Research Exposé:

The impact of the experiential store on brand loyalty

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Abstract

More and more retailers are launching physical stores, either in addition to their online presence or to empower their physical presence. Whether and when it is best for the physical channel to be a pure showroom or a selling store remains unanswered. Also: if, why and how much this investment is appreciated by consumers, and if it makes a difference from the brand loyalty point of view.

To address these gaps, the research takes into consideration two experiential stores: one famous offline and the other one born online; through a qualitative investigation of the consumer point of view about the new physical store, the study will be able to verify the power of emotions in the purchasing behavior.

Considering consumer brand engagement as an important tool for measuring customer loyalty, the analysis describes: its dimensions (cognitive, affective and behavioral), the following impact on brand trust, brand love, brand loyalty, which emerges the most between attitudinal and behavioral loyalty.

Positing that the experiential store has a positive impact on the emotional aspect of consumer experience and given that the emotions are the drivers of the purchasing, brand managers, as well as marketing and communication professionals, as well as CEOs and store designers can be interested in the results.

Keywords:

BRAND LOYALTY,
EXPERIENTIAL STORE,
CONSUMER EXPERIENCE,
BRAND LOVE,
EMOTIONAL BRANDING,
EXPERIENCE MARKETING,
RETAIL STRATEGY,
OMNI-CHANNEL RETAILING.

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List of Abbreviations

BL	Brand Loyalty
BR	Brand Relationship
CBE	Consumer Brand Engagement
CE	Costumer Experience
ES	Experiential Store

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1. Introduction

1.1 Context

The current digitalization process of consumer retail is profoundly transforming the consumer retail sector. However, even though online commerce is accelerating, and mobile devices are playing an increasingly important role, physical stores remain key retail spaces. Huré, E., Picot-Coupey, K., & Ackermann, C. L. (2017).

In fact: a "retail apocalypse" did not happen, after all there are several factors that testify to the importance of the physical store for customers, for example: 85% of retail sales take place in the physical store, some digital online retailers move offline (ex. Bonobos) and new stores opened (Hagberg et al., 2017; Stott and Walker, 2018; Walker, 2018 IN Alexander, B., & Cano, MB 2020). Retailers have had to respond to the permanent shift of consumers to online shopping (Euromonitor, 2019 IN Alexander, B., & Cano, MB, 2020), so there has been (and still is) a radical change in the purpose and role of the physical store in the omnichannel landscape (Stephens, 2018 IN Alexander, B., & Cano, MB, 2020).

Higher expectations of consumers regarding their shopping experience, and stronger needs for the physical store to stand out in the omnichannel scenario has caused the evolution of the offline store in the *experientia*l store. Alexander, B., & Cano, MB, (2019). The adjective “experiential” implies based on experience, this term seems unavoidable in contemporary marketing strategies, indeed *experience marketing* is the new approach to marketing and business, more innovative and creative, it is expected to be a major growth area in the next years (Batat W., 2020).

In order to keep up with the times the key word for the retailers was innovation, for example, a shop that allows you to create your own bicycle (Rose Bikes, Bocholt, Germany), your own sweater (Adidas, Berlin, Germany) or your personalized bag (O bag, Italy), or another where you can play basketball to try on sneakers (Nike, NY), or one that uses artificial intelligence to supply store shelves (Wallmart, NY), or that allows you to experiment design products in an apartment-showroom (Lago, Italy). Or shops without cashier (Amazon Go, USA) or run entirely by robots (Huawei, Wuhan, China). These are just some of the innovative proposals coming from the world of physical retail, leaving the traditional product centric approach, and replacing it with a more consumer/experience-centric logic, based on the 7Es (Experience,

Exchange, Extension, Emphasis, Empathy capital, Emotional touchpoints, and Etic process). Batat W., 2020. Fig. 1.

Experiential marketing mix vs. marketing mix

Fig.1

To attract as many customers as possible, retailers try to make their store and the experience within it something memorable and satisfying, and one way to achieve this type of result is to exploit emotions in their favor. Emotions, after all, are able to determine the actions and behaviors of the individual and play a fundamental role in the decision and reasoning processes, as well as in the creation of strong links between brands and consumers. (Akgün, AE, Koçoğlu, İ., & İmamoğlu, SZ 2013).

In this regard, consumer brand engagement (CBE), i.e. the emotional involvement of an individual towards a brand following positive experiences with the brand itself or other consumers, is assuming an increasingly important role in the experiential context between consumer and brand (Hollebeek et al., 2014; Dessart et al., 2015 IN Fernandes, T., & Moreira, M. 2019). CBE turns out to be a stronger bond than simple satisfaction, in fact it implies a manifestation of an active behavior of the consumer which, generally, takes the form of active and continuous participation in brand communication.

Considering the success guaranteed to the brand thanks to the relationship between the consumer and the brand itself (Fernandes, T., & Moreira, M., 2019), and that the EC has a wider value than just the good or the service provided, with its ability to involve the customer,

to encourage him to interact and share the positive sensations experienced with others, then it is easy to understand why brands focus on symbolic meanings, on fulfilling the wishes and needs of customers, on the interaction and influence of consumer behavior. (Batat W., 2019). The interaction between customer and brand (defined as brand relationship) can create intangible added values and allows consumers to trust the brand. Giving particular importance to in-store experiences and to the optimization of customer experience would increase brand relationship and, consequently, brand loyalty (Chaudhuri and Holbrook, 2001 IN Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C. 2020).

1.2 Scholarly discussion

The relationship between brand and consumer has always been at the center of discussion for professionals and scholars; after all, it is natural that brands are inclined to approach consumers in a positive way and to seek a lasting bond with them, in fact "the more they relate with consumers, the more brands will have positive return on that relationship" (Ferreira, P., Rodrigues, P., & Rodrigues, P. 2019). According to the "consumer-brand relationship" theory (Fig.2), the link between brand and consumer arises with the different interrelation actions between brand and consumer and it is influenced by the consumer's experiences with respect to the brand (Fournier, 1998 IN Ferreira, P., Rodrigues, P., & Rodrigues, P. 2019). In the definition of brand relationship the quantitative meaning is still missing, most researches on the subject choose an interpretative or qualitative approach, or case studies applied to a specific subject. The brand relationship model used here is based on Blackston's (2020) study Fig. 3, "which refers to the interaction between consumers' attitudes toward brands and brands' attitudes toward customers" (Coelho et al., 2018 IN Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C. 2020). According to the study by Alexander, B., & Cano, MB, (2020), the contact between brand and consumer (BR) is fundamental, during each phase of the purchase (from pre-purchase, to purchase, to post-purchase) the consumption experience is affected; this result is coherent with the postulate of "economy of experiences", according to which: not only consumers are more interested in the shopping experience, rather than the products on sale, but also that they are willing to pay the respective price increase- that follows from the experience (Pine and Gilmore, 1999 IN Alexander, B., & Cano, MB, 2020). Alongside the "economy of experiences" experiential marketing and sensory marketing have developed, so the idea of the consumer as an individual in search of memorable and positive emotional experiences (Spence et al., 2014 IN Alexander, B., & Cano, MB, 2020) is the starting point for

the development of an engaging BR, able to include cognitive, emotional, social, sensorial and physical aspects (Bustamante and Natalia Rubio, 2017 IN Alexander, B., & Cano, MB, 2020). In this regard, the first to talk about the consumer experience were Holbrook and Hirschman in 1982, after them other marketing scholars such as Bernd Schmitt (1999) and Pine and Gilmore have considerably deepened the subject and today it is possible to declare that "customer experience has become a central pillar of the foundation of the economy in the current context." Batat, W. (2019).

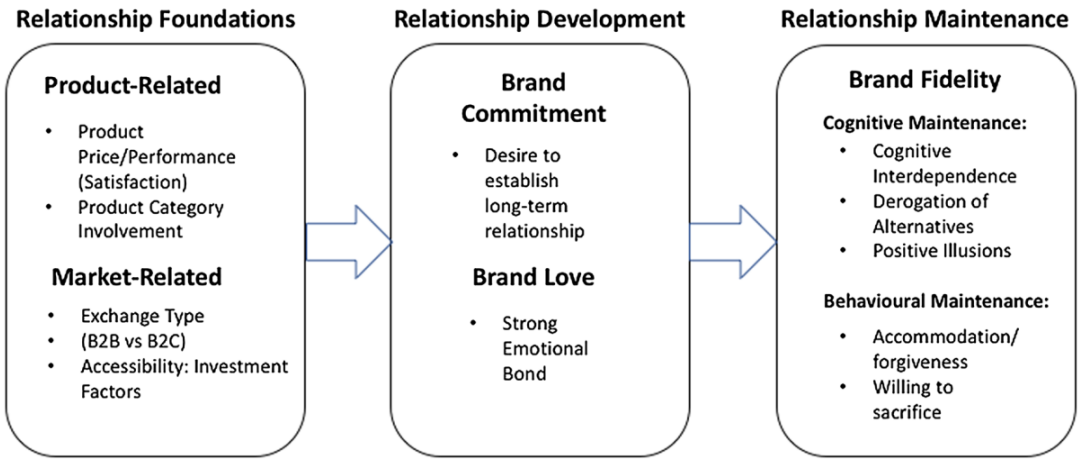


Fig. 3 Mapping consumer/brand relationship

Fig.2

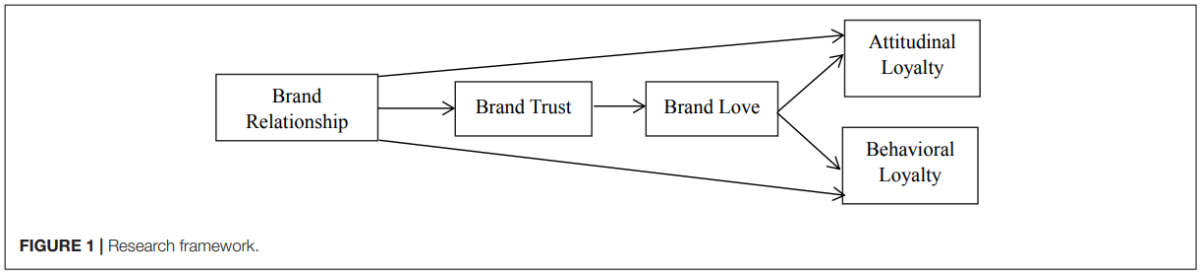


FIGURE 1 | Research framework.

Fig.3

Considering:

- CE has to do with physical actions, perceptual and cognitive processes (for example, perceiving, exploring, using, remembering, comparing and understanding), which influence the experience itself (Desmet and Hekkert, 2007 IN Same, S., & Larimo, J. 2012);
- Ferndandes, T. study (2019), in which consumer loyalty is stronger towards products with which they have a deeper bond - based on non-rational factors;

- Same's conceptual model of experience marketing Fig.4, in which the experience is always influenced by the context (the environment in which the interaction takes place).

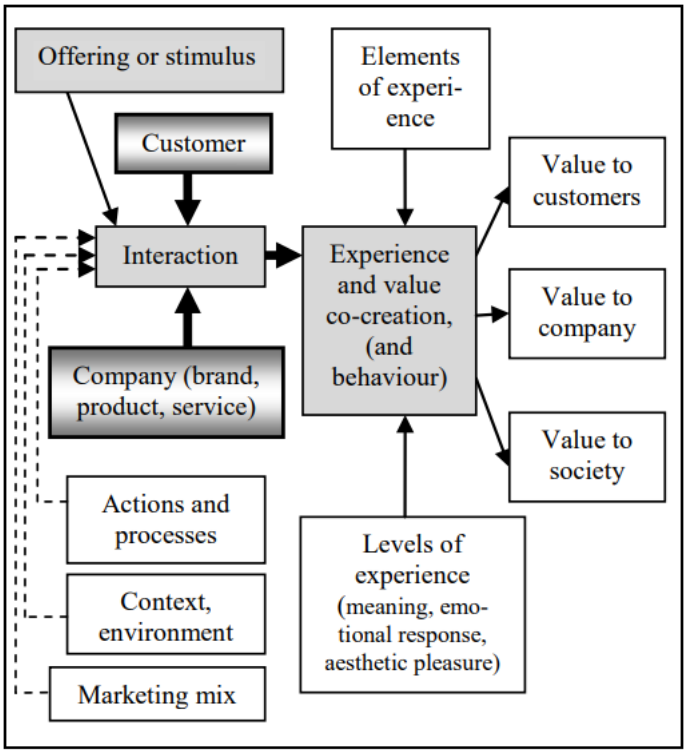


Fig.4

It is clear how the evolution of the markets, the increase in requests and interest in living the "in-store experience" and digitalization have favored the creation of hybrid and innovative stores, compared to traditional ones (Bonetti and Perry, 2017; Reynolds et al., 2007 IN Alexander, B., & Cano, MB, 2020). The new store foresees that large part of the work needs to be studied from the design point of view (able to communicate the message and the objective of the brand), that the power of technology (for example digital signage) needs to be exploit to the maximum, that the emotional impact the store can have for the customer needs to be seen as a priority and that the physical space needs to be considered not only a shop, but also a place to develop relationships, (which connects with the creation of sociable third places around the brand). Kent et al., 2015; Alexander, 2019; Crick, 2011 IN Alexander, B., & Cano, MB, 2020). The layout of the physical store reflects the brand visual identity, it acts as a signal of store intentions for consumers and has a strong influence on the perception gained about the rest of the environment. The aim is to be able to translate the brand identity from the products and services into the customer experience and be congruent with the target's self-image (Melewar, 2008; Ballantine et al., 2010; Ballantine et al., 2015; Jones et al., 2010 IN Alexander, B., & Cano, MB, 2020).

1.3 Research gap

The purpose of the research is to correlate the consumer's purchasing process within the new offline retail experience and understand its impact on brand loyalty; in fact, despite the several studies on experiential marketing strategies, on the importance of consumer engagement and on brand loyalty, none has combined the different research results in order to understand the impact of the hedonic value of the experiential store in terms of brand loyalty and customer satisfaction. Against the importance of brand love, no research has yet been carried out on the impact of the new physical store experience on brand love, few qualitative writings focus on the link between experience and consumer BR, even fewer those who consider brand love. Specifically, when one turns to the retail context, research about the antecedents and outcomes of brand love are still scarce, with just a few exceptions (Kim et al., 2010; Koo and Kim, 2013; Vlachos and Vrechopoulos, 2012 IN Ferreira, P., Rodrigues, P., & Rodrigues, P. 2019).
The knowledge on how consumers engage with and become loyal to brands offers important implications for brand managers, they are increasingly investing in engaging consumers, but uncertainties remain on the return of these efforts- Fernandes, T., & Moreira, M. (2019). The paper will try to answer to this question, considering the evolution of the physical store one of the examples of the investments for attracting more consumers.

Given the lack of generalizability when it comes to CBE and BL (Fernandes, T., & Moreira, M. 2019), the paper will start from two cases with the aim to end up with some general implications.

1.4 Expected contributions

Research aimed at obtaining more information from the consumer's point of view about his experience, idea, expectation and reaction to the structure of the new physical store, this can be interesting for store managers, for those involved in the design of these new stores, for stakeholders of the reference brand, but also for other consumers (who would like to know pros and cons of visiting the experiential store). Specifically: companies that have invested in the strategy of building the ES certainly benefit from the interacting with consumers, this research can reinforce and help this interaction, also can be useful in terms of advertising, sponsorship and merchandising; companies that are still unsure whether or not to take the risk of the ES can come up to a conclusion after reading this study. CEOs, brand managers, marketing and

communication professionals, students are all possible interested readers- even with the only purpose to learn and discover more about the consequences of the ES.

The study about the impact on customer loyalty based on the power of the emotional side of the relationship between consumer and brand may seem interesting from a marketing point of view but, actually, it has also important implications from a psychological point of view. Finally the focus on CBE should not be underestimated, CBE has significant and growing importance for brand management in terms of customer loyalty.

1.5 Research aim

The current research aims to examine how and what is the impact of the experiential store on consumer brand engagement and customer loyalty, focusing on the role of emotions and brand love.

The research will understand how and if the experiential store can impact the CBE and, as an implication, brand loyalty; differentiating which between *attitudinal loyalty* (consumer's response at the psychological level, where the customer is willing to purchase and recommend the brand's products and services to relatives, friends, or others even if the price is higher) and *behavioral loyalty* (customer's degree of preference for the branded product or service—that is, their willingness to purchase the brand's products or services in the future) will emerge more as a consequence of the ES.

First step of this research would be to verify the impact of the retail atmosphere on the consumer brand engagement, establishing if the retail atmosphere of the ES can be a useful tool in building costumer loyalty. Secondly: considering the emotional change of the physical store, check in which occasion brand love takes place and why, based on this, also measure the strength of the hedonic value (so the emotional connection) of the shopping experience in the ES. Finally to demonstrate in which occasion the consumers prefer to go to the experimental store of a certain brand respect to the normal one, taking into consideration the different task types, such as urgent purchase, large quantities purchase, shopping motivations, personal shopping values and orientations. This last aspect will be studied based on two different examples of ES, where one was born offline (and, later on, start selling online) and the other one was born online (and, later on, decided to open the ES).

1.6 Theory

The theory has been created taking into consideration:

- Oliver's theory (1997) about the relationship between loyalty and satisfaction;
- Babin et al. (1994) measurement of hedonic value (frequently cited and accepted as the most common measure);
- Oliver's (1999) about product utility and loyalty level;
- Results of the study about CBE and satisfaction as predictors of BL (Fernandes, T., & Moreira, M. 2019), Fig. 5;
- Results of the study about expressive brand relationship (Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C. (2020)

Alternative theories are:

- Social identity theory;
- Customer satisfaction theory.

Figure 1 Research framework

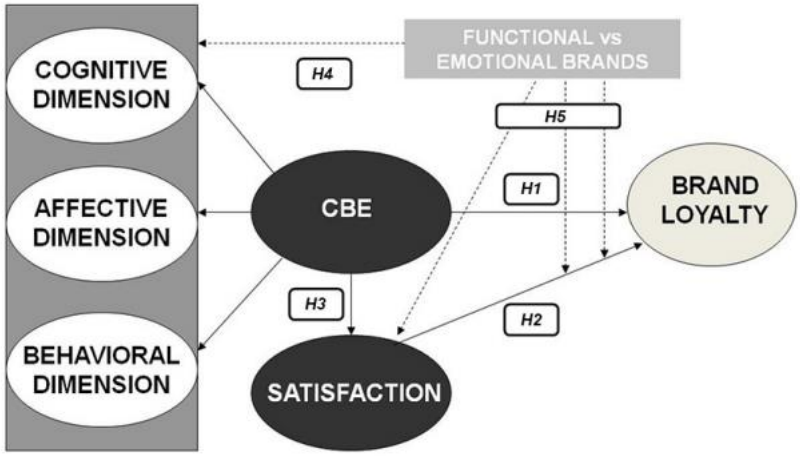


Fig. 5

1.7 Overview of the upcoming chapters

The thesis will follow this structure:

- the theoretical framework is described, focusing on the role of the emotional-hedonic value and its relation with the CBE, clarification on CBE's dimensions, also explaining the concept of brand love and its correlation with brand loyalty, finally defining the difference between behavioral loyalty and attitudinal loyalty.
- Research methodology, results of the research, consolidation and possible changes on the framework and its variables.
- Analysis of the results and comparison with previous studies.
- Limitation of the research and future contribution.

2. Theoretical Framing

2.1 The hedonic value

Considering that the research will be focused on the emotional impact (and on store slow retail model, Fig. 6) the research model has been developed from the *hedonic value* of the shopping experience in the ES. The hedonic value is the degree to which a product/service arouses emotions and creates pleasant experiences, it does not only capture the experience of the emotion associated with the product in consumer's mind, but also represents the immediate gratification coming from that experience.

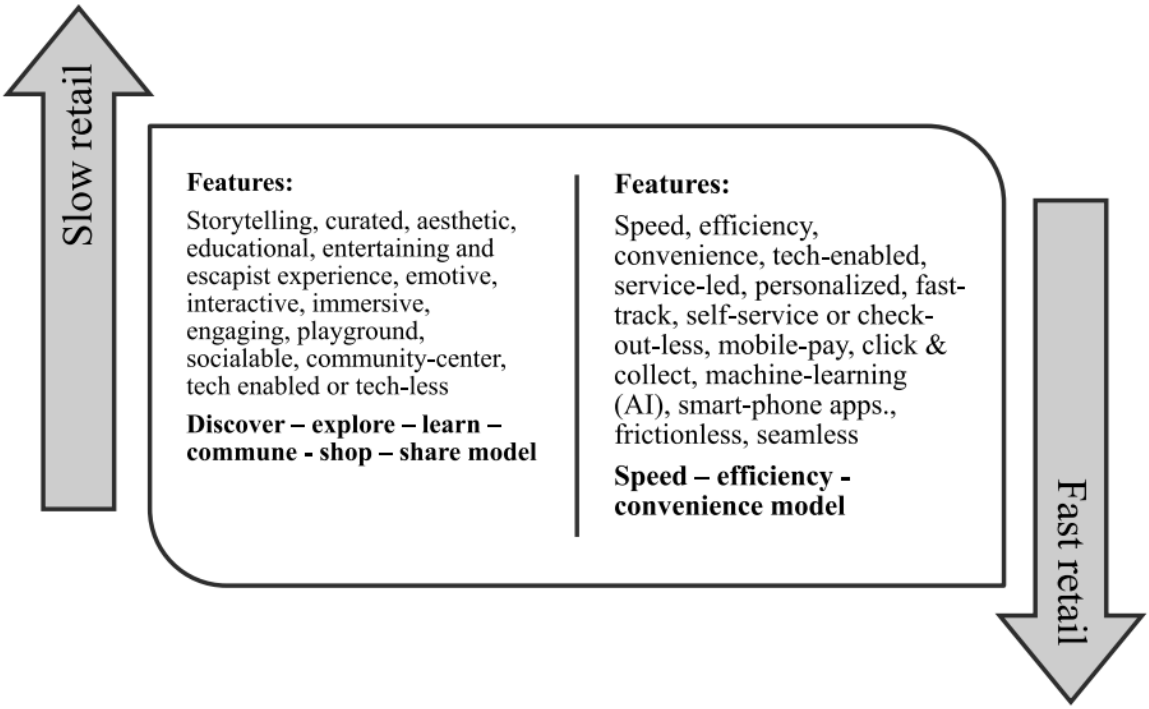


Fig. 2. Slow.v. fast physical store retail model.

Fig. 6

The hedonistic value of the brand strictly depends on brand and emotional branding. Respectively: brand love implies a connection such that the consumer sees the brand as a manifestation of himself and of his own identity (hence the desire of belonging of the individual towards an entity - like a brand or a group of people). Key actions typical of the manifestation of love for the brand are: commitment, closeness, enthusiasm. When, on the other hand, emotional branding, is a profound relationship, which guarantees a long-term understanding based on trust (this is certainly in favor of the emotional experience).

2.2 CBE: consumer brand engagement

According to the study by Fernandes, T. and Moreira, M. (2019) the most suitable tool to measure consumer loyalty to the brand is not quality or satisfaction, but rather the CBE.

The CBE includes an active behavior of the consumer towards the brand, it is not linked to quantitative aspects (for example the volume of sales), but to qualitative aspects (such as the quality and intensity of the social relationships in which the consumer is involved, or the value perceives from the experience with the brand).

CBE is made up of different psychological states: cognitive state (the consumer considers the brand to be relevant, for this reason he has positive cognitive associations), emotional state (expression of emotional involvement), behavioral state (the degree of behavioral activation of the consumer towards the brand). Some sub-dimensions of CBE are: enthusiasm and enjoyment (affective), attention and absorption (cognitive) and sharing, learning and endorsing (behavioral).

2.3 BR: brand relationship

BR is the interaction that consumers have with the brand and that the brand has with consumers. Coelho et al., 2018 IN Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C. 2020. According to the study by Esch et al. (2006) IN Zhang, S., (2020) BR is the result of: brand satisfaction, brand trust, brand attachment, where the driving factor of BR *at the emotional level* are brand trust and brand love, and at the action level is brand loyalty.

2.4 BL: brand loyalty

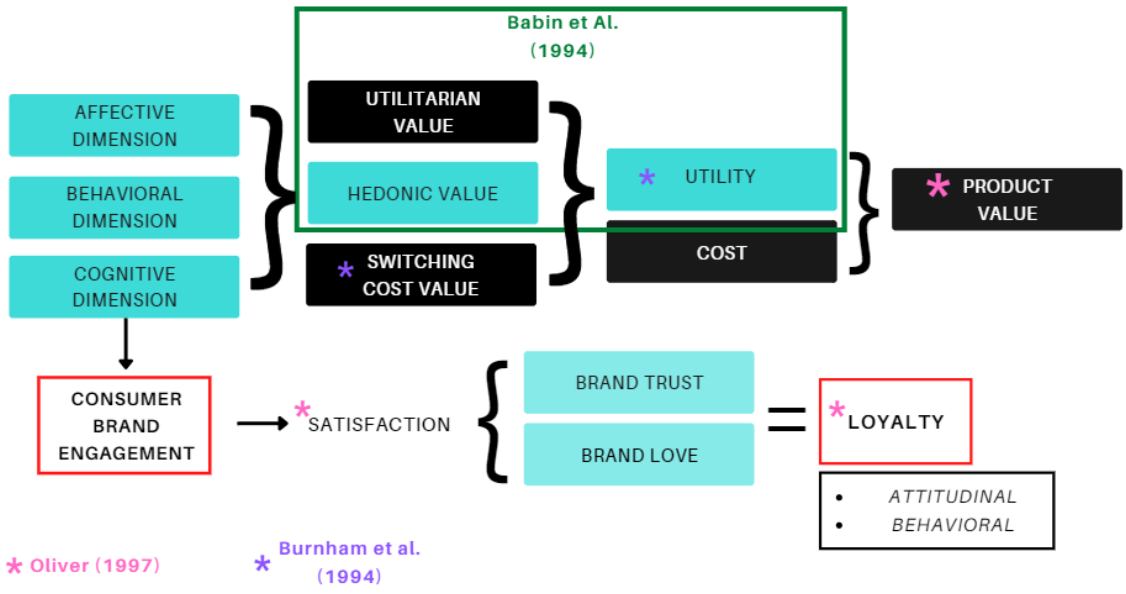
The BL is the consumer's usual preference for a given brand, in general the “loyal consumer” choose exclusively a certain brand within a given category of products or services. BL is measured based on the consumer's attitude and behavior, hence the distinction between *attitudinal loyalty* and *behavioral loyalty*. Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C. 2020.

While behavioral loyalty concerns the continuous purchase of a certain brand, this does not imply attitudinal loyalty. In attitudinal loyalty, the consumer distinguishes the brand of his preference for a positive experience, the brand fulfils key functional and/or emotional needs.

3. Literature Review

Title	Year	Contribution	Author (s)
Futurising the physical store in the omnichannel retail environment	2019	Physical store from place of transaction to place of interaction.	Alexander, B., & Cano, M. B.
Store of the future: Towards a (re) invention and (re) imagination of physical store space in an omnichannel context.	2020	Prerequisites for designed retail environemtns in optimizing customer experience	Alexander, B., & Cano, M. B.
Experiential marketing: Consumer behavior, customer experience and the 7Es.	2019	Review about consumption experience implications,development of the experiential marketing mix	Batat, W.
Measuring customer experience in physical retail environments.	2017	Analysis of in store customer experience, loyalty and satisfaction to the store	Bustamante, J. C., & Rubio, N.
For showing only, or for selling? The optimal physical store mode selection decision for e-tailers under competition	2021	Game-theoretical about pros and cons of the ES	Fan, X., Wang, J., & Zhang, T.
Consumer brand engagement, satisfaction and brand loyalty: a comparative study between functional and emotional brand relationships	2019	Differences in CBE based on functional or emotional BR and effect on BL	Fernandes, T., & Moreira, M.
Brand love as mediator of the brand experience-satisfaction-loyalty relationship in a retail fashion brand.	2019	Relation between brand experience and brand love in the retail sector	Ferreira, P., Rodrigues, P., & Rodrigues, P.
Retail digitalization: Implications for physical stores	2017	Analysis of emerging trends and transformations in the retail industry	Hagberg, J., Jonsson, A., & Egels-Zandén, N.
Understanding omni-channel shopping value: A mixed-method study	2017	Omni-channel shopping context, evolution of physical shopping nature	Huré, E., Picot-Coupey, K., & Ackermann, C. L.
Retail shopper empowerment: A consumercentric measure for store performance	2018	Retail shopper empowerment metric for consumer preferences in the shopping experience	Mishra, A., & Vishvas, R.
Expressive brand relationship, brand love, and brand loyalty for tablet pcs: Building a sustainable brand.	2020	Impact of different brand relationship types on brand loyalty	Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C.

4. Research Model and Hypotheses (or Research Propositions)



Based on the literature review, the research model has been developed synthesizing the various theories (references for each element are shown in the figure).

The developed customer loyalty theory (Fig. 7) has been the first step in order to create the research model. It assumes that the impressions that arise in the consumer's mind after using a product affect his/her level of satisfaction with the product, and long-term satisfaction leads to a loyal consumer's behavioral pattern. The first impression takes into account not only practical utilitarian value, but also emotional-hedonic value.

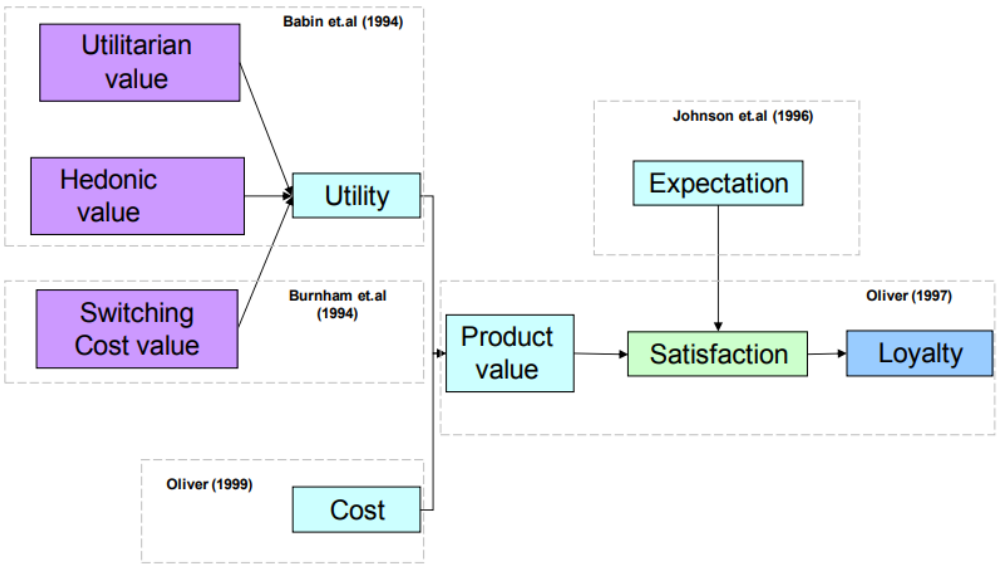


Fig. 7

According to this approach the consumer choice process is motivated by three types of product values: a utilitarian value, which captures the functionality of the product for the consumer; a

switching value, which reflects the technical effort in switching from one product to another; and a hedonic value, which captures the experience of emotion associated with the product in the consumer's mind; the outcome of the model is satisfaction, as a short-term judgment of the product, and loyalty, as the consumer's attitude and commitment toward the product in the long term.

H1. ES has a stronger impact on the utility side respect to the cost side.

Considering that the research will be focused on the emotional impact, the research model has been developed from the *hedonic value* of the shopping experience in the ES. Taking into consideration the hedonic value as the emotional feeling linked with the product and the CBE as the emotional feeling linked with the brand:

H2. The dimensions of the CBE are influenced by the hedonic value of the product.

H3. CBE benefits of the ES thanks to hedonic value added.

Esch et al. (2006) IN Zhang, S., (2020) argue that the brand relationship is composed of brand satisfaction, brand trust, and brand attachment, but the model is developed taking into consideration that the driving factor of BR *at the emotional level* are brand trust and brand love, and at the action level is brand loyalty.

In terms of measuring brand loyalty, most empirical studies state that this construct should be considered in terms of both attitude and behavior—i.e., *attitudinal loyalty* and *behavioral loyalty*. Zhang, S., Peng, M. Y. P., Peng, Y., Zhang, Y., Ren, G., & Chen, C. C. 2020.

5. Methodology

5.1 Research design

The aim of the study is to current examine how and what is the impact of the experiential store on consumer brand engagement and customer loyalty, focusing on the role of emotions and brand love. The qualitative research approach together with its exploratory nature will help to further investigate the topics explained in the research questions. In-depth semi-structured interviews

will guide the research in order to investigate the emotional impact on consumers after visiting the ES, (complex topic which includes several factors and variables, and semi-structured interviews approach allows the identification of a wider spectrum of variables and a deeper understanding of the complex dynamics). Also, this choice guarantees flexibility, since the questions can be changed, adapted, postponed according to the respondents. The flexibility is

also guaranteed by the research process, which is not linear but composed of interlinked stages. Thanks to this approach the interviews are the center of the process and the comparison of qualitative data leads to the theoretical development.

5.2 Application domain

Given the vast topic and to be sure to give full and exclusive attention to the emotions and the role they play in a multisensory store, it was decided to take into consideration only the stores with slow retail model (therefore ES where technology does not play an essential role nor is particularly important, Fig. 6).

The two ESs considered are characterized by their best-selling product in this way: Starbucks Reserve would not be able to give that same value to the product online, Glossier, on the other hand, is a cosmetics brand born online and with a recent physical store opening. Considering the different business paths, the aim is to be able to distinguish in which occasion and why the consumer is interested in the ES rather than a normal Starbucks point of sale or the usual online purchase (for Glossier).

5.3 Target sample characteristics

The sample will take into consideration: both costumers already loyal to the brand and costumers who have discovered the brand (and the product) only after visiting the ES.

Among the characteristics of the interviewees, the following will be taken into account:

- Age;
- Domicile, therefore coming from rural or urban areas;
- Shopping habits (offline, online)
- Personal values (such as sustainability, routine ...)

People with different age will allow a generational comparison; the domicile is important to understand if the experience store can be a strategic solution in any case; shopping habits are useful for taking into consideration what the respondent generally prefers and why; personal values are considered as the strongest variables when it comes to the emotional level of the individual so it is fundamental to get to know if the respondent has some opinions able to compromise the aim of the ES.

5.4 Data collection procedures

The respondents will be reached via social media. The interviewer may have previous relationship with the respondents, this would facilitate the interview without risking the validity of the answers.
The interviews will be conducted via Zoom, Skype or online platforms due to the possible worldwide location of the respondents. They can be conducted either in english, italian or spanish according to the preference of the participant.

5.5 Data analysis procedures

Qualitative data analysis would imply the analysis of notes, videos and audio recordings; maxqda is the software which will be used.

6. Expected Contributions

6.1 Scholarly Contributions

There is a lack of theory when it comes to correlate the emotional value of the product to the CBE and CL, this research aims at covering this theoretical gap verifying the research model of chapter 4.

6.2 Implications for Business and Society

Research aimed at obtaining more information from the consumer's point of view about his experience, idea, expectation and reaction to the structure of the new physical store, this can be interesting for store managers, for those involved in the design of these new stores, for stakeholders of the reference brand, but also for other consumers (who would like to know pros and cons of visiting the experiential store). Specifically: companies that have invested in the strategy of building the ES certainly benefit from the interacting with consumers, this research can reinforce and help this interaction, also can be useful in terms of advertising, sponsorship and merchandising; companies that are still unsure whether or not to take the risk of the ES can come up to a conclusion after reading this study. CEOs, brand managers, marketing and communication professionals, students are all possible interested readers- even with the only purpose to learn and discover more about the consequences of the ES.

The study about the impact on customer loyalty based on the power of the emotional side of the relationship between consumer and brand may seem interesting from a marketing point of view but, actually, it has also important implications from a psychological point of view.

Finally the focus on CBE should not be underestimated, CBE has significant and growing importance for brand management in terms of customer loyalty.

7. Chapters Overview

The thesis will follow this structure:

- the theoretical framework is described, focusing on the role of the emotional-hedonic value and its relation with the CBE, clarification on CBE's dimensions, also explaining the concept of brand love and its correlation with brand loyalty, finally defining the difference between behavioral loyalty and attitudinal loyalty.
- Research methodology, results of the research, consolidation and possible changes on the framework and its variables.
- Analysis of the results and comparison with previous studies.
- Limitation of the research and future contribution.

8. Work Plan

PLAN OF WORK MASTER THESIS- EUROEPAN MASTER IN BUSINESS STUDIES

		2020																2021			
		September				October			November					December				January			
ACTIVITIES		36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	1	2	3	
READING	Topic definition																				
	Research literature																				
	Reading literature																				
METHODOLOGY	Research definition																				
	Interview desgin																				
	Gathering contacts																				
	Interviewing																				
WRITING	Coding																				
	Analysis of results																				
	Finalization																				
	Review																				
	Presentation																				
DEADLINE	Topic proposal																				
	Expose																				
	Delivery																				
	Defence																				

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