

The Influence of In-Store Experience and Product Assortment on Consumer Purchase Intention: A Case Study of 7-Eleven and CJ More

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Abstract

This study aims to analyze and compare the influence of In-Store Experience factors namely Location, Personal Interaction, Color/Lighting, Layout/Display, and Product Assortment on consumers' Purchase Intention in 7-Eleven and CJ More stores. The research methodology employed a quantitative approach using an online questionnaire survey administered to 385 respondents. The sample size was determined using Cochran's formula at a 95% confidence level with a margin of error of $\pm 5\%$. A purposive sampling technique was applied, targeting individuals who had visited both stores at least once in the past month. Data were analyzed using descriptive statistics and multiple regression analyses.

The findings reveal that Layout/Display, Color/Lighting, and Product Assortment have a statistically significant positive effect on Purchase Intention for both brands. In contrast, Location does not significantly influence Purchase Intention in either case. Personal Interaction was found to have a significant effect only in the case of 7-Eleven. Notably, Product Assortment emerged as the strongest predictor in both models.

The theoretical contribution of this study lies in extending the understanding of the Stimulus-Organism-Response (S-O-R) model within the context of modern small-format retail businesses. From a managerial perspective, the results suggest that retailers should prioritize Product Assortment as a key strategic focus, alongside the design of the store atmosphere, to achieve a sustainable competitive advantage.

Keywords: In-Store Experience, Product Assortment, Purchase Intention, Consumer Behavior, Convenience Store, S-O-R Model, Servicescape, Atmospherics

Introduction

The retail industry is a structurally significant sector in driving economic systems, as it functions as an intermediary between producers and consumers while generating added value throughout the product supply chain. According to Nation Thailand (2024), the Thai retail market was valued at approximately THB 4.51 trillion in 2024, and is projected to grow at an average annual rate of 4.5% between 2024 and 2029, reflecting the dynamic nature of the industry alongside changing consumer behaviors that prioritize convenience, speed, and efficient shopping experiences (Krungsri Research, 2024).

Within this context, urbanization and lifestyle changes have significantly increased the role of modern trade relative to traditional trade, particularly convenience stores, which effectively cater to instant consumption needs (Grewal et al., 2009; Grewal et al., 2017). Consequently, competition in the retail sector is no longer confined solely to pricing and location; it has extended to experience-based competition, emphasizing the design of the In-Store Experience as a crucial mechanism for creating differentiation and perceived consumer value (Pine & Gilmore, 1999; Verhoef et al., 2009). Key components of the In-Store Experience include Location, Personal Interaction, Color/Lighting, Layout/Display, and Product Assortment, all of which are controllable factors that influence consumer perception, satisfaction, and Purchase Intention (Bitner, 1992; Baker et al., 2002; Venter et al., 2017).

In terms of competitive dynamics, the convenience store market in Thailand is characterized by intense and saturated competition, particularly between 7-Eleven and CJ More, the two major players competing for the same customer base and location. Nevertheless, both brands have clearly differentiated strategic positions. 7-Eleven emphasizes the "One Stop Convenience" concept, prioritizing comprehensive product and service offerings, while CJ More adopts the "More Than Supermarket" concept, highlighting Product Assortment, value for money, and creating an enhanced In-Store Experience beyond conventional retail stores (CP ALL, 2024; Longtunman, 2024; Thairath, 2024). This differentiation demonstrates that In-Store Experience has emerged as a strategic variable crucial for establishing competitive advantage in a highly saturated market.

However, although previous research has broadly emphasized the customer experience concept within retail contexts, most studies have focused on large-scale department stores or digital (omnichannel) retail channels. In contrast, smaller-scale retail contexts, particularly convenience stores, which are constrained by physical space and characterized by rapid purchase decision-making, have received limited attention (Bascur & Boshoff, 2004; Bascur & Rusu, 2020). Furthermore, studies conducted in Thailand indicate that research on consumer behavior in convenience stores predominantly addresses repeat purchase behavior or service-related factors, whereas the physical aspects of stores in terms of psychological influence, such as Layout/Display, Color/Lighting, and In-Store Experience design, remain underexplored (Saengchai & Phongphitak, 2025).

To address this gap, the present study integrates the Stimulus-Organism-Response (S-O-R) framework with the concepts of Atmospherics and Servicescape to examine the role of In-Store Experience factors as stimuli that affect internal consumer states (organism), including perceived value, emotions, and satisfaction, ultimately leading to the behavioral outcome, namely Purchase Intention (Kotler, 1973; Bitner, 1992; Mehrabian & Russell, 1974). This study focuses on comparatively analyzing the influence of these factors between 7-Eleven and CJ More, representing competition in Thailand's modern retail market.

Accordingly, this study contributes to both theoretical and practical knowledge. Theoretically, this study expands the framework for explaining consumer behavior within small-scale retail contexts characterized by high competition, which remains limited in the current literature. Practically, the findings can guide the design of in-store experience strategies to enhance customer attraction and establish sustainable competitive advantages in the modern retail industry.

Objective

This study aims to analyze the influence of In-Store Experience, comprising Location, Personal Interaction, Color/Lighting, and Layout/Display, as well as the role of Product Assortment, on consumers' Purchase Intention within the context of modern retail environments, using convenience stores 7-Eleven and CJ More as case studies.

Furthermore, the study seeks to compare the relative importance of each determinant in order to identify the factors that play a dominant role or exert secondary influence in the consumer decision-making process. This approach contributes to a systematic and structural understanding of purchasing behavior in real-world settings. From an applied perspective, the study aims to translate the empirical findings into managerial guidelines for retail management, encompassing store space management, atmospheric design, product planning, and the enhancement of customer experience, with the objective of strengthening the long-term competitive capabilities of retail businesses.

Literature Review

1. In-Store Experience

The concept of In-Store Experience refers to the combined influence of physical, social, and service-related environmental elements that consumers encounter from the moment they enter the store until they leave. It encompasses not only product selection but also the emotions, feelings, and behaviors triggered by the store environment (Terblanche & Boshoff, 2004). The importance of In-Store Experience lies in the retailer's ability to design experiences that create satisfaction, enhance perceived convenience, and encourage customer engagement. A well-designed in-store environment increases the likelihood that consumers will spend more time in the store, explore more products, make purchases, and return to the store in the future.

Several theories support this idea. Kotler's (1973) Atmospheric Theory posits that the deliberate design of a store's environment can evoke specific emotional responses in consumers, thereby increasing the probability of purchase. Similarly, the Stimulus-Organism-Response (S-O-R) model explains how environmental stimuli, such as store atmosphere, affect consumers' internal states, including emotions and feelings, which then influence their purchasing behavior (Mehrabian & Russell, 1974).

2. Location

Location is a critical component of the marketing mix, enabling products to reach target customers effectively. Philip Kotler & Gary Armstrong (2008) identify Location as a mechanism for product distribution, while Kevin Lane Keller (2009) conceptualizes it as part of the marketing intermediaries that connect products to end consumers.

Building on these perspectives, Location extends beyond a mere distribution channel to become a strategic factor that significantly influences consumer behavior and business performance, particularly in highly competitive environments. Empirical evidence suggests that Location is closely associated with accessibility and spatial factors such as population density, income levels, and traffic flow, all of which affect customer attraction and sales performance (Wang et al., 2022). In theoretical terms, consumer behavior frameworks such as Convenience Theory and Utility Theory explain that consumers tend to choose options that minimize time and effort costs, while the concept of Store Atmospherics highlights Location as an external factor influencing store image and perceived value. However, prior research has largely overlooked the analysis of Location within a competitive brand context, as well as

the role of mediating variables such as store image. Therefore, this study aims to examine the influence of Location on consumer behavior through both direct and indirect effects. This approach is consistent with the findings of Pairat Thanyanan & Anurak (2021), who reported that Location significantly influences repurchase intention and willingness to pay, with key factors including travel convenience, proximity to residential areas, availability of parking, crowd density, and store visibility.

3. Personal Interaction

Personal Interaction is considered a critical factor in shaping the In-Store Experience and Purchase Intention in modern retail businesses. This relationship can be explained through the Stimulus–Organism–Response (S-O-R) model, which views employees as stimuli that influence consumers' perceptions, satisfaction, and emotions, ultimately leading to behavioral responses in the form of Purchase Intention. This perspective aligns with the principles of the Service Marketing Mix (7Ps) and SERVQUAL, both of which emphasize the role of personnel in creating service value (Booms & Bitner, 1982; Parasuraman et al., 1988).

Furthermore, when considered alongside the concepts of Servicescape and Atmospherics, social interactions are found to work synergistically with the physical environment to shape the overall In-Store Experience (Terblanche & Boshoff, 2003). Contemporary Thai consumers exhibit hybrid behavior patterns that increasingly prioritize convenience and experiential value (PwC, 2025; Intellify, 2025), reflecting broader growth trends in the retail sector, particularly in convenience stores that cater to instant consumption needs (Krungsri Research, 2024).

However, previous research has predominantly focused on large-scale retail contexts, leaving a gap in understanding smaller-scale convenience stores that operate under highly competitive conditions. Therefore, the present study aims to examine the direct influence of Personal Interaction on Purchase Intention, addressing this academic gap and providing strategic insights for modern retail management. Based on prior research, it is hypothesized that Personal Interaction positively affects consumers' Purchase Intention (Álvarez-Guale, 2011).

4. Color/Lighting

Color/Lighting is a key component of store atmospherics that significantly influences consumers' experiences and Purchase Intention. This relationship can be explained through the Stimulus–Organism–Response (S-O-R) model, which conceptualizes Color/Lighting as stimuli that affect consumers' emotions, perceptions, and satisfaction, ultimately leading to purchasing behavior (Kotler, 1973). This perspective is consistent with the concepts of Atmospherics and Servicescape, which suggest that the design of the physical environment can create experiential value (Farias, Aguiar & Melo, 2014).

However, recent studies have indicated that the effects of lighting are not unidirectional. Bright lighting has been found to stimulate exploration and increases openness to new products (Hemalatha et al., 2022), whereas warm lighting enhances positive emotions and consumption desire (Spence, 2020). Additionally, some studies suggest that the impact of lighting operates more strongly through emotional responses rather than directly influencing behavior (Pizzi et al., 2020). These findings imply that the outcomes of Color/Lighting depend on contextual factors such as product type and store format. In particular, within the highly competitive Thai retail market, where convenience stores are densely distributed, color and lighting design has become a strategic factor in differentiating customer experience (Krungsri Research, 2024). Nevertheless, empirical research on small-format retail stores remains limited. This gap highlights the need for further research. Thus, this study aims to examine the direct effect of Color/Lighting on Purchase Intention, leading to the hypothesis that Color/Lighting has a positive influence on consumers' Purchase Intention.

5. Layout/Display

Layout and display are critical factors in shaping the spatial In-Store Experience and consumers' purchasing behavior, as they influence movement patterns, product visibility, and ease of search, thereby affecting value assessment and selection decisions (Kotler, 1973). The concepts of Atmospherics and Servicescape further explain that retail space design can exert psychological influence and stimulate product engagement, particularly by enhancing product visibility and prominence (Pieters & Warlop 1999). Store layouts, such as Grid and Free-flow configurations, affect both shopping efficiency and exploratory behavior (Levy & Weitz, 2001).

However, prior research indicates that the effects of Layout / Display are not uniform. Structured layouts can reduce cognitive load, whereas flexible layouts may stimulate unplanned purchases, especially for hedonic products (Boka et al., 2019). This suggests that outcomes depend more on context and consumer experience than on direct causal effects. In the context of Thai retail, previous studies have primarily focused on repeat purchase behavior rather than physical store factors, creating a research gap regarding Layout / Display in small-scale retail settings (Saengchai & Phongphitak, 2025).

Therefore, the present study aims to examine the influence of Layout / Display on Purchase Intention, with the hypothesis that effective store layout and product placement positively affect consumers' Purchase Intention.

6. Product Assortment

Product Assortment is a critical component of retail strategy, encompassing both the breadth (number of product categories) and depth (number of options within each category) of offerings, which directly influences consumers' purchasing decisions. Consumer choice theory posits that increasing the number of options enhances the likelihood of matching consumer needs with available products, thereby increasing the probability of purchase. However, the concept of choice overload suggests that excessive variety may increase cognitive load and decision complexity, potentially reducing consumers' purchase intentions (Chernev, Böckenholt & Goodman, 2020).

Empirically, research has demonstrated that an optimal level of Product Assortment can enhance the likelihood of purchase decisions. Gao & Simonson (2016) found that increasing product options positively affects the probability of selection, while Mogilner, Rudnick & Iyengar (2008) reported that assortment variety influences consumer choice behavior. Recent studies have indicated a positive relationship between Product Assortment and Purchase Intention in modern retail contexts (Hanaysha et al., 2025; Alshurideh et al., 2022). However, the literature emphasizes that this relationship is not strictly linear but depends on the appropriateness of the number of product options.

Although prior studies have investigated Product Assortment in general and online retail contexts, research in convenience store settings characterized by spatial constraints and limited shelf space remains scarce. These limitations may affect the optimal level of product variety necessary to influence consumers' Purchase Intention, particularly in highly competitive contexts such as Thailand, where 7-Eleven and CJ MORE dominate the market. Accordingly, the present study aims to examine the influence of Product Assortment on Purchase Intention, thereby filling a knowledge gap and providing strategic insights for retail management in real-world competitive environments.

Research Instrument

The conceptual framework was developed based on a review of relevant concepts, theories, and prior studies. The independent variable is In-Store Experience, which consists of Location, Personal Interaction, Color/Lighting, and Layout/Display, as well as Product Assortment. The dependent variable was Purchase Intention.

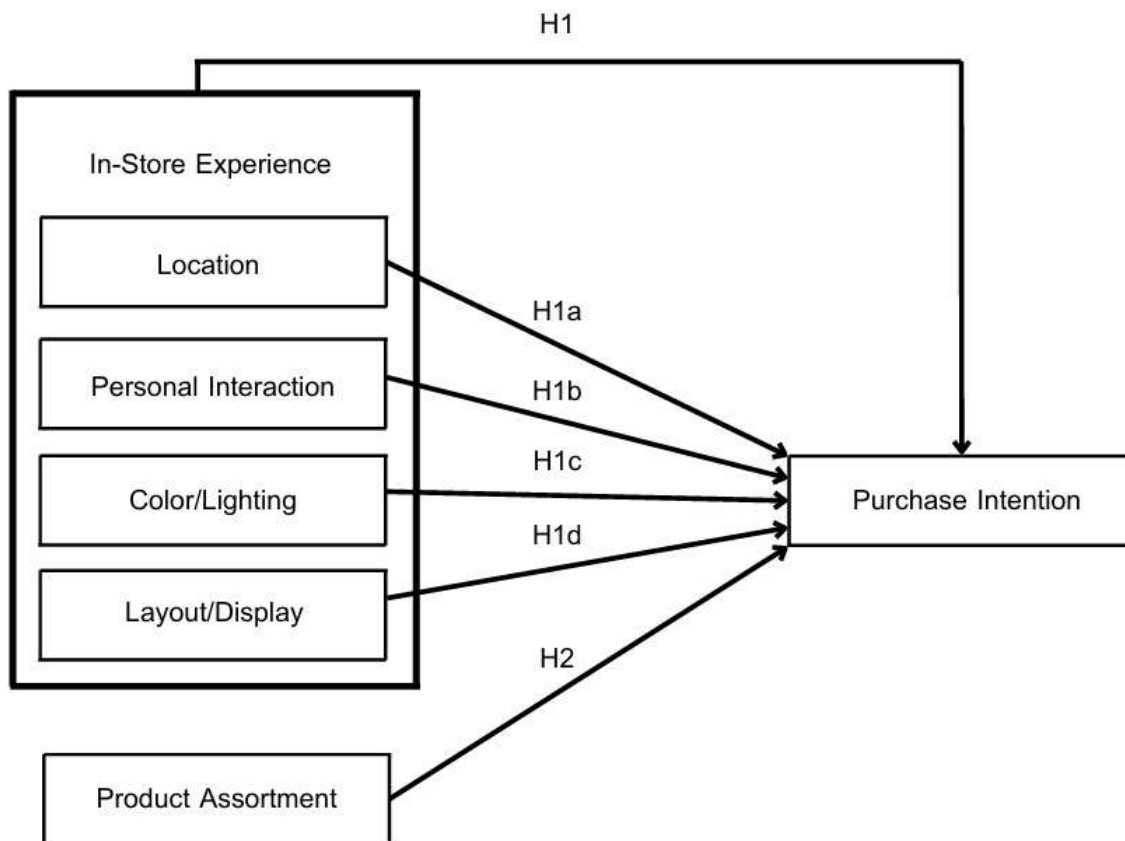


Figure 1: Illustrates The Study of The Influence of In-Store Experience and Product Assortment on Consumer Purchase Intention, Using 7-Eleven and CJ More as Case Studies.

Research Methodology

1. Population and Sample

The population in this study consisted of consumers who have experience making purchasing decisions in convenience stores, specifically 7-Eleven and CJ More in Thailand. These consumers were selected because they frequently purchase products from convenience stores and tend to base their purchasing behavior on Product Assortment and the In-Store Experience they encounter.

The researchers employed Non-Probability Sampling, using Purposive Sampling, to select respondents based on predetermined characteristics aligned with the research objectives. The criteria for sample selection were as follows.

1. Consumers who have previously used the services of both 7-Eleven and CJ More in Thailand.

2. Consumers who have purchased products inside convenience stores at least once within the past month, ensuring that the data accurately reflect their purchasing behavior and In-Store Experience. Because the exact population size was unknown, the researchers determined the sample size using Cochran's (1977) formula. A confidence level of 95% and a margin of error of $\pm 5\%$ were specified, resulting in a total of 385 questionnaires being used for data collection.

2. Data Collection

This study examines the effects of product assortment and in-store experience at CJ More and 7-Eleven on consumers' purchase decision behavior in Thailand. A survey research design was employed, and data were collected using an online questionnaire distributed via Google Forms. The data collection period was 15 days, from December 1 to December 15, 2025. In total, 385 valid responses were obtained. The questionnaires were distributed through social media. A screening question was included at the beginning of the questionnaire to ensure that only respondents who had experience using both 7-Eleven and CJ More were included in the analysis. Responses from participants who did not meet this criterion were excluded before the data analysis. The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) The data collection and analysis procedures were as follows

1.The researchers first gathered items that had been tested for reliability and then constructed an online questionnaire using Google Forms, as it provided a convenient platform for reaching the target respondents.

2.The researchers distributed the Google Forms questionnaire link to the target sample, consumers who had prior experience shopping at both 7-Eleven and CJ More and asked group members to further disseminate the questionnaire across online platforms, resulting in 400 completed responses.

3.Once all the data were collected, the researchers processed and analyzed the responses using the Statistical Package for the Social Sciences (SPSS).

3. Reliability Testing

The researchers assessed the reliability of the questionnaire using Cronbach's Alpha Coefficient to evaluate the internal consistency of the items within each construct.

Table 1: Reliability of The Questionnaire.

Independent Variable	Cronbach's Alpha Coefficient for the Sample (n = 385): 7-Eleven Store	Cronbach's Alpha Coefficient for the Sample (n = 385): CJ More Store
In-Store Experience	0.844	0.838
Location	0.704	0.817
Personal Interaction	0.788	0.828
Color/Lighting	0.769	0.803
Layout/Display	0.759	0.758
Product Assortment	0.866	0.807
Purchase Intention	0.852	0.798

Table 1. shows that the reliability coefficients of all variables exceeded 0.70, which is considered acceptable. This indicates that the questionnaire is reliable and suitable for data collection.

4. Statistical Analysis

1. Descriptive Statistics

Section 1: Screening Questions

1.1) Respondents who had previously used the services of both 7-Eleven and CJ More.

Section 2: Demographic Information and Retail Service Usage Behavior This section collected information on respondents' demographic characteristics and their retail store usage behavior, including gender, age, occupation, income, and weekly frequency of retail store visits. Descriptive statistics, including frequency distribution, mean, standard deviation (S. D.) were employed to summarize and interpret the data obtained from the questionnaire.

Section 3: consisted of items measuring the influence of In-Store Experience factors, including Location, Personal Interaction, Color/Lighting, Layout/Display, and Product Assortment, as well as the influence on Purchase Intention in the case of the 7-Eleven retail store.

Section 4: consisted of items measuring the influence of In-Store Experience factors, including Location, Personal Interaction, Color/Lighting, Layout/Display, and Product Assortment, as well as the influence on Purchase Intention in the case of the CJ More retail store.

2. Inferential Statistics

Inferential statistics were employed to analyze the data from the sample and make generalizations about the larger population through estimation and hypothesis testing. These techniques enabled the researchers to address the research questions and test the proposed hypothesis.

2.1) Pearson's Correlation Coefficient was used to examine the relationships among the variables.

2.2) Multiple Regression Analysis was conducted to analyze the relationships between more than one independent variable and the dependent variable. Simple Regression Analysis was also applied to test statistical significance (Sig), standard error (S.E.), unstandardized regression coefficients (B), standardized regression coefficients (Beta), and standard error of estimate (STD. Error), and the t-statistic was used for hypothesis testing.

This study examined the issue of multicollinearity among the independent variables using Tolerance and Variance Inflation Factor (VIF) values. The analysis revealed that, for 7-Eleven in-store factors, Tolerance values ranged from 0.341 to 0.683, and VIF values ranged from 1.463 to 2.929. For CJ More in-store factors, Tolerance values ranged from 0.300 to 0.703, and VIF values ranged from 1.423 to 3.330.

Since all Tolerance values exceeded 0.1 and all VIF values were below the recommended threshold of 10, as suggested by Hair et al. (2010), it can be concluded that the independent variables do not exhibit multicollinearity and are suitable for use in multiple regression analysis.

Research Findings

Based on the general information of the 385 respondents, the majority were female ($n = 209$, 54.3%). Most were aged between 18 and 24 years ($n = 332$, 86.2%). Regarding the usage of 7-Eleven stores, 199 respondents (51.7%) reported visiting the store 10 times or more per month, and 215 respondents (55.8%) spent approximately 101–200 baht per visit. In contrast, for CJ More stores, 209 respondents (54.3%) reported visiting 1–3 times per month, and 168 respondents (43.6%) spent approximately 101–200 baht per visit. The analysis of the respondents' opinions was conducted regarding the following factors: In-Store Experience, Location, Personal Interaction, Color/Lighting, Layout/Display, Product Assortment, and Purchase Intention.

Table 2: Mean, Standard Deviation, and Interpretation of Overall Respondents' Opinions on 7-Eleven Stores

Independent Variable	$\bar{X}$	S.D.	Interpretation
In-Store Experience	4.237	0.588	Highest
Location	4.438	0.574	Highest
Personal Interaction	4.143	0.663	High
Color/Lighting	4.193	0.610	High
Layout/Display	4.288	0.607	Highest
Product Assortment	4.254	0.593	Highest
Purchase Intention	4.188	0.638	High
Total	4.249	0.502	Highest

From Table 2. The mean and standard deviation indicated that the overall level of respondents' opinions was the highest, with a mean score of 4.249. When examining each factor individually, in descending order of mean scores, the factors of Location, Layout/Display, Product Assortment, and In-Store Experience were rated at the highest level of opinion, while the factors of Color/Lighting, Purchase Intention, and Personal Interaction were rated at a high level of opinion.

Table 3: Mean, Standard Deviation, and Interpretation of Overall Respondents' Opinions on CJ More Stores

Independent Variable	$\bar{X}$	S.D.	Interpretation
In-Store Experience	4.169	0.592	High
Location	4.151	0.710	High
Personal Interaction	4.143	0.663	High
Color/Lighting	4.194	0.612	High
Layout/Display	4.232	0.641	High
Product Assortment	4.225	0.554	Highest
Purchase Intention	4.249	0.572	Highest
Total	4.195	0.510	High

From Table 3. The mean and standard deviation indicated that the overall level of respondents' opinions was high, with a mean score of 4.195. When examining each factor individually, in descending order of mean scores, the factors of Purchase Intention, Layout/Display, and Product Assortment were rated at the highest level of opinion, while the factors of Color/Lighting, In-Store Experience, Location, and Personal Interaction were rated at a high level of opinion.

The analysis of the influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, and Layout/Display on Purchase Intention, as well as the influence of Product Assortment on Purchase Intention, was analyzed using Multiple Regression Analysis.

Table 4: The influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, and Layout/Display, as well as the influence of Product Assortment, on Purchase Intention of 7-Eleven retail stores was analyzed.

	Unstandardized Coefficients		Standardized Coefficients	t	p-value	Collinearity Statistics	
	B	Std. Error	Beta (β)			Tolerance	VIF
Constant	-0.230	0.151		-1.517	0.130		
In-Store Experience	0.264	0.041	0.243	6.402	0.000	0.473	2.115
Location	-0.028	0.035	-0.025	-0.788	0.431	0.683	1.463
Personal Interaction	0.137	0.036	0.142	3.748	0.000	0.475	2.107
Color/Lighting	0.109	0.045	0.104	2.428	0.016	0.369	2.711
Layout/Display	0.153	0.046	0.146	3.303	0.001	0.351	2.852
Product Assortment	0.410	0.048	0.380	8.518	0.000	0.341	2.929
R = 0.862, $R^2 = 0.743$, Adjust $R^2 = 0.739$, F = 181.845, P = 0.000							

***statistically significant at the 0.05 level**

From Table 4. Analysis of the Influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, Layout/Display, and Product Assortment on Purchase Intention

The analysis of the influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, and Layout/Display on Purchase Intention, as well as the influence of Product Assortment on Purchase Intention, revealed that Product Assortment had the strongest positive effect ($\beta = 0.380$, $p = 0.000$), indicating that consumers place high importance on the variety of products offered in retail stores, which positively affects their purchase decisions.

Next, In-Store Experience had a significant positive effect ($\beta = 0.243$, $p = 0.000$), suggesting that providing a good in-store experience, such as allowing consumers to move around and select products comfortably, enhances their satisfaction and encourages them to spend more time in the store, thereby increasing their likelihood of making a purchase.

Layout/Display also had a significant positive effect ($\beta = 0.146$, $p = 0.001$), indicating that systematic product arrangement within the store facilitates product selection and serves as a stimulus for purchase intention.

Similarly, Personal Interaction had a significant positive effect ($\beta = 0.142$, $p = 0.000$), reflecting the importance consumers place on the behavior and service of store employees.

Color/Lighting showed a significant positive effect as well ($\beta = 0.104$, $p = 0.016$), suggesting that proper lighting that clearly displays products can further enhance consumers' purchase intention.

In contrast, Location had no statistically significant effect on purchase intention ($\beta = -0.025$, $p = 0.431$). Since the p-value did not meet the significance criterion, it cannot be concluded that store location affects consumers' purchase intention. This may be because consumers prioritize in-store experience over store location, rendering this factor non-influential on their purchase decisions.

Table 5: The Influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, And Layout/Display, As Well As the Influence of Product Assortment, on Purchase Intention of CJ More Retail Stores Was Analyzed.

	Unstandardized Coefficients		Standardized Coefficients	t	p-value	Collinearity Statistics	
	B	Std. Error	Beta (β)			Tolerance	VIF
Constant	0.173	0.127		1.361	0.174		
In-Store Experience	0.161	0.040	0.167	4.034	0.000	0.376	2.661
Location	0.031	0.033	0.039	0.949	0.343	0.380	2.631
Personal Interaction	0.021	0.026	0.024	0.790	0.430	0.703	1.423
Color/Lighting	0.121	0.043	0.130	2.805	0.005	0.300	3.330
Layout/Display	0.220	0.036	0.246	6.143	0.000	0.401	2.496
Product Assortment	0.414	0.040	0.401	10.370	0.000	0.432	2.314
R = .870, R^2 = .756, Adjust R^2 = .752, F = 195.532, P = .000							

***statistically significant at the 0.05 level**

From Table 3.2 Analysis of the Influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, Layout/Display, and Product Assortment on Purchase Intention of CJ More Retail Stores

The analysis of the influence of In-Store Experience, Location, Personal Interaction, Color/Lighting, and Layout/Display on Purchase Intention, as well as the influence of Product Assortment on Purchase Intention, revealed that Product Assortment had the strongest positive effect ($\beta = 0.401$, $p = 0.000$), indicating that consumers place high importance on having a wide variety of products, similar to a one-stop shopping experience, which positively affects their purchase decisions within the retail store.

Next, Layout/Display was found to have a significant positive effect ($\beta = 0.246$, $p = 0.000$), suggesting that systematic product arrangement facilitates consumers in selecting products easily, thereby enhancing their purchase intention.

In-Store Experience also showed a significant positive effect ($\beta = 0.167$, $p = 0.000$), indicating that providing a good in-store experience, such as having desired products available and allowing convenient access within the store, creates a positive feeling among consumers and increases the likelihood of purchase.

Color/Lighting also had a significant positive effect ($\beta = 0.130$, $p = 0.005$), reflecting that appropriate store colors and lighting create a pleasant atmosphere and make products clearly visible, which further encourages purchase intention.

In contrast, two factors were found to have no significant effect on purchase intention, as their p-values did not meet the significance criterion. Location showed no statistically significant effect on purchase intention ($\beta = -0.039$, $p = 0.343$), and Personal Interaction also showed no significant effect ($\beta = 0.024$, $p = 0.430$). This may be because consumers can conveniently select products without the need for direct interaction with store employees, rendering personal interaction non-influential on their purchase intention.

Conclusion

1. The general information and Purchase Intention behavior of consumers who used convenience stores, both 7-Eleven and CJ More, were obtained from a total of 385 respondents. Overall, the majority of respondents were female (209 individuals) and were between 18-24 years of age (332 individuals). Regarding occupation, most respondents were students (342 individuals).

2. For 7-Eleven, the In-Store Experience factors influencing consumers' Purchase Intention showed that respondents placed importance on Location ($\bar{x} = 4.438$; S.D. = 0.5745), Layout/Display ($\bar{x} = 4.288$; S.D. = 0.6073), Color/Lighting ($\bar{x} = 4.193$; S.D. = 0.6109), and Personal Interaction ($\bar{x} = 4.143$; S.D. = 0.663). Similarly, consumers of CJ More placed importance on Layout/Display ($\bar{x} = 4.232$; S.D. = 0.641), Color/Lighting ($\bar{x} = 4.194$; S.D. = 0.612), Location ($\bar{x} = 4.151$; S.D. = 0.710), and Personal Interaction ($\bar{x} = 4.143$; S.D. = 0.663).

3. For 7-Eleven, the In-Store Experience factor most emphasized by respondents was Location ($\bar{x} = 4.438$; S.D. = 0.574). The dependent variable, Purchase Intention, was also rated at the highest level ($\bar{x} = 4.188$; S.D. = 0.638). Meanwhile, consumers of CJ More placed the greatest importance on Layout/Display ($\bar{x} = 4.232$; S.D. = 0.641), which correspondingly influenced the dependent variable, Purchase Intention, also rated at the highest level ($\bar{x} = 4.249$; S.D. = 0.572).

4. The hypothesis testing results revealed that In-Store Experience exerted a significant positive influence on consumers' Purchase Intention at 7-Eleven ($\beta = 0.253$, P-Value = 0.000), particularly Personal Interaction ($\beta = 0.142$, P-Value = 0.000), Color/Lighting ($\beta = 0.104$, P-Value = 0.016), and Location ($\beta = 0.146$, P-Value = 0.001). However, another dimension of Location did not show a positive influence at the 0.05 significance level ($\beta = -0.25$, P-Value = 0.431). Additionally, Product Assortment demonstrated a significant positive influence on Purchase Intention at 7-Eleven ($\beta = 0.380$, P-Value = 0.000). For CJ More, In-Store Experience also had a positive influence on Purchase Intention ($\beta = 0.167$, P-Value = 0.000), with significant effects from Color/Lighting ($\beta = 0.130$, P-Value = 0.005) and Location ($\beta = 0.246$, P-Value = 0.000). However, another dimension of Location ($\beta = 0.039$, P-Value = 0.343) and Personal Interaction ($\beta = 0.024$, P-Value = 0.430) did not exhibit positive influences at the 0.05 significance level. In contrast, Product Assortment at CJ More showed a significant positive influence on Purchase Intention ($\beta = 0.401$, P-Value = 0.000).

Discussion

The findings indicate that In-Store Experience has a statistically significant positive influence on Consumers' Purchase Intention in both 7-Eleven and CJ More contexts. This supports the research hypothesis and highlights the critical role of the In-Store Environment in shaping consumer behavior in modern retail settings. These results are consistent with Philip Kotler's (1973) concept of Atmospherics and the Stimulus-Organism-Response (S-O-R) model proposed by Albert Mehrabian & James A. Russell (1974), which suggest that physical and social stimuli within the store environment can evoke consumers' emotional states and subsequently lead to behavioral responses in the form of Purchase Intention. This reflects the psychological mechanism through which the In-Store Experience influences decision-making processes.

Mechanistically, In-Store Experience enhances experiential value, such as convenience, enjoyment, and confidence in product selection. These factors contribute to observable consumer behaviors, including increased time spent in-store and greater product

exploration, ultimately leading to higher Purchase Intention. Furthermore, differences in usage patterns suggest that 7-Eleven consumers prioritize speed and convenience, whereas those at CJ More emphasize browsing and extended in-store engagement. From a managerial perspective, retail operators should prioritize designing the In-Store Experience in alignment with consumer behavior for instance, optimizing product accessibility through effective Layout/Display, utilizing Color/Lighting to create an appropriate atmosphere and enhancing service delivery to build long-term competitive advantage through superior customer experience.

In contrast, the findings reveal that Location does not have a statistically significant effect on Purchase Intention in the either 7-Eleven or CJ More contexts. This result contradicts the findings of Pairat Thanyanan & Anurak (2021), who reported that location significantly influences repurchase intention and willingness to pay. Theoretically, although Philip Kotler & Gary Armstrong (2008), as well as Kevin Lane Keller (2009), emphasize Location as a crucial factor in customer accessibility, the extensive distribution of convenience stores in Thailand has diminished its role as a differentiating factor. Instead, Location has become a baseline expectation among consumers.

From the perspective of consumer behavior frameworks, such as Convenience Theory and Utility Theory, consumers have minimized time and effort costs associated with store access, rendering accessibility less influential in purchase decisions. Instead, consumers place greater importance on the experiential value derived from the In-Store Experience. Additionally, within the Store Atmospherics framework, location is considered an external factor that primarily influences store entry decisions. However, because the sample consisted of consumers with prior usage experience, purchase decisions were more strongly driven by internal evaluations of the in-store environment. Managerially, these findings suggest that retailers should shift their strategic focus from leveraging location advantages to differentiating through in-store experience and effective management of product assortment, which are more influential in driving Purchase Intention in the current competitive landscape.

Regarding Personal Interaction, the results indicate that it has a statistically significant positive effect on Purchase Intention in the case of 7-Eleven, but no significant effect in the case of CJ More. This suggests that the hypothesis is only partially supported and reflects the differences in the role of personnel across retail formats. The findings for 7-Eleven are consistent with the S-O-R framework, Service Marketing Mix (7Ps) and SERVQUAL, which identify employees as critical stimuli influencing consumer perceptions and emotions. Efficient, accurate, and courteous service enhances satisfaction and trust, thereby increasing Purchase Intention. This also aligns with the Servicescape concept, which posits that social interactions work in conjunction with the physical environment to shape the overall store experience.

Conversely, the absence of a significant effect in the CJ More context can be explained from the perspectives of consumer behavior and competitive strategy. Consumers in this setting may prioritize functional value, such as Product Assortment and value for money over service-related attributes. Moreover, hybrid behavioral patterns emphasizing convenience and self-directed decision-making reduce employees' roles in the purchase process. From a managerial perspective, retailers should align employee roles with consumer behavior and brand positioning. For example, convenience-oriented stores such as 7-Eleven should emphasize service efficiency and consistency, whereas stores focusing on Product Assortment, such as CJ More prioritize facilitating self-service while providing assistance at critical touchpoints to enhance the overall customer experience.

The analysis further reveals that Color/Lighting has a statistically significant positive influence on Purchase Intention in both 7-Eleven and CJ More contexts. This supports the research hypothesis and underscores the importance of atmospheric elements in influencing consumer behavior in modern retail environments. These findings are consistent with the S-O-R framework, which explains that environmental stimuli such as Color/Lighting affect consumers' internal states particularly emotions and perceptions before leading to behavioral responses. This aligns with the Servicescape concept, which highlights the role of physical environment design in shaping experiential value and consumer perception.

From a psychological perspective, Color/Lighting plays a crucial role in shaping emotional responses and reducing uncertainty in product evaluation. Bright lighting enhances product visibility and encourages exploration, whereas warm lighting fosters positive emotions and desire to consume. However, these effects are typically indirect, operating through emotional and perceptual processes rather than directly influencing behavior. In terms of context, although Color/Lighting influences both brands, their distinct design approaches reflect different competitive strategies. 7-Eleven emphasizes brightness and clarity to facilitate quick decision-making, whereas CJ More uses tonal and lighting variations to create an environment conducive to prolonged browsing and product exploration. Managerially, retailers should design Color/Lighting in alignment with product categories and customer usage behavior to optimize purchasing decisions and enhance the overall experience.

The findings also indicate that Layout / Display have a statistically significant positive effect on Purchase Intention in both 7-Eleven and CJ More contexts. This supports the research hypothesis and highlights the importance of physical store elements in influencing consumer decision-making. These results are consistent with Atmospherics theory (Kotler, 1973) and the Servicescape framework, which suggest that spatial design can shape psychological responses and consumer perceptions, particularly in terms of product visibility and engagement (Pieters & Warlop, 1999). Furthermore, store layout formats, such as grids and free-flow, influence movement patterns and purchasing behavior in terms of both efficiency and exploration (Levy & Weitz, 2001).

From a psychological mechanism perspective, a structured Layout/Display reduces cognitive load, enabling consumers to locate products easily and make quicker decisions. In contrast, flexible layouts encourage product exploration and impulse purchasing, particularly for experiential goods (Boka, Saerang & Arie, 2019). This suggests that the effect of Layout/Display operates indirectly through perception, convenience, and exploratory behavior. From a managerial perspective, retailers should design store layouts in alignment with usage behavior for example, employing grid layouts to enhance speed in convenience-oriented stores and flexible layouts to stimulate exploration in experience-oriented stores- thereby improving accessibility, engagement and Purchase Intention in highly competitive retail environments.

Finally, the findings demonstrate that Product Assortment has a statistically significant positive influence on Purchase Intention in both 7-Eleven and CJ More contexts and represents the most influential factor among all variables. This supports the research hypothesis and highlights Product Assortment as a primary driver of purchase decisions in modern retail. These findings are consistent with consumer choice theory, which suggests that increasing the number of options enhances the likelihood of matching consumer preferences, thereby increasing the purchase probability. Prior studies have also found a positive relationship between Product Assortment and Purchase Intention (Gao & Simonson, 2016; Hanaysha et al., 2025; Alshurideh et al., 2022).

However, the concept of choice overload suggests that excessive variety may increase decision difficulty (Chernev et al., 2020), indicating that the relationship depends on the optimal level of assortment. From a psychological perspective, Product Assortment enhances perceived value and decision confidence by increasing the likelihood of finding suitable products while reducing perceived risk. Conversely, excessive options may increase cognitive burden and decision-making hesitation. Therefore, the findings suggest that retailers have effectively managed an optimal level of Product Assortment within the spatial constraints of convenience stores. From a managerial standpoint, retailers should design their assortment structure by balancing breadth and depth, ensuring coverage of core consumer needs while avoiding excessive variety that may complicate decision-making. This approach can enhance shopping efficiency, customer satisfaction, and competitive advantage in increasingly dense retail market.

Suggestions

Managerial Implications

The findings of this study suggest that In-Store Experience and Product Assortment function as key “stimuli” that influence consumers’ perceived value and convenience, which in turn leads to Purchase Intention through psychological mechanisms as explained by the Stimulus-Organism–Response (S-O-R) framework. Therefore, retail management should be designed as an “experience-driven system,” wherein multiple elements are systematically integrated to enhance consumer responses.

Within this framework, Layout / Display should be elevated from a purely physical element to a behavioral regulation mechanism. The strategic design of store navigation paths and structured product categorization can reduce consumers’ cognitive load and improve decision-making efficiency in stores. Simultaneously, exploratory layout designs can stimulate impulse purchases and increase transaction value. Regarding Personal Interaction, the findings reflect a context-dependent effect, with significance observed only in specific situations. This indicates that employees continue to play an important role, particularly in contexts that require informational support or trust-building. Therefore, employee development should encompass both functional service skills and emotional engagement. Similarly, Color/Lighting acts as an “affective stimulus” that influences consumers’ emotional processing and perception. A well-designed store atmosphere can enhance trust and ease of product selection, thereby indirectly influencing Purchase Intention. Importantly, Product Assortment emerges as the primary predictor in both models, reflecting a shift in competitive dynamics from “availability” to “relevance.” In other words, merely offering a sufficient quantity of products is no longer adequate; retailers must curate assortments that align with context-specific consumer requirements. Consequently, data-driven assortment planning and localization strategies are critical for enhancing competitiveness in the retail industry.

Finally, the differences in the findings between 7-Eleven and CJ More highlight their distinct strategic positioning. 7-Eleven emphasizes operational efficiency and service standardization, whereas CJ More focuses on variety and value-added services. Therefore, the application of these research insights should be aligned with each brand’s positioning to achieve a sustainable competitive advantage in the long term.

Suggestions for Future Research

Future research should advance both theoretical and methodological rigor by extending the Stimulus-Organism-Response (S-O-R) framework beyond direct effect analysis to better explain underlying mechanisms through mediating variables such as perceived convenience,

shopping enjoyment, and customer satisfaction. In parallel, moderating variables, such as product type, time pressure, and store familiarity, should be incorporated to better capture context-dependent consumer behavior. Additionally, future studies should adopt a mixed-methods approach by integrating qualitative techniques, such as in-depth interviews or observational methods, to gain deeper insights into consumer motivations and emotional experiences that may not be fully captured through questionnaires. Furthermore, incorporating perspectives from behavioral economics could provide a more comprehensive understanding of the interaction between price and Product Assortment. From a methodological standpoint, advanced analytical techniques such as Structural Equation Modeling (SEM) or Mediation and Moderation Analyses should be employed to enhance causal inference. Sampling methods should also be improved by transitioning from purposive sampling to probability sampling and by combining online and offline data collection methods to reduce bias and improve generalizability. Finally, expanding the scope of the study across different geographic areas and comparing various retail formats would contribute to a more comprehensive body of knowledge within the Thai retail context.

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