlasí), protože pro toho zákazníka to není impulz, rybníky si na to už ho ten stojan nevidí.  
 Z - M: (upřesňuje svůj předtýpný názor) jako v pohledu toho spotřebitele, když jde do toho obchodu, protože nemám ráda, když se třeba předělávají prodejny...  
 Z - M3: určitě!

(respondenti se krátce přetřáskují, nikdo již nereaguje)

Ehm...

(pausa)

Z - M3: a to je to, co jsme si řekli? Když je těch stojanů na prodejní já nevím, 300, že už je posuním toho zákazníka oběhují, je.  
 Z - M: (souhlasí) - furt naráží na to samý.  
 Z - M3: přesně.

Ehm... mám tady ještě stárky, že v podstatě, mohli bychom říct pár těch atributů, o kterých jsme mluvili, které budeme mít opravdu největší vliv na prodej? Ale nechci se opakovat, takže jestli vás k tomu ještě něco napadne...?  
 (pausa - skupina nereaguje)  
 Ehm... já bych byla ráda, že bychom se mohli podívat na ty stojany, které jsou v modernizované a dálejší přehledu. Tak my vám teďko tady budeme ukazovat (pausa - řeší se projekce stojany coeda a snickers, v různých vizuálních podobách).  
 Problém to tak, že už před tím jsme se pokusili si nadefinovat nějaký hot spot a ty bychom vám tady chtěli ukázat a chtěli bychom v podstatě u každého toho atributu, u každého toho záznamu se vás zeptat tady na pár otázek. Jsem tam viděly vedle sebe stojany coeda a snickers, pak na závěr jenom snickers... Takže, když se podíváme na ty stojany, co by vás napadlo při pohledu na ty stojany, zase pár spontánních bodů. Mám jasně ty stojany tady jsou jak vizualizované, tak fyzicky (odkazuje na stojany před sebou)?



Z - M3: já jsem tam, že v tom stánu, tam je všechno přehledně, je to tam, je všechno dostupnost produktu a viditelnost ze všech stran nebo ze tří stran minimálně, ehm, co se týče mě jako designér, mě, nemám ráda, když jsou třeba přestřihy loga. V tomhle případě, když je coeda do tří čtvrtin, tak má tu rádi. Mám, že to je záměr, ale z mého pohledu, mě to vadí, radši bych měla to logo celé. Co se týče snickers, pro cukrovinky, nevím dobrou dostupnost toho produktu. Podle mě by police mohly být nakloněny směrem dopředu, aby hlavně oběh těch kanců byl vidět (M - K: doplňuje, že se to na stojanu dá nastavit, že to na těch vizuálních obrátcích reálně stojanu máš je...), jasně, v téhle fázi jak to je, tak je nevím. Aaa, přijde mi to jako skřít velká. Radši bych preferovala tučňáky stojan v tomhle případě.

(pausa)

Dáme si kafečko?  
 Mážeme, ale nemůžeme, jak chcete.

Z - M3: je zajímavé, že v těch cukrovkách, se mi netváří velkou toho stojanu, protože to mi má jako kofeína a v pohledu zájmu na prodejní si myslím, že to záleží naoběh adekvátní a prodávám. Když se budeme potom bavit, že některé cukrovinky - a zase, je to o výběru sortimentu, jaký je to stojan, co je to za sortiment, protože některé druhy sortimentu může třeba na pohledu, takže, myslím si že je zbytečné, takže tam designy. Co se týká té coedy, tak ta praktičnost, myslím, že je v pořádku. Ať už to doplnit, vizualizace; i to označení, ten stojan je fajn. Ten snickers si myslím, že je zbytečně velký. I z praktického hlediska, když se zaměřím, kam to postavím na prodejní, tak potom tam ten stojan a velké míry spíše zavazí, než aby plnil tu funkci jakou má.

Vy jste chtěl něco říct?

M - J: jo? Mě se ten snickers hodně líbí. Ne, podle mě je to přehráno, tak malý produkt vizualizován stojanu, to je to ta funkce - a té seker se skládáme se mi to zalíbí, mězí tamí brandy, tak když se to nějak postaví, což teda může být problém... je to prostě bomba, je to prostě.  
 Z - M3: tam nejde o velikost, on může zůstat stejně vysoký, stejně široký, ale může... nemusí být tak hluboký, jo? Víte co, myslím? Chcete to jen skložit dohromady, protože je opravdu zbytečně velký.

M - J: (dál svůj názor) tak to má být ten typ stojanu na tyden, to je první věc. Druhá věc z pohledu zákazníka, ale i výrobce, zadavatele koukám na vstupní náklady versus záloha, kolik tam toho je. Je dost malý, že Snickers přijde za týden a novým brandem, a novou vizualizací a ta přehlednost brand je obrovská, to je paráda. To znamená, že tam může být 4 brandy pod sebe a ta záloha je ideální, protože to má 4-5 police, takže tam může být jené produkty. Takže, pro mě osobně je to pěkná inspirace.

(smích)

M - K: já bych o tom už nic neřekl (ukazuje na M - J)

(smích)

Ste se domluvili, ne?

(smích)

Z - M: na mě to tena postava jako stať u kategorie, jako kategorie aaa, myslím si, že ta záloha je nedostatečná, je tam spousta nevyužitelného prostoru, přičemž si myslím, že to police dole, v moment, kdy kolega říká, že by tam dal třeba tři přehled, tak já se vsadím, že to dole nikdo nekoupí, protože... To radši bych to místo využila na větší branding, jako nějaká „bobka“ a nad tím vykládat ty police, protože ta police dole, je prostě jené.  
 Z - M: to je přesně ono, já taky, je to prostě, já bych nechala první dvě a dole bych zůstala branding, ale přijde mi to tak jako zbytečný křesle.  
 M - J: já to teda chápu, že pohledu toho řešitelce, zadavatele je to výhodný, že do toho nabuší hodně zboží, ale z pohledu toho zákazníka, mě mu to neřekne, když to bude stát na té prodejní, tak už nějaký křesle, knížky slagan nebo něco... něco tím to toho zákazníka jako třeba, jo?

Z - M: ...těch kartónů je tam strašně moc...  
 M - J: pak se to tam nějak postaví, ať je to hromě věsky...  
 M - K: on je troška univerzální, může se tam sedět branding na všechno, takže já to chápu.

M - J: mě je to jako chápu, že když to vezmu z pohledu marže tak je to super, protože se tím toho dá hodně nabuší, ale když půjdu kolem a vezmím tak... mi to opravdu nic neřekne. Ta coeda je taková, že ten produkt je super vidět a tady u toho, by to nemělo být tak 4 - 5 layer... jestli to ta oběhka vůbec odskočí?

Z - M: a zase, když to bude celý plný, tak to vypadá dobře, ale když ty horní budou vybitý a to vypadá plný, tak...  
 M - J: pro mě je to takový, že když jde po té prodejní, tak ty „druhou“ by měly být nějak interaktivní, ale v uzavřené, nějak jako aby je oslovily tím designem a ne, aby byla taková křesle jako obvyklý regál. To mi má je osnova do regálu.  
 Z - M: já bych k tomu ještě dodala, že v případě Snickers bych čekala něco napodobit, opět, protože to spíš pro teenagers, než pro nějaký...  
 (moderátorka přerušuje) Mě se teď bavíme tady o těhlech designech, my vám pak ukážeme ještě další, ale pojďme se bavit jenom tady o tomhle konkrétním...Pojďme si rozehnat ještě tady tu grafiku.

(1:25:40)

M - J: já jsem měla - je prostě přehledně, je prostě, jako kategorie aaa, myslím si, že ta záloha je nedostatečná, je tam spousta nevyužitelného prostoru, přičemž si myslím, že to police dole, v moment, kdy kolega říká, že by tam dal třeba tři přehled, tak já se vsadím, že to dole nikdo nekoupí, protože... To radši bych to místo využila na větší branding, jako nějaká „bobka“ a nad tím vykládat ty police, protože ta police dole, je prostě jené.  
 Z - M: to je přesně ono, já taky, je to prostě, já bych nechala první dvě a dole bych zůstala branding, ale přijde mi to tak jako zbytečný křesle.  
 M - J: já to teda chápu, že pohledu toho řešitelce, zadavatele je to výhodný, že do toho nabuší hodně zboží, ale z pohledu toho zákazníka, mě mu to neřekne, když to bude stát na té prodejní, tak už nějaký křesle, knížky slagan nebo něco... něco tím to toho zákazníka jako třeba, jo?  
 Z - M: ...těch kartónů je tam strašně moc...  
 M - J: pak se to tam nějak postaví, ať je to hromě věsky...  
 M - K: on je troška univerzální, může se tam sedět branding na všechno, takže já to chápu.  
 M - J: mě je to jako chápu, že když to vezmu z pohledu marže tak je to super, protože se tím toho dá hodně nabuší, ale když půjdu kolem a vezmím tak... mi to opravdu nic neřekne. Ta coeda je taková, že ten produkt je super vidět a tady u toho, by to nemělo být tak 4 - 5 layer... jestli to ta oběhka vůbec odskočí?  
 Z - M: a zase, když to bude celý plný, tak to vypadá dobře, ale když ty horní budou vybitý a to vypadá plný, tak...  
 M - J: pro mě je to takový, že když jde po té prodejní, tak ty „druhou“ by měly být nějak interaktivní, ale v uzavřené, nějak jako aby je oslovily tím designem a ne, aby byla taková křesle jako obvyklý regál. To mi má je osnova do regálu.  
 Z - M: já bych k tomu ještě dodala, že v případě Snickers bych čekala něco napodobit, opět, protože to spíš pro teenagers, než pro nějaký...  
 (číst skupiny aktivně souhlasí)

Z - L: ve mě také evokuje (stojan na místě) už vyložené regál. Tohleto není „druhou“, že když já bych přišla a hledala tam něco impozantního.  
 (číst skupiny aktivně souhlasí)

Z - M4: Slovo "stejně" působí. Líně!  
M - K: Závěr tedy v tabulce chvilu (...). Pro mě ten stojan zůstal úplně stejný kromě re-brandingu, jak jsme říkali. Znal úplně stejný. Pořád je to ta skřín ovlivň.  
Z - L: Jáko jo, ale přibliž to možná lip. Asi to dlejší ty barvy. Předtím tam byla jenom ta tyčinka na středním hrudním podkladu, kdežto (...)

(víceco lidí reaguje)  
M - K: Pořád závěr nájve na tom designu, na těch barvách.  
M - M2: Pořád je takový smutnější, ale teď to víc lidí. Předtím tam byl kontrast hnědá barvy s tou stříbrnou, kdežto teď je tam bílá a modrá a ta stříbrná tolik nevyčuhuje z toho. Přesně to ladí s tou scénou asi spíš trošku.  
Z - M: A víc se všimnu, co je na tom obrázku, než toho materiálu kovového oproti tomu předchozímu

Pojďme se vrátit zpátky k těm emocím. Jaké emoce by to ve vás vzbudilo. Podobné? Jine? Jakou by to hrálo roli v místě prodeje?  
Z - M4: U toho Snickersa to a mě evokuje vzrušení, něco, něco (Z - L: akce) nějaká akce přesně tak. A u té Coca-coly nějaké osvícení, uvolnění, relax, pohoda.

A jde vám to k těm značkám. Mohlo by to něco způsobit v tom místě prodeje při vnímání toho produktu zákazkem?  
Z - M4: U toho Snickersa určitě, zvláště v tom zimním období. V létě bych to viděla jako nemysl utmístit na prodej. Ale určitě s tímle brandingem v zimě bych to chtěla a i to koupila. Pokud pojedou na snh, tak by to u mě jakoby evokovalo: budu mít potřebnou energii. Koupím si Snickers, dám si ho do kapsy a vyjedu na snh, jo.

Napadá vás ještě něco? (...) Tak si simulujeme další možnost, jak může být ten produkt na prodejní vystavené a prodávané. Co si o něm myslíte?



Z - M4: Co se týče té Coca-coly, já tam vidím negativum v tom, že mi to zakrývá front a vůbec nepřipadá mi, že by tam vůbec nějaký produkt byl. Připadá mi to jenom jako nějaký stojan, který je tam staticky. Co se týče toho Snickersa, to je super nápad s dobytím energie, nutankuj energii nebo něco v tom duchu. Vypadá to zajímavě a může to k tomu patří. Nebýt to tamto prodáván v prodej.  
M - K: Myslim, že u ty Coca-coly by stačilo, kdyby se daly ty zlatky ven, nebo obráceně.  
M - J2: To by bylo pěkný. U ty Cooly mám osobně problém s tím, že těch produktů je tam málo na tradiční sth, ale jako nápad je se mi to líbí.  
A co se vám na tom líbí?

M - J2: Je to netradiční. Prostě ta Cola tam leží úplně jinak. (Z - M: Nemí to krabičkám) Nemí to tradiční krabičce, prostě to má nějaký nápad. Připadá mi, že s tou značkou se to smutí nějak pracovat, nějak se odlišit.  
Z - M: Jde to s tím logem (gestem namazuje vzhovka).  
Z - M4: Mělu bych obavy v rámci zásohy Coca-coly, právě s tím stavem zásohy, s tou vizualizací, protože černej zákazník, když si vezme druhou, každý si vezme dvě láhve, už bude přetáhně, už bude vypadat jenom jako kovovej, jako kovový nějaký držák něčeho.

(pausa)  
A když to evokuje s tímle předchozími stojany? Já vím to ještě zkomplikuju tím, (...) že vám tedy někdo ještě další varianta, která simuluje podobné vlastnosti.



Z - L: Tohle už je na mě moc pěkný. Zmatečný chaos.  
Z - M: To je strážný!

(vícehlasé pohorlení)

Pojďme si popovídat o ty Coca-cole nejdřív a potom bude následovat Snickers.

Z - M4: Ta Coca-cola bych dala bez těch láhvi něco jako jsou AMA (?) systémy, nebo něco podobného, prostě jenom jako malou s regulu jako sponosetní, ale produkty do něj vypadají hrozně zvláště. Kari to ta silueta, která byla původně navržena. A co se týče toho Snickersa je to naprosto chaos.

Z - M: To je strážný!  
Z - M4: Nepřibíhá to na mě. Vířec nevím, jestli je v tom vůbec nějaký produkt.

Myslite po stránce grafický (M4: Ano) nebo po stránce, že ten stojan celý ...

Z - M4: Cíla koncepce toho stojanu je zmatená hravě.  
Z - M3: I pocit to vyvolává jako když se člověk na ten stojan podívá.  
M - K: Každopádně si ho ale všimnu hned.  
(L, M3 a M4 protestují ve smyslu: 'No jo, ale já bych si z toho nic nevzal')  
M - K: Snickers není o tom, jestli ho člověk zna, ale jak o to, aby ho ten člověk chtěl koupit. A když si toho všimnu, tak už je pak na mě, jestli si ho koupím. Nechtím, že mě se líbí, ale všimnu si ho hnedka. Stejně jako si všimnu táhlety Coca-coly, jo.

Ehm. Tady ty věci, ty stojany, nám symbolizujou design, o kterém jsme si povídali. Měli jsme nějaký standardní stojan a teď ho tady máme v nějaké v designovějším pojetí.

M - M2: Ono je zajímavá a zajímaví. Když se člověk podívá tady na to, tak je to opravdu pěkná. Mě to přijde super a provokativní s tím brandingem s tím, že tam je něco ze Snickersa jako doplnit energii, jo. Tohleto mě jako evokuje jak spojenost s tou značkou, tak je to neuvěřitelně úžasně vzhlední. Je to vizibilní, ale čeho je moc, toho je příliš.

M - K: Já to třeba vidím takto: poprvé, po té tv zprávi nevím.  
Z - M3: Tady sbládnco mě nenavádí k tomu, aby ch si ten výrobek chtěla koupit, měchtu u sbládnutí mě to evokuje, že si ho mám koupit. Má to nějakou spojnost: nějaký postoj, který v tom zákazníkovi vyvolává chuť, že si to má koupit. Tadyto má vůbec neodolavě samozřejmě.

A tohleto ve vás vyvolává co?

Z - M3: Já nevím. Značek. Chaos. Vířec nevím, co mi to má flet a ani bych se u toho nezapřavila.  
M - J2: Myslim, že tadyten stojan je z nějaký kampaně, která byla utvořná, je to tam napasy, power by peanuts, což třeba u nás myslim dost není. Takže pokud bychom komunikovali stojan Snickers postavený na ofiších, tak proč ne?  
Z - M: Já se jako podívám, je to fajn, je to Snickers, ale přijde mi jako.  
Z - L: Podle mě to nemá pro toho zákaznika tu message: ten vzrtek, jo. Jako tam to dobíjí tu energii, ale tady jako co? Proč bych si to koupala?

Berme to opravdu v tom kontextu, že by probíhala nějaká mediální kampaně, která by to přesně komunikovala. Zkusme z toho vycházet. Ničemně je pravda, že ten stojan je hodně takový smylový, takže ta jednoduškově, jak pochocňám, je asi hodně důležitá. Jasný link, jasný message.

M - M2: Tak (smích, hluk), třeba v hypemovách, kde jsou ty sekce poměrně velké a člověk tam může strávit poměrně hodně času.

**Ale nebylo by to třeba nakonec kontraproduktivní, dostane se pak takovýchle produktů k pokladně vůbec?**

(... - mluví všichni najednou)

Ž - L: Ale jo, já si ji třeba i ovesku před zaplacením.

Ž - M3: Vy patříte spíš k těm lepšíh zákazníkům, kteří vědí, že je tam ta pokladna, kde se má zaplatit.

**To by pak byla statistika retailová kolik toho zboží, které se může konzumovat na prodejní ploše, kolik toho zboží se teda dostane na pokladnu nakonec.**

Ž - M3: Ale to si pak můžeme ve finále říct, že si ten zákazník může konzumovat kdekoliv, kdykoliv, cokoli, když není náš a nemáme myslít na to, že (...)

**Ještě je provokovat k něčemu, co se nesmí.**

(smích)

Na druhou stranu tam marketing hledá příležitosti všude, takže tohle je jedna z nich.

(pausa)

**Tak velké díky za to, že jste vydrželi. Máte ještě cokoli k tomu? Jakékoli impuls. Nemáte se to slyšet hist-upos, cokoli, co vás napadne. Co vám tady vyběhlo?**

M - K: Mě zaujalo, když jsem teď byl v Německu, tam mají takovej dvospátňovej barák a já si myslím ty schody, protože tak nepos tam úplně ty schody, ale mají tam takový podsvětlo prodejní (...), mají to tam docela dobře udělaný.

**Ehm, je opravdu málo takovýchle formátů v České Republice.**

M - K: Škoda.

... a tady trošičku vymazali. Ty výstupy budeme zpracovávat. Ještě u ty knížky, kterou jste dostali, tak vás zadržím zveřejně na jakýkoliv workshop nebo seminář, který bude v POPAI realizován. Doufáme, že to nebude ztráta času, že jste si navzájem sdělili myšlenky, hlavně jste nám pomohli s profesionálními křesly a věřme, že ta odpověď bude k něčemu. I když tohle je jenom drabí fáze a doufám, že tam potom v té další fázi najdeme tu věc, na kterou, čekáme a kterou hledáme. Takže ještě jednou díky, těšilo nás a snad se ještě uvidíme.

**Open codes groups (Metacategories)**

POP AD attributes

Product attributes

Lay topics

Professional topics

**Complex category associating open codes**

Advantages of a POP AD  
 Distinctive characters of POP AD  
 Distinctive characters of POP AD  
 Ability of a POP AD to attract an attention  
 Shopping behaviour / habitual practices of customers  
 Semblance – first impression  
 Manipulation with a customer

**Open codes**

Material  
 Material resistance  
 Luminosity  
 Colour  
 Design – graphical design  
 Design – shape  
 Location of a POP AD  
 Size  
 Restocking  
 Interactivity  
 Safety  
 Condition of a POP AD  
 Spatial access  
 Manipulation with a POP AD  
 Manipulation with products in a POP AD  
 Quantity of products in a POP AD  
 Quantity of product types in a POP AD  
 Functionality

Product category  
 Product size  
 Brand  
 Advertising  
 Target group of a POP AD  
 Product price  
 Shopping behaviour / habitual practices of customers  
 Semblance – first impression  
 Manipulation with a customer

Quantity and competition of POP ADs in a shop  
 Relation: implementor (brand distributor) – store  
 Objectives of using a POP AD  
 Reasoning – system perspective

**Clarification to complex categories**

for laymen, for experts  
 Barriers when using a POP AD  
 Floor POP AD vs. rack (USP)  
 In desirable / undesirable way  
 Lay topics  
 Lay topics  
 Lay topics - manipulative / non-manipulative influencing on a customer

**Axial codes (dimensions)**

Specific: metal – plastic – cardboard	Glossy – Mat			
Durable – Nondurable				
Distinguishable - Undistinguishable	Attractive – Alienated	Conformal – non-conformal with brand	Seasonal – year-long	Understandable – senseless
Expressive - Inexpressive	Well – poorly visible brand	Conformal – non-conformal		
Interesting – Drab	Homogenous – Heterogeneous			
2D-3D	Specific location: cash desk zone - front end of rack -	Permanent – temporary	Individually - en bloc	Complementary combination of location
Hypermarket – Supermarket – Petrol Station				
Large – Small				
Restocked – Non-restocked - Empty	Hearing: sound	Smell: odour	Action: contest	
Sight: illuminated – LCD	Stable – Unstable			
Clean - Dirty	Almost new – battered			
Shopping and product visibility: from one side - from more sides				
Easy – Hard				
Easy – Hard				
Small – Big				
One type – More types				
supplied finished - to be assembled	Obstructs – does not obstruct in a shopping area	Light – hard	Universal – special-purpose	Demands on restocking: small – big
Specific categories: Soft drinks – Sweets	Settled – Extraordinary assortment	Impulsive – non-impulsive goods		
Small – Large				
Traditional – Innovation	Reputation: high quality – poor quality product			
TV advertising	Leaflet promotion			
Mars	Coca-cola			
Normal – Discounted				
Complex category - we do not categorize meanwhile usually refers to open codes (semblance of instability, semblance of cleanliness, semblance of non-restocking, etc.)				
manipulative / non-manipulative influencing on a customer				
Small – Big	Tolerable – Intolerable for a customer	Normal – above-standard relation	to inform	to remind product
charges for a POP AD location	Providing – Non-providing data	Brand promotion		
sales promotion	Higher attraction – Competition	POP AD requires – does not require maintenance		
POP AD price	Enough space – Lack of space			