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Town center attractiveness

- A study of service quality in town centers

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Abstract

Town centers are the heart of the city and play an important role as service providers to the visitors who come and consume town center services and experiences. To create positive experiences and attractiveness for town centers, it is crucial for town center management and stakeholders to acknowledge service quality as an important part of the town center. In service quality literature, the town center is underexplored as a service quality setting. This study examines service quality in town centers by conducting a literature review, qualitative research, quantitative research, and implements this to a case study. Through an exploratory factor analysis, the findings show a different model than the proposed model which was based on the literature and qualitative research. New service quality dimensions are identified, confirming the need to measure service quality specific to the town center setting. Based on the new dimensions, a conceptual model of town center service quality is established. Based on the findings; implications for creating positive town center attractiveness and future research are discussed.

Keywords: service quality, customer satisfaction, town center management, town center experience

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RSQ	Retail Service Quality
TCSQ	Town Center Service Quality
TCM	Town Center Management

1. Introduction

1.1 Background

Historically, the town center has been an important place for essential human and social interaction, business development, culture and history. Robertson (2001) explains that "all cities see a healthy core as integral to their overall heritage, sense of community, identity, economic development and image" (p. 9). The town center is a place where the visitors can come together and create their own "sense of place" within a community (Gratz & Mintz, 2000).

Localities from small towns to large cities have had to assume new roles and identities within an increasingly integrated and changing global economy (Savitch & Kantor, 2002). The growth of out of town shopping centers, online shopping and competitive pressures have played critical roles in reducing patronage and leading to many stores, restaurants, cafes and business closures in the town centers. Hart, Stachow and Cadogan, (2013) states that "As store vacancies rise, the attractiveness of the shopping area reduces, changing the consumer's perception of that center" (p. 1754).

Town centers play an important role as service providers to the visitors who come and consume town center services and experiences. According to Guy (1994) the town center delineates an area which is "central to the town as a whole, which . . . forms the most important retail area in the town . . . [and] also serves a wider purpose as a business, cultural and entertainment focus for the community" (p. 16) Town centers must differentiate themselves by meeting the needs of their visitors better than the competition. Visitors have many interest at stake when visiting a town center, however, once those same visitors no longer enjoy the town center services and experiences, the town center will lose many of its positive perceptions associated with it. Thus, the town center will lose the re-patronage of old customers and growth of new ones. There is a general agreement that a basic strategy for

creating competitive advantage is the delivery of high service quality (Dabholkar, Thorpe & Rentz, 1995).

1.2 "Stenstan," Sundsvall, Sweden

To conduct our research we have selected to do a case study on the town center "Stenstan" in Sundsvall, Sweden. Sundsvall is situated in northern Sweden with roughly 58 thousand inhabitants living in the town of Sundsvall and around 97 thousand inhabitants living in the surrounding municipal area (Sundsvall Statistics, 2014). Sundsvall's town center, also known as, "Stenstan" sits along the waterfront of the Gulf of Bothnia with the river "Selångersån" that flows just a few blocks from the heart of the town center. The pedestrianized main street "Storgatan" serves as the primary street for this town center. Storgatan is the primary commercial thoroughfare, although other streets contain secondary commercial and business activity. The dominant land use is the In-Gallerian Mall located on Storgatan surrounded by an attractive historic neighborhood and town center square, which lies immediately south of the mall.

In 2008, Birsta City, located 10 km outside of Sundsvall expanded from 20 stores to 90 stores. The expansion was hugely successful, and in 2010 and 2011 the shopping area was declared "Most popular shopping mall in Sweden" (Birstacity, 2011). However, with the success of Birsta City, retail and non-retail stores, as well as other types of businesses within Stenstan must be careful of losing the competitive advantage of being the town center and must continue to work at keep visitors satisfied with their experiences in their visits to Stenstan. The recent addition of a new town center manager in Sundsvall, along with the creation of a projected 2021 town center vision plan shows just how important Stenstan is to the city of Sundsvall (Översiktsplan2021, 2014). It is not just the municipality that is encouraging for a more attractive Stenstan, as many business owners, property managers, and residents are working together to help Stenstan grow and create positive experiences for all Stenstan visitors.

1.3 Problem statement

Town centers are complex environments comprising of extensive retail and non-retail functions which also include housing, education, health, employment, leisure and entertainment, and public services (Warnaby, Bennison, Davies, & Hughes, 2002). As it is of great importance of a healthy, economically sound and, active town center, it is, therefore also necessary to consider service quality as an important aspect in helping to create positive town center experiences.

Despite its importance, there is limited literature and research on town center service quality. The most widely known model for measuring service quality is SERVQUAL. Although this model has been empirically tested within a number of service settings, it has not been successfully adapted to and validated in a town center environment. Therefore, even though measurements of service quality within the service and retail environments are more than likely to share some common dimensions with a town center environment, service quality measurements must capture new or additional dimensions that pertain to the specifics of a town center environment.

1.4 Purpose

The purpose of this study is to explore the effects of service quality attributes on overall attractiveness in a town center environment and, based on the findings, develop a model to measure town center service quality. In addition, we will suggest implications for our case study and town center management.

1.5 Outline of thesis

In our current work, we build the theoretical framework on Service quality, SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1985) and the Retail Service Quality model (Dabholkar et al., 1995), as well as Town Center Management theories. By using the two models to structure the status quo of empirical literature, we are able to combine information and knowledge from different research fields, and provide a literature review.

In the first part of this thesis, we will explain the above-mentioned models. Furthermore, we will define the term, Town Center Management and explain how it connected to the concept of service quality. Thereafter, we will display how we conducted the research and show the empirical data we collected through exploratory factor analysis. Additionally, we will present and analyze our results. In the last part of the paper, we will give conclusions and identify implications, limitations as well as fields of further research.

2. Theoretical framework

2.1 Service quality

According to Parasuraman et al. (1988), who created SERVQUAL, for businesses to survive and succeed, delivering "superior service quality appears to be a prerequisite for success" (p.13). Furthermore, Grönroos (2007) states that "in order to develop service management and marketing models, it is important to understand what customers are really looking for and what they evaluate. When the service provider understands how services are perceived and evaluated by the users, it will be possible to identify ways of managing these evaluations and influencing them in a desired direction" (p.72). Not only does this apply to the variety of service industries such as retail shopping, banking, and hospitality, it encompasses that of a town center.

Research has shown that good service quality leads to the retention of existing customers and the attraction of new ones, reduced costs, an enhanced image and attractiveness, positive word-of-mouth recommendations, and enhanced profitability (Berry, Bennett, & Brown, 1989; Reichheld & Sasser, 1990; Rust & Zahorik, 1993; Cronin Jr, Brady, & Hult, 2000; Kang & James, 2004; Yoon & Suh, 2004). A town center visitor experiences these processes while consuming the services that the town's center provides. These service encounters and experiences will have a very critical impact on the perceived service and also have an effect on customer satisfaction (Grönroos, 2007).

Anderson (1973) had initialized the concept of service quality with the theory of disconfirmation, which shows that too large a gap between consumer expectations and actual performance can cause a low level of product/service experiences. (Parasuraman et al., 1988) furthers the concept with their research within service quality and have defined service quality as "…perceived by consumers, stems from a comparison of what they feel service firms should offer (i.e., from their expectations) with their perceptions of the performance of firms providing the services. Perceived service quality is, therefore, viewed as the degree and direction of discrepancy between consumers' perceptions and expectations" (p.16).

Additionally, Grönroos (2007) identifies two crucial quality dimensions within his developed service quality model, which consist of a functional quality (the manner in which the service is delivered) and technical quality (the outcome of the service performance). Swartz and Brown (1989) followed this by categorizing the functional and technical qualities of service quality into a "how" dimension (service evaluated during performance) and a "what" dimension (service evaluated after performance). As will be shown in the next chapter, the SERVQUAL model incorporates these two dimensions into their model. Additionally, the following chapter will outline an important service quality instrument to help develop and give a better understanding of town center service quality.

2.1.1 SERVQUAL

Service quality can be conceptualized, according to Parasuraman et al. (1988), as the "gap" between what consumers feel that a service should offer and their perceptions of the actual performance of the service. This difference between customer expectations and perceptions of service quality is the basis for the SERVQUAL instrument (Parasuraman et al., 1988).

According to Parasuraman et al. (1991) "SERVQUAL is a generic instrument with good reliability and validity and broad applicability [. . .] The purpose of

SERVQUAL is to serve as a diagnostic methodology for uncovering broad areas of a company's service quality shortfalls and strengths. SERVQUALs dimensions and items represent core evaluation criteria that transcend specific companies and industries" (p. 445). SERVQUAL is intended to measure both the expectations and perceptions of the performance of the service in order to better understand the value of the service quality.

The SERVQUAL model, consists of 22 attributes representing five dimensions, and originally was applied in five service settings: retail banking, credit card services, repair and maintenance of electrical appliances, long-distance telephone services, and title brokerage (Parasuraman et al., 1991). The authors originally concluded that consumers evaluated service quality on ten dimensions. These ten dimensions were then changed into five service-quality dimensions. Parasuraman et al. (1985) states that consumers evaluate service quality on the following five dimensions: (1) *Tangibles*: (the appearance of physical facilities, equipment, and personnel); (2) *Reliability*: (the ability to perform the promised service dependably and accurately); (3) *Responsiveness*: (the willingness to help customers and provide prompt service); (4) *Assurance*: (the knowledge and courtesy of employees and their ability to inspire trust and confidence); (5) E*mpathy*: (the level of caring and individualized attention the firm provides to its customers).

2.1.2 Critique of SERVQUAL

As mentioned earlier, Parasuraman et al. (1985) argues that gap analyses are essential in studying service quality in all service settings. However, researchers question whether SERVQUAL is relevant as a universal model for measuring service quality in all different types of settings (Ladhari, 2009). Many studies have tried to test and adapt SERVQUAL in different settings and have suggested that the five dimensions associated with the model are not universally adaptable (Asubonteng, McCleary, & Swan, 1996; Buttle, 1996; Carman, 1990; Cronin & Taylor, 1992). As such, researchers feel that industry specific instruments may be more applicable than one universal instrument, due to SERVQUAL not being sufficient enough to measure service

quality across different industries (Ladhari, 2009). Additionally, Dabholkar et al. (1995) state that the instrument should be adapted by adding and modifying attributes that can be applicable in different settings and situations. Using confirmatory factor analysis, Finn and Lamb Jr. (1991) conducted a study testing SERVQUAL in the retail store setting and were unable to find a good fit to the SERVQUAL dimensions. Thus, they concluded that without modification, it could not be used as a valid measure of service quality in the retail setting (Finn & Lamb Jr., 1991). As a result, other instruments have been adapted to satisfy specific service industries (Ladhari, 2009).

As discussed earlier, the SERVQUAL model includes the functional ("how") and technical ("what") dimensions based from Grönroos (2007) and Swartz and Browns (1989) research. This general perspective is also supported by Rust and Oliver (1994), as well as, Bittner (1992), however, they argue that service quality is not only based on the functional and the technical quality but also the quality of the service environment. Service quality can also be based on perceptions of the service environment, also known as "servicescape" which can also be considered as the "where" dimension (Bittner, 1992). Dabholkar et al. (1995) summarize these sentiments by stating, "…it appears that a [single] measure of service quality across industries is not feasible. Therefore, future research on service quality should involve the development of industry-specific measures of service quality (p. 14). Since retail shopping is a key component to many town centers we will review the instrument that is adapted to measure retail service quality.

2.1.3 Retail service quality

Although SERVQUAL has been tested in a number of studies involving "pure" service settings, Dabholkar et al. (1995) considers it not to be suitable to the retail store environment. Additionally, the authors explain that a retail store experience involves more than a non-retail service experience in terms of "customers negotiating their way through the store, finding the merchandise they want, interacting with several store personnel along the way, and returning merchandise,

all of which influence customers' evaluations of service quality" (p. 3). Therefore, Dabholkar et al. (1995) further states that the retail industry includes additional service dimensions that other industries may not. The dimensions that SERVQUAL introduced for service environments share some characteristics to retail environments; however, Dabholkar et al. (1995) researched and captured additional dimensions that were not discussed previously. Therefore, the retail service quality (RSQ) instrument was developed and the five dimensions of RSQ are: (1) *Physical aspects*: (appearance and convenience of the store); (2*) Reliability*: (promises and doing it right); (3) *Personal interaction*: (employees inspiring confidence and being courteous/helpful); (4) *Problem solving*: (handling of returns, exchanges, and complaints); (5) *Policy:* (responsiveness to customers' needs) (Dabholkar et al., 1995).

The RSQ model consist of 28 attributes, which includes 17 attributes that are based from the SERVQUAL instrument. Even with the adaption of the RSQ model, the additional service dimensions that fit the retail industry may not actually fit other types of service settings (Dabholkar et al., 1995). This relates to the town center service quality setting where additional dimensions may need to be measured to include all that encompasses a visitors town center experiences.

2.3 Importance of town center experiences and services

Town center visitors have certain expectations from the town center and hope that the stakeholders of a town center can serve the variety of functions and purposes that they seek (Whyatt, 2004). These stakeholders can include, but are not limited to, retailers, local authorities, community groups, property owners, the police force, transportation, local residents, local employees and possibly most importantly, the town center management (TCM) (Pal & Sanders, 1997). Warnaby and Davies (1997) describe how consumers "purchase" their own "bundle of benefits" from the service providers (town center, TCM, and stakeholders involved in the town center). The visitors experience can be influenced by a number of dimensions: the physical setting (safe, clean, brightly lit, historical settings/buildings); the range and selection of retail and non-retail stores; activities; entertainment; the various service providers'

contact personnel; squares and parks, parking, transportation and the other consumers (who are also interacting in a similar environment) (Whyatt, 2004). Also supported, is Guy's (1980) view that visitor's attitudes to shopping centers are not concerned only with the range, quality and price of the goods available but that consumers rate service quality as a vital element in the attributes of town centers (as cited in Page & Hardyman, 1996). These views also extend to the town center visitors and do not just entail the retail shopping a town center offers. Research conducted by Page and Hardyman (1996) found that visitors rated service quality as a vital element in the attributes of town centers, "which [is] synonymous with the visual appearance and environment together with the layout, design and range of facilities. In this respect, any TCM scheme would need to address a wide range of issues in its locality if both user and service providers perspectives are to be integrated into a scheme" (p. 155). Therefore, TCM plays an important role in helping to increase the town center satisfaction and attractiveness.

2.4 Town center management

The concept of town center management (TCM) first came about in the early 1980s and the development of TCM was a response to the need of a focus of action on revitalizing the town center (Page & Hardyman, 1996). However, the early focus of TCMs was to enhance the quality of shopping in town centers (Page & Hardyman, 1996). As a consequence, Burns (1983) argued for more cooperation and direct involvement among "owners, occupiers, business organizations and the populace" (as cited in Page & Hardyman, 1996, p. 154). Hence, a more holistic approach was considered for town center managers to oversee and work with all the stakeholders involved in revitalizing town centers (Pal & Sanders, 1997). Diamond (2002) suggests that all stakeholders that have an interest in improving the experience for the town center should work together to achieve the objectives. These stakeholders can include, but are not limited to, retailers, local authorities, community groups, property owners, the police force, transportation, local residents, and local employees (Pal & Sanders, 1997).

Coordinating the stakeholders and getting them all to work together is often seen as the role of the town center management (Page & Hardyman, 1996). Developing town center management strategies and plans are developed through a partnership between the local authorities (looking after the public realm), and the private sectors (concentrating on individual properties and business interest (Hart et al., 2013; Warnaby et al., 1998). With both sectors working together along with the local community, the joint resources work together to achieve development and also work to solve the physical, economic and social issues that most town centers deal with (Warnaby at al., 1998). Therefore, an important goal of town center management is to help enhance the vitality and viability of town centers through co-ordination with the stakeholders. A key component of this is to increase the consumer spending, attract more businesses, and to promote the town to a range of target markets leading to positive town center experiences and attractiveness.

As a result of trying to increase the town center attractiveness and experiences, many TCMs place an importance on understanding the visitors of the town center and what type of services and experiences they seek and are provided with. The successful formulation of strategy for TCMs depends on the town's assets and competences in creating value for the visitor (Coca-Stefaniak, Parker, Quin, Rinaldi, & Byrom, 2009; McAteer & Stephens, 2011; Paddison, 2003; Pal & Sanders, 1997). Additionally, TCMs will position, or redesign strategies to "create a better fit" between the towns competences and the needs and benefits that the visitor seeks (Whyatt, 2004). The TCMs will first identify what the customer wants, then consider how the town's competencies can create a better fit between these needs and the town's assets (Whyatt, 2004).

Given the competitive pressures that town centers face from out of town businesses and other competitors, TCMs need to focus on building visitor satisfaction which leads to customer loyalty, retention and repeat visits (Whyatt, 2004). The relationship between that of the town center management/stakeholders and the town's visitors plays a major role in creating customer retention, satisfaction, and positive town

center experiences. However, a major component to bringing about and creating positive experiences for a town center visitor is through positive service quality as motivated earlier.

2.5 The need for an adapted model

As mentioned earlier, researchers have tried to adapt the SERVQUAL instrument to various industries. However, previous studies have identified potential difficulties with the use of SERVQUAL (Asubonteng et al., 1996; Buttle, 1996; Carman, 1990; Cronin & Taylor, 1992). As a result of these criticisms regarding SERVQUAL, at least 30 industry-specific scales of service quality have been published in the literature on service quality (Ladhari, 2008). However, we are unable to find a study that has attempted to review and integrate the research on service quality measurement within a town center setting.

The difficulties that previous studies identify, relate to the use of the "difference scores" and the dimensionality of the instrument. It is suggested that the use of a gap score is not a good choice as a measure because there is little evidence that customers actually assess service quality in terms of perception-minus-expectations scores (SERVQUAL) (Buttle, 1996; Ekinci & Riley, 1998; Peter, Churchill, & Brown, 1993). Instead, it has been suggested that service quality is more accurately assessed by measuring only perceptions of the service quality (Cronin & Taylor, 1992). Furthermore, it has also been suggested that perception scores outperform gap scores in predicting overall evaluation of service and are superior in terms of reliability and convergent validity (Brady, 2001; Cronin & Taylor, 1992; McAlexander, Kaldenberg, & Koenig, 1994). The performance-based model is also efficient in comparison with the SERVQUAL model as it reduces the number of attributes that must be measured (Cronin and Taylor, 1992). Since repeated empirical studies have questioned the effectiveness of expectations measures, we have decided only to measure the perceived performances of town center service quality.

Ladhari (2009), however, notes that even with the concerns that SERVQUAL has in regards to validity across industries; it is a useful tool for measuring and understanding service quality. The author also states "researchers should adapt the SERVQUAL methodology to develop their own instrument for a specific industry or specific study context" (p. 191). As a result, we have decided to utilize SERVQUAL, RSQ and the research literature to adapt and modify a proposed town center service quality (TCSQ) model.

2.5.1 Town center service quality model

A review of the service quality literature was conducted to suggest possible attributes and dimensions for town center service quality. However, we found no research that tested service quality in the town center setting. Furthermore, we did not find research that performed a confirmatory factor analysis of a service quality instrument (such as SERVQUAL, RSQ or other instrument) in a town center setting. However, a study by Hart et al. (2013), conducted research on town center image and experience within a town center and this research gave us much useful information and knowledge on what possible service quality attributes and dimensions could apply to a town center.

Based on the review of the literature, discussions with relevant local authorities, stakeholders, and our own knowledge about service quality and town centers, without changes to SERVQUAL, RSQ, or any other service quality model, these instruments cannot be used as a valid measure of service quality in the town center setting. As such, since we have been unable to find alternative or acceptable models or measures for the town center setting we will propose a model to measure town center service quality in the next chapter.

2.5.2 Proposed measure of town center service quality

Given the lack of service quality theories from the Town Center literature and the fact that the SERVQUAL and RSQ models have not been supported or adapted to the town center setting, it is deemed necessary to conduct further research to gain an

understanding of the attributes and dimensions of service quality in a town center. However, with our understanding and research of a town center, the majority of business in a town center is surrounded by retail and non-retail services. As a result, we have adapted items from SERVQUAL and more specifically, RSQ, to apply to our town center service quality (TCSQ) model. We propose that TCSQ has a hierarchical factor structure (Appendix A).

The rationale for the hierarchical factor structure is due to several reasons. Previous studies in which SERVQUAL had not been supported found high inter-correlations among attributes across dimensions and several studies had only one dimension (Dabholkar et al., 1995). These instances, according to Dabholkar et al. (1995), are strongly suggestive of the existence of a higher order factor. The authors also found a common theme throughout their research regarding overall RSQ. Additionally, the literature suggests that customers form evaluations of retail quality both at the attribute and integrated level.

As such, there seemed to be a common theme throughout the discussions with the focus groups regarding overall town center attractiveness. Based on this and combining findings from our qualitative research, we propose that town center visitors think of town center service quality at two different levels: a dimension level and overall level.

We propose that four dimensions: 1) Retail Services 2) Non-Retail Services 3) Events & Activities and 4) Environment are central to the TCSQ model. We expect these dimensions to be distinct but highly correlated. These four basic dimensions are based on the literature review and our qualitative research. As they all share a common theme, we expect a common higher order factor, which we call overall perceived town center attractiveness. Consolidating our qualitative research and the town center literature we have observed that some dimensions are more complex and may have more correlation with overall town center attractiveness than do other dimensions. Our proposed model of town center service quality is a 42-attribute

model, consisting of 13 attributes from SERVQUAL, 12 attributes from RSQ and 17 additional attributes developed from the literature review and our own qualitative research. The attributes fall under these proposed dimensions:

Dimensions:

The first dimension we propose is *Retail Services*. This dimension encompasses much of the RSQ dimensions: physical aspects, personal interaction and policy dimensions. Within the retail sector, it is important to capture the "how", "what", and "where" dimensions of service quality (Dabholkar et al., 1995). Therefore, it is important to understand the perceptions of personal interactions, assortment and environment within retail services. We propose that retail services include businesses where one sells finished goods to consumers. Retail businesses include grocery stores, general retailers such as H&M or Clas Ohlson; specialty stores, such as those that sell only sporting goods, books, or electronics; and wholesale big box retailers, such as Costco.

Our second proposed dimension is *Non-Retail services*, which is similar to the Retail Service dimension but includes services outside of the usual retail services and includes similarities to the SERVQUAL dimensions. We are interested in understanding the personal interactions and assortment within non-retail services. Non-retail services can include but are not limited to that of restaurants, cafes, dentist, banks, and hairdressers. As an example, restaurants not only sell, but also prepare and serve, food items. They do not typically handle the sale and purchase of other merchandise and they provide a service in addition to their sales initiative. Their primary purpose is to provide a dining service, rather than sell a finished product.

The third proposed dimension is E*nvironment.* This dimension is a combination of the RSQ model, previous literature and our qualitative research. The environment relates to the town center appearance and convenience. According to Hart et al. (2013), parks, rivers, and historical buildings have all been shown to influence a visitor's

experience of a town center. Moreover convenience, which includes ease of parking and transportation, has been shown to influence satisfaction (Dabholkar et al., 1995).

The last and proposed fourth dimension is *Events and Activities*. Based on our review of the literature, especially from Hart et al. (2013), our qualitative interviews and focus groups, this dimension is a newly proposed dimension within service quality. Town center visitors seek out entertainment and excitement while experiencing the town center (Hart et al., 2013). A key discussion that we witnessed among the focus groups and of the discussions with the local authorities was the need for more events and activities in the town center. Such events and activities can include music, cultural, and holiday events and activities such as fairs and farmers markets. Therefore, this dimension was noted to have an important aspect in a town center visitor's experience and one that we believe will have the highest relationship to perceived town center attractiveness.

2.6 Research questions

A visitor's perception of service quality performed by the town center as a holistic entity is central to the town centers attractiveness. As discussed, an important and central TCM strategy is, therefore, to enhance the town center service quality and experience. According to this and the previous research on service quality, it has been identified that retail and non-retail services, environment, and events and activities are important for town center attractiveness. There is very little to no research on town center service attractiveness with a service quality approach. Therefore it is still open to discussion which quality attributes and dimensions can be included in a model meant to capture the town center service quality.

The research questions addressed in this study are:

RQ1: Which service quality attributes are crucial to overall town center attractiveness?

RQ2: Which service quality dimensions can be obtained from the perception of town center service qualities being performed?
RQ3: What is the relative effect of the different service quality dimensions on overall attractiveness of the town center?

3. Method

3.1 Literature selection

In order to provide an in-depth literature review in out theoretical framework, we have collected and reviewed various different empirical researches on the topics: service quality, retail service quality, and town center management. We have conducted articles from several relevant scholar databases and our research efforts to find relevant articles within our chosen topics resulted in the identification of 122 journal articles, determined by means of electronic searches. By reviewing the abstracts, we excluded studies that clearly did not fit our research question. For the remaining 62 articles, we examined each study to determine whether it encompassed the information needed for our literature review. Additionally, books suitable for the topic and research approach have been used.

To ensure the quality of this comprehensive literature review, only peer-reviewed articles have been used. Furthermore, the articles validity was considered. Several of the articles in the theoretical framework are more than 20 years old, which means that the validity is questionable. However, these articles are the basis for much of the research that is being conducted today, which means that they are relevant in showing where and how the research originated.

3.2 Scientific approaches and scientific method

For our study, we chose a deductive approach since the model used empirically is constructed from the theory. With the deductive approach, one can use the theory as a direction from which data will be collected (Bryman & Bell, 2011), which is how we conducted the framework.

Additionally, the main research strategy in this paper is quantitative. The choice of a quantitative approach has been made since the purpose of this study is to do an exploratory survey with the possibility to provide a conceptual model of town center service quality. However, triangulation of research techniques have been used to gain further insights into attributes important to town center visitors in evaluating service quality. To support our quantitative approach, unstructured interviews and focus groups have been conducted to help develop a proposed TCSQ model and the questionnaire.

3.3 Research approach

Since the purpose of this thesis is to identify attributes and dimensions of service quality in a town center and to develop a model to measure town center service quality, we decided to first generate a proposed TCSQ model based on literature and our own qualitative research, in order to see which dimensions and attributes appear to be important for visitors in a town center. After identifying service quality dimensions of a town center, the model attributes were then developed into a questionnaire and studied through a cross-sectional survey.

The advantages of using a questionnaire is that it is relatively easy and quick to administer and respondents can answer at a time that suits them best, which creates an opportunity to get thoughtful answers (Fowler, 2013). However, it is necessary that the questionnaire is well constructed when it is finished as there is no opportunity to make adjustments once it has been distributed to the respondents (Bryman & Bell, 2011). To develop a well-structured questionnaire, the draft of the questionnaire in this study has been reviewed by multiple parties, which will be described later in this chapter.

3.4 Data collection

3.4.1 Model development

As mentioned before, a literature review on service quality was first conducted to see which approaches have been used in previous research in order to develop a proposed TCSQ model. The two leading approaches are: the application of the SERVQUAL model by Parasuraman et al. (1985) and the adapted variant, the RSQ model, by Dabholkar et al. (1995).

After reviewing these models, we analyzed the five dimensions with its underlying 22 attributes in the SERVQUAL model and the five dimensions including its 28 attributes in the RSQ model. Additionally, to obtain more knowledge on how people experience a town center, a focus group was conducted with 10 visitors of Stenstan. The participants were living in Sundsvall and the group had an age variation in order to obtain a different range of age group opinions. We chose the participants through personal contacts. Based on these discussions, along with our review of relevant town center literature, we identified town center experiences that were agreed upon the generally accepted understandings of service quality in the literature. We used this knowledge obtained to suggest additional and modified dimensions for measuring town center service quality. Based on a review of the literature, qualitative research (focus groups) and our own knowledge we were able to propose a model, which includes 4 town center service quality dimensions. The service quality dimensions we propose have been explained in the theoretical framework: Retail, Non-retail, Environment and Events & activities. We considered these dimensions as the most important for an attractive town center, from a visitor's point of view.

Furthermore, we wanted to discuss our proposed model with people who have knowledge about town centers. Meetings were, therefore held with representatives from the municipality in Sundsvall, where they had the opportunity to review the attributes that had been proposed. Moreover, we asked their thoughts about what is

important in a town center, and specifically, Stenstan, in order to possibly add additional aspects or remove redundant attributes. After the review, we decreased the number of attributes from 55 to 44. From the 44 attributes, 42 of them related to the dimensions and the additional two attributes related to the overall perceived attractiveness of the town center. For example, five attributes concerning atmosphere were removed because we decided that it is fairly difficult to investigate how people experience it and do not contribute in a large extent, to the overall perceived attractiveness. Also, a sport related attribute regarding activities was taken away since it was discussed that this is not a part of the town center. An attribute concerning parking fees was instead added since it was determined to be important for visitors' convenience.

3.4.2 The Questionnaire

Based on our proposed model we could construct a questionnaire (Appendix B) with suitable questions about each attribute. It was structured as a closed horizontal ordinal seven-point Likert scale where 1 represents "strongly disagree" and 7 represents "strongly agree." Respondents were also given the option to answer "do not know/no opinions". As a result of the 13304 questions asked, 710 responses was of this nature, representing 5,3%. We choose to include a neutral rating since some respondents actually might feel neutral about a subject and/or the fact that respondents may have no understanding or experience in some of the situations that we asked (i.e. Bars and nightclubs). Displaying such responses with a scale that does not have a neutral rating may present a response bias either in a positive or in a negative way by forcing those who are truly non-committal to answer otherwise.

The first part of the survey considers questions regarding how the respondents experience each of the retained attributes from SERVQUAL, RSQ, and additional quality attributes that were recognized after our qualitative research (Appendix C). The second part of the survey, we asked the respondents 3 open questions in the hope of getting some applicable ideas for municipality and town city managers. The last part of the survey considers the respondents background information. The

questionnaire was conducted and distributed in Swedish and afterwards translated in to English (Appendix D).

3.4.3 Pilot-Survey

A pilot-survey was conducted to test the validity and reliability of the survey on 12 individuals. The pilot-survey was administered through two focus group-meetings with 5 people in one and 7 people in the other. The participants came from different ages and backgrounds to create a diverse setting and to see how different individuals perceived the questions. During these meetings we discussed the instructions and questions of the form and whether or not they were understandable and made appropriate wording changes to some of the questions.

3.4.4 Distribution of questionnaire

After the pilot-survey, the questionnaire was conducted with the help of the web-based tool eSurvey Creator and sent out via email and put up on the online social network Facebook, more precisely on Sundsvall municipality page, and other Sundsvall pages. Moreover, it was printed out to distribute to three different workplaces; a hairdresser studio, a health clinic, and a school. These methods all includes that the respondents themselves filled out the form. The questionnaire was distributed based on a convenience sampling and snowball sampling proposed by Bryman and Bell (2011). Thus, we uploaded it on websites where everyone could complete it, and choose two workplaces through associates. Additionally, we sent the questionnaire to friends and family, who passed it on to their own contacts. We choose these methods because we wanted as many respondents as possible emerging within a short period of time. The ambition was to collect at least 300 responses during the time period of two weeks and we gathered 318 responses during this period of time.

When the web survey was completed we exported all the data from the web tool, to IBM SPSS Statistics 21, for data analysis.

3.5 Reliability and validity of the survey

To ensure the credibility of our study, it was important that we were reliable and valid through consistency of measures and measuring the right things (Bryman & Bell, 2011). Thus, to ensure the reliability of our study we have given a detailed method statement where we have described how data was collected and analyzed. By doing so, we give our study an external reliability which means that one can replicate our study. Internal reliability, on the other hand, means that a study with numerous components of the instrument measures the same thing. By using modified questions that have been used in previous studies on service quality (Parasurman et al., 1985; Dabholkar et al., 1995), strengthens the face validity since the attributes are known from before. Thus also supports that our study measure service quality as well. To further ensure the validity, we did a review of the questionnaire with representatives from the municipality. The design of the questionnaire, the formulation of questions, the meaning of the questions and the relevance of the questions were discussed. Furthermore, third parties who are familiar with these issues and work in research commented on the instrument before it was used in a real-life situation. Additionally, the pilot-survey that we conducted reduces the risk of misunderstandings and strengthens thereby the construct validity.

3.6 Critique - choice of method

We chose to mainly use a quantitative approach for our study. However, we could have decided a qualitative approach where one wants to investigate perceptions or interpretations. Qualitative data can give an overall perspective (Corbin & Strauss, 2008) and therefore this could be seen as more appropriate approach in a study on service quality. Service quality largely consists of processes and interaction between people and then a qualitative approach, which enhances our understanding of processes and contexts, could be useful. One advantage of qualitative methods is that information generated during the process can and should influence the direction of study. A disadvantage of qualitative methods is that only a few objects may be

investigated. Therefore, you cannot get massive data collection, and it is not manageable to conduct a survey of this type based on our purpose for this study.

3.7 Ethical aspects

When conducting a research it is important to consider ethical dilemmas (Bryman & Bell, 2011). Thus, the respondents were given information about the study's purpose and goals (see introduction letter in Appendix D) and consequently had the choice to participate or not. In the introduction letter we clarified why they were selected, that the information would be treated confidentially and that they would stay anonymous. Furthermore, the respondents received information about the approximate time it would take to complete, and information about where they would address any questions. Since the respondents did not need to fill out their names in the questionnaire their anonymity was preserved. Additionally, confidentiality has been addressed since the information is kept out of reach of unauthorized persons and that it is only used for the study purpose.

3.8 Method for data analysis

3.8.1 Factor Analysis

The data analysis has been conducted in the statistics program SPSS and the main part of the analysis were done through exploratory factor analysis. Factor analysis is a multivariate statistical method to study the underlying dimensions of a set of variables in the analysis (Hair, Black, Babin & Anderson, 2009). The general idea with a factor analysis is to summarize the information encompassed in an amount of original attributes (which we will refer to as variables in this chapter, and the findings chapter) into a reduced set of new indicated dimensions (which we will call components in this chapter, and the findings chapter). In addition, it establishes underlying dimensions between measured variables and latent constructs, thereby allowing the formation and refinement of theory (Hair et al., 2009). Since our purpose was to construct components from the questionnaire and its variables, this method is suitable for the analysis.

First a descriptive analysis was made to find the mean and frequency of all the variables on the overall perceived attractiveness of the town center. In addition, we show how the perception of attractiveness varies in terms of gender and age. Then, the factorability of the 42 variables was examined. A Cronbach's alpha measurement (which will be explained in more detail in the next heading) was conducted on all 42 variables to measure the "reliability" to indicate that the variables consistently measure the same thing. Additionally, the Kaiser-Meyer Olkin measure of sampling adequacy was conducted, as was Bartlett's test of sphericity.

A principal component analysis (PCA) was then conducted on all the variables to extract quality components. Hair et al. (2009) states that, "principal component analysis is used when the objective is to summarize most of the original information (variance) in a minimum number of factors" (p. 117). The initial eigen values showed that the first component explained 32% of the variance, the second and third components 7% respectively of the variance. The fourth, fifth and sixth components had eigen values of a little under 2, with each component explaining a little over 6%. Three, four, five and six component solutions were examined using varimax rotations of the component loading matrix with a setting criterion of having the primary component loading of .6 or above. The five component solution which explained 54% of the variance was preferred because of the service quality theoretical support, the leveling off of eigen values on the scree plot after five components, and the insufficient number of primary loadings and difficulty of interpreting the sixth component and subsequent components. A total of sixteen variables were eliminated due to not contributing to the component structure and failing to meet the minimum component loading criteria. The components were then labeled according to the wording of items loading strongly on the extracted components. Internal consistency for each of the components was examined and will be explained below.

From these components acquired, a binary logistic regression analysis was conducted to assess the relative strength of the different quality components extracted on the dependent variable overall perceived attractiveness of Stenstan. In

addition, we triangulated the results by conducting the same binary regression analysis for the quality components extracted on a second dependent variable that asked if the respondent would recommend a friend to visit Stenstan. The results of the triangulation supported the regression analysis for the overall perceived attractiveness of Stenstan.

To identify which single service quality variables have the strongest relationship to overall attractiveness, we identified the component that has the highest relationship to overall attractiveness from the regression analysis and then selected those variables which loaded high within that component.

3.8.2 Reliability of model

In our study we used "Cronbach's Alpha" to test the internal reliability. By using this method we could identify acceptable levels of internal reliability from the calculated alpha coefficient. This number can differ between 1, which shows a perfect internal reliability and 0, which displays no internal reliability (Bryman & Bell, 2011). Cronbach's alpha was calculated on the five components selected through principal component analysis, as well as on all the variables as indicated earlier. According to Hair et al. (2009), "The generally agreed upon lower limit for Cronbach's alpha is .70, although it may decrease to .60 in exploratory research" (p.125). Therefore, a Cronbach's alpha of .60 is considered as the lowest limit in our study.

4. Findings

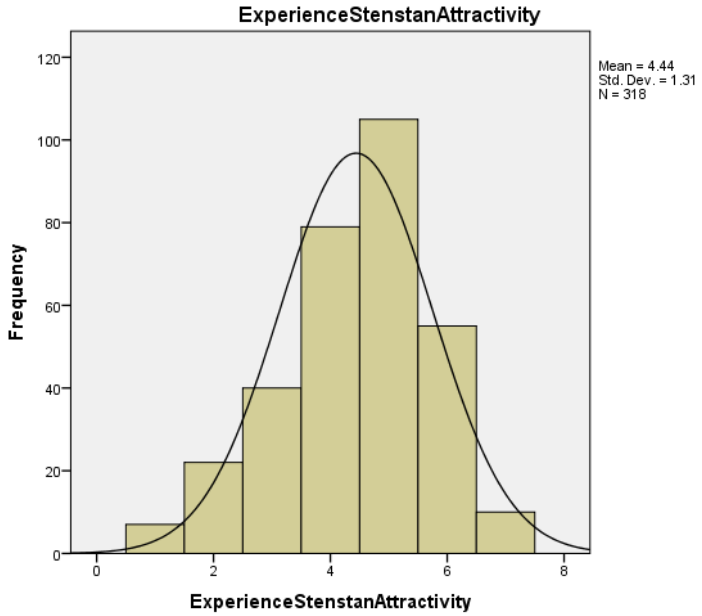
4.1 Reliability measurements of all variables

The Cronbach's alpha measurement conducted on the 42 variables was relatively high at .938 (Table F1). Additionally, the Kaiser-Meyer Olkin measure of sampling adequacy was .847, above the recommended value of .6, and the Bartlett's test of sphericity was significant (Table F2).

4.2 Overall perceived town center attractiveness

The mean for overall perceived town center attractiveness indicate an acceptance, but not much more. On a 7-degree scale, the mean is 4.44. Standard deviation is 1.31 indicating a relative widespread of opinions. This wide variety of opinions is relatively bell shape (Table 1).

Table 1 Spread of opinions



4.3 Demographic characteristics of the respondents

The amount of men and women that responded to the survey was 36.2%and 63.8% of the respondents respectively. Men tend to have slightly more negative (values 1 and 2) experiences of the town center than women do (10.4% men, 8.4% women) (Table 2).

Table 2 Differences between men and women

% within sex

		sex		
		Men	Women	Total
Stenstan Attractiveness	Bad(Value 1 & 2)	10,4%	8,4%	9,1%
	Medium (Value 3-5)	24,3%	18,2%	20,4%
	Good (Value 6 & 7)	65,2%	73,4%	70,4%
Total		100,0%	100,0%	100,0%

Younger individuals also tend to have a less positive perception of the town center attractiveness than do older individuals (Table 3).

Table 3 Differences between age groups

% within Age

		Age						
		<25	26-35	36-45	46-55	56-65	>66	Total
Stenstan Attractiveness	Bad(Value 1 & 2)	10.6%	8.4%	5.9%	8.2%	12.8%	9.1%	9.1%
	Medium (Value 3-5)	72.9%	79.5%	62.7%	75.5%	53.8%	54.5%	70.4%
	Good (Value 6 & 7)	16.5%	12.0%	31.4%	16.3%	33.3%	36.4%	20.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

4.4 Perceived performance of quality variables

When the visitors were asked about perceived quality attributes in the center, it was evident which variables were considered to be of low and high performance. Visitors rated that the town center offers very few activities in general and on the weekend. The means for these variables are 3.15 and 3.17 respectively (Table F3) In addition, visitors ranked the assortment of small independent stores as not so great with a mean score of 3.88. Visitors ranked the accessibility of biking to and from the town center as somewhat low with a mean of 3.48.

On the flip side, visitors felt that the retail stores offered goods of good quality with a mean of 5.69. The visitors also felt that there was a relatively good assortment of non-retail service stores and cafes and restaurants with a mean of 5.75 and 5.59 respectively. Visitors also felt that the town center offered a good amount of holiday events with a mean score of 5.64.

4.5 Principal component analysis

The responses on the items in the questionnaire can be regarded as indicating different quality components. A principal component analysis extracted five quality dimensions that together explain around 54 % of the total response variance (Table 4).

Table 4 Principal Component Analysis (Rotated Component Matrix)

Rotated Component Matrix[a]					
	Component				
	Personal Interaction	Events & Activities	Opening Hours	Environment	Accessibility
Retail Staff Notice Entrance	0.817				
Cafes/Restaurant Staff Notice Entrance	0.8				
Café/Restaurant Staff Polite	0.774				
Retail Staff are Knowledgeable	0.765				
Retail Staff Are Polite	0.761				
Bars/Nightclubs Staff are Knowledgeable	0.752				
Parking too Expensive	0.698				
Bars/Nightclub Staff Notice Entrance	0.623				
Retail Staff Help me					
Bars/Nightclubs Staff Polite					
Find Info About Activities					
Esthetical pleasing Retail Stores					
Assortment of Service Stores					
Activities That Appeal to Me		0.771			
Café/Restaurant Staff are Knowledgeable		0.762			
Activities during Weekend		0.753			
Weekend Opening hours Bars/Nightclubs		0.669			
In Whole Beautiful City		0.637			
Cultural Experiences		0.625			
Assortment Small independent Stores		0.611			
Music Experiences		0.601			
Assortment Retail stores in General					
Assortment of Bars/Nightclubs					
Bike Transportation					
Clean City					
Can Find Everything I want in Retail Stores					
Assortment of Cafes/Restaurants					
Weekend Opening hours Cafes/Restaurants			0.757		
Weekend Opening hours Retail stores			0.741		
Night Opening hours Cafes/Restaurants			0.727		
Night Opening hours Retail Stores			0.723		
Night Opening hours Bars/Nightclubs					
Green Areas are Important				0.825	
Historical Buildings are Important				0.818	
Retail Stores have Good quality items				0.749	
Main Square Important				0.629	
Bus Transportation					0.704
River Important					
Assortment of chain stores					
Holiday Events					
Easy to Find Parking					
Car Transportation					

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Based upon the relative effect of the different quality variables on the different components extracted, the quality components extracted were labeled according to the wording of variables loading strongly on the extracted components. The five extracted components are: 1) *Personal Interaction* 2) *Events & Activities* 3) *Opening Hours* 4) *Environment* 5) *Accessibility.*

The results in table F4 imply a high consistency between the components of the TCSQ model with all components above cronbach's alpha .60.

4.6 Binary Logistic Regression Analysis

The Omnibus tests of model coefficients (Table F5) provide an overall indication of how well the model is performed. These results demonstrate that, as per the model chi-square, the overall model is significant with the models set of variables used as predictors (chi-squares are 75.980 with 5 degrees of freedom, and $p < 0.000$).

The Model summary (Table F6) shows that Cox and Snell and Nagelkerke measure the overall explanatory power of the model which indicates that the regression explains approximately .42 percent and .57 percent respectively of the overall perceived attractiveness of Stenstan. The rest of the change may be explained by other variables.

The Classification table (Table F7) shows the overall percentage of correctly classified cases is 80.4% of the 138 cases included in the analysis.

The Variables in the Equation (Table 5) shows which components have a stronger relationship to overall Stenstan Attractiveness. As we can see from the table, four of the components have a significant relationship to overall Stenstan attractiveness (Sig<.05). All of these components are positively related to Stenstan attractiveness with events and activities having the largest relationship. This is followed by opening hours, accessibility, and personal interactions. Environment does not contribute significantly to overall Stenstan attractiveness. We conducted a

triangulation of the regression analysis on the second dependent variable which shows the results of relationships to Stenstans attractiveness to be the same.

Table 5 Binary Logistic Regression (Variables in the Equation)

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Personal Interactions	,550	,252	4,784	1	,029	1,733
	Events & Activities	1,905	,349	29,865	1	,000	6,716
	Opening Hours	,930	,273	11,625	1	,001	2,535
	Environment	,038	,232	,027	1	,871	1,038
	Accessibility	,893	,269	11,008	1	,001	2,442
	Constant	,442	,243	3,317	1	,069	1,556

a. Variable(s) entered on step 1: Personal Interactions, Events & Activities, Opening Hours, Environment, Accessibility.

5. Analysis

Based on our study we aimed to answer three research questions:

RQ1 Which service quality attributes are important to the overall perceived town center attractiveness?

RQ2 Which service quality dimension can be obtained from the visitors' perceptions of town center services performed?

RQ3 What is the relative effect of the different service quality dimensions on overall attractiveness of the town center?

5.1 An attractive town center – key attributes

To answer RQ1 we identified 6 attributes as being crucial to the overall town center attractiveness: 1) Activities that appeal to me; 2) Café and restaurant staff are knowledgeable; 3) Activities during the weekend; 4) Weekend Opening hours for Cafes and Restaurants; 5) Bus Transportation; 6) Retail Staff Notice Entrance.

The attribute, which asks about the assortment of activities that appeal to a visitor, is also identified by the study of Hart et al. (2013), and plays an important role in town center attractiveness. Activities fulfill many functions that visitors seek when visiting the town center. Activities and events such as farmers markets, fairs, and music

concerts can include the whole family and also create a social environment, much like cafes, restaurants, bars and nightclubs do. Many respondents also responded in the open questions that there was not much to do in the town center on the weekends. Therefore, activities on the weekends are also important, not only for the visitors of a town center, but also for businesses in the town center looking for more patronage during the weekends.

As retail and non-retail services are an important aspect to most town centers, some of the attributes have to do with personal interaction, which can have an effect on town center attractiveness. The interactions with staff have an influence on satisfaction and with the amount of staff interactions that happen throughout a town center visit; this can make these experiences even more magnified. Within Dabholkar's et al. (1995) study, it is also identified that the personal interactions are very important. Dabhalkar et al. (1995) noticed that employees that are helpful lead higher satisfaction levels.

In addition, bus transportation to and from the town center is considered important. The scheduling, how often, and the route to the town center can play a role in the ease of travelling to the town center and thus, the overall attractiveness.

5.2 Town center service quality dimensions

RSQ2 is in regards to service quality dimensions and which dimensions can be achieved from visitors' perceptions of the services performed in the town center. To answer this question we review the rotated component matrix (Table 4). Based on the effect the different quality attributes have on the different components extracted, the quality dimensions obtained were labeled according to the wording of items loading strongly on the extracted dimensions:

1. ***Personal Interactions dimension:*** The first dimension has an element of staff responsiveness to it. The consumer will perceive that he or she is seen and politely treated and the staff is communicating with the consumer and interested in solving and resolving problems for the consumer. This dimension has an evident similarity

with the personal interaction dimension in the RSQ model and assurance dimension in the SERVQUAL model, but it also includes elements of the Problem-solving dimension in RSQ and Responsiveness in the SERVQUAL model. It is important that the retail and non-retail staff are professional and kind as many personal interactions with staff throughout a town center visit magnify these perceptions service quality.

2. ***Events and Activities dimension:*** The second quality dimension concerns the assortment of events and activities. Notable is that the involvement of weekend opening hours for bars and restaurants on this dimension, indicating a perceived relationship among the other attributes. This dimension is central to the attractiveness of the town center as a holistic entity performing a multitude of services regarding events and activities.

3. ***Opening Hours dimension:*** The third quality dimension extracted is very clearly related to accessibility in terms of open-hours. Open hours are a part of the Policy dimension in the RSQ model. In this study it is composed of a separate dimension showing the importance of time related accessibility in the town center. Visitors are interested in retail and non-retail businesses to have better opening hours in the evenings and on weekends. Specifically, retail stores, cafes and restaurants were noted to be important attributes. Therefore, businesses may want to consider having longer opening hours on certain days and may see an increase in patronage and satisfaction.

4. ***Environment dimension:*** The fourth dimension is about town center environment. This is regarding the esthetical design of the town center. This dimension has similarities with the Physical aspects dimension in the RSQ model. In addition, noted is that good quality items in retail stores have a perceived relationship to the environment. Many of the open questions dealt with the environment. The respondents felt that a need for outdoor areas (such as the parks, squares and river) to socialize are important and that these outdoor spaces should have good quality benches, chairs, tables, trees, etc. to contribute to the experiences.

5. ***Accessibility dimension:*** The fifth dimension is about the ability and ease to travel to the town center. This dimension is mentioned in research on town center management and with RSQ. The ease of travelling to and from the town center, parking and bus transportation contribute to the overall perceived attractiveness of a town center.

These five dimensions form a conceptual model of measuring town center service quality (Appendix E).

5.3 Proposed model versus TCSQ model

If we compare the constructed TCSQ model with our proposed model we constructed based on literature and qualitative research we recognize both similarities and differences. As mentioned, when constructing the proposed model, we adopted physical aspects, personal interaction and policy attributes from Dabholkar et al.'s (1996) RSQ model and additionally added assortment attributes. Since a town center is, at its core, a shopping area, we expected that "Retail Services" would be an important and independent dimension for visitor's experience of an attractive town center. However, the factor analysis showed no significance in assortment of retail stores affecting the overall attractiveness. These findings correlate nonetheless, along with Dabholkar et al., (1996) RSQ model, which does not include assortment either. Reasons for this can be that visitors may see this as a given factor in large shopping areas, such as town centers. They take for granted that there is a large assortment of retail stores. Therefore, these expectations make the retail services not a discriminating dimension for the attractiveness of the town center.

Furthermore, we suggested that retail services and non-retail services would be separate dimensions. We created this separation since, as mentioned, retail-services can be seen as the main characteristic of a town center, although non-retail services are additionally needed to help with visitor satisfaction. However, our findings displays that a split between the two types of services is not required. Instead of

focusing on assortment of services, it is of importance that positive personal interactions between staff and customers are maintained.

5.4 What visitors desire

To answer RQ3 a binary logistic regression analysis was conducted to indicate the relative effect of the different quality dimensions on overall perceived town center attractiveness. If we are to consider the relative effect of the different dimensions on town center attractiveness, events and activities is the most important dimension. This suggests that the more assortments of events and activities that Stenstan has, the higher Stenstans attractiveness will be. This is followed by opening hours, accessibility, personal interaction and lastly, environment, which does not have significant effect on town center attractiveness. However, this could be due to the way that we asked questions about the environment in the questionnaire, which will be explained in further detail in the limitations section. Even though environment does not have a significant relationship to Stenstan attractiveness, we still believe there is a significant relationship. Based on the open questions in the questionnaire, many respondents chose to write about the environment aspect in regards to what is worst about Stenstan and how they would improve Stenstan. The responses ranged from town square issues, to outdoor sitting areas in parks and squares, to the river not being much incorporated with the town center. These responses show that the environment is in fact important to Stenstans attractiveness.

5.5 Implications for Stenstan and for TCM

The gathered data and operated factor analysis for this study suggest that all stakeholders should work together to improve visitors experience in a town center, as also supported by Diamond (2002). The TCSQ dimensions all contribute to an attractive town center and one person or organization cannot manage this alone. Town center management should therefore establish cooperation between all service providers, such as retailers, businesses in the service sector, property owners and local authorities to keep the town center active and vital, thereby affecting visitors in

a positive way. It is through teamwork between all these sectors that the TCSQ model can reach its full potential.

By taking action and creating strategic TCM plans which leads to positive town center experiences and satisfaction, Stenstan can take charge of its own future. As seen in our results, the town center has plenty of positive features that the town should nurture. For example, based on our output from the factor analysis we can see that visitors think that an assortment of events and activities are important and needed. From the answers of the open questions, we can validate this. Several respondents pointed out that Stenstan has beautiful surroundings but that there are not enough events and activities held within these beautiful surroundings to satisfy them. We can also see from the responses that there are some qualities in Stenstan that are lacking. Visitors appreciate the main square and Selångersån but feel that they are not used to their fullest potential and, as suggested, more events (such as farmers markets which was suggested by quite a few respondents) and better seating options are two components that are wished for by visitors.

As expected, personal interaction plays a crucial role in providing customer satisfaction because all businesses involve staff serving customers. Visitors desire to be acknowledged by retail or non-retail staff that works in the town center. Additionally, visitors will be pleased and satisfied if businesses employ nice, polite and knowledgeable staff. To build good relationships with town center visitors, all staff within a town center needs to comprehend how they contribute to the attractiveness of a town center.

The town center management of Stenstan, therefore, should encourage all stakeholders of Stenstan to work together to ensure that the range of competences, services and assets offered by the town center meet the customers' varied needs. This requires that the stakeholders work in partnership, commit to Stenstans TCM strategy; communicate information, learn from each other and support both the

visible and the invisible elements in the provision of the visitor's town center experiences.

Additionally, TCM needs to understand and incorporate the TCSQ dimensions into their strategy plans in order to stay competitive. Our proposed model can be used as a tool to study town centers and to measure and identify areas that need extra attention. The model will help to recruit benchmark data in regards to the current levels of service quality being employed to a town center, as well as to enable periodic checkups to measure service level changes. The model can also operate as an analytical tool that will assist the TCM in controlling service quality areas that need more care and development. With an appropriate plan designed to ensure positive TCSQ, the stakeholders involved will see the benefits gained from this, leading to more positive town center experiences and increased satisfaction among town center visitors.

6. Conclusions

This study aimed to fill a literature gap by exploring the effects of service attributes and its related dimensions on overall attractiveness in a town center and from that, develop a model to measure town center service quality. Furthermore, the conceptualized model we constructed based on our findings, suggests that service quality in town centers should be measured by exploring 5 service quality dimensions, namely: personal interaction, events and activities, opening hours, environment, and accessibility. The binary regression analysis concluded that events and activities is the most important dimension for town center attractiveness, followed by opening hours.

Every town center is different. Each has its own range of competitive pressures and opportunities to sustain competitive advantage. This paper has considered how TCSQ can help the town center and TCM. The constructed model relate to both the relationships with town center visitors and between the stakeholders that enable the bundle of benefits to be made available for the town center visitors which leads to

positive town center satisfaction, experiences and overall attractiveness for the town center.

6.1 Social Aspects

From a social and economic aspect, the use of the TCSQ model can help to create business opportunities in the town center, which will lead to increased economic expansion. New services and employments may need to be developed in order for the cooperation between the TCM and stakeholders to work together effectively, which will also lead to less unemployment in the town. Furthermore, since a larger assortment of activities in the town center is suggested for increased town center attractiveness, more business opportunities will be available with the increase of visitors around these activities.

By making the town center more attractive, a better reputation for the whole city will follow. In addition, the whole region surrounding the town center may benefit from the increase in tourism to the town center. By having a good reputation, more people will consider visiting or moving close to the town center and the area will have more attention and increased commerce.

7. Limitations and further research

Our thesis has several limitations that, combined with our findings, suggest directions for further research. First, this is a single-site study where we only focused on one town center area (Stenstan) and therefore the results are automatically limited to this setting. Consequently, more research needs to be done to explore additional town centers with different environmental, social and cultural characteristics.

As mentioned in the analysis, we noticed through the binary regression analysis that the environment dimension does not show great significance on the overall perceived attractiveness. As explained, these results can affect the visitor's expectations of the town center. How we worded the questions in the questionnaire may have influenced the results. Since we wanted to measure the performance, we

asked if historical buildings, Selångersån (the river), the main square, and the green areas were important to the experience. However, this does not go in line with a performance perception, rather it falls in line with an importance perception. As a result, responses may have had higher scores than the other questions, as most respondents will indicate higher scores in regards to perceived importance based questions. A better wording of the questions would have been to ask if these areas were perceived to be good. Therefore, further research will be needed to be undertaken to safely assume that the environment dimension has a relationship with overall town center attractiveness and is even considered a dimension on its own within the TCSQ model.

Furthermore, regarding the "do not know/no opinion" answer in the questionnaire, approximately 5% of the responses were non-committal or neutral in nature, which is not a critical number, but it is suggested that a forced choice format should be encompassed on future versions of this model. Nevertheless, since the purpose of this model is to explore the visitors attractiveness related to a town center, a forced-choice layout may actually provide more information and therefore greater clinical utility. Future researchers should take this in consideration, and that using a forced choice format could cause a different factor structure.

Additionally, because of time restrictions for this thesis we took the decision to do a convenience sampling to get excessive data to analyze. A more ideal method would have been to make a sample that can be generalized to other populations as well. The number of respondents we managed to collect within two weeks was 318. Thus, a more accurate study would have been reflected by a higher number of respondents.

In our study, we tried to cover all aspects of town center service quality by first examining the service quality literature, retailing literature, as well as conducting qualitative research. However, there may be features of town center service quality that may not have been noticed, forgotten or may emerge, as new trends develop in

town centers. Researches can uncover new important aspects of TCSQ, which should be included or added to the model, to confirm a valid measure on an ongoing basis.

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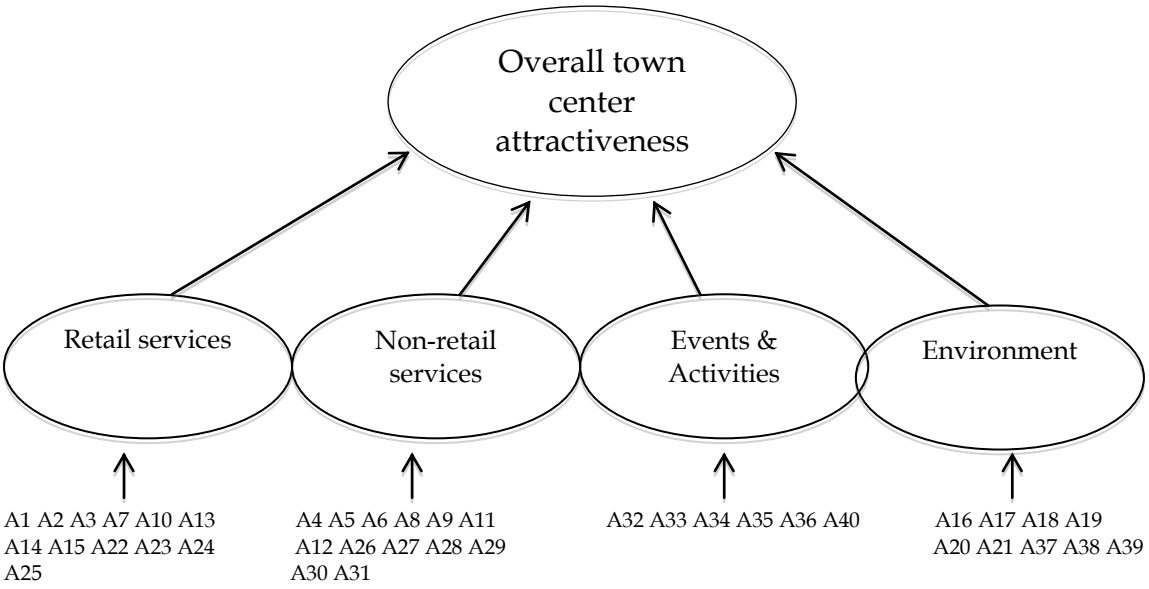
Appendix A

Model A1 Proposed service quality model for measuring overall attractiveness in a town center



Appendix B

The original questionnaire (in Swedish)

Undersökning om Stenstan

Sida 1

Välkommen till vår undersökning om hur Sundsvalls centrum (Stenstan) upplevs. Denna enkät är en del av vår magisteruppsats inom företagsekonomi vid Mittuniversitetet. Undersökningen tar knappt 10 minuter och är av stor vikt i ambitionen att öka upplevelsen i Stenstan och därmed även platsens attraktivitet.

I undersökningen ombeds Du ange hur Du upplever de olika faktorerna i Sundsvalls centrum på en skala från 1 till 7, där 1 = stämmer inte alls och 7 = stämmer mycket bra när det gäller just dessa förhållanden.

Det finns inga rätt eller fel svar. Avsikten med undersökningen är att klargöra hur Du ser på Stenstan. För att få en så rättvisande bild som möjligt, är det viktigt att Du väljer det svarsalternativ som bäst motsvarar din egen åsikt. Dina svar behandlas konfidentiell och du deltar anonymt i studien.

Vid frågor om undersökningen eller frågorna vänligen kontakta Jill Mankonen (jima1201@student.miun.se) eller Stephen Hall (stha1301@student.miun.se)

1. **I Stenstan finns det ett stort utbud av:**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Butiker	○	○	○	○	○	○	○	○
Butiker som tillhör kedjor	○	○	○	○	○	○	○	○
Mindre fristående butiker	○	○	○	○	○	○	○	○
Kaféer & Restauranger	○	○	○	○	○	○	○	○
Pubar & Nattklubbar	○	○	○	○	○	○	○	○
Serviceföretag så som banker, frisörer, tandläkare, etc	○	○	○	○	○	○	○	○

2. **Stenstan erbjuder bra öppettider under kvällar gällande**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Butiker	○	○	○	○	○	○	○	○
Kaféer & Restauranger	○	○	○	○	○	○	○	○
Pubar & Nattklubbar	○	○	○	○	○	○	○	○

3. **Stenstan erbjuder bra öppettider under helger gällande**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Butiker	○	○	○	○	○	○	○	○
Kaféer & Restauranger	○	○	○	○	○	○	○	○
Pubar & Nattklubbar	○	○	○	○	○	○	○	○

4. **I Stenstan:**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Kan jag hitta allt vad jag vill ha.	○	○	○	○	○	○	○	○
Är butikerna estetiskt tilltalande (skyltning, inredning mm.)	○	○	○	○	○	○	○	○
Erbjuder butikerna varor av hög kvalitet	○	○	○	○	○	○	○	○
Är grönområdena viktiga för min upplevelse	○	○	○	○	○	○	○	○
Är torget viktig för min upplevelse	○	○	○	○	○	○	○	○
Är de historiska byggnaderna viktiga för min upplevelse	○	○	○	○	○	○	○	○
Är Selångersån och dess omgivning viktig för min upplevelse	○	○	○	○	○	○	○	○
Är det lätt att hitta lediga parkeringsplatser	○	○	○	○	○	○	○	○
Är parkeringsavgiften för dyr	○	○	○	○	○	○	○	○

5. **Personalen i Stenstans butiker**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	vet ej/ingen upfattning
Noterar alltid mig när jag kommer in i lokalerna	○	○	○	○	○	○	○	○
Är genomgående artiga	○	○	○	○	○	○	○	○
Är kunniga	○	○	○	○	○	○	○	○
Hjälper mig personligen att hitta det jag söker	○	○	○	○	○	○	○	○

6. **Personalen i Stenstans Pubar & Nattklubbar**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Noterar alltid mig när jag kommer in i lokalerna	○	○	○	○	○	○	○	○
Är genomgående artiga	○	○	○	○	○	○	○	○
Är kunniga	○	○	○	○	○	○	○	○

7. **Personalen i Stenstans Kaféer & Restauranger**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Noterar alltid mig när jag kommer in i lokalerna	○	○	○	○	○	○	○	○
Är genomgående artiga	○	○	○	○	○	○	○	○
Är kunniga	○	○	○	○	○	○	○	○

8. **Stenstan erbjuder ett stort utbud av**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Aktiviteter som tilltalar mig	○	○	○	○	○	○	○	○
Aktiviteter under helgerna	○	○	○	○	○	○	○	○
Musikupplevelser	○	○	○	○	○	○	○	○
Kulturupplevelser (t.ex. Teater, bio, konstutställningar, etc)	○	○	○	○	○	○	○	○
Specialevenemang för högtider (t.ex. jul, midsommar, påsk)	○	○	○	○	○	○	○	○

9. **Det är lätt att ta sig till och från Stenstan med**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Buss	○	○	○	○	○	○	○	○
Bil	○	○	○	○	○	○	○	○
Cykel	○	○	○	○	○	○	○	○

10. **Det är lätt att**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra
Hitta information om vad som händer i Stenstan (aktiviteter och evenemang)	○	○	○	○	○	○	○

11. **Stenstan**

	1 Stämmer inte Alls	2	3	4	5	6	7 Stämmer mycket bra	Vet ej/Ingen uppfattning
Är välstädat	○	○	○	○	○	○	○	○
Är som helhet en vacker plats	○	○	○	○	○	○	○	○

12. **Från en skala från 1 till 7, där 1 är lägst och 7 är högst**

	1	2	3	4	5	6	7
Upplever jag Stenstans attraktivitet	○	○	○	○	○	○	○
Skulle jag rekommendera en vän från en annan stad att besöka Stenstan	○	○	○	○	○	○	○

13. **Det här tycker jag är bäst med Stenstan**

14. **Det här tycker jag är sämst med Stenstan**

15. **Det här skulle JAG VILJA SE förbättrades i Stenstan**

Ge gärna tre förslag

16. **Jag är:**

- ○ Man
- ○ Kvinna

17. **Mitt födelseår är:**

18. **Jag bor såhär många kilometer (på ett ungefär) från Stenstan:**

19. **Jag jobbar eller studerar i Stenstan.**

- ○ ja
- ○ nej

Tack för din medverkan!
Dina synpunkter är mycket viktiga för oss i vårt arbete för ett attraktivt centrum.

» Redirection to final page of eSurvey Creator

Appendix C

Attributes development

Attribute	Developed from
A1 Assortment of retail stores	Hart et al. (2013) & focus group
A2 Assortment of retail chain stores	Hart et al. (2013) & focus group
A3 Assortment of small independent shops	Hart et al. (2013) & focus group
A4 Assortment of cafés & restaurants	Hart et al. (2013) & focus group
A5 Assortment of bars & nightclubs	Hart et al. (2013) & focus group
A6 Assortment of non-retail service companies	Hart et al. (2013) & focus group
A7 Good evening opening hours, retail stores	Dabholkar et al. (1995)
A8 Good evening opening hours, cafés & restaurants	Parasuraman et al. (1988)
A9 Good evening opening hours, bars & nightclubs	Parasuraman et al. (1988)
A10 Good weekend opening hours, retail stores	Dabholkar et al. (1995)
A11 Good weekend opening hours, cafés & restaurants	Parasuraman et al. (1988)
A12 Good weekend opening hours, pubs & nightclubs	Parasuraman et al. (1988)
A13 I can find everything I want	Dabholkar et al. (1995)
A14 Retail stores are aesthetically pleasing	Dabholkar et al. (1995)
A15 Retail stores offer high quality goods	Dabholkar et al. (1995)
A16 Green areas important to my experience	Hart et al. (2013) & focus group
A17 Town square important to my experience	Hart et al. (2013) & focus group
A18 Historical buildings important to my experience	Hart et al. (2013) & focus group
A19 Selångersån important to my experience	Hart et al. (2013) & focus group
A20 Easy to find available parking spaces	Dabholkar et al. (1995)
A21 Parking fee too expensive	Hart et al. (2013) & focus group
A22 Staff in retail stores notice me when I enter the stores	Dabholkar et al. (1995)
A23 Staff in retail stores are consistently polite	Dabholkar et al. (1995)
A24 Staff in retail stores are knowledgeable	Dabholkar et al. (1995)
A25 Staff in retail stores help me personally	Dabholkar et al. (1995)
A26 Staff in bars & nightclubs notice me when I enter the premises	Parasuraman et al. (1988)
A27 Staff in bars & nightclubs are consistently polite	Parasuraman et al. (1988)
A28 Staff in bars & nightclubs are knowledgeable	Parasuraman et al. (1988)
A29 Staff in cafés & restaurants always notice me when I enter the premises	Parasuraman et al. (1988)
A30 Staff in cafés & restaurants are consistently polite	Parasuraman et al. (1988)
A31 Staff in cafés & restaurants are knowledgeable	Parasuraman et al. (1988)
A32 Assortment of activities that appeals to me	Hart et al. (2013) & focus group
A33 Assortment of activities during the weekends	Hart et al. (2013) & focus group
A34 Assortment of music experiences	Hart et al. (2013) & focus group
A35 Assortment of cultural experiences	Hart et al. (2013) & focus group
A36 Assortment of special events during holidays	Hart et al. (2013) & focus group
A37 Easy to go to and from town center with bus	Parasuraman et al. (1988)
A38 Easy to go to and from town center with car	Parasuraman et al. (1988)
A39 Easy to go to and from town center with bike	Parasuraman et al. (1988)
A40 Easy to find information	Hart et al. (2013) & focus group
A41 Town center is clean	Dabholkar et al. (1995)
A42 Town center as a whole is a beautiful place	Dabholkar et al. (1995)

Appendix D

The questionnaire in English

Welcome to our survey on how the town center of Sundsvall (Stenstan) is experienced. This survey is part of our master's thesis in Business Administration at Mid Sweden University. The survey takes less than 10 minutes and is of great importance in the ambition to enhance the experience in Stenstan and hence its attractiveness.

In the survey you are asked about how you experience the different elements in the town center of Sundsvall on a scale from 1 to 7, where 1 = strongly disagree and 7 = strongly agree in terms of these conditions.

There is no right or wrong answers. The investigation is to clarify your view about Stenstan. In order to get as accurate picture as possible, it is important to choose the answer that best describes your own opinion. Your responses will be confidential and you participate anonymously in the study.

For questions about the survey or questions, please contact Jill Mankonen (jima1201@student.miun.se) or Stephen Hall (stha1301@student.miun.se).

1. In Stenstan, there is a large assortment of:

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Retail Stores (A1)	☐	☐	☐	☐	☐	☐	☐	☐
Retail Chain Stores (A2)	☐	☐	☐	☐	☐	☐	☐	☐
Small Independent Shops (A3)	☐	☐	☐	☐	☐	☐	☐	☐
Cafés & Restaurants (A4)	☐	☐	☐	☐	☐	☐	☐	☐
Bars & Nightclubs (A5)	☐	☐	☐	☐	☐	☐	☐	☐
Non-retail Service	☐	☐	☐	☐	☐	☐	☐	☐

companies such as banks, hair dressers, dentists, etc. (A6)

2. Stenstan offers good evening opening hours regarding

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Retail Stores (A7)	☐	☐	☐	☐	☐	☐	☐	☐
Cafés & Restaurants (A8)	☐	☐	☐	☐	☐	☐	☐	☐
Bars & Nightclubs (A9)	☐	☐	☐	☐	☐	☐	☐	☐

3. Stenstan offers good weekend opening hours regarding

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Retail Stores (A10)	☐	☐	☐	☐	☐	☐	☐	☐
Cafés & Restaurants (A11)	☐	☐	☐	☐	☐	☐	☐	☐
Bars & Nightclubs (A12)	☐	☐	☐	☐	☐	☐	☐	☐

4. **In Stenstan:**

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
I can find everything I want (A13)	☐	☐	☐	☐	☐	☐	☐	☐
The retail stores are aesthetically pleasing	☐	☐	☐	☐	☐	☐	☐	☐

(signage, decor etc.) (A14)								
The retail stores offer high quality goods (A15)	☐	☐	☐	☐	☐	☐	☐	☐
The green areas are important to my experience (A16)	☐	☐	☐	☐	☐	☐	☐	☐
The town square is important to my experience (A17)	☐	☐	☐	☐	☐	☐	☐	☐
The historical buildings are important to my experience (A18)	☐	☐	☐	☐	☐	☐	☐	☐
Selångersån is important to my experience (A19)	☐	☐	☐	☐	☐	☐	☐	☐
It is easy to find available parking spaces (A20)	☐	☐	☐	☐	☐	☐	☐	☐
The parking fee is too expensive (A21)	☐	☐	☐	☐	☐	☐	☐	☐

5.The staff in retail stores in Stenstan

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Always notice me when I enter the stores (A22)	☐	☐	☐	☐	☐	☐	☐	☐

Are consistently polite (A23)	☐	☐	☐	☐	☐	☐	☐	☐
Are knowledgeable (A24)	☐	☐	☐	☐	☐	☐	☐	☐
Help me personally to find what I'm looking for (A25)	☐	☐	☐	☐	☐	☐	☐	☐

6. The staff in Bars & nightclubs in Stenstan

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Always notice me when I enter the premises (A26)	☐	☐	☐	☐	☐	☐	☐	☐
Are consistently polite (A27)	☐	☐	☐	☐	☐	☐	☐	☐
Are knowledgeable (A28)	☐	☐	☐	☐	☐	☐	☐	☐

7. The staff in cafés and restaurants in Stentan

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Always notice me when I enter the premises (A29)	☐	☐	☐	☐	☐	☐	☐	☐
Are consistently polite (A30)	☐	☐	☐	☐	☐	☐	☐	☐
Are knowledgeable (A31)	☐	☐	☐	☐	☐	☐	☐	☐

8. Stenstan offers a big assortment of

	1 Strongly	2	3	4	5	6	7 Strongly	Do not know / No

	disagree						agree	opinion
Activities that appeals to me (A32)	☐	☐	☐	☐	☐	☐	☐	☐
Activities during the weekends (A33)	☐	☐	☐	☐	☐	☐	☐	☐
Music Experiences (A34)	☐	☐	☐	☐	☐	☐	☐	☐
Cultural Experiences (such as theater, cinema, art exhibitions, etc.) (A35)	☐	☐	☐	☐	☐	☐	☐	☐
Special Events during holidays (i.e. Christmas, Midsummer, Easter) (A36)	☐	☐	☐	☐	☐	☐	☐	☐

9. It is easy to go to and from Stenstan with a

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Bus (A37)	☐	☐	☐	☐	☐	☐	☐	☐
Car (A38)	☐	☐	☐	☐	☐	☐	☐	☐
Bike (A39)	☐	☐	☐	☐	☐	☐	☐	☐

10. It is easy to

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree
Find information on what is happening	☐	☐	☐	☐	☐	☐	☐

in Stenstan (activities and events) (A40)	

11. Stenstan is

	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Do not know / No opinion
Clean (A41)	☐	☐	☐	☐	☐	☐	☐	☐
As a whole is a beautiful place (A42)	☐	☐	☐	☐	☐	☐	☐	☐

12. On a scale from 1-7, where 1 is the lowest and 7 is the highest

	1	2	3	4	5	6	7
I experience the attractiveness of Stenstan (A43)	☐	☐	☐	☐	☐	☐	☐
I would recommend a friend from another city to visit Stenstan (A44)	☐	☐	☐	☐	☐	☐	☐

13. I think the best thing with Stenstan is(Q44)

14. I think the worst thing with Stenstan is (Q45)

15. What would I like to see improved in Stenstan (Q46)
Please give three suggestions

16. I am: (Q47)

☐ Male

☐ Female

17. Year of birth: (Q48)

18. I live this many kilometers (roughly) from Stenstan: (Q49)

19. I work or study in Stenstan. (Q50)

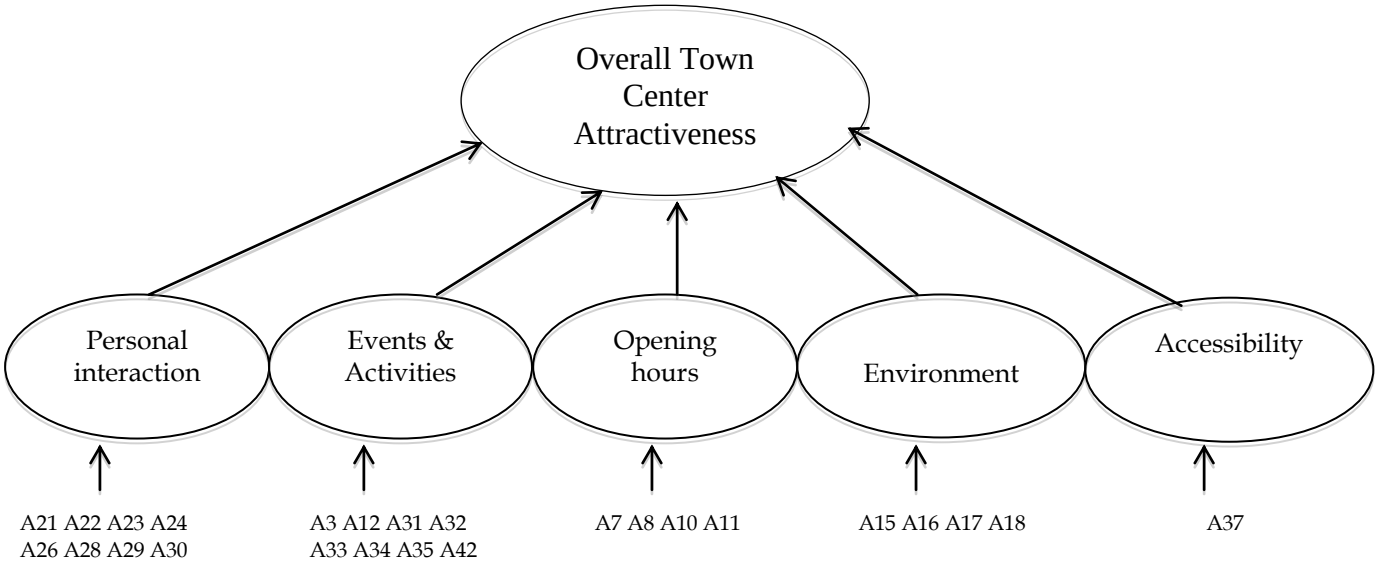
☐ Yes

☐ No

Thanks for your participation!
Your comments are very important to us in our work for an attractive town center.

Appendix E

Conceptualized Town Center Service Quality model (TCSQ model)



Appendix F

Table F1 Cronbach's Alpha for all 42 variables

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,938	,940	42

Table F2 KMO and Barlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,847
Bartlett's Test of Sphericity	Approx. Chi-Square	3886,697
	df	861
	Sig.	,000

Table F3 Mean statistics for all Variables Reports

	Mean	N	Std. Deviation
Assortment Retail stores	4,36	318	1,642
Assortment chain stores	4,94	314	1,516
Assortment Smal lindepent Stores	3,88	314	1,529
Assortment Cafes & Restaurants	5,59	316	1,322
Assort Bars & Nightclubs	4,63	299	1,580
Assort Service Stores	5,75	315	1,189
Night Opening hours Retail Stores	4,47	309	1,796
Night OpeninghoursCafesRestaurants	5,03	308	1,599
NightOpeninghoursBarsNightclubs	5,38	280	1,545
WeekendOpeninghoursRetail	4,26	310	1,822
WeekendOpeninghoursCafesRestaurants	4,79	304	1,654
WeekendOpeninghoursBarsNightclubs	3,57	311	1,875
CanFindEverthingIwantRetailStores	4,35	314	1,558
EstheticalpleasingRetailStores	4,86	307	1,394
RetailStoreshaveGoodquality	5,69	312	1,440
GreenAreasImportant	5,61	317	1,559
MainSquareImportant	5,61	317	1,492

HistoricalBuildingsImportant	5,89	315	1,360
RiverImportant	4,30	293	1,970
EasytoFindParking	4,72	283	2,094
ParkingtooExpensive	4,15	301	1,586
RetailStaffNoticeMe	4,66	309	1,458
RetailStaffArePolite	4,67	289	1,441
RetailKnowledgeableStaff	4,62	292	1,547
RetailStaffHelpme	3,88	260	1,663
BarsNightclubStaffNoticeEntrance	4,18	257	1,506
BarsNightclubsStaffPolite	4,30	249	1,468
BarsNightclubsStaffKnowledgeable	4,60	296	1,497
CafeRestaurantStaffNoticeEntrance	4,89	306	1,379
CafeRestaurantStaffPolite	4,81	291	1,377
CafeRestaurantStaffKnowledgeable	3,48	306	1,650
ActvititiesThatAppealtoMe	3,15	294	1,517
ActivitiesUnderWeekend	3,17	286	1,536
MusicExperiences	3,96	297	1,522
CulturalExperiences	4,12	285	1,588
HolidayEvents	5,64	283	1,641
BusTransportation	5,43	298	1,665
CarTransportation	5,60	279	1,739
BikeTransportation	3,48	313	1,651
FindingInfoAboutActivities	4,57	315	1,409
CleanCity	5,27	314	1,423
InWholeBeautifulCity	4,64	318	1,423
ExperienceStenstanAttractivity	4,44	318	1,310
RecommendTownCentertoFriend	4,91	318	1,617

Table F4 Cronbach's Alpha for each dimension relating to Overall Perceived Stenstan Attractiveness

Reliability Statistics

Dimensions	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Personal Interactions	.873	.874	7
Events & Activities	,844	,846	8
Opening Hours	,846	,846	5
Environment	.794	.796	4
Accessibility	.636	.642	2

Table F5 Binary Logistic Regression (Omnibus Tests of Model Coefficients)

		Chi-square	df	Sig.
Step 1	Step	75,980	5	,000
	Block	75,980	5	,000
	Model	75,980	5	,000

Table F6 Binary Logistic Regression (Model Summary)

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	113,906[a]	,423	,566

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than ,001.

Table F7 Binary Logistic Regression (Classification table)

			Predicted		
			Stenstan Attractiveness		Percentage
	Observed		Low	High	Correct
Step 1	Stenstan Attractiveness	Low	46	16	74,2
		High	11	65	85,5
	Overall Percentage				80,4

a. The cut value is ,500