Applying a Scale for Measuring Store Equity in the Kingdom of Saudi Arabia

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Abstract

Store equity is an important source of sustainable competitive advantages for retailers in today's competitive environment. Therefore, retailers should work hard to develop and improve their store equity. Measuring it should constitute the first stage of the development process. The present research provided a scale for measuring store equity in KSA market. It first discusses the store equity construct and then describes procedures for developing and refining a multiple-item measurement scale for the construct. Scale reliability, factor analysis, and validity are then discussed based on an analysis of the data gathered from the Saudi market. The study concludes with a discussion of some potential applications of the scale.

Keywords: store equity, store awareness, store image, merchandise, atmosphere, convenience

1. Introduction

Over the last two decades, considerable changes have occurred to retailing in most developed countries. These changes include the appearance of new store formats such as retail chains, significant investment in new technology, improvements in logistics, and the emergence of international retail groups. Some of the largest firms are retailers in many countries. For example, Wal-Mart Stores, Inc. is the largest private employer in the US, with a $117 billion turnover and 2.3 million employees (Efron, 2017).

This situation also applies to developing and emerging economies. In Saudi Arabia, the retail industry today includes a grocery segment that represents 35 percent of the market; moreover, the growth rate of this market was six percent in 2013. Further, the retail business represents approximately 17 percent of Saudi Arabia's gross domestic product (GDP) (Randheer & Al-Aali, 2015).

Most retailers are saling the same brands which resulted in a high level of competition among them. Therefore, retailers tried hard to gain a strategic tool with which to differentiate themselves from competitors (Ailawadi & Keller, 2004). The retailer as a brand is one of the most important tools and is a prominent trend in retailing (Grewal et al., 2004).

The concept of store equity (SE) is new and was derived from the concept of brand equity (BE), with a structure that is parallel to that of BE (Arnett et al., 2003). SE is defined as the "differential effect of store knowledge on customer response to the marketing activities of the store" (Hartman & Spiro, 2005, p. 1114).

Although several studies have examined SE, their main focus was on (1) SE's antecedents and consequences (e.g., Baldauf et al., 2009; Hartman & Spiro, 2005; Swoboda et al., 2013) and (2) SE's dimensions, such as store image (hereafter "SI"), store loyalty, and store awareness (e.g., Arnett et al., 2003; Pappu & Quester, 2006a ; EI Hedhli & Chebat, 2009). Attempts at measuring SE have been fewer such as Arnett et al. (2003), Pappu and Quester (2006a), and El Hedhli and Chebat (2009)—have focused on developing a scale for measuring SE. However, they did not focus on store image, a major component of SE according to Hartman and Spiro (2005). Moreover, these studies ignored other important dimensions, such as perceived price and assortment. Thus, there is scope for improvement in the store equity measurement methods suggested in this study. This study attempted to apply SE scale in KSA using three dimensions that reflect store awareness and image: merchandise (Price, product quality, and assortment), store atmosphere, and convenience.

2. Conceptualization of SE

The SE concept was derived from the concept of BE (Arnett et al., 2003). The concept of BE started to emerge and capture the attention of scholars such as Aaker (1991) and Keller (1993) who developed the foundation for BE research. Aaker (1991, p. 15) defined BE as "a set of brand assets and liabilities linked to a brand, its name, and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers.", and Keller (1993, p. 2) defined customer based brand equity as "the differential effect that brand knowledge has on consumer response to the marketing of that brand".

Many researchers have built on Aaker's (1991) and Keller's (1993) BE models in order to develop new retailing concepts. For example, based on Aaker's (1991) model, Arnett et al. (2003) introduced the concept of "retailer equity" (hereafter "RE"), and Baldauf et al. (2009) proposed the concept of "retailer-perceived BE, and Londoño et al., (2016) introduced the concept of Consumer-Based Brand-Retailer-Channel Equity (CBBRCE)." Keller's (1993) model was used to develop the SE concept by Hartman and Spiro (2005), "shopper-based mall equity" (hereafter "SBME") by El Hedhli and Chebat (2009), retailer brand equity by Swoboda et al. (2016), and store equity by Saura et al. (2017). In this study, we adopt the SE definition developed by Hartman and Spiro (2005).

2.1 Review of Existing Store Equity Dimensions

There has been considerable attention afforded to the dimensions of SE in the literature to date (EI Hedhli and Chebat, 2009; Arnett et al., 2003; Baldauf et al., 2009; Pappu and Quester, 2006a). Extant research suggests that both store awareness and store image are a major component of SE.

2.1.1 Store Awareness

Store awareness is the ability of the consumer to recognize or recall a retailer's name or symbol, Pappu and Quester (2006b) defined store awareness as the ability of a consumer to recognize or recall a retailer among a relevant retailer category. If retail builds strong awareness it increases the probability that a retail brand will be included in the consideration set which simplifies the consumer's retail brand choice, making it a habit to choose the retail brand.

2.1.2 Store Image

Image construct has been conceptualized as a set of functional and psychological states (Mazursky & Jacoby, 1986). A functional aspect comprises physical properties such as merchandise selection, price, ranges, and store layout. A psychological aspect comprises emotions such as a sense of belonging and a feeling of friendliness. Hopkins and Alford (2001) added that psychological state includes factors such as atmosphere and convenience, while the functional state includes merchandize, price, services, and personal factors.

Researchers have classified SI dimensions in many ways, but price, assortment, atmosphere, quality, convenience, and customer services have been used by most studies (Mazursky & Jacoby, 1986; Kasulis & Lusch, 1981; Samli et al., 1998; Steenkamp & Wedel, 991; Burt & Carralero-Encinas, 2000; Ailawadi & Keller, 2004; El Hedhli & Chebat, 2009; Swoboda et al., 2016). Our model includes three major dimensions of SI; the store atmosphere, store convenience, and merchandise. These dimensions include both the objective and subjective attributes retailers should consider when formulating marketing strategy (Kasulis & Lusch, 1981).

Table 1. SE dimensions

Authors	Source	Store awareness	Store image	Store loyalty	Store perceived quality	Store associations	Context
Hartman and Spiro (2005)	*Journal of Business Research*	√	√				
EI Hedhli and Chebat (2009)	*Journal of business Research*	√	√				Canada
Arnett et al. (2003)	*Journal of Retailing*	√		√	√	√	US
Baldauf et al. (2009)	*Journal of Retailing*	√		√	√	√	Austria
Pappu and Quester (2006a)	*Journal of Retailing and Consumer Services*	√	√	√	√	√	Austria
This Study		√	√				

2.1.2.1 Merchandise

Merchandise aspects include three factors related to selling products: assortment, quality, and pricing (Mazursky & Jacoby, 1986). Assortment has been defined as the "number of different items in a merchandise category" (Broniarczyk et al., 1998, p. 166; McIntyre & Miller, 1999, p. 296; Broniarczyk, 2008, p. 2).

The price of a product could be viewed from a consumer's perspective as a sacrifice made to obtain that product (Zeithaml, 1988). However, from a behavioral perspective, the price could be perceived as a quality cue (Roa and Monroe, 1988. As a conclusion, the price could be viewed as an indicator of sacrifice, an indicator of quality, or both.

Perceived retailer quality is defined as a "consumer's judgment about a retailer's overall excellence or superiority" (Pappu & Quester, 2006b, p. 14). According to the Cue utilization theory, products consist of many cues that serve as indicators of quality to shoppers (Richardson et al., 1994). These cues can be classified as extrinsic or intrinsic with regard to the product. Extrinsic cues are product-related attributes such as price, brand name, and packaging, which are not part of the physical product. Conversely, intrinsic cues represent those, such as ingredients, that cannot be manipulated without also altering the physical properties of the product (Richardson et al., 1994; Szybillo & Jacoby, 1974). In judging product quality, consumers use both intrinsic and extrinsic cues (Kirmani & Wright, 1989).

2.1.2.2 Atmosphere

Store atmospherics is defined as "the effort to design buying environments to produce specific emotional effects in the buyer that enhance his purchase probability." (Kotler, 1973, p. 50)

Atmosphere consists of color, music, and crowding, lighting, layout, smell, and social features such as the type of clientele, employee availability, and friendliness (Ailawadi & Keller, 2004). These elements have been categorized into three broad dimensions (Baker et al., 1994; Baker et al., 2002; Lunardo & Mbengue, 2013): (1) social factors related to people, including store employees and customers; (2) design factors, including layout, color, cleanliness, clutter, and space; and (3) ambient factors, the background conditions in the environment, which include scent, lighting, temperature, music, and noise.

In our model, we specified three main dimensions of store atmosphere: (1) design factors, which include layout, color, and cleanliness; (2) ambient, which includes lighting and music; and (3) social factors, reflecting customer services. Figure 1 depicts the model.
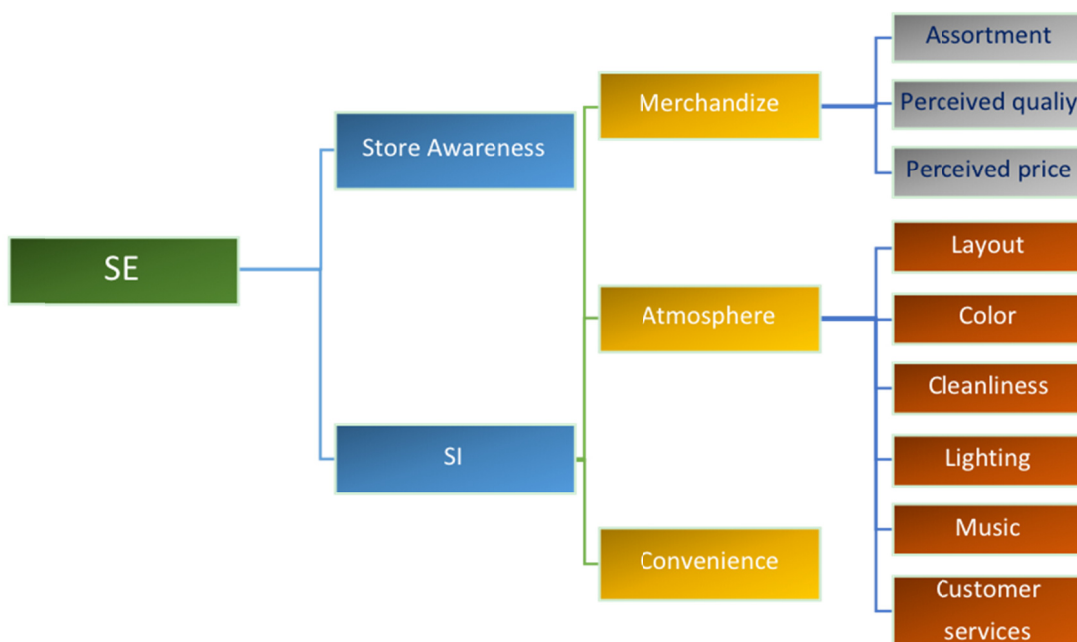

Figure 1. SE dimension

2.1.3 Store Convenience

There are many factors that are related to convenience such as the location of a store, the distance the consumer must travel to shop there, adequate parking, shopping effort, working hours, and quick checkout (Ailawadi and Keller, 2004; Delgado-Ballester et al., 2014; Samli et al., 1998). Moreover, the perceived convenience results from the perceived savings of time and effort during the shoping trip, including the stages of search for a product, evaluation, acquisition, and use convenience (Emrich et al., 2015).

Overall, our model included 11 dimensions of SE: (1) store awareness, (2) assortment, (3) perceived quality, (4) perceived price, (5) convenience, (6) layout, (7) color, (8) cleanliness, (9) lighting, (10) music, and (11) customer services.

3. Developing a Store Equity Scale

In the line with prior researches (e.g., Lundstrom & Lawrence, 1976; Parasuraman et al., 1988; EI Hedhli & Chebat, 2006; Barkus et al., 2009; Homburg et al., 2015), we followed established scale-development procedures (e.g., Lundstrom & Lawrence, 1976; Churchill, 1979). The following steps were taken to develop our scale: (1) item generation, (2) scale purification and dimensionality, and (3) reliability and validity assessment. The major focus of this study was to implement this scale in KSA.

3.1 Scale Item Generation

The initial items were selected from the study's literature review. These initial 86 items for measuring the SE dimensions are listed in Appendix A. The items were measured using a five-item Likert scale (1= "strongly disagree"; 5 = "strongly agree"; Jenkins & Taber, 1977; Lissitz & Green, 1975). After the scale items were generated, the initial item pool was edited to eliminate ambiguous and redundant items. The set of 86 items was submitted to five judges with PhDs in marketing. Statements that did not clearly fit into their category or were considered redundant or ambiguous were eliminated. This review eliminated 16 items; therefore, 70 items remained.

To refine the scale further, the remaining 70 items were sent to 40 experts in research methodology. The data were collected through Amazon's Mechanical Turk, considered an effective data-collection platform (Kees et al., 2017; Smith et al., 2016). This second review produced the same number of items. Therefore, 70 statements were used in the preliminary form of the SE scale.

Initially, we implemented this scale in the US market. Twenty eight items of SE scale captures in a reliable and valid way two main dimensions of SE; awareness and store image, the latter dimension consists of merchandize, atmosphere, and convenience. The scale was internally consistent and reliable.

Table 2. Standardized factor loadings, AVE, and CR (adapted from Amin [2016])

	Items	Standardized factor loading	AVE	CR
Music α = 0.815	M2. The store had pleasant music	0.904	0.618	0.784
	M1. The background music would make shopping in this store pleasant	0.762		
Lighting α= 0.91	LT4. This store has appropriate lighting	0.843	0.713	0.909
	LT3. This store has good lighting	0.838		
	LT2. Lighting in the store is pleasant	0.889		
	LT1. The store is correctly lit	0.814		
Layout α = 0.878	AS6. I can find the products I need very easily	0.86	0.682	0.870
	LY4. The store layout makes shopping easy	0.875		
	LY3. It was easy to locate products/merchandise in the store	0.796		
Customer services α = 0.898	CU11. The employees caring about the consumer	0.768	0.523	0.882
	CU10. The employees at this store treat my requests with respect	0.804		
	CU8. Sales people are friendly	0.758		
	CU7. Sales people are helpful	0.787		
	CU6. Sales people are knowledgeable about their products	0.75		
	CU5. The employees at this store are very competent	0.767		
Price α = 0.861	P8. This store offers products at favorable prices over a long period.	0.8	0.608	0.861
	P6. The prices at this store are acceptable	0.792		
	P3. You get good value for your money	0.755		
	P1. The prices at this store are fair	0.772		

Perceived quality α = 0.849	PQ5. This store offers very reliable products	0.846	0.584	0.848	
	PQ4. This store offers products of consistent quality	0.755			
	PQ2. This store offers a dependable product	0.735			
	PQ1. The store carries high-quality merchandise	0.713			
Convenience α = 0.91	CV10. The location of this store is easy to reach	0.902	0.778	0.913	
	CV7. This store has a convenient location	0.906			
	CV5. It is easy to get to the store	0.836			
Awareness α = 0.868	AW4. I can quickly recall the logo of this store	0.834	0.770	0.870	
	AW3. I can quickly recall the symbol of this store	0.919			
	α = 0.907				

Table 3. Discriminant validity

	Awareness	Convenience	Price	Perceived Quality	Customer Services	Music	Lighting	Layout
Awareness	*0.878*							
Convenience	0.226	*0.882*						
Price	0.220	0.231	*0.780*					
Perceived Quality	0.329	0.345	0.368	*0.764*				
Customer Services	0.298	0.312	0.305	0.455	*0.723*			
Music	0.214	0.224	0.219	0.327	0.380	*0.786*		
Lighting	0.260	0.272	0.266	0.397	0.461	0.332	*0.844*	
Layout	0.257	0.269	0.263	0.393	0.457	0.329	0.399	*0.826*
Note: The values in bold are the square root of AVE								

3.2 Scale Purification and Dimensionality

This stage involved examining the dimensionality of the construct and assessing its reliability. Data were gathered from a sample of 544 adult respondents (18 years of age or older) in KSA. The sample size of 544 meets the requirement of around 20 observations per scale item (Hair et al., 2009). Four KSA department stores were selected for data collection (City Max, Harvey Nichols, Debenhas, and Centerpoint), for two reasons: to include stores that offer both moderate- and high-price items, and to ensure coverage of stores that offer both luxury and trendy products.

Coefficient alpha was used to measure the internal consistency of the set of items (Churchill, 1979; Peter, 1979). The alpha was 0.899, which indicated a high level of internal consistency (Hair et al., 2009; Nunnally, 1978); therefore, no items were deleted from the scale.

The 28 items were subjected to EFA with principal components estimation and Varimax rotation using SPSS 22. A strict loading criterion (0.6) was used to evaluate the Varimax rotated factors (Brakus et al., 2009; El Hehhli & Chebat, 2009). As a result, 28 items fulfilled the criterion, and eight factors represented distinct dimensions that were easy to interpret: factor 1 (music), factor 2 (lighting), factor 3 (layout), factor 4 (customer services), factor 5 (price), factor 6 (perceived quality), factor 7 (convenience), and factor 8 (awareness).

Hair et al. (2009) provide four criteria for assessing factor loadings: (1) a statistically significant Bartlett's test of sphericity should be significant (Sig. <.05); (2) the measure of sampling adequacy (MSA) values must exceed 0.50 for the overall test; (3) factors should have eigenvalues greater than 1.0; and (4) the communality for each item should be greater than 0.50. The Bartlett's test of sphericity was significant, the MSA was 0.867, the eigenvalues of each factor were greater than 1, the communality for each item was above 0.5, and 76.944% of the variance was explained by the eight factors. Tables 4 and 5 summarize the factor loading results.

Table 4. KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.867
Bartlett's Test of Sphericity	Approx. Chi-Square	9519.946
	df	378
	Sig.	0.000

Table 5. Summary of results from the first stage of scale purification

Label	Initial Eigenvalues			Items	Factor loadings of items on dimensions to which they belong	communality
	Total	% of Variance	Cumulative %			
Customer Services	8.445	30.160	30.160	CU7. Sales people are friendly	.808	.727
				CU5. The employees at this store are very competent	.758	.680
				CU11. The employees caring about the consumer	.798	.709
				CU10. The employees at this store treat my requests with respect	.830	.764
				CU8. Sales people are friendly	.806	.732
				CU6. Sales people are knowledgeable about their products	.728	.614
Price	2.941	10.504	40.664	P6. The prices at this store are acceptable	.902	.844
				P8. This store offers products at favorable prices over a long period	.825	.747
				P1. the price at this store are fair	.821	.737
				P3. you get good value for your money	.802	.727
perceived quality	2.255	8.052	48.716	PQ4. This store offers products of consistent quality	.844	.797
				PQ2. This store offers a dependable product	.848	.823
				PQ1. The store carries high quality merchandise	.755	.687
				PQ5. This store offers very reliable products	.733	.686
Lighting	1.876	6.701	55.417	LT4. this store has appropriate lighting	.847	.773
				LT3. this store has good lighting	.828	.724
				LT2. Lighting in the store is pleasant	.758	.705
				LT1. the store is correctly lit	.716	.665
convenience	1.787	6.382	61.799	CV5. It is easy to get to the store	.883	.861
				CV7. This store has a convenient location	.897	.893
				CV10. The location of this store is easy to reach	.868	.834
Layout	1.513	5.402	67.201	LY3. It was easy to locate products/merchandise in the store	.810	.811
				LY4. the store layout makes shopping easy	.803	.788
				AS6. I can find the products I need very easily	.817	.770
Music	1.423	5.082	72.283	M2. The store had pleasant music	.919	.864
				M1. The background music would make shopping in this store pleasant	.921	.862
Awareness	1.305	4.661	76.944	AW3. I can quickly recall the symbol of this store	.907	.862
				AW4. I can quickly recall the logo of this store	.896	.858

The next step was to conduct confirmatory factor analyses (CFA). AMOS 21 was used to conduct CFA to specify the pattern by which each measure loaded on a specific factor. The first order was conducted for two dimensions of SI, merchandise, and atmosphere. The result is discussed below.

3.2.1 Merchandise

The results show that χ^2 was significant (χ^2 = 103.779, χ^2/df ratio 5.462, p= 0.00), the GFI value was 0.956, the CFI value was 0.966, and the RMSEA value was 0.091. Examining the squared multiple correlations for each item revealed that no item had a low R^2 values merchandise.

3.2.2 Atmosphere

The first-order CFA analysis showed that goodness-of-fit was satisfied, the χ^2 was significant (χ^2 = 270.467, χ^2/df ratio 3.22, p= 0.00), the GFI value was 0.936, the CFI value was 0.959, and the RMSEA value was 0.064. Table 6 shows the first- and second-order analyses of atmosphere.

Table 6. Goodness-of-fit statistics for the measurement model of atmosphere

Variable	χ^2/df	GFI	CFI	RMSEA	Sig.
First-order CFA	3.22	0.936	0.959	0.064	0.00
Second-order CFA	3.226	0.934	0.958	0.064	0.00

After examining the dimensions of SI, the next step was to examine the CFA of SE. Second-Order analysis of the CFA model for the SE results showed that goodness-of-fit was satisfied, the χ^2 was significant (χ^2 = 883.539, χ^2/df ratio 2.599, p = 0.00), the GFI value was 0.896, the CFI value was 0.942, and the RMSEA value was 0.054. Therefore, twenty- eight items of the second-order CFA model fit the sample data (see Figure 3).
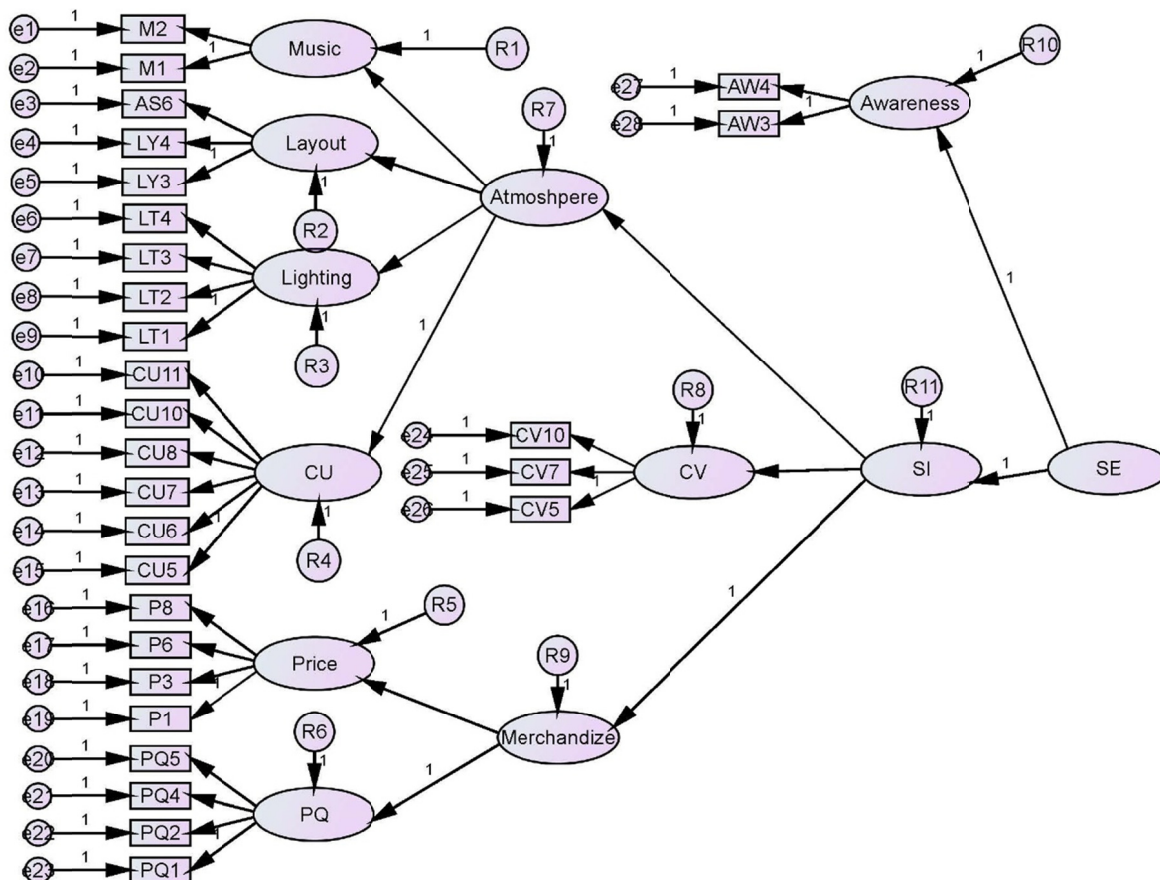

Figure 3. CFA: SE second order

3.3 Construct Reliability and Validity

Construct validity was addressed by analyzing construct reliability, convergent validity, and discriminant validity (Peter, 1981). To test reliability, Cronbach's α was computed. It was found to be 0.899, which indicated a high level of internal consistency (Hair et al., 2009; Nunnally, 1978).

Measuring convergent validity requires three criteria: (1) all the standardized loadings to their respective constructs should be significant and exceed 0.5 (Bagozzi & Yi, 2012; Hair et al., 2009); (2) the AVE must exceed 0.5 (Bagozzi & Yi, 1988; Hair et al., 2009); and (3) construct reliability (CR) should exceed 0.7 (Bagozzi & Yi, 2012; Hair et al., 2009). As Table 7 shows, all factor loadings for each construct were above 0.50, their AVEs exceeded the recommended thresholds, and their CR exceeded 0.7.

Next, AVE was used to assess the discriminant validity of the construct. Discriminant validity requires that the square root of the AVE between each pair of factors be higher than the correlation estimated between the factors (Bagozzi & Yi, 1988; Fornell & Larcker, 1981; Hair et al., 2009). The results in Table 8 show that the square root of the AVE between each pair of factors was higher than the correlation estimated between the factors, demonstrating discriminant validity.

Table 7. Standardized factor loadings, AVE, CR, and alpha (adapted from Amin [2016])

	Items	Standardized factor loading	AVE	CR
Music = 0.841	M2. The store had pleasant music	0.961	0.751	0.856
	M1. The background music would make shopping in this store pleasant	0.76		
Lightining = 0.856	LT4. This store has appropriate lightening	0.807	0.604	0.859
	LT3. This store has good lightening	0.749		
	LT2. Lighting in the store is pleasant	0.784		
	LT1. The store is correctly lit	0.767		
Layout = 0.866	AS6. I can find the products I need very easily	0.775	0.687	0.868
	LY4. The store layout makes shopping easy	0.841		
	LY3.It was easy to locate products/merchandise in the store	0.868		
Customer services = 0.908	CU11. The employees caring about the consumer	0.783	0.626	0.909
	CU10. The employees at this store treat my requests with respect	0.86		
	CU8. Sales people are Friendly	0.824		
	CU7. Sales people are Helpful	0.798		
	CU6. Sales people are Knowledgeable about their products	0.714		
	CU5. The employees at this store are very competent	0.76		
Price = 0.888	P8. This store offers products at favorable prices over a long period.	0.805	0.673	0.892
	P6. The prices at this store are acceptable	0.892		
	P3. You get good value for your money	0.777		
	P1. The prices at this store are fair	0.804		
Perceived Quality = 0.88	PQ5. This store offers very reliable products	0.744	0.656	0.883
	PQ4. This store offers products of consistent quality	0.851		
	PQ2. This store offers a dependable product	0.891		
	PQ1. The store carries high quality merchandise	0.743		
Convenience = 0.92	CV10. The location of this store is easy to reach	0.85	0.795	0.921
	CV7. This store has a convenient location	0.932		
	CV5. It is easy to get to the store	0.891		
Awareness = 0.834	AW4. I can quickly recall the logo of this store	0.841	0.717	0.835
	AW3. I can quickly recall the symbol of this store	0.852		
	= 0.899			

Table 8. Discriminant validity

	Awareness	Convenience	Perceived Quality	Price	Customer Service	Lighting	Layout	Music
Awareness	*0.847*							
Convenience	0.192	*0.892*						
Perceived Quality	0.266	0.432	*0.810*					
Price	0.198	0.322	0.237	*0.821*				
Customer Service	0.187	0.304	0.420	0.313	*0.791*			
Lighting	0.180	0.291	0.403	0.300	0.460	*0.777*		
Layout	0.201	0.325	0.450	0.335	0.514	0.493	*0.829*	
Music	0.051	0.083	0.114	0.085	0.131	0.125	0.140	*0.866*

Note. The values in bold are the square root of AVE.

3.3.1 Nomological Validity

This step involves testing a well-established theoretical relationship between the measured construct and other constructs (Hair et al., 2009). According to Arnett et al. (2003), Gil-Saura et al. (2016), Gil-Saura et al. (2013), and Fuentes-Blasco et al. (2017) store equity should positively influence shopping intention and customer satisfaction. Consequently, to establish the nomological validity of SE, shopping intention and customer satisfaction were used as the dependent variables, while SE was the independent variable. To measure shopping intention, three items were adapted from Arnett et al. (2003), and four items were adapted from Gelbrich (2011) to measure customer satisfaction.

A structural equation model (SEM) was run using AMOS 21. In line with Arnett et al. (2003), Gil-Saura et al. (2016), Gil-Saura et al. (2013), and Fuentes-Blasco et al. (2017), the SEM results showed that store equity positively influenced shopping intention and customer satisfaction (see Table 19).

Table 9. Standardized regression for the research model

Description	Estimate	S.E.	C.R.	P values
Customer Satisfaction <--- SE	1.5	0.105	14.28	0.000
Shopping Intension <--- SE	1.44	0.105	13.715	0.000

4. General Discussion

4.1 Theoretical Implications

This study contributes to SE research by providing a reliable and valid measure of SE using store awareness and store image dimensions (merchandise, store atmosphere, and convenience). Furthermore, It provides a scale that researchers can build on to study

the impact of SE on consumer behavior factors, such as customer satisfaction, customer loyalty, word of mouth, and repatronage intension.

4.2 Limitation and Future Research Directions

This study is not without its limitations, one of the limitations was its focus on stores, and one must use caution when applying this scale to other shopping mall types. Therefore, additional research is required to validate the measure by considering different types of shopping malls. Another limitation was the focus on KSA consumers which might limit our ability to fully generalize the findings to other. Future research could examine the applicability of this SE scale to online stores.

4.3 Managerial Implications

The scale developed to measure SE should be useful not only in academic research but also in marketing practice. This study's SE scale provide tools that could help marketing managers ways, it can (1) measure current and past performance, (2) serve as a benchmarking tool by which to compare one firm's SE to that of its close rivals, (3) measure the effectiveness of marketing strategies, and (4) examine the relative importance to a retailer of various SE components.

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