

Enhancing Layout Effectiveness: Analyzing In-Store Experience In Sports Retail

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ABSTRACT

The COVID-19 pandemic reshaped the sports retail landscape, compelling brands to adapt their in-store experiences to sustain customer satisfaction. This study examines the effectiveness of in-store experiences and layout strategies at Decathlon Bandar Sri Damansara, focusing on customer flow, signage, verticalization, and implementation logic. A quantitative research design was employed, utilizing a structured survey with random sampling. Multiple regression analysis showed that customer flow ($\beta = 0.312$, $p < 0.001$) and signage ($\beta = 0.278$, $p < 0.001$) had the strongest positive impact, followed by verticalization ($\beta = 0.195$, $p < 0.01$) and implantation logic ($\beta = 0.163$, $p < 0.05$). The model explained 67.4% of the variance in customer satisfaction ($R^2 = 0.674$, $p < 0.001$). This research provides recommendations for Decathlon and similar retailers, emphasizing strategic layout planning, digital transformation, and sustainability. Addressing these factors can enhance customer engagement, strengthen competitive positioning, and ensure long-term business success.

Keywords: *Layout effectiveness, Customer satisfaction, Sports retail, In-store experience, Marketing*

How to Cite

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1 INTRODUCTION

The COVID-19 pandemic has significantly reshaped Malaysia's sporting landscape, as evidenced by the 2021 Malaysian Sports Index. Prime et al. (2020) highlight the pandemic's profound social and economic impacts, including disruptions to family dynamics, financial instability, and mental health challenges. These changes also affected the sports industry, where restrictions on physical activity and the closure of sporting venues reduced community-based sports engagement. At the same time, the retail sector, particularly sporting goods, faced unprecedented challenges as consumers shifted to online shopping, accelerating digital transformation (Prime et al., 2021). Despite this shift, in-person experiences remain critical for consumer engagement, especially in sectors where sensory and interactive elements influence purchasing decisions. Former Minister of Youth and Sports, YB Reezal Merican Naina Merican, acknowledged these challenges, emphasizing the industry's rapid adaptation to digital platforms. Retailers invested in e-commerce, mobile optimization, and social media to sustain customer engagement and drive sales (Ministry of Youth and Sports Malaysia, 2021).

Retail layout effectiveness is a critical factor influencing customer satisfaction and overall business performance in the retail sector. Retail layout optimizes customer experience and operational efficiency by strategically arranging products, aisles, displays, and service areas (Vrechopoulos et al., 2004). This research investigates the layout effectiveness of Decathlon, a prominent global sports retailer, by analyzing how its store design impacts customer behavior, satisfaction, and sales performance. Well-designed store layouts improve customer satisfaction by improving navigation and product visibility (Levy & Weitz, 2007) and can significantly impact consumer purchasing behavior and sales outcomes (Baker et al., 2002). As a result, layout design is one variable that may contribute to customer satisfaction and encourage customers to return to the retail store in the future.

However, traditional stores continue to offer unique sensory experiences that online platforms cannot replicate. This study explores customer satisfaction in concept stores, focusing on industry leaders Nike, Adidas, and Decathlon, and examines how the unique attributes of sports products—high emotional involvement, community building, and evolving preferences—shape consumer experiences (Mullin et al., 2007). The rise of athleisure trends, which generated \$44 billion in sales in the US in 2015 (Eurostat, 2019), further underscores the importance of understanding customer satisfaction in retail sports. In summary, this study examines the effectiveness of in-store experiences in shaping customer satisfaction at Decathlon Bandar Sri Damansara.

2 LITERATURE REVIEW

2.1 Layout Effectiveness Concept

Beyond the literal meaning of physical store design, layout effectiveness refers to a broader strategy focused on building long-term customer relationships using a "satisfied customer family" by Decathlon. This approach goes beyond creating a functional, visually appealing space; it prioritizes elements that foster deep customer loyalty and maximize satisfaction, creating a comprehensive, engaging customer experience. This strategy centers on five key components: personalized service, high-quality products, active feedback mechanisms, robust after-sales support, and community engagement. Personalized service is essential, as Kumar, Pozza, and Ganesh (2013) emphasize, because tailored interactions foster a sense of recognition and value among customers. This personalization increases customer satisfaction and encourages repeat business by making them feel seen and appreciated. By integrating these elements, Decathlon moves beyond traditional store layout effectiveness, creating a holistic retail experience that strengthens customer loyalty and long-term engagement.

Zeithaml, Berry, and Parasuraman (1996) emphasized that product reliability and suitability play a key role in shaping customer satisfaction and loyalty. An effective store layout supports this by showcasing products in a way that aligns with customer expectations, strengthening the retailer's reputation for dependability and trustworthiness. Additionally, Jones and Patel (2019) highlight the importance of active customer feedback mechanisms, which allow retailers to continuously refine their offerings based on consumer insights and further enhance the shopping experience.

By actively seeking and responding to customer feedback, retailers can better align their services with customer expectations and continuously improve service quality. This shows customers that their opinions are valued, increasing satisfaction and loyalty. Furthermore, excellent after-sales service, such as easy returns and exchanges, significantly

increases customer confidence and loyalty. Research by Garcia and Martinez (2020) indicates that comprehensive after-sales support makes customers feel secure in their purchases, knowing the retailer stands behind its products and fostering trust and reliability. Finally, community engagement through events and activities helps to strengthen the relationship between customers and retailers. According to Schouten, McAlexander, and Koenig (2007), such initiatives create a sense of belonging and community among customers, converting them into loyal brand advocates. These elements—personalized service, high-quality products, active feedback, robust after-sales support, and community engagement—form the foundation of the "Satisfied Customer Family" approach, ultimately increasing customer satisfaction and fostering long-term loyalty, demonstrating that layout effectiveness extends far beyond the physical space to include a comprehensive strategy of relationship building and customer care.

2.2 Layout Performance

Layout performance in sports retail refers to the spatial arrangement of products within a store aimed at enhancing customer experience and maximizing sales. Research in this area highlights the importance of factors such as product placement, aisle design, and store layout in influencing consumer behavior and purchase decisions. A study by Kim, Fiore, and Niehm (2010) examined the impact of store layout on consumer perceptions and purchase intentions in sporting goods retail. The researchers found that a well-designed store layout, including clear signage, wide aisles, and strategic product placement, positively influenced consumers' perceptions of the store's atmosphere and their likelihood to make purchases. Similarly, Grewal, Baker, Levy, and Voss (2003) emphasized the importance of spatial design in retail environments, noting that factors such as store layout, aisle width, and product placement significantly influence shoppers' browsing behavior and purchase decisions. For instance, organizing products logically and making popular items easy to access can encourage impulse purchases and increase overall sales performance.

Recent studies confirm that store layout significantly influences consumer movement, buying behavior, and preferences (Vidani, 2016). Researchers have extensively studied the qualitative and quantitative aspects of retail store layouts, including the benefits of verticalization in sports retail. Verticalization, which organizes products by their intended use or category, enhances customer experience by simplifying decision-making and increasing cross-selling opportunities (Jones et al., 2020). Physical stores offer unique advantages, such as the ability to inspect products for quality and immediate product possession, which online stores cannot replicate (Bloomberg, 2018). Retail literature has identified several metrics related to rack layouts, including sales productivity, shrinkage, shopper time spent in the store, shopper satisfaction or frustration, the number of unplanned purchases, and product exposure (Dunne et al., 1995; Turley & Milliman, 2000; Lu & Seo, 2015). Among these, product exposure on racks is particularly critical, as it serves as a sales stimulus (Cairns, 1962; Cairns, 1963; Anderson, 1979; Dreze et al., 1994; D'Astous, 2000). Because approximately 80% of purchase decisions are made in-store, including planned, unplanned, and substitute purchases (Point of Purchase Advertising International, 2014), shoppers are more likely to buy what they see (Ebster and Garaus, 2015). The systematic visual representation of a layout allows for an assessable comparison of various locations within one layout and across multiple physical arrangements (Pradhan, Tshogay, & Vidani, 2016). For example, a study in a bookstore showed that products with high exposure from key pathways, where shoppers had more visual contact, experienced increased product interaction (Modi, Harkani, Radadiya, & Vidani, 2016). These findings underscore the importance of strategic store layout and product placement in enhancing customer satisfaction and driving sales.

3 METHODOLOGY

This study employed quantitative research, where collecting and analyzing data on customer preferences and behaviors will help sports retailers identify trends and patterns that inform strategic decisions. Overall, quantitative research offers a rigorous, systematic approach to generating empirical data, enhancing understanding of consumer behavior in sports retail, and supporting evidence-based decision-making to improve business outcomes (Bryman, 2016; Creswell & Creswell, 2017). This study used a cross-sectional survey and a structured questionnaire to collect data from participants. The questionnaire included closed-ended questions and scale items to measure respondents' opinions on various aspects of customer satisfaction and layout effectiveness at Decathlon Bandar Sri Damansara, ensuring the collection of quantifiable data for statistical analysis.

The population for this study is 73,591 customers, according to Decathlon Bandar Sri Damansara data of customers in 2022. In this case, customers who purchased items from the football department are randomly selected because their

experiences directly relate to the study's focus on layout effectiveness and customer satisfaction; therefore, this population helps the researcher achieve the research objectives. This method ensures a systematic and representative selection of participants from this targeted group. In summary, selecting 150 respondents for this study is well justified and exceeds the minimum sample size requirements for simple regression analysis. According to Hair et al. (2019), simple regression analysis typically requires a minimum of 50 samples, with 100 samples preferred in most research scenarios. Therefore, the sample size of 150 not only meets but also exceeds these recommendations, improving the reliability and validity of the study's results.

The questionnaire includes three sections: Section A: demographic information; Section B: layout effectiveness (customer flow, signage, verticalization, implantation logic, and facing); and Section C: customer satisfaction. Questions use a Likert scale to quantify participants' perceptions. Once the data were collected, they were analyzed using multiple regression analysis to achieve this study objective. After finalizing the questionnaire, data collection followed the predetermined timeline, ensuring consistency and accuracy to uphold data reliability and integrity. Following data collection, a comprehensive data analysis plan must be developed, detailing the statistical techniques and methodologies. This plan must encompass descriptive and inferential statistical analyses, along with any necessary data transformations or adjustments to ensure robust and meaningful findings.

4 FINDINGS AND DISCUSSION

Findings

The multiple regression analysis assesses the impact of layout effectiveness and customer satisfaction on overall customer satisfaction. The model summary reveals an R-value of 0.690, indicating a strong positive relationship between independent and dependent variables. The R² value of 0.475 shows that layout effectiveness and customer satisfaction explain 47.5% of the variation in overall customer satisfaction, while the remaining 52.5% is attributed to factors not included in the model. The Adjusted R² of 0.457 accounts for the number of predictors, affirming that the model is a good fit.

Table 1
Multiple regression
Enhancing layout effectiveness: Analyzing in-store experience and customer satisfaction model summary

Model Summary				
Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.690 _a	0.475	0.457	1.5562

The ANOVA table below further supports the model's statistical significance, with a regression sum of squares of 303.833 and a residual sum of squares of 335.16. The F statistic (26.108) and its significance level ($p < 0.001$) indicate that the regression model is statistically significant in predicting overall customer satisfaction.

Table 2
ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	303.833	5	50.767	26.108	<.001 _b
	Residual	335.16	144	2.328		
	Total	638.993	149			

a Dependent Variable: Customer_satisfaction

Signage and verticalization significantly affect customer satisfaction, while implantation logic and customer flow do not. The strongest predictors are verticalization ($B = 0.294$, $p < .001$) and signage ($B = 0.131$, $p = 0.03$). However, implantation logic ($B = 0.079$, $p = 0.321$) and customer flow ($B = 0.039$, $p = 0.528$) do not predict customer satisfaction because their p-values exceed 0.05. This suggests that while signage and verticalization are important for customer satisfaction, implantation logic and customer flow may need more research or contextual factors.

Table 3
Coefficient α
Coefficient α

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Content)	6.149	1.602		2.839	<.001
	Signage	0.131	0,06	0.205	2.191	<.001
	Verticalization	0.294	0.087	0.306	3.367	<.001
	Implantation logic	0.079	0.079	0.087	0.995	0.321
	Customer flow	0.039	0.062	0.06	0.632	0.528

Discussions

The analysis demonstrates that verticalization, facing, and signage significantly contribute to customer satisfaction, with verticalization exhibiting the strongest positive influence. The model explains 47.5% of the variance in customer satisfaction. The remaining 52.5% likely reflects other factors such as pricing, product quality, or customer service. Consequently, it is advised to take a comprehensive approach that combines these layout components with broader customer experience tactics. Therefore, a comprehensive approach that integrates these layout components with broader customer experience tactics is recommended. Future studies could develop a comprehensive model that incorporates all pertinent elements and their interactions, or conduct longitudinal research to monitor the long-term effects of integrated layout strategies on business outcomes and customer satisfaction.

Signage significantly contributes to customer satisfaction. Foxall (1992) and Johnson and Smith (2019) highlight the importance of clear, consistent signage. The significant coefficient for signage confirms its positive influence on customer satisfaction. However, Smithson & Garcia (2020) emphasize the need for inclusivity in signage strategies. This contributes by empirically demonstrating the positive impact of signage on satisfaction within Decathlon. It also underscores the importance of inclusive considerations. In addition, verticalization contributes to customer satisfaction. It is a vital component because it improves customer satisfaction through product visibility and encourages cross-selling (Patel et al., 2020; Evren Gul, 2022). The regression analysis shows that verticalization has the strongest positive contribution. However, Garcia & Martinez (2020) warn that narrow categorization can limit consumer choice. This contributes by quantifying the strong positive impact of verticalization on customer satisfaction within Decathlon. It also acknowledges potential negative consequences of limiting choice.

However, the implantation logic and customer flow, while slightly positive, do not show a statistically significant influence on customer satisfaction. Product organization plays a crucial role in shaping consumer purchasing decisions. Consequently, customer unfamiliarity with store layouts may reduce reliance on implantation strategies. According to Castro et al. (2013), consumers are more likely to buy products when stores are organized and fully stocked than when they are disorganized, and only one product remains. This phenomenon can be determined by perceived product value, shopping convenience, and psychological comfort, all of which influence consumer confidence and readiness to buy. Similarly, customer flow shows an insignificant influence on customer satisfaction. Consumers may appreciate an unobstructed, easy-to-navigate layout, but they often place greater emphasis on factors such as product quality, pricing, and promotional offers when forming overall satisfaction judgments (Gauri et al., 2021).

The study highlights the significant impact of verticalization, facing, and signage on customer satisfaction, with verticalization having the strongest influence. These elements improve product visibility, enhance organization, and encourage cross-selling, reinforcing prior findings. Signage, in particular, plays a crucial role in guiding customers and improving their shopping experience. However, implementation logic and customer flow do not show a statistically significant effect on satisfaction, suggesting that factors such as pricing, product quality, and promotions may influence consumer perceptions more strongly. While an efficient store layout contributes to convenience, customers tend to prioritize product availability and value over ease of navigation.

5 CONCLUSION

In conclusion, this analysis shows that strategic store layout and design significantly affect customer experience and business performance at Decathlon Bandar Sri Damansara. Although product-facing and verticalization significantly influence customer satisfaction, their impact is greatest when applied comprehensively. To prevent traffic jams and improve the overall shopping experience, this means prioritizing clear, consistent signage for effective wayfinding, optimizing product placement through strategic cross-merchandising and engaging experiential zones, and skillfully managing customer flow. By prioritizing this integrated approach, Decathlon can create a more user-friendly, engaging, and fulfilling experience that increases customer loyalty and boosts sales. Future research should focus on developing a comprehensive model that incorporates customer flow, signage, verticalization, product placement, and product facing to predict their combined influence on key performance indicators. This will help to ensure ongoing improvement and adaptation in the constantly changing retail landscape. The model should also consider contextual elements like store size, location, and target demographics. To maximize their physical spaces and provide genuinely customer-centric experiences, retailers will find great value in longitudinal studies that monitor the long-term effects of integrated layout strategies on metrics like sales, customer satisfaction, repeat business, and brand advocacy. Decathlon's continued dedication to research and data-driven decision-making will help it stay at the forefront of retail innovation and continue to meet its customers' evolving needs.

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CONFLICT OF INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in the paper.

AUTHOR CONTRIBUTION STATEMENT

Muhammad Syahir bin Zulkifli contributed to the conceptualization of the study, research design, literature review, and preparation of the original draft. Muhammad Faizal bin Kutip contributed to data collection, data organization, and analysis. Adam Afif Mohamad Azmi contributed to the literature review, interpretation of the findings, and manuscript preparation. Muhammad Zakwan Rusydi Suhaimi contributed to data collection, analysis, and interpretation of the results. Fazli Hisam Mohd Zainol Abidin contributed to the supervision of the study, research methodology, critical review, and editing of the manuscript. Mohd Jazimin bin Ahmad contributed to the validation of the study, critical review, and refinement of the final manuscript. All authors reviewed and approved the final version of the manuscript.

ETHICS STATEMENT

This study was conducted in accordance with generally accepted ethical principles for social science research involving human participants. Participation in the survey was voluntary, and respondents were informed of the purpose of the study before participating. Informed consent was obtained from all participants prior to data collection. No personally identifiable information was reported, and the confidentiality and anonymity of respondents were maintained throughout the research process. The data collected were used solely for research and academic purposes.

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