A STUDY ON THE MAPPING OF THE SHOPPING ENVIRONMENT IN AN ESTONIAN RETAIL COMPANY

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Abstract

Intensifying economic and global competition in the retail sector in Estonia, coupled with technological advancements, is driving the growth of e-commerce, thereby posing significant challenges for traditional retail businesses. Many retailers are closing stores, reducing staff, and liquidating inventories, forcing them to decide how to survive, compete, and thrive in this dynamic environment. A critical prerequisite for success is obtaining a detailed understanding of customers' needs and their shopping experiences. Insight into the experiences and expectations of informed customers enables retailers to develop a proactive customer experience management strategy, ensuring that every interaction consistently meets or exceeds customer expectations.

This turbulent environment necessitates investment in improving the shopping environment with a strong focus on customer experience. To address this need, a customer experience mapping study was conducted within an Estonian retail enterprise. The study examined loyal customers' evaluations and shopping experiences (n=2267) across various store formats and key focus areas, including the overall shopping environment, in-store layout, customer service, promotional campaigns, and five product categories. The highest ratings were assigned to customer service, while promotional campaigns received the lowest evaluations.

Furthermore, the study determined the company's Net Promoter Score (NPS), which was calculated as 48. While this score is below the global retail industry average (NPS = 64, according to the 2024 NPS Benchmark), it is relatively high compared to Estonian competitors.

Keywords: c*ustomer experience, shopping environment, retail company, survey, Net Promoter Score, categories*

1. INTRODUCTION

In recent years, the rapidly changing economic environment, various crises, rapidly developing technology, and increasing competition in retail trade have presented serious challenges to businesses [1]. Various crises, such as the war in Ukraine, high energy prices, high inflation and interest rates, and declining exports, have affected the volume of retail trade in many EU member states. Among the Member States for which data are available, the highest annual increases in total retail trade volume were recorded in **Luxembourg** (+15.3%), **Lithuania** (+7.2%), and **Bulgaria** (+6.8%). The largest decreases were observed in **Belgium** (-5.4%), **Finland** (-2.7%), and **Estonia** (-0.2%) [2].

The sales success of Estonian companies has been hindered by people's uncertainty about the future, leading to increased frugality and saving. Sales to key foreign markets have been hampered by poorer performance in Estonia's main export markets compared to the European economy, currency exchange rate appreciation, rising production costs, and the disruption of several supply chains and business models due to the war. Since uncertain conditions and higher interest rates have not favored the addition of new investments, the Estonian economy contracted for the third consecutive year in 2024. The average real wage in Estonia has been rising since autumn 2022, and the purchasing power of consumers has increased steadily with it. This has not led to growth in retail though, and the sales figures for shops have been down for the third year in a row as of the end of 2024. Prices have risen faster in Estonia than in neighbouring countries or in the euro area on average. [3] For Estonian retail companies, recent years have also been difficult because, in addition to high inflation, business costs (also driven by high wage pressure) increased, while consumer confidence was at a record low [4].

This has, in turn, negatively affected retail sales revenue, amounting to 10.4 billion euros in 2024, which was 3.0% lower than in 2023. Although the average commercial markup in companies has been around 20.0%, the net profitability of sales turnover has remained volatile and generally on a downward trend in recent years (for example, 3.8% in 2021, 2.0% in 2022, and only 2.2% in 2023) [5].

Survival in today's changing economic climate and competitive retail environment requires more than just low prices and innovative products. Retail companies must gain a detailed understanding of their customers' needs and shopping experiences, covering all touchpoints where the customer interacts with the company, product, or service. The customer experience process spans from the pre-purchase stage (including search) to the purchase stage and then to the post-purchase stage; it is repetitive and dynamic. This process includes past experiences (including previous purchases) and external factors. At each stage, customers encounter touchpoints, only some of which are under the company's control [6].

The concept of customer experience has evolved into a strategy for retail businesses facing competition, resulting in a value exchange between the retailer and its customers, benefiting all parties [7], and ensuring that every shopping experience is consistently aligned with customer expectations or exceeds them [8].

A demanding and generally rational consumer values various aspects of emotions gained during the shopping experience. Quality, origin (domestic products are an important argument), the environment in which the service or product is offered, and, naturally, how the service is provided are becoming more important than price. The emotional factor is increasingly crucial in purchasing decisions, and it plays a significant role in designing the ambiance of shopping centers and stores [9].

Since many people have little time for shopping, and others have less interest in it, more and more retailers are realizing that they need to attract buyers to bring them to their businesses [10].

Understanding and improving customer experience is at the top of the agenda for most marketing and operations managers in both consumer goods production and retail sectors. Many retail companies recognize that their growth and profitability depend on the small details that significantly impact on customer satisfaction and loyalty, such as communication between customers and the company, message consistency across all communication channels, providing multiple channels for interaction and purchase, and responding to customers' needs and feedback [8]. The customer experience framework is expressed in Figure 1, which shows that customer experience is influenced, on the one hand, by macro factors and, on the other hand, by factors controlled by the company, such as sales promotion, pricing, products, supply chain, and location.

Macro factors can affect both retail drivers and customer experience. Customer experience then mediates the impact of retail drivers on retail performance.

Verhoef, et al. [11] identify the importance of previous customer experiences, store environments, service interfaces, and store brands for future experiences. They carefully define customer experience, describing it as "inherently holistic, involving the customer's cognitive, affective, emotional, social, and physical responses to the retailer. This experience is created not only by factors that the retailer can control (e.g., service interface, retail atmosphere, assortment, price) but also by factors beyond the retailer's control (e.g., the influence of others, purchase goals)" [11]. Furthermore, Verhoef et al. note the need to consider customer experiences in stores and other channels, as well as the development of overall experience over time. They suggest that long-term studies are necessary to better explore whether the factors of the retail experience are stable. It is likely that different retail factors will have varying impacts at different stages of the decision-making process and at different levels of customer experience.

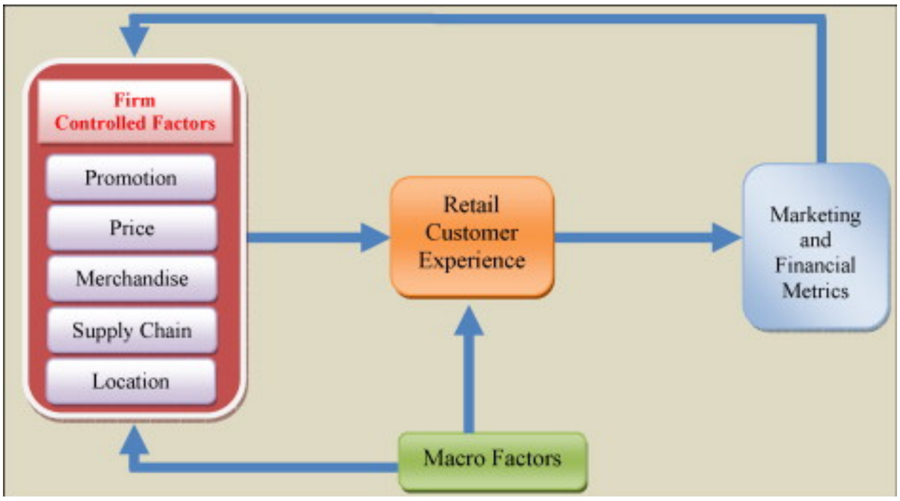

Fig. 1. Conceptual Model of Customer Experience

Source: [8, p. 2]

In the retail environment, products are grouped into categories to reflect customer needs based on how the product is used, consumed, or purchased. The goal of Category Management (CM) is to provide shoppers and consumers with what they want, where they want it, and when they want it. According to Hübner (2011), CM can be characterized as a decision-making problem that simultaneously presents multiple perspectives, where a series of questions need to be addressed collectively: what to include in the assortment (assortment planning), how to arrange products on shelves (shelf planning), how often to replenish stock (inventory planning), and how to price (pricing planning) [12].

As part of the customer experience study, it was also sensible to determine the retail company's Net Promoter Score (NPS). According to the original creator of the Net Promoter Score, Frederick F. Reichheld [13], the NPS has a strong correlation with a company's long-term success and profitability, allowing actions that are not profitable for the company to be discontinued or revised based on the analysis results. The NPS helps the company identify its strengths and weaknesses. Additionally, it offers the opportunity to improve the performance of employees who interact with customers or enhance the product and/or service. The Net Promoter Score helps determine how many of the company's customers are promoters, how many are neutral, and how many are dissatisfied [14].

2. MATERIALS AND METHODS

The quantitative customer experience study of the retail company was conducted between June 20, 2024, and June 30, 2024. The study focused on all the company's structural units (18 units), which included stores of four different formats: hypermarkets, supermarkets, convenience stores, and small shops. The data collection method was a survey, for which a questionnaire was developed based on a previous store visit experience study conducted within the company. This prior study identified focus areas that required further investigation, including the overall shopping environment of the stores, the sales floor, customer service, product sales campaigns, and five product categories (the latter being of consistent attention from customers).

The questionnaire used a five-point Likert scale, where 1 represented "completely dissatisfied" and 5 represented "completely satisfied." Additionally, respondents had the option to select "no opinion" (0) in case of no experience, which was excluded from the dataset when calculating the average value. The questionnaire also included open-ended questions, and the responses were analyzed for connecting factors based on the focus areas. The analysis method for the study results was descriptive statistics. The data were analyzed using arithmetic mean (m), standard deviation (SD), and coefficient of variation (v).

In addition, the Net Promoter Score (NPS) was determined, with the NPS question being: "How likely are you to recommend the company to your friends, acquaintances, or colleagues?" The rating was done on a scale from 0 to 10, where "0" means "not likely at all" and "10" means "very likely." An 11-point scale was used, with **active positive** promoters, **active negative** detractors, and **passive** customers being separated.

In calculating the Net Promoter Score (NPS), the percentage of detractors is subtracted from the percentage of promoters. On the 11-point scale, negative detractors are those who selected scores between 0 and 6, while positive promoters are those who selected scores of 9 and 10. Ratings of 7 and 8 are not considered. The results thus range from -100% (if all respondents are negative) to +100% (if all are positive). The result above 0 is considered positive, as it indicates that there are more active promoters than active detractors [15].

The study sample consisted of loyal customers of the retail company who had visited the store in the past month. A questionnaire link was sent to 16,000 loyal customers, allowing them to respond via *SurveyMonkey.ee*. The questionnaire was opened by 2,432 customers. The final sample consisted of 2,267 respondents. Of these respondents, 45% represented the three largest cooperatives.

3. RESULTS

The purchasing process in retail and the emotions derived from it are a crucial part of the customer experience. Key factors in shaping the store's shopping experience include the store's interior design (cleanliness, organization, clarity), product display in the sales area (how the products are presented), store location, parking, additional services, and the overall shopping environment. Equally important is the interaction with the store's service staff, which refers to customer service (the employee's ability and skill in aiding and support in decision-making, expertise, staff cleanliness and professionalism, as well as the ease and speed of self-service).

In addition to these factors, the study also assessed loyal customers' evaluations of product categories and calculated the company's Net Promoter Score (NPS).

3.1 Customer ratings across focused areas

The analysis of the research results initially focused on the evaluation of the focus themes provided by the customers. The highest ratings (Fig. 2) were given to service (m=4.55, SD=0.83), while the lowest ratings were given to sales campaigns (m=4.12, SD=0.95), which were below the average rating for the study areas (m=4.34, marked with a red vertical line in the figures). Ratings for the overall shopping environment were also slightly below average (m=4.30).

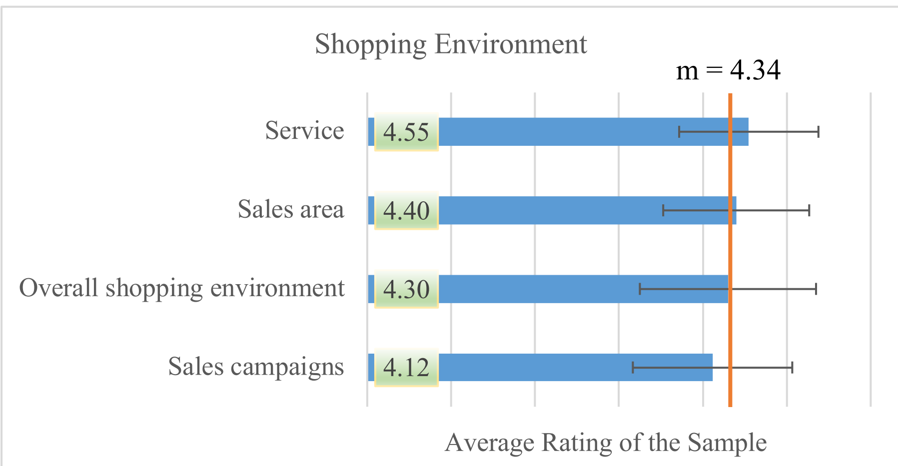

Fig. 2. Evaluation of the Shopping Environment (Compiled by Authors)

Service received the highest ratings among the study areas (m=4.55) (Fig. 3). The cleanliness and professionalism of the staff, as well as their willingness to help, were rated highly (m=4.75, SD=0.55 and m=4.71, SD=0.62, respectively). Slightly lower ratings were given for the staff's expertise (m=4.65, SD=0.67). The lowest rating was given to the sufficiency of staff in the sales area (m=4.28, SD=0.97), indicating that customers perceive a shortage of staff in the store and consider this an important factor.

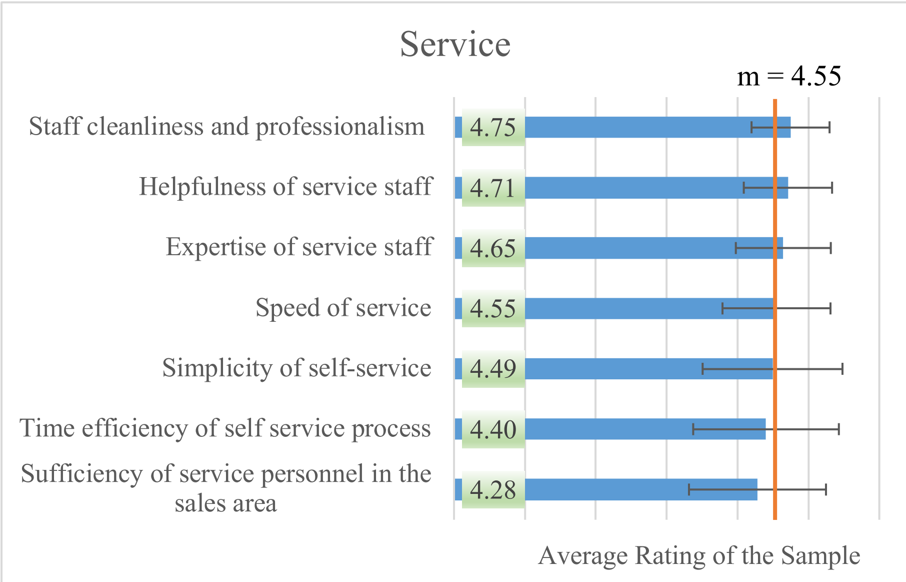

Fig. 3. Evaluation of Service (Compiled by Authors)

In the store's sales area, the highest ratings were given for the cleanliness of the shelves and the store itself (m=4.65, SD=0.61 and m=4.64, SD=0.63, respectively) (Fig. 4). Lower average ratings were given for the sufficiency of staff at the checkout (m=4.14, SD=1.05) and the attractiveness of displays (m=4.17, SD=0.84). Since all the criteria for the store's sales area received ratings above four points, the store's sales area can be considered one of the important factors positively influencing customer experience.

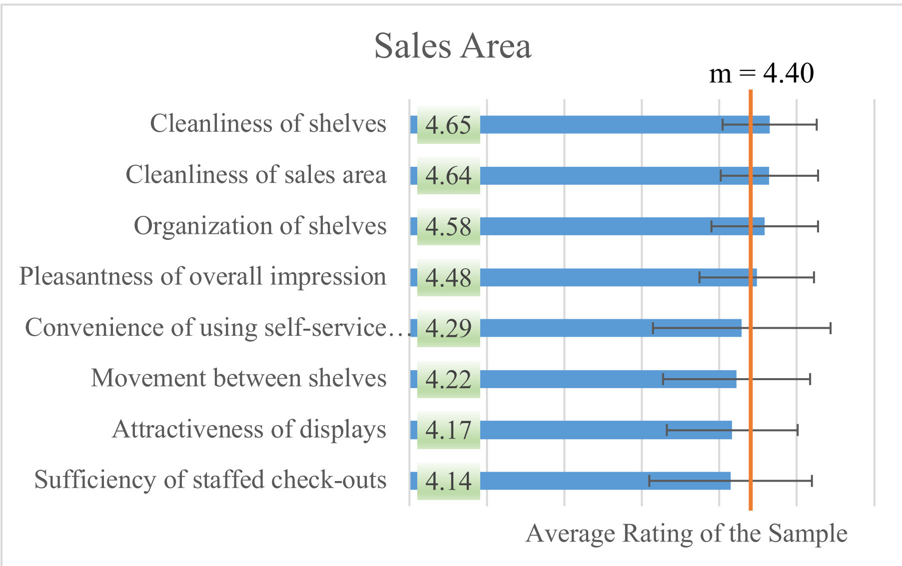

Fig. 4. Evaluation of the Sales Area (Compiled by Authors)

The average customer ratings for the **overall shopping environment** in the retail company were high (m=4.30, SD=1.05) (Fig. 5). The store's location received the highest and most unanimous rating (m=4.75, SD=0.60). Parking facilities and the availability of products were also rated very positively (m=4.43, SD=0.94 and m=4.16, SD=1.04, respectively). The lowest and most varied ratings were given for the sufficiency of additional services (m=3.85, SD=1.31, v=34%). Customers mentioned in open-ended responses that *some stores lack a pharmacy and restrooms for customers, but they do have flower stands and parcel lockers*. This suggests that expanding the range of additional services could be one way to improve the overall shopping environment.

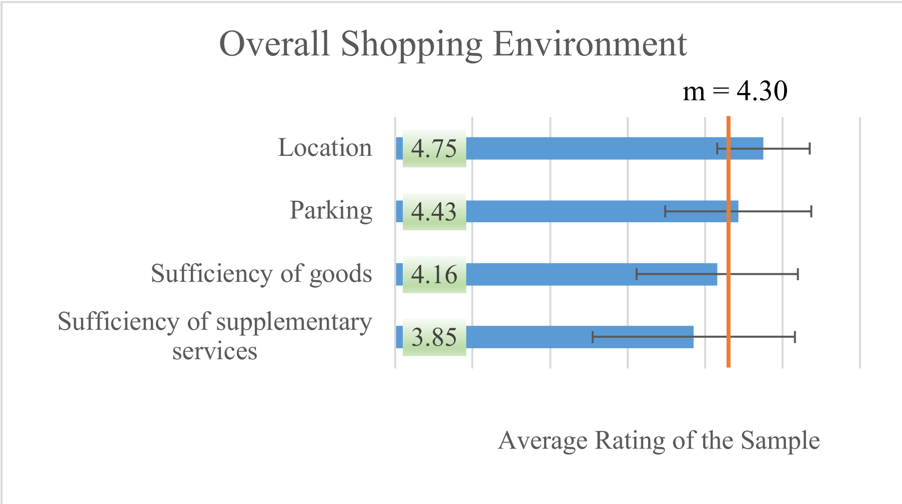

Fig. 5. Evaluation of the Overall Shopping Environment (Compiled by Authors)

The average customer ratings for **product sales campaigns** in the retail company are lower compared to the ratings given for other areas of the study (m=4.12, SD=0.95) (Fig. 6). The communication of campaigns and the timing of the information were considered good (m=4.21, SD=0.93). However, the availability of campaign products and the attractiveness of the displays were rated lower (m=4.04, SD=1.01 and m=4.02, SD=0.95, respectively). Therefore, campaign offerings, product availability, and the attractiveness of displays significantly influence customers' ratings of product sales campaigns.

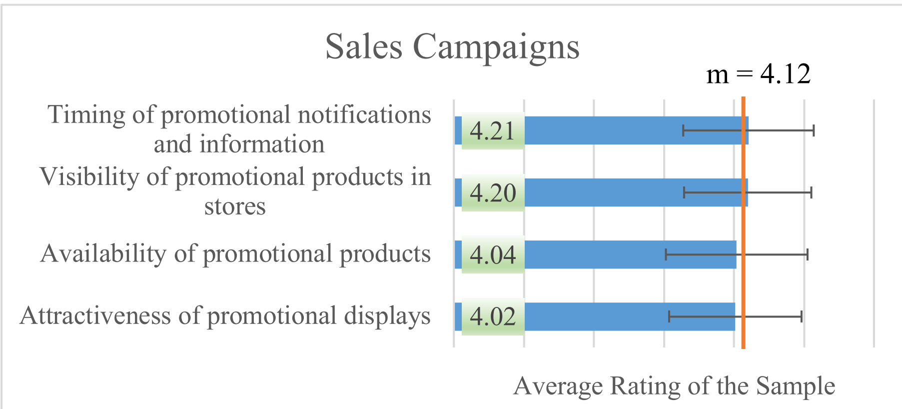

Fig. 6. Evaluation of the Sales Campaigns (Compiled by Authors)

During the study, the ratings provided by the retail company's loyal customers for the focus areas were also analyzed across different **store formats** (Table 1). The highest ratings for all focus areas were given by customers in hypermarkets and supermarkets, where the highest rating was given to customer service (m=4.59 and 4.56), followed by the shopping environment (m=4.58 and 4.31). Open-end responses also revealed that in hypermarkets and supermarkets, overall satisfaction with the quality of service was high, with customers praising the friendliness, helpfulness, and professionalism of the staff. It was also highlighted that "*self-checkout machines and shopping apps make shopping more convenient and faster*," although technical issues can sometimes arise with these features.

The lowest ratings for the overall shopping environment were given for small stores and convenience stores (a difference of 0.93 and 0.74 rating points compared to hypermarkets, respectively). Customers highlighted that the main concerns in small and convenience stores are "*the lack of space and self-service options, and the limited number of staff, which in turn slow down service and cause discomfort for customers.*" On a positive note, it was mentioned: "*It seems that the store is small and cramped, and there are no self-checkout machines, but the staff does their best, and people are satisfied that the store is even there."*

The highest ratings for product sales campaigns were given in hypermarkets (m=4.17), followed by convenience stores (m=4.12). The lowest ratings were given to sales campaigns in small stores (m=3.93). Open-ended responses regarding hypermarkets included the following: "*Campaigns are highly visible, there are many good offers, and they are well advertised and visible.*" Negative feedback was also provided: "*Campaign products are often available in limited quantities, especially in the evenings, and sometimes the price tags for campaign products are misleading or missing*."

Some suggestions were made regarding campaign products: "*Ensure that campaign products are available throughout the entire campaign period and in sufficient quantities, make sure campaign products reach smaller stores, and ensure that the price tags for campaign products are always correct and clearly visible to avoid confusion and misleading information*." This suggests that the differences offered across formats may not align with customers' interests. However, the company is also unable to offer the same selection of campaign products across the entire chain. The main obstacles are space limitations, and staff shortages handling the campaigns could also pose a challenge.

Format	Shopping environment, m	Sales area, m	Service, m	Sales campaigns, m
Hypermarket	4.58	4.53	4.59	4.17
Supermarket	4.31	4.39	4.56	4.07
Convenience store	3.84	4.26	4.53	4.12
Small shop	3.65	4.10	4.37	3.93
Total average	4.30	4.40	4.55	4.12

Table 1. Average Customer Ratings for Focus Areas by Format (Compiled by Authors)

3.2 Customer ratings across product categories

The average customer ratings for product categories in the retail company showed that customers were satisfied with the selection of bread and bakery products, as well as dairy products (Fig. 7). Satisfaction with the selection of specialty products was the lowest across the categories (m=3.91, SD=1.14, v=29%), and disagreement was most noticeable in the offering of vegan products (m=3.75, SD=1.25, v=33%). The ratings for the fruit and vegetable category were like those for specialty products (m=3.93, SD=0.99), and the greatest disagreement was observed in the offering of locally grown fruits and vegetables (v=33%). For the meat products category, the lowest score was for the attractiveness of the category's promotional prices (m=3.81, SD=1.06). Overall, it can be concluded that the satisfaction level across different categories is relatively similar, with small fluctuations in the averages.

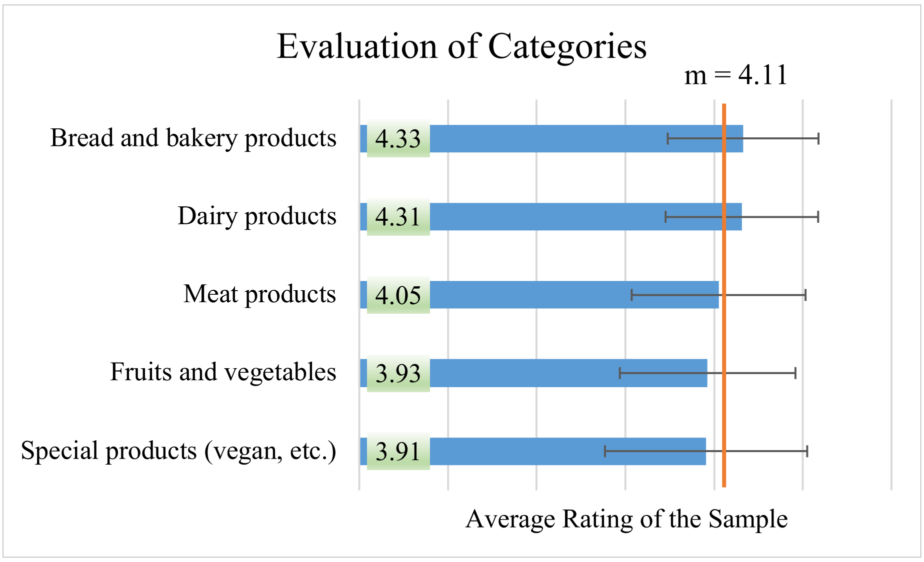

Fig. 7. Evaluation of Categories (Compiled by Authors)

The retail company's customers' ratings for the selection, freshness, and prices of **bread and bakery products** are generally above or slightly below the average (Fig. 8). Customers feel that products in this category are easy to find on the shelves (m=4.54, SD=0.67), the goods are fresh, and the selection is sufficient and meets customer expectations. In open-ended responses, customers mentioned: "*The selection of bread and bakery products is very large, but there could also be products from small producers*." Below average ratings were given by the company's customers for the selection of campaign products in the promotions and the attractiveness of promotional prices. Customers added that "*the selection of campaign products could be larger, and sometimes campaign products are out of stock*." For all the responses, the respondents were unanimous.

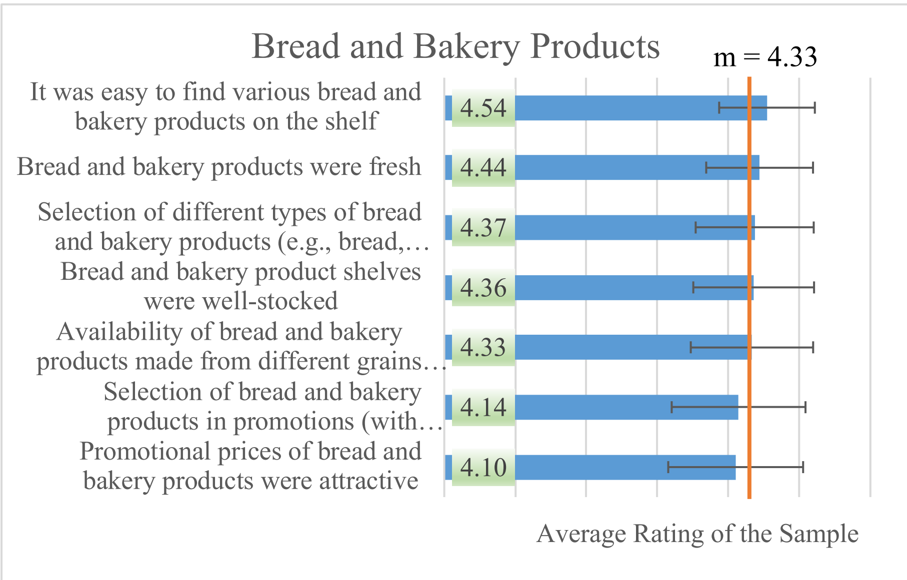

Fig. 8. Evaluation of Bread and Bakery Products (Compiled by Authors)

The retail company's customers' ratings for the availability, shelf stock, and selection of **dairy products** are above average. Customers feel that dairy products are easy to find in the refrigerators (m=4.50, SD=0.71), the shelves are well-stocked, and the selection is sufficient. Customers also believe that the selection of dairy products is adequate across different brands. Below average ratings were given by loyal customers for the selection of dairy products in promotions and the attractiveness of promotional prices. Customers noted that "*the selection of campaign products for dairy items could be larger*." For all responses, the respondents were generally in agreement.

The retail company's customers' average ratings for **meat products** were average compared to other product categories (m=4.05) (Fig. 7). For meat products, the highest ratings were given for finding them in the refrigerator (m=4.26, SD=0.85), followed by the stock levels of meat products on the shelves (m=4.22, SD=0.92). Customers were less satisfied with the attractiveness of promotional prices for various meat products and the adequacy of their selection, with average ratings falling below the overall average for meat products (m=3.81, SD=1.06 and m=3.85, SD=1.05, respectively). Open-ended responses also revealed: "*The selection of campaign products could be larger, and there are fewer promotions for them*."

The retail company's customers' average ratings for **fruits and vegetables** were second to last compared to other product categories (m=3.93), for example, 0.4 points lower than the highest-rated bread and bakery products (Fig. 7). For fruits and vegetables (Fig. 9), customers rated stock levels of the shelves the highest (m=4.19, SD=0.90). The lowest ratings were given for the selection of local fruits and vegetables and the prices of promotional products (m=3.52, SD=1.15, v=33% and m=3.72, SD=1.03, respectively). Customers suggested that "*there should always be more local products*" and proposed "*organizing campaigns to promote and encourage the purchase of locally produced goods*." They also wanted "*campaign products to always be available, and shelves to be stocked*." Some customers also wished for "*a larger selection of exotic fruits*."

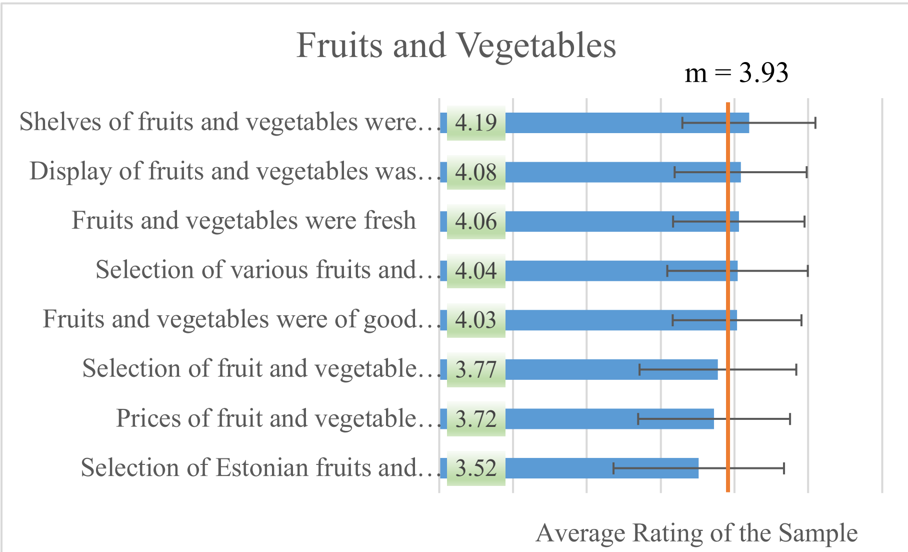

Fig. 9. Evaluation of Fruits and Vegetables (Compiled by Authors)

Nearly 55% of respondents were unable to answer questions regarding **specialty products**, which is understandable, as there are fewer consumers of these products compared to other categories, and depending on the store format, the range of these products may be minimal. Additionally, this lower result could be related to the consumers' limited awareness of the product selection available in this category.

The average rating for specialty products was 3.91, which was the lowest among all product categories. In the specialty products group (Fig. 10), the highest ratings were given for the availability and selection of dairy specialty products (m=4.04). Lower ratings were given for the availability and sufficiency of vegan products in the store (m=3.75, SD=1.25 and m=3.87, SD=1.22). These questions also showed the highest level of disagreement among respondents (v=31-33%). The discrepancies among respondents indicate uneven consumer knowledge regarding the availability and consumption options of these products.

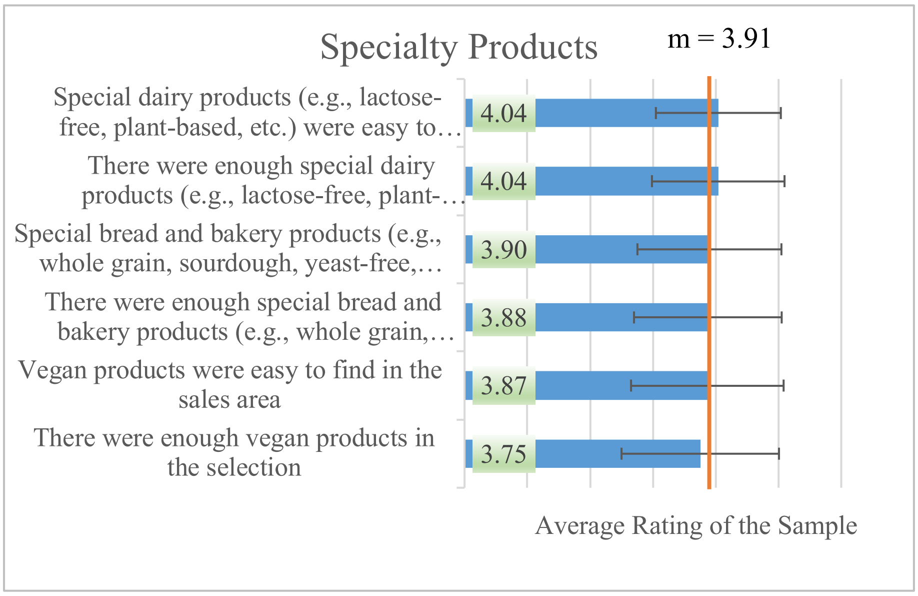

Fig. 10. Evaluation of Specialty Products (Compiled by Authors)

The survey also identified the assessments of loyal customers on product categories, including **store format** (Table 2).

Format	**Fruits and vegetables, m**	**Dairy products, m**	**Meat products, m**	**Bread and bakery products, m**	**Special products (vegan etc.), m**
Hypermarket	4.00	4.43	4.20	4.37	4.04
Supermarket	3.95	4.33	4.05	4.35	3.97
Convenience store	3.81	4.14	3.84	4.21	3.56
Small shop	3.62	3.94	3.62	3.92	3.69
Total average	3.93	4.31	4.05	4.33	3.91

Table 2. Average Customer Ratings for Product Categories by Format (Compiled by Authors)

Like the ratings given to focus topics, the highest scores were given to hypermarkets, followed by supermarkets, convenience stores, and small stores. In hypermarkets, the dairy products and bread and bakery products categories were rated the highest (m=4.43 and 4.37). Similar results were also found in supermarkets. In small stores, the categories were rated the lowest, with m varying between 3.62 and 3.94. On average, bread and bakery products were rated the highest (m=4.33) and specialty products were rated the lowest. Based on the open-ended responses, it can be said that customers also want a larger selection of food products in small stores, where the assortment would change from time to time, especially in the case of bread and bakery products.

3.3 The Net Promoter Score (NPS) of the Retail Company

One widely used customer satisfaction measurement methodology is the Net Promoter Score (NPS). Customers are asked only one question: "How likely are you to recommend our company/product/service to friends or colleagues?" (Reichheld, 2003). Researchers have pointed out that NPS is more of a forward-looking metric, whereas customer satisfaction is a more retrospective metric. Both customer satisfaction and NPS work equally well for evaluating company performance and predicting customer behavior [6].

Bain & Company [16] proposed using a framework to evaluate the recommendation index, where above zero is good, over 20 pleasant, over 50 excellent, and over 80 world-class.

The results of the recommendation index in the company under study can be considered quite good, with an NPS of 48, meaning 60% of respondents were promoters of the company, and 12% were detractors.

In 2024, a Net Promoter Score (NPS) survey was conducted among the largest service companies in Estonia, encompassing 68 enterprises. This survey measured recommendation ratings based on actual experiences. A total of 2,116 Estonian residents, aged 15 to 74, participated in the study. The survey, conducted by Kantar Emor, revealed that the average NPS for the grocery store sector is 13. [17]

Compared to the global retail industry average (NPS=64) [18], the score is lower, but it must be considered that this is a business dealing with essential goods, where the primary service model is self-service and personal service is not emphasized. Open-ended responses also revealed that the lack of staff in the sales area is a concern, and customers expect more active service, which, due to the shortage of staff, is not possible to provide in smaller locations or even in supermarkets. Based on Bain & Company's recommendations, the service in the retail company studied can ultimately be considered pleasant or almost excellent.

4. DISCUSSION

Based on the data from the retail company under study, it can be concluded that there are differences across various formats, and the development of formats in terms of the studied factors has not been consistent. This, in turn, is understandable when considering the company's business interests and the regional distribution of customers. The company has developed hypermarkets and supermarkets and invested significantly more in the shopping environments of these formats, sales floors, and improving service levels. The results show that customer satisfaction is lower with sales campaigns and promotional prices across all formats. The difference in satisfaction with promotional offers and pricing may be linked to regional differences in offerings, where customers' expectations regarding products and price levels differ and depend on local conditions. Additionally, the choices in different regions may vary due to the retail space and central warehouse capacity to replenish stock, which could result in limited availability of products. While service is generally considered quick and pleasant, it clearly appears that customers feel a lack of service personnel in the sales area and at the checkout. However, customers seem to be relatively satisfied with the service at self-service checkouts, where the need for customer support with the use of technological tools may be greater.

Customers are very satisfied with the shopping environment and sales floors of supermarkets and hypermarkets, as well as with the cleanliness and organization of the product shelves. The same pattern emerged as with other aspects, meaning that the shopping environments of convenience stores and small shops are not as attractive as those of larger formats.

It also became clear that customer satisfaction with the additional services offered is lower compared to other measured factors. However, the responses varied greatly, which may indicate that customers were unsure how to respond regarding additional services, and expectations for these services could have differed across regions.

When looking at the results of the offerings in various categories, clear distinctions emerge in the fruit and vegetables and specialty product categories. In the fruit and vegetable category, customer satisfaction was below average regarding the availability of promotional products, price levels, and product selection. This was particularly evident in convenience stores and small shops. On the other hand, customer satisfaction with the product offerings and selection in the dairy and bread and bakery product categories was higher on average. Satisfaction with the offering of meat products was rated slightly lower, although considering the general average, the offering of meat products can still be regarded as good.

A common issue across all categories is the availability of promotional products and their attractiveness in campaigns. Both factors fall below the general average, and customer satisfaction is lower across all store formats. From open responses, it became clear that customers emphasized the importance of offering local products across all categories.

The relatively high NPS score of the retail company studied indicates that the company has made the right management decisions so far, which ensures a high level of customer loyalty.

5. CONCLUSIONS

In 2024, a customer experience survey of the shopping environment was conducted for one of the largest retail companies in Estonia, with 2,267 regular customers participating. During the survey, customer ratings were mapped across focus areas (service, store sales floor, overall shopping environment, and product sales campaigns), and average ratings were collected for product categories (bread and bakery products, dairy products, meat products, fruits and vegetables, and specialty products). In addition to general trends, customer experience was evaluated across store formats, and the retail company's Net Promoter Score (NPS) was calculated.

In summary, the customer ratings for the areas surveyed were relatively high (average ratings ranged from 3.52 to 4.75 points). Based on the survey results, the following recommendations were made to the retail company's management:

- standardize the availability of self-checkout stations across store formats and improve their reliability.
- encourage the offering of additional services in stores, based on the specific characteristics of each region and customer expectations.
- continue collaboration with local small producers.
- increase the proportion of Estonian products offered across all store formats and product categories.
- raise consumer awareness of the specialty products category.
- encourage managers of small stores to be more proactive in updating the assortment of product categories.

To ensure the retail company's competitiveness in changing economic conditions, regular monitoring of customer experience should continue, providing a comprehensive overview of customer needs and their shopping experience.

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