

# The Impact of Theme Restaurant Servicescape on Consumer's Value and Purchase Intention

Rila Anggraeni<sup>1\*</sup>, Dimas Hendrawan<sup>1</sup>, Yu-Wen Huang<sup>2</sup>

<sup>1</sup>Management Department, Faculty of Economics and Business, Universitas Brawijaya, Indonesia

<sup>2</sup>College of Management, Yuan Ze University, Taiwan

\*Corresponding author. Email: rila.anggraeni@ub.ac.id

## ABSTRACT

Novelty value defined as being genuine, real, or true, plays an important role in the consumption intention and decision. Not only novelty value, emotional value as psychological component is essential for consumer to consider in the buying process. According to some researcher, the key factor that affect the emotional and novelty value was physical environment or atmospheric. The aim of this study is to analyze the impact of atmospheric elements on customer's emotional value, novelty value, and purchase intentions in the context of Indonesia's theme restaurants. The data was collected from 190 customers by using purposive sampling technique. Partial least square structural equation modeling (PLS-SEM) analysis was conducted to test the hypothesized relationships among variables. A significant relationship was found between restaurant's servicescape and purchase intention. The same result was found between restaurant's atmosphere and emotional value, but the significancy was weak. However, the relationship between restaurant's atmosphere and novelty value was not significant. Theoretical and practical implications based on the results are discussed in detail.

*Keywords: restaurant's servicescape, emotional value, novelty value, purchase intention, theme restaurant, WarpPLS*

## 1. INTRODUCTION

Consumer purchasing decision making consists of 3 (three) stages, namely pre-purchase consumption, consumption, and post-purchase consumption [1]. At the pre-purchase stage, consumers conduct an evaluation that will determine the purchase intention of a product. Purchase intention is the possibility of a customer buying a product or the consumer's need for a product that directs the customer to make a purchase [2]. It is important for marketers knowing the factors that influence purchase intention because purchase intention is the main potential to encourage someone to make a purchase. Strategic steps need to be taken to strengthen consumer buying intentions and prevent consumers from turning to offers made by competitors.

Consumer purchasing decision making influenced by consumer perceptions of perceived value [3]. The theoretical framework of perceived value developed by Sheth, Newman, and Gross [4,5], which considers consumer choice as a function of several dimensions of 'consumption value' and that these dimensions make different contributions in different choice situations.

Changes in the economic and social environment cause a shift, in the way consumers evaluate a product and the factors that influence consumer purchase intentions. Nowadays, consumers are not just satisfied with the benefits of a product, but consumers want consumer-oriented consumption. [6]. The consumption trend has shifted from commodities, goods, and services to experience-based [7]. It triggers the marketers to gain an idea to create unique situations and environments to provide distinct experiences, as a strategy to differentiate [8].

Berry et al. [9] argue that the perfect experience for customers must be preceded by recognizing clues about functionality or emotions. Because consumers who have limited knowledge of purchasing choices, tend to collect information about product-related attributes as an indicator of quality assessment [10], which is the basis for purchase intentions. Experiences arising through emotional stimulation [11], aesthetic design, and involvement during the process will be the foundation for building strong relationships between consumers and brands, stores, services, or products.

The industry creates unique and creative design ideas to enhance customer experience, so the aesthetic economy is born [12]. One of the industries is the restaurant industry which is marked by the emergence of themed restaurants.

Themes defined as a systematic concept or a holistic description of the materialization of consumption space. Themed restaurants are places to eat, which decorated with various and distinctive signs [13].

The magnet of a themed restaurant is the distinctive layout and decoration. These physical attributes will play an important role in influencing customer perceptions and behavior [14]. Physical appearance, interior decoration, and consumption situation, which known as servicescape, will form a certain impression for consumers and influence the decision-making process. In other words, servicescape performance can consider as 'quality' which is a critical factor in consumption intentions.

The influence of the environment on consumer behavior has increased since the emergence of the term atmospheric [15], which explains the influence of the artificial environment related to external architectural stimuli, namely color, size, brightness, shape, interior design, and sound stimulation.

Environmental stimulation will influence behavior through internal assessments. Many studies suggest that the store environment in terms of music, lighting, olfactory sensations, crowding, symbols, colors, layout, and employee behavior will influence emotional or cognitive perceptions [16].

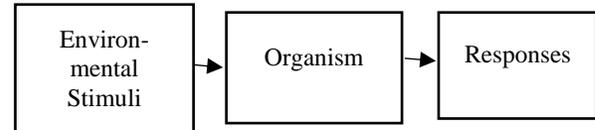
From the perspective of themed restaurants, consumption intentions will depend on perceived value, especially the value of authenticity [17]. The value of novelty that is owned by someone and coupled with a positive evaluation of servicescape will arouse the passion or interest of consumers to be able to feel the things offered by the restaurant. Servicescape will affect customers physiologically, cognitively, and emotionally [18].

This study proposes that servicescape easily assessed by consumers and affects the novelty value and emotional value perceived by consumers in pre-consumption experiences. Furthermore, this pre-consumption experience will influence purchase intentions. First, this study will review the relationship between environmental factors and individual responses using the S-O-R (Stimulus-Organism-Response) model. Then it will discuss how servicescape affects customer responses, namely customer behavior and emotions..

## 2. LITERATURE REVIEW

### 2.1. Stimulus- Organism-Response Theory

S-O-R theory is a theoretical framework that explains the influence of environmental factors on customer behavior. This theory developed by Mehrabian and Russell [19].



**Figure 1.** Mehrabian – Russell Model

The framework for this model is the environment as a stimulus. The consumer, as an organism will emotionally respond to the stimulus in the form of behavior. This model shows that emotions will mediate the relationship of environmental factors to one's behavior.

Environmental stimuli are the appearance of the environment. Organism refers to a person's reaction to environmental stimuli, consisting of pleasure, arousal, and dominance (PAD). The response to the reaction consists of 2 (two) contrasting behaviors, namely, approach and avoidance. Approach behavior is related to positive behavior, conversely, avoidance is negative behavior. This S-O-R paradigm indicates that environmental stimulation (S) will affect the cognition and value of the organism (O) will trigger a person's response which is behavior (R).

### 2.2. Servicescape

Servicescape refers to a place for commercial exchange [20]. Servicescape is believed to be able to provide guidance for consumers and create impressions. Also, servicescape will serve as a tool for consumers to assess service quality. Servicescape consists of cleanliness, music, scent, temperature, lighting, color, and display. Servicescape acts as a stimulus to the five senses, which includes visual, aural, olfactory, and tactile [15].

Cleanliness defined as the absence of impurities such as stains, garbage, and dirt. A clean environment will affect consumers' comfort. Music is a marketing important component. Music elements, such as tempo, tonality, and type of music will influence consumers' interpretation of the suitability of the context of a product. Scent defined as a distinctive aroma or smell that will affect the mood of consumers. The right temperature setting will affect consumer comfort. The temperature that is too hot or too cold will affect the consumer's willingness to stay in a restaurant [21]. The lighting level will cause different consumer's perceptions. The research conducted by Yang [22] resulted that warm light will lead to a consumer's positive perception.

Color is one of the aesthetic factors that can be seen and evaluated by consumers. The color used by a store will affect consumers in making decisions [21].

A display is a visual display that aims to create an aesthetic appeal [23].

### 2.3. Perceived value

Some literature has discussed the perceived value. The perceived value often interchanged with the concept of satisfaction. However, these two constructs have differences. A consumer can obtain value without buying a product or using a service, while satisfaction needed experience [24].

Marketers are involved in "value creation" when they design and promote their products to potential customers. Consumers evaluate the value offered by marketers in making consumption decisions.

### 2.4. Emotional value

Emotional value defined as benefits derived from feelings or affection statements that is enjoyment or pleasure from a product [24]. Emotional values include comfort, safety, joy, romance, passion, fear, and guilt [11].

### 2.5. Novelty value

Novelty value is defined as the value acquired from products and services to arouse curiosity, provide novelty or satisfy a desire for knowledge [5]. When consumers perceive that a product has a unique value and is different from those offered by competitors, then consumers will be more interested and give a positive reaction.

### 2.6. Purchase intention

Consumer behavior defined as the study of purchasing and the exchange process involved in obtaining, consuming, and disposing of goods, services, experiences, and ideas. Consumer behavior can be defined as the behavior displayed by consumers in searching for, buying, using, evaluating, and disposing of products and services that they hope will satisfy their needs.

One of the most difficult questions to explain in consumer behavior is how consumers make certain purchases. However, the question is critical because marketers need to know what triggers consumers to buy a product [25]. Purchasing behavior is a decision making process and the people's actions in purchasing and using the product.

The concept of purchase intention reflects the predictable behavior of consumers in future purchase decisions. Specifically, buying intention is a projection of the future behavior of consumers. Purchase intention often used to estimate sales of existing products and services. Purchase intention used to identify the probability of purchasing a product in a period.

### 2.7. Hypothesis

Several servicescape studies have found that specific atmospheric attributes have a direct effect on customers' emotions [19,26]. Emotions reflect consumer's interpretations of the physical environment, for example, enjoyment, excitement, pleasure, and peace. Research conducted by Dube and Morin [27] shows that one dimension of servicescape, namely background music influences pleasure intensity levels.

H1. There is a direct relationship between servicescape and emotional value

Novelty value built from themed environmental engineering. A unique and attractive servicescape design will influence consumer perception in describing the level of novelty possessed by a product compared to other products.

H2. There is a direct relationship between servicescape and novelty value

The emotional value will affect consumers' assessment of a product. The emotional value will affect the consumer's information processing and determine the intention to behave.

H3. There is a direct relationship between emotional value and purchase intention

Customers consider novelty aspects when evaluating products or services [12]. When consumers judge a product is unique and different from other products, it will motivate them to make purchases.

H4. There is a direct relationship between novelty value and purchase intention

Servicescape is an important variable that will affect consumer behavior. Sensory attributes consist of cleanliness, music, scent, temperature, lighting, color, and display act as stimulants of consumer behavior.

H5. There is a direct relationship between servicescape and purchase intention

## 3. METHODS

### 3.1 Data collection

Data was collected from themed restaurant visitors in Indonesia from February to April 2019 using the survey method. The instrument used was a questionnaire consisting of 4 (four) parts.

At the beginning of the survey, respondents asked to provide their demographic information. The second part contains questions about the dimensions of servicescape, namely cleanliness, music, scent, temperature, lighting, color, and display. The third part contains questions of emotional value

and novelty value. The question of purchase intentions is in the fourth part.

The number of respondents from this study were 200 respondents. After eliminating error answers and missing values, 190 responses used for further analysis.

### 3.2 Analysis method

Partial Least Squares - Structural Equation Modeling (PLS-SEM) used to answer the problem formulation in this study. PLS-SEM is an alternative method for theory testing. PLS-SEM is a causal model that aims to explain the variance of the dependent construct (Hair, Hult et al., 2011). Compared to covariance-based structural equation modeling (CB-SEM), PLS-SEM has several advantages. PLS-SEM does not need to meet the assumptions of normally distributed data and large sample sizes [28]. WarpPLS 6.0 software used to process data using PLS-SEM.

## 4. RESULTS

### 4.1 Descriptive statistices

Based on demographic data obtained, respondents who sampled in this study, 59% male, 41% female, majority aged 17-21 years. More than half of respondents (53.68%) have a high school education background. Also, the majority of respondents have an income of between 1.5 - 3 million. Furthermore, the demographic characteristics of the respondents in this study seen in the following Table 1:

Table 1. Demographic characteristics of the respondents

Variable		Frequency	%
Gender	Male	112	59
	Female	78	41
Age (years)	17 – 21	92	48.42
	22 – 26	54	28.42
	27 – 31	21	11.05
	32 – 36	15	7.89
	> 36	8	4.21
Education	Middle School	54	28.42
	High School	105	53.68
	Undergraduate	31	14.74
Income (Rp.)	< 1,5 million	74	38.95
	1,5 – 3 million	102	53.68
	> 3 – 4,5 million	11	5.79
	> 4,5 – 6 million	2	1.05
	> 6 million	1	0.53

### 4.2 Measurement model

Before testing the proposed relationship, the construct validity and reliability assessed [29]. Reliability indicated by the value of Composite Reliability (CR) above 0.7. Reliability in this study shown in Table 2.

Table 2. Composite Reliability

	Service scope	Emotional Value	Novelty Value	Purchase intention
CR	0.925	0.859	0.840	0.845

To assess convergent validity, the p values associated with the loadings to be lower than 0.05 and loadings to be equal or higher than 0.05 [30] shown in Table 3. Discriminant validity assessed using the Fornell-Larcker criteria, which compare the square root of the AVE value with the correlation of latent variables [31]. All latent constructs have the AVE square root value, which is higher than the correlation between constructs, indicating the fulfillment of discriminant validity.

Table 3. Convergent validity

	Service scope	Emotional Value	Novelty Value	Purchase intention	P value
S1.1	(0.642)	0.003	-0.096	-0.225	<0,01
S1.2	(0.600)	0.000	-0.094	0.107	<0,01
S1.3	(0.634)	0.043	-0.076	-0.053	<0,01
S2.1	(0.709)	-0.084	0.059	-0.328	<0,01
S2.2	(0.645)	-0.027	0.076	-0.212	<0,01
S2.3	(0.668)	0.133	-0.100	-0.078	<0,01
S3.1	(0.688)	0.097	-0.005	-0.462	<0,01
S3.2	(0.756)	0.148	-0.122	-0.144	<0,01
S4.1	(0.709)	0.134	-0.042	0.135	<0,01
S4.2	(0.713)	-0.051	0.058	0.078	<0,01
S5.1	(0.663)	-0.100	0.034	0.037	<0,01
S5.2	(0.674)	-0.140	0.158	-0.041	<0,01
S6.1	(0.656)	0.028	-0.030	0.369	<0,01
S6.2	(0.659)	-0.025	-0.032	0.407	<0,01
S7.1	(0.507)	-0.148	0.154	0.287	<0,01
S7.2	(0.596)	-0.073	0.104	0.267	<0,01
E1.1	0.129	(0.766)	0.109	-0.192	<0,01
E1.2	-0.049	(0.879)	-0.046	0.075	<0,01
E1.3	-0.069	(0.808)	-0.053	0.101	<0,01
N2.1	0.101	0.014	(0.817)	-0.151	<0,01
N2.2	0.096	-0.036	(0.804)	-0.151	<0,01
N2.3	-0.207	0.024	(0.771)	0.318	<0,01
P1.1	-0.128	-0.002	-0.008	(0.809)	<0,01
P1.2	0.076	0.047	-0.043	(0.849)	<0,01
P1.3	0.052	-0.051	0.057	(0.749)	<0,01

**4.3 The fitness of the model**

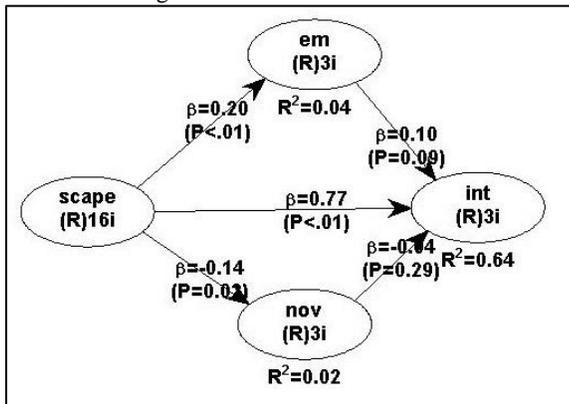
The research model test conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between variables in the study. The use of WarpPLS 6.0 has provided calculation results that indicate the criteria used to assess whether the model is appropriate. The results of the model fit are:

- a) Adjusted R Square for emotional value of 0.034, novelty value of 0.015, and purchase intention of 0.629.
- b) Q<sup>2</sup> for emotional value of 0.040, novelty value of 0.021, and purchase intention of 0.635.
- c) APC=0.249, P<0.001
- d) ARS=0.232, P<0.001
- e) AVIF=1.081 (baik)
- f) AFVIF=1.985
- g) The results of the GoF Tenenhaus in this study are 0.372 which shows that the suitability of the model is of high.
- h) This study has an SPR value of 1,000 or ideal
- i) RSCR in this study is 1.00
- j) The SSR value in this study was 1.00.
- k) The NLBCDR value of this study is 0.800

These results indicate that the overall model in this study is good or appropriate.

**5. STRUCTURAL MODEL**

The relationship between latent variables assessed using standardized beta coefficients and the R square value illustrated in Figure 2.



**Figure 2.** Structural Model

From Figure 2, the hypothesis testing results obtained are:

- a) Servicescape and emotional value have a significant direct relationship with a path coefficient (β) of 0.20 and p value <0.01 (H1 supported)

- b) Servicescape and novelty value have a significant direct relationship with a path coefficient (β) of 0.14 and p value <0.02 (H2 not supported)
- c) Emotional value and purchase intention do not have a significant direct relationship with a path coefficient value (β) of 0.10 and p value <0.0 (H3 not supported)
- d) Novelty value and purchase intention do not have a significant direct relationship with the path coefficient (β) of -0.04 and p value <0.29 (H4 is not supported)
- e) Servicescape and purchase intention have a significant direct relationship with a path coefficient value (β) of 0.77 and p value <0.01 (H5 supported)

**6. DISCUSSIONS AND CONCLUSION**

The findings show that servicescape has a significant effect on emotional value. Jang et al. [32] state that a unique and distinct servicescape induced customer’s positive emotions. The design of the servicescape in the theme restaurant will determine the consumer feelings' of relaxation, entertainment, and pleasure. For example, scent as one of the dimensions of servicescape will affect consumer emotional value. The aroma of a restaurant can have a positive effect on a consumer's mood. Feelings of happiness and security are influenced by a sharp sense of smell. 75% of the emotions experienced by someone every day, is generated by what is smelled [33]. Bosmans [33] states that the main reaction to an aroma is a feeling of like or dislike.

This study shows that novelty value is a response derived from consumer ratings of the servicescape attributes presented by themed restaurants. The combination of servicescape dimensions will be a benchmark for consumers to assess the uniqueness and differentiation of the restaurant with other restaurants.

The third and fourth findings are out of our expectations. The emotions and novelty value is not a significant component of purchase intentions. The possible explanation is emotional and novelty stimulation depending on its compatibility with many factors, such as culture, consumer self-identity, and incidental emotional states [35]. According to Hofstede et al. [36], Indonesian people tend to avoid novel things, because they considered having a high risk. In addition, consumers with low emotional values such as negative moods will not lead to positive behaviors such as the desire to stay, work, or buy. This is also supported by a restaurant theme that is incompatible with the consumer's self-identity which will actually reduce emotional value even though the perception of servicescape is considered good. Furthermore, the presentation of attractive and convenient servicescape for consumers is a very important factor related to purchasing intention.

## 7. IMPLICATIONS

This study reveals that servicescape is important to increase the emotional value, novelty value, and purchase intention. Consumers make assessment through their senses.

Therefore, this finding expected to assure managers to allocate resources for servicescape design, redesign, and furnishings, as they do for other marketing mix communications. Managers can incorporate design aspects such as more colors and contrasting finishing touches, diverse elements, a mix of bright and dark spaces, visual screens, rooms, and extensive innovative design elements to make servicescape more suitable for the context.

Theme restaurants need to emphasize multisensory servicescape to improve consumer's emotional value, novelty value, and purchase intentions. Inducing pleasure emotion by designing and managing the theme restaurant's servicescape is crucial. Careful consideration needed in determining the appropriate level of arousal elicited by the physical environmental attributes (e.g., music, color, layout and design, etc.). A well-designed physical environment can stimulate consumer's emotion and behavior.

Physical aspects will affect customer value, so the management must make observations and evaluations continually. Maintenance of servicescape will help the theme restaurant to maintain its appeal. All rooms both indoors and outdoors must be clean from rubbish and dust. Managers must inspire employees to keep service areas clean and neat to please customers and manage their perceptions. The choice of music genre and music volume also needs attention. Music that is too loud will also cause inconvenience for consumers.

## 8. LIMITATIONS

This study has several limitations that can be used for further research. Future studies can focus on particular type of theme restaurant that is adapted to variables such as cultural background, self-identity, or gender. Social cues variables also can add to further research, for example employee performance which includes, customer orientation, employee competency, employee credibility, social support or reference groups.

## REFERENCES

- [1] C. Lovelock, J. Wirtz, *Services Marketing: People, Technology, Strategy* (7th edn), Upper Saddle River, NJ: Prentice Hall, 2011
- [2] P. Wu, G.Y.Y. Yeh, C.R. Hsiao. The effect of store image and service quality on brand image and purchase intention for private label brands, *Australian Marketing Journal (AMJ)*. 19(1) (2011) 30-39
- [3] V.A. Zeithaml, Consumer Perceptions of Price, Quality and Value: A Means-End Model and Synthesis of Evidence, *Journal of Marketing*, 52(July) (1988) 2–22.
- [4] J.N. Sheth, B.I. Newman, B.L. Gross. *Consumption Values and Market Choice*. Cincinnati, Ohio: South Western Publishing, 1991
- [5] J.N. Sheth, B.I. Newman, B.L. Gross. Why We Buy What We Buy: A Theory of Consumption Values, *Journal of Business Research*, 22(March) (1991) 159–170
- [6] B.J. Pine, J.H. Gilmore, Welcome to the experience economy, *Harvard Business Review*, 76(4) (1998) 97-106.
- [7] B.H. Schmitt, *Experiential Marketing*. The Free Press, New York, 1998
- [8] P. Dong, Y.M. Siu, Servicescape elements, customer predispositions and service experience: the case of theme park visitors, *Tourism Management*, 36(3) (2013) 541-551.
- [9] L. Berry, L. Carbone, S. Haeckel, Managing the total customer experience. *MIT Sloan Management Review*, 43(3) (2002) 85-89
- [10] M. Brucks, V.A. Zeithaml, G. Naylor, Price and brand name as indicators of quality dimensions for consumer durables, *Journal of the Academy of Marketing Science*, 28(3) (2000) 359-374.
- [11] E.C. Hirshman, M.B. Holbrook, Hedonic consumption: Emerging concepts, methods and proposition, *Journal of Marketing*, 46 (Summer) (1982) 92-101.
- [12] B.J. Pine II, J.H. Gilmore, *The Experience Economy: Work Is Theatre and Every Business a Stage: Goods and Services Are No Longer Enough*, Harvard Business School Press, Boston, 1999
- [13] A. Beardsworth, A. Bryman, Late modernity and the dynamics of quasification: the case of the themed restaurant, *Sociological Review*, 47(2) (1999) 228-257.
- [14] W.G. Kim, Y.J. Moon, Customers' cognitive, emotional, and actionable response to the servicescape: a test of the moderating effect of the restaurant type, *International Journal of Hospitality Management*, 28(1) (2009) 144-156

- [15] P. Kotler, Atmospheric as a Marketing Tool, *Journal of Retailing*, 49 (Winter) (1973) 48–64.
- [16] J.C. Sweeney, F. Wyber, The role of cognitions and emotions in the music-approach-avoidance behavior relationship, *Journal of Services Marketing*, 16(1) (2002) 51-69.
- [17] S.Q. Liu, A.S. Mattila, Ethnic dining: need to belong, need to be unique, and menu offering, *International Journal of Hospitality Management*, 49(8) (2015) 1-7
- [18] S. Oakes, The influence of the musicscape within service environments, *Journal of Service Marketing* 14 (7) (2000) 539–549.
- [19] A. Mehrabian, J.A. Russell, *An Approach to Environmental Psychology*, M.I.T. Press, Cambridge, MA, 1974
- [20] P. Fredman, S. Wallreinius, A. Grundén, The nature of nature in nature-based tourism, *Scandinavian Journal of Hospitality & Tourism*, 12(4) (2012) 289-309.
- [21] R. Shashikala, A. Suresh, Building consumer loyalty through servicescape in shopping malls, *IOSR Journal of Business and Management*, 10(6) (2013) 11-17.
- [22] J. Yang, The effects of lighting temperature and complexity on hotel guests' perceived servicescape, perceived value, and behavioral intentions, Ph.D. Dissertation, Iowa State University, 2015
- [23] M.J Bitner, Servicescapes: The impact of physical surroundings on customers and employees, *Journal of Marketing*, 56 (1992) 57-71.
- [24] J.C. Sweeney, G.N. Soutar, Consumer perceived value: The development of a multiple item scale. *Journal of retailing*, 77(2) (2001) 203-220.
- [25] M. Ghazali, M.S. Othman, A.Z. Yahya, M.S. Ibrahim, Products and country of origin effects: The Malaysian consumers' Perception, *International Review of Business Research Papers*, 4(2) (2008) 91–102
- [26] L.W. Turley, R.E. Milliman, Atmospheric effects on shopping behavior: a review of the experimental evidence, *Journal of Business Research*, 49(2) (2000) 193-211.
- [27] L. Dube, S. Morin, S., Background music pleasure and store evaluation intensity effects and psychological mechanisms, *Journal of Business Research*, 54(2) (2001) 107- 113
- [28] J. F. Hair, C.M. Ringle, C. M., M. Sarstedt, PLS-SEM: indeed a silver bullet, *Journal of Marketing Theory and Practice*, 19(2) (2011) 139–151.
- [29] J. Hulland, Use of partial least squares (PLS) in strategic management research: A review of four recent studies, *Strategic Management Journal*, 20(2) (1999) 195-204
- [30] N. Kock, *WarpPLS 3.0 User Manual: ScriptWarp Systems*, 2011
- [31] J. Henseler, C.M. Ringle, R.R. Sinkovics, The use of partial least squares path modeling in international marketing, *Advances in International Marketing*, 20 (2009 )277–319.
- [32] S. Jang, J. Ha, K. Park, Effects of ethnic authenticity: examining Korean restaurant customers in the US, *International Journal of Hospitality Management*, 31(3) (2012) 990-1003.
- [33] S. Bell, Future sense: defining brands through scent, *GDR Creative Intelligence*, 21 (2006) 1-5.
- [34] A. Bosmans, Scents and sensibility: when do (in)congruent ambient scents influence product evaluations, *Journal of Marketing*, 70(3) (2006), 32-43.
- [35] C. Achar, J. So, N. Agrawal, A. Duhachek., What we feel and why we buy: the influence of emotions on consumer decision-making, *Current Opinion in Psychology*, 10 (2016) 166-170 doi: <https://doi.org/10.1016/j.copsyc.2016.01.009>
- [36] G. Hofstede, G.J. Hofstede, M. Minkov, *Cultures and Organizations: Software of the Mind (2nd Ed.)*, New York: McGraw-Hill, 2005