This paper investigates how an urban grocery store can be tailored to fit into an urban context and adapt to the urban consumer. In approaching this research, the researcher observed two successful urban grocery stores in medium sized cities in North Carolina and compared the visual evidence to previous research of grocery scholars. The investigation looks at the urban grocery store as an essential feature of a successful revitalized downtown.

The stores selected for this research are located in Charlotte and Raleigh, NC. These urban stores have clearly set themselves apart from their competitive suburban grocery stores by tailoring their store circulation, department location, display fixtures, lighting, and overall ambiance of the store. The décor and music of the two urban stores were also examined in the visual analysis process.

The researcher conducted a visual study by collecting field notes and used photo-documentation of the two urban stores, then analyzed the grocery stores’ exterior and interior architecture. The findings were then compared to what previous grocery scholars outlined as the traits of an urban grocery store. A pattern emerged during the analysis process, which confirmed existing theories. The gaps in the research were filled by looking at the visual evidence of these two urban stores.

The researcher found that most of the characteristics that make an urban grocery store successful were implemented in the two urban stores. The stores were similar in their location, target clientele, architecture, and store layout. The two stores are both located on desirable urban sites that are convenient to other downtown amenities. They also target the same customers who are usually high-income singles, young professionals and empty nesters. Both stores blend their exterior architectural features with surrounding buildings, and the store layouts fit with the needs of the community.

This thesis has clarified what characteristics are desired of the urban grocery store in order to be accepted in an urban environment and how the store’s existence could contribute to downtown revitalization efforts.
BACK TO THE CITY: THE RE-EMERGENCE
OF URBAN GROCERY STORES
IN MID-SIZED CITIES

by

Jennifer Blakemore Jennings

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CHAPTER I
INTRODUCTION

This thesis explores the re-emergence of the urban grocery store in mid-size cities by analyzing two North Carolina urban grocery stores and comparing the findings to research already conducted by scholars to explore how urban grocery stores tailor themselves to a downtown setting and the urban shopper. This analysis will help understand how retail in an urban context should be tailored to the urban setting and customer in order to be successful in downtown revitalization efforts. The study illustrates that even though urban grocery stores have radically different exteriors, the internal characteristics have been customized according to an urban model. The term “urban” will be used to describe a metropolitan area related to a downtown setting.

The term ‘grocery store’ changes constantly as new forms of food retailing appear and become part of people’s lives (Mayo 1993). The first grocery stores were set up as open-air markets, which sold dry goods as well as fruits and vegetables to the locals who walked to the market. By the 1920s, the grocery chain store had evolved into more of a convenience store by offering all food items such as meat, bakery products, and produce with dry and canned goods. The stores became larger but they were still primarily located in the downtown areas where other shopping occurred (Mayo, 1993). During the 1930s and 1940s the supermarket was born and became a household name.

By the 1950s, most new grocery stores were now supermarkets and started to migrate to the suburbs. Most chains were aggressive with the new move to the suburban areas; however some grocery stores, such as A&P were hesitant to leave their urban space. The 1960s are considered the “golden age” for grocery stores. During this time new stores were opened on a regular basis, generating new customers and neighborhood growth in suburban areas (Gwynn, 2007).
These supermarkets and convenience stores followed the growing housing market into the suburbs, abandoning the original urban grocery stores. For example, in 1948 Greensboro, North Carolina, had 28 independent grocery stores within the downtown and surrounding neighborhoods (Gwynn 2007). Because of the popularity of suburbanization in the 60s and 70s in Greensboro, only nine of the 28 survived in the downtown area. Over a four-year period, from 1974 to 1978, every downtown department store in Greensboro closed. Changing political economy, strained labor relations, mass food production, residential and urban land patterns, and transportation all contributed to the fading service grocery store in the inner city (Mayo, 1993).

Today, necessities such as groceries, clothing, and hardware stores are needed in an urban proximity to make downtown revitalization efforts successful. Revitalizing downtowns and older neighborhoods constitutes an essential part of the emerging conservation ethic (Ford 2003). As the housing market returns to the downtown area, demand for amenities to support the downtown residents increases. The graphic shown in Figure 2 helps visually illustrate how urban grocery consumer culture and design would be interrelated with historic preservation to redefine the urban grocery store as a tool for downtown revitalization.
Modern suburban grocery stores occupy a large amount of floor space and are usually situated in or near a residential neighborhood. Supermarkets usually have a large selection of food items and non-food essentials along with ready-to-eat-meals for convenience. These suburban supermarkets have large parking lots, and occupy one level of shopping and parking. Some large stores provide services such as gas stations and pharmacies, and most of them are now open 24 hours a day and seven days a week (Geiger, 2007).

Urban grocery stores, on the other hand, have been primarily reduced to independent storeowners who specialize more in convenience type products than full service grocery stores, although there are some examples of chain grocery stores in a downtown setting. These stores have multilevel shopping as well as parking to maximize smaller urban sites. The urban chain and independent grocery store is tailored to the urban shopper with a smaller selection of non-perishable foods and more ready-to-eat meals than a typical suburban store. More urban chain grocery stores would provide goods and services to the downtown, as well as create unity in the downtown.
Figure 3. Rendering of Balduccis, example of an urban grocery in New York City.

*Grocery History*

There are several business issues that have affected the grocery store’s location, layout, and shoppers over the past 100 years. Mayo (1993) discusses how labor relations, food production and marketing affect architectural design, residential and urban land patterns, and technology, noting that “The historic value of public markets becomes apparent when Americans visit the few remaining ones that exist and when they realize that these institutions are often threatened by suburbanization.” (p. 239)

Grocery business owners realized that there was a contradiction between methods of production and the methods of distribution. The problem with retail distribution was space; the solution was the chain store system. The chain store concept emerged as an idea among storekeepers of all kinds who wanted a more systematic way of conducting business with lower overhead cost, and grocers were the first retailers to use the chain store system. The first major grocery chain was The Great Atlantic and Pacific Tea Company, a company specialized in selling tea. Unlike the family owned store principle of maximizing profits for every sale, the chain store grocer was motivated to offer the lowest retail price in order to sustain a volume trade. An independent store owner needed a way to take orders and deliver, but for a chain store owner, the requirements could be much less (Mayo, 1993).
The first self-service grocery store, the Piggly Wiggly, was established in Memphis in 1916, and revolutionized the future of grocery stores. However it was not until the 1920s that chain stores became popular and covered more cities. Although they remained small, the grocery stores still did not have produce or meat departments. The supermarket, as it came to be known, was initially a phenomenon of independent and small, regional chains. Eventually, the larger chains caught on and refined their concept by adding a level of sophistication which was lacking from the stores earlier (Gwynn, 2007). By the 1950s the grocery store transition into the suburbs was complete. During the 1980s and 90s the stores made another upscale transition, and the grocery store evolved into a superstore (Gwynn, 2007).

As changing taste and the new trend known as “discounting” was introduced in the 1970s to the superstore, now commonly referred as the “supermarket,” numerous stores around the country embarked on discounting programs, most of which centered around reducing operating hours and emphasizing cost cutting solutions (Gwynn, 2007). These cost cutting efforts led to subdued exteriors and a more warehouse-like interior.

The market segmentation we see in the present day grew out of the discounting movement by the end of the twentieth century (Gwynn, 2007). Big-box suburban superstores like Kmart and Wal-Mart dominate the idea of general merchandise and groceries under one roof trend. Today, suburban supermarkets pepper American cities with neighborhood food stores.
Selected Stores

Harris Teeter in downtown Charlotte (corner of 6th and Pine Streets) was opened in 2003 and occupies the downstairs of a fifteen-story condo high rise. The store is an eclectic blend of new and old design elements. The downtown Harris Teeter is 18,000 square feet and offers its urban shoppers a mix of non-perishable items as well as ready-to-eat meals. In addition, the store has a 1,500 square foot wine mezzanine overlooking the store.

The downtown Charlotte Harris Teeter is smaller than the average Harris Teeter prototype and the product selection is modified to fit the needs of the customer. This store uses various contemporary materials to fit in with the downtown design. Galvanized metal, masonite, and cool colors help tie the modern concept with the raw materials.

Capital City Grocery in the Seaboard Station in downtown Raleigh (West Franklin Street) was reopened in 2007 after a massive remodel and management change. The store occupies a single story out parcel and is within walking distance of Peace College, Mordecai, and Historic Oakwood areas. This store also uses various materials and colors to fit in with the downtown design of Raleigh and Seaboard Station. Capital City Grocery uses warm tones and wood fixtures to create a farmer’s market inspired look.

Even though the two stores have different physical characteristic and ownership structures, the two stores have the same internal configuration. The objective is to understand how these two companies design their stores, amenities, and products to accommodate their shopper and urban context.
CHAPTER II
REVIEW OF LITERATURE

There is a strong correlation between the creation of sense of place within a downtown space and the activity level and consumer shopping habits within that space. Scholars have written about the relationship between the downtown preservation of Main Street and the experience of pedestrians in that space. Other research specifically relates the experience of a grocery store shopping trip with the merchandising and layout of the store. These examples provide a different point of view of the same experience. Downtown revitalization, the culture of the inter-urban consumer, the urban grocery model, as well visual analysis all give meaning to the study of the experience within an urban grocery store. The analysis of the two urban grocery stores located in Charlotte and Raleigh, North Carolina, will give insight to the scholarly perspective of the experience.

Downtown Revitalization

The concept of place is examined through our ability to connect with the physical character of geographic setting, giving the place identity and meaning. Issues of place in modern society have become important because of declines in both design quality and resulting activity levels in urban spaces. There is a critical need to make connections between the visible landscape, everyday life experiences, and the abstract social and economic processes that contribute to their transformation (Oldenburg, 1999). The quality of place creates a meaningful experience, a sense of belonging, human scale, and local significance. A sense of place is a personal experience with which many people can empathize.

Oldenburg (1999) suggests that urban decline was associated with historical post-war trends of suburbanization, urban renewal, increasing residential mobility, and a growing auto dependency, which all contributed to the disappearance of informal meeting spaces. Because of the increasing isolation of
family life, newer suburban subdivisions and neighborhoods have failed at providing spaces for people living within the community. Oldenburg’s solution is the reintroduction of the third place. He identifies the third place as being an informal gathering space where people can come together on neutral ground, free of charge, to develop friendships, enjoy conversation, and be a part of a larger spatial community. Because of their accessibility and inclusiveness, third places promote social equality and are considered social levelers, places where little distinction is made on the basis of demographic, economic, social, or cultural differences (Oldenburg, 1989).

A number of recent American writings indicate that the nostalgia for the small town need not be construed as directed toward the town itself: it is rather a ‘quest of community’ – a nostalgia for a compassable and integral living unit. The critical question is not whether the small town can be rehabilitated in the image of its earlier strength and growth – for clearly it cannot – but whether American life will be able to evolve any other integral community to replace it. This is what I call the problem of place in America, and unless it is somehow resolved, American life will become more jangled and fragmented than it is, and American personality will continue to be unquiet and unfulfilled. – Max Lerner (Oldenburg, 1989, p. 71)

The revitalization of downtowns can serve many purposes, giving them a prominent and important role in their communities (Tyler, 2000). Several considerations in favor of revitalizing downtowns include: focusing on community, creating employment, using the downtown as a center of trade, and reducing sprawl. Downtown preservation has goals beyond the physical preservation of buildings. Revitalization efforts should encourage existing businesses to remain in or move to the downtown to maintain its viability as a commercial district. Downtowns traditionally provide a focus for local communities, giving a sense of identity to their residents. Without this focus on local culture, residents do not feel they belong to a community, and it becomes difficult to raise support for local projects (Tyler, 2000). Statistically, downtowns are still the greatest employment sectors within cities, with many people coming to the downtown district daily to work. Creating new businesses downtown would also support consumer spending within the local economy while increasing employment. Downtowns continue to be the centers of distribution of goods and services and retain a substantial share of trade functions, and therefore the potential for other activities to consolidate around them (Tyler, 2000). And finally keeping retail functions
in a centralized location lessens the tendency towards suburban sprawl. Centralization allows better utilization of public transportation systems and reduces the need for resources devoted to automobiles. Rypkema (2005) wrote in his book *Economics of Historic Preservation: A Community Leader’s Guide,*

A primary strategy should include encouraging the right mix of businesses. Local policy markers should promote browsing, shopping, retail stores, and other functions, which encourage the leisurely use of the downtown, reestablishing it as a focus of community life. (p. 294)

Downtown streets in the 1920s were the crossroads of pedestrian activity that nourished a vibrant retail-shopping district. People could shop, eat, go to church or the bank, visit their doctor, and watch a parade within the space of a few blocks. Unfortunately, today’s consumers do not have the same opportunities. The National Trust for Historic Preservation conducted a study in 1986 that found that businesses leave the downtown because of inadequate physical conditions (Kemp, 2000). They either outgrow the space in which they are located or the surrounding neighborhood deteriorates, which presents a poor marketing image. The second reason is due to weak market support for the merchandise downtown businesses sell. Either they have too much outlying competition or a poor retail mix downtown, which reduces the incentives for customers to shop there.

Walking experiences downtown are important to downtown revitalization efforts. Small-scale features along walking routes can contribute to a positive walking experience in downtowns. Research shows that negative environmental features can discourage walking. Pedestrian amenities such as shade and benches increase the walkability of an area, and safety, attractiveness, and the people along a route may have the greatest impact on how pedestrians will evaluate a route. Areas of high walkability lack environmental “incivilities,” such as panhandlers or trash; these areas also have adequate traffic safety, pleasant aesthetics, and diverse destinations. The more amenities, such as seating, heated areas, clocks, and signs, the higher rated the walkable area (Robertson, 1999).

Downtown districts in small cities generate considerable tax revenue and public investments. Research on downtown development has mainly assessed large cities, though many small cities are pursuing downtown renewal as well. Cities should avoid dividing downtowns into districts, but instead
promote a unified and multifunctional downtown (Robertson, 1999). Creating a sense of place by designing for human scale is an important part of the viable downtown.

Robertson (2004) investigated the use of the Main Street Approach (MSA), a method of revitalizing downtowns, in small to mid-size cities in the United States. He examines research on the MSA and the use of its four components. These components, which can be adapted to the needs of individual towns, are promotion, design, organization, and economic restructuring. Retail designers should be familiar with the MSA to support the downtown’s revitalization efforts (Robertson, 2004). The MSA requires designers to be sensitive to historic preservation, open space design, adaptive reuse, walkability design, design ordinances, and parking solutions. The MSA encourages retail business to locate downtown. The retail businesses should view this approach as a long-term economic value. Economic restructuring resulting from the MSA brings different businesses and service providers to the downtown areas to meet the needs of downtown residents.

The return to downtown living is part of a 50 year long attempt to revitalize downtowns, which began in the 1960s with urban renewal programs that sought to provide highways and retail opportunities for suburban commuters. The endeavor extended through the 1980s with a growing discontent from commuters and increasing interest in new housing types, and finally gained popularity in the 1990s with public and private collaborative investments in downtown living.

Parking is another amenity that is often overlooked. Crankshaw (2001) evaluated five different models for parking in historic downtowns. On-street parking, parking garages, neighborhood parking, valet, and perimeter parking were all evaluated in the study. Many times, aspects of preservation in a downtown area are compromised for convenient parking facilities; therefore spatial models for parking and pedestrian access are important. Parking in downtown areas is often unorganized and hard to access, making it difficult to navigate, and therefore keeping people away. It is important to analyze examples of successful parking systems to design better alternative downtown parking systems. Urban designers should include two parking spaces for every 1,000 square feet of commercial floor space and 12 spaces for every 100 feet of building frontage, depending on the type of store and city requirements. To help preserve historic character, each parking system should fit with the unique character of the individual downtown.
There are three organizational elements of downtown parking: parking location, path of destination, and the destination itself. The on-street parking method was the most successful for preserving the historic character of a downtown while maintaining quick access to stores. This method did not block views of buildings and did not change the overall appearance of the city. The perimeter parking system (defined by the author as being a parking lot encircling the entire building) disrupted the flow of pedestrian traffic from nearby neighborhoods, and it forced visitors to go to a distinct parking zone. A common characteristic of successful parking systems is a balance between structure and pedestrians’ pattern of movement. The parking models that seemed to create the best pattern of circulation included the on-street, block interior (parking in the middle of the block), and alley slot models (Crankshaw, 2001).

Parking and traffic is not the only issue that is overlooked; delivery services also become an issue in an urban setting. Truck drivers often have concerns about delivering freight in urban environments and designers should solicit drivers’ suggestions about possible solutions to these problems. Strategies for managing the growth of urban areas can create dense concentrations of development that may suggest problems for drivers transporting goods by truck. Truck drivers, because of their close involvement with freight delivery, can be a useful source of information for identifying problems and forming solutions. Pivo’s 2002 study evaluated the cost and benefits that impact specific stakeholders and the political implications of planning and implementing loading dock-related-ordinances and laws. Some considerations must be made when designing a truck routing plan. Pedestrian walkways, landscaping, width of loading area, slope and angle of approach, minimal clear spaces, and noise concerns near residential areas are important considerations when designing for truck access. Alleys are a key access points for freight delivery in central and older business areas and provide an entry that is protected from traffic.

As Norquist (1998) notes, people have grown tired of dreary suburban strip development and antiseptic shopping malls, and American cities are too beautiful to smear them with sprawl. Cities that support and emphasize their attractive urban form appeal more and more to people making choices about where to work and live, especially when other problems like crime, education, and taxes have improved. Cities can learn from the suburbs, and try to take some of what the suburbs offer, such as high quality
homes, jogging paths, and other lifestyle amenities. Cities should build on their strengths, such as beautiful architecture, sidewalks, public spaces, front porches, and mixed-use neighborhoods.

Intra-Urban Consumer Culture

Today’s food shoppers are smarter, more sophisticated and much more aware of what is going on all over the world (Pegler, 2001). They are also in a hurry and want what they want when they want it. They are willing to pay the price but expect value and service. It has been over a decade since the generation was defined as the “Now Generation,” generation X and Y and possibly Z all want immediate gratification when it comes to food. Grocery stores are seeing a need for dine-in cafes, wine bars, and a demand for prepackaged meals. Stores now have color corrected lighting, complementary colors, pleasing textures, theater of chefs and cooks, and food-handling specialists at work in open view. Food stores must lure, entice and ensnare shoppers by appealing to all the senses, creating good smells to help make a selection; pleasant sight to reassure shoppers; accessible foods for customers to touch to confirm freshness; and taste samples to convince them to purchase a product (Pegler, 2001).

Environmental components influence the consumer’s decisions to shop in a retail setting, which includes suburban shopping centers, strip malls, or downtown shopping areas. Retailers take advantage of the store’s image by attracting and offering the consumer multiple products that lure them away from other retailers. Understanding how consumers select shopping areas will help retailers, designers, and public policy officials develop and maintain thriving shopping districts. Retailers should create a visually appealing retail shopping or strip mall area that fits into the local architecture to ensure customer loyalty.

Berne (2005) outlined the tactics to control the behavior of retail customers through the environment. This study addressed the factors that cause grocery store shoppers to shop away from their regular stores and factors that may help retain regular shoppers. The author suggests that if the store knows what factors are most important to the grocery shopper, it will help tailor the store layout. For example, improvements to customer service, quality, and/or variety might be more effective at retaining shoppers in small neighborhood stores rather than large stores in suburban areas. Convenient locations may increase customer satisfaction and loyalty over large suburban supermarkets.
In order to measure retail traffic and allow retailers to gather information about the shoppers who visited a category or aisle, but who did not buy, as well as information on the shopping habits of demographic, Bove (2008), introduced a program called P.R.I.S.M., or Pioneering Research for an In-Store Metric. The program is a means to measure the behavior of a retail consumer. The results of the study show who the shoppers are and how that changes by time of day and day of the week. The metric program will dramatically change the way retailers create a more compelling store environment by helping to truly anticipate the needs of the customers. Through the results of this system, store designs will become more intuitive for shoppers, stores will become easier to navigate, and products will be displayed in a more customer-friendly manner.

Underhill (1999) explains the methods in which consumers make their decisions in retail stores. There is an overwhelming majority of purchase decisions that are made at the point of sale. His research shows that 60-70 percent of what is purchased in the supermarket is entirely unplanned. Underhill explains, for both the retailer and the shopper alike, why a display that looks great on the computer screen might fall flat on the sales floor. He goes on to explains that his research shows that women will not shop in narrow aisles and why the internet will not replace the in-store shopping experience. He describes the four senses of shopping as, “see me, feel me, touch me, buy me.” These senses can be translated to the grocery store as explained by Pegler (2001) as the downtown stores must lure, entice and ensnare shoppers by appealing to all the senses: smell to make a selection; sight to reassure; touch to confirm freshness; and taste to be convinced.

Geiger (2007) explores night-time grocery shopping behavior in his study of a 24 hour supermarket in Ireland. In Europe, 24 hour supermarkets are increasingly prevalent, but little is known about nighttime grocery shopping behavior. Night-time shoppers may primarily be goal-oriented, though some shoppers may enjoy social aspects of the less-crowded, more personal late-night store atmosphere. Safety may be a concern for night-time shoppers, however the visible presence of security personnel may reduce safety related fears. In this study, the largest portion of night-time shoppers were coming from or going to work or picking up items they had run out of. The numbers of items purchased was slightly less
than what was typical during daytime hours. A pleasant shopping experience can be hindered by environmental stressors, such as crime that may be alleviated by 24 hour supermarket settings.

**Visual Analysis Studies**

There are basic elements used to conceptually organize space into places. Modifying the basic elements contributes a great deal to the experience of those places. Some of the basic elements are light, color, temperature, ventilation, sound, smell, texture, and time (Unwin, 2003). Light is a condition of architecture, but it can also be an element. Light from the sky is the medium through which people experience the product of architecture, but light, both natural and artificial, can be manipulated by design and can be used to identify places and to give places particular character. Color can also play a part in identifying place. It is not only a matter of decoration or the creation of places with particular moods, it also plays a part in place recognition (Unwin, 2003). Temperature and ventilation can identify places that may be warm, dry, cold, damp, or humid. Places can be distinguished by the sounds and smells they make, or by the way they affect sounds and smells made in them. Texture can be achieved by a surface application, of paint or fabric, but texture is also intimately related to innate qualities of materials and the ways they can be treated and used (Unwin, 2003). Although architecture produces lasting products, none of them is immune to the effects of time, which can be considered either positive or negative.

After the elements are identified, the first step in the interpretive process is to try to forget all preconceptions you might have about the subject you are working with. Although an important part of the preparation for an analysis is to study the discourses other scholars have suggested are relevant to the source, the subject should be approached with fresh eyes (Rose, 2007). For visual images, it may be that the tools of detailed description offered by compositional interpretation and the images will be interrelated. Coming up with key themes and a coding process connects with the content analysis.

In describing photo documentation, John Grady writes, “pictures are valuable because they encode an enormous amount of information in a single representative.” (2007, p. 246) Photos used by social scientists for research evoke three things: information, affect, and reflection. These qualities can be subordinate, which uses the evidence to answer a research question, or can be excessive, which is used only
for a visual supplement to a written text. Photo documentation uses photos made in a systematic way to provide data that a researcher then analyzes.

A good example of this approach is Charles Suchar’s work on gentrification in the neighborhoods of Lincoln Park in Chicago. Gentrification is a process of change in long-established, rather run-down but quite central urban neighborhoods; new people, attracted by relatively low housing prices and the centrality of the location, start to move in, with subsequent changes to a range of the neighborhood’s features. Suchar carefully conceptualized the link between the photo documentation and the research topic. Suchar was interested to see if stores in urban areas were undergoing gentrification. So he compiled a list of questions in relation to the aspect of gentrification (Rose, 2007). He used these questions as a guide for his photo documentation, then he adds field notes to the photos to further develop a link to the underlining research question. Factual information is defined as date, time, and location. A paragraph of commentary for each photograph relating to the research question will also help with the analysis. Labeling each photo with a code will make the comparison and the analysis easier to document. These codes might contribute to the answering the research question. Suchar then uses a method of comparison to a grounded theory base of social science research. Grounded theory builds interactively from detailed field evidence, and this is exactly Suchar’s approach to using photographs as evidence; he says that he finds ‘that reference to very detailed visual documents, and the information they contain, allows for a closer link between the abstractive process of conceptualizing and experientially derived observation’ (Rose, 2007, p. 243). The evidence is interpreted and that interpretation takes precedence in the researcher’s argument (Rose, 2007). The method of exploration for this work is outlined in chapter three.

The Urban Grocery Model

Store layout and product location has become a critical part of food merchandising as a result of the development of the self-service grocery store. The original store layout of the first self-service store has been refined and translated into modern grocery stores today, both urban and suburban. As self-service store layout matured into the supermarket, it required a much more sophisticated approach to merchandising, based upon the shopping habits and needs of the consumers (Pegler, 2001). There are
several characteristics an urban grocery store must have in order to be successful. These distinct qualities encompass the store’s location in a downtown (Kane, 1966), the clientele the store is catering to (Pegler, 2001), the architecture of the building, the store layout, the specific traits of certain departments, the display of goods, seating, lighting, and the store’s overall ambiance (Leed, 1979). The urban grocery store characteristics will be referred to as the Leed-Jennings Grocery Model.

Location

Since the inner-city grocery store is an urban phenomenon, the study of urban areas is a principle concern to an analyst. A new urban grocery store should have a good site and a prime location. Because the local qualities are related to the broad range of characteristics displayed by the urban landscape, the analysis must begin by exploring the broadest of questions about the urban setting (Kane, 1966), such as “what kind of city is this?” and “what kind of urban space is this.”

Grocery stores are exploring new opportunities in urban markets, wooed by the demographics of “returning to the city” middle and high income singles, young professionals and empty-nesters. Urban areas are coming alive again as high-earning singles and professionals weary of suburban traffic and eager for convenient amenities return to major cities (Gordon, 2007). All downtown retail stores hope to capitalize on the return of these higher income households moving back downtown along with them, but are finding they must adapt their traditional suburban models to be successful in the urban marketplace (Gordon, 2007). Some urban markets have begun partnering with commercial and residential developers to plan mixed-use projects with ground floor grocery stores and offices or apartments/condos above.

Urban Customers

The urban customers shopping in urban markets come from high household incomes. These consumers have a greater disposable income and have less of a need to buy raw ingredients and spend time cooking at home versus buying more expensive ready to eat meals at their convenience. The urban customer could compare cost of buying groceries versus buying ready-made meals and find the meals
cheaper than the ingredients. The urban customer thinks that the time and effort involved with cooking at home can be excessive compared to simply “picking something up” (Gordon, 2007).

Urban workaholics and time-pressed shoppers also shop at the urban supermarket because of the convenience of pre-made foods appeals to those with limited time to shop. People who work long hours or spend little time at home may fear perishables going to waste in their absence. Another customer of the urban supermarket is the young professional. Some younger residents may not know how to cook, may be adverse to cooking or lack substantial financial commitments, and may be able to allocate a higher percentage of disposable income towards pre-made food (Gordon, 2007).

Exterior Architecture

The functions of the urban supermarket must evolve to meet the nutritional and economic needs of the communities they serve. The architecture needs to evolve and reflect these changes and should also serve as an icon for the community (Linx, 2006). Architects designing urban grocery stores blend them into the surrounding neighborhood, which allows architecture to stabilize surrounding real estate values rather than lowering them (Mayo, 1993). Urban grocery stores also have storefront windows facing the street which advertise products through atmosphere rather than special deals, another feature setting them apart from the suburban supermarket (Linx, 2006).

Storefront windows help large buildings fit more comfortably into neighborhoods with small scale buildings. And by blurring the public space of the sidewalk with the semi-private space of the store inside, the presence of display windows lets pedestrians know that they are welcome to step inside and look around. Storefront windows pull pedestrians along the sidewalk and help keep them browsing. They also help reinforce the retail district feeling (Neuendorf, 2007).

Convenient parking is important to shoppers who do not walk to the store, but the large surface parking lots typical of suburban supermarkets leave vast gaps in the urban fabric. Supermarket chains often overestimate the amount of parking needed in an urban environment by overlooking the fact that many shoppers walk or take public transportation rather than drive to the store. In most urban neighborhoods, a
parking garage or shared street parking is almost always essential to the supermarket project in order to avoid the need for a large surface parking lot (Neuendorf, 2007).

Store Layout

The design of all grocery store space is oriented to the community to maximize sales, and this outcome has minimized community social space, with economic space put in its place (Mayo, 1993). This concept is not only true for the suburban grocery store: it also works for urban store layouts. Urban store layout has been defined as the arrangement of selling and non-selling departments, aisles, fixtures, displays, and equipment in the proper relationship to each other and the fixed elements of the building structure (Leed, 1979).

There are four overall objectives of an urban grocery store layout that maximize sales and profit while catering to the convenience of the customer (Leed, 1979). Exposure, convenience, cost, and traffic flow are related to each other and important to a successful grocery store layout. The cardinal rule for a food store layout is to expose as much of the product line as possible to each customer because the rate of exposure is directly related to the rate of sale of merchandise. Ideally, a store would be designed in such a way that customers would pass by all items in a store during their visit, but if exposure were the only basis for making layout decisions and customers were forced to travel down every aisle in the store, the shopper would be inconvenienced and possibly shop elsewhere. The urban shopper has three criteria that are important to them when grocery shopping, time, ease of movement, and ease in locating merchandise (Leed, 1979).

Since the development of the self-serve grocery store, the basic shape and layout of the sales floor utilized by most food store operators have undergone little change. The sales area remains essentially a square or rectangle with selling fixtures arranged parallel or perpendicular to the walls and each other. This arrangement is referred to as a gridiron pattern. The gridiron pattern is desirable from a cost standpoint because it utilizes floor space efficiently by providing the greatest amount of display space relative to aisle space. It is also more effective in controlling customer traffic, and achieving greater exposure and sales. As Randall Webber (Leed, 1979) Interior Store Layout states,
Departments within a supermarket are located for strategic, logistical and tactical reasons. The overall strategy in planning department location is to deploy department throughout the store in a manner which exposes shoppers to the maximum number of items. For logistical reasons perishable departments have traditionally been located on the perimeter of the store, but there are indications that thinking in this area may be changing. For tactical reasons low demand product categories are placed close to high demand categories in the grocery department. (p. 56).

Department Locations

Effective store layout requires that merchandise and service areas be classified into related groups or departments (Leed, 1979). The general type of arrangement, amount of space allocated to each department, department location, and strategic arrangement of merchandise within departmental groupings constitute the layout decisions that must be made.

A study conducted by the USDA (United States Department of Agriculture) studied 13 urban supermarkets and came up with a general set of recommendations concerning store layout and product location in urban food stores (Leed, 1979). The first recommendation provided by the USDA was to locate the high-profit departments around the periphery of the stores. Because the perishables department generally contributes relatively high gross margins and contributions to overhead and profit, it is desirable from a merchandising standpoint to locate them in the mainstream of traffic flow, in the peripheral aisles.

Figure 6. Typical urban store layout.
The perimeter of the store is especially important with respect to departmental locations because of the relatively high proportion of customers shopping the perimeter area. Produce is the best department for the first perimeter location because it is a key grocery feature in attracting customers to the store. The produce department is often considered the showcase of the urban food store because of the natural beauty of the products. Produce is colorful and naturally attractive and has more merchandising appeal than any other department.

Unlike the produce department, the USDA study suggested that the meat department was one of the less important departments in an urban grocery store (unlike a suburban store) so meat should be located in the rear of the urban store because this department is not as popular as the others. And since the meat department is not an impulse department, it will pull shoppers through the rest of the store. Also, meat preparation and storage is often located behind the refrigerated display case which requires backroom space in which the perimeter of the store makes sense for this department. The study also recommended that the deli department, whether service or self-service, is usually located adjacent to the meat refrigerated display cases. However the deli department is usually in the first aisle because it is the main item in urban meal planning.

The dairy department is usually located on the perimeter of the store for easy restocking, especially if rear-feed dairy cases are used. Dairy departments are often located in a rear corner of the store because milk has a high drawing power, and customers will be exposed to many other products on their way to the dairy department to buy milk. This is particularly important in an urban grocery store because their shoppers mostly come to the store for only a few items at a time. The frozen department is characterized by a selection of convenience-type foods, which are popular with the urban customer. A mid-store location is frequently used for the frozen department. The frozen department is sometimes located near the end of the shopping experience and is preferable in the last mid-store aisle, if the perimeter aisle is not used. The type of bakery goods sold in the store is an important consideration in determining the best location for the bakery. If there is an on-site bakery, a perimeter aisle location is required. If the bakery merchandise is prepared prior to delivery to the store and sold on a self-service basis, then there is greater
flexibility in the location. The dry grocery department lends itself to a mid-store location due to the amount of display space required and generally less frequent restocking cycle (Leed, 1979).

There is no single, ideal plan for the location of departments in an urban retail food store. These decisions must be made by the operational and merchandising requirements and characteristics of the department, the image that the operator wishes to project, and the local customer’s shopping habits. However, the overall objective of maximum exposure and sales consistent with customer convenience should be the foremost consideration (Leed, 1979).

Displays

Continuous gondola aisles provides greater control of traffic flow than the typical suburban cross-over aisle layout (this type provides the customer with an opportunity to move between aisles without walking the full length of the aisle), by forcing the customer to shop the entire aisle, the store is assured greater exposure to the products in that aisle. The long, narrow aisles with continuous product displays on both sides of a single aisle generally results in higher rates of exposure, complete shopping, and purchases than other types of layouts. The continuous gondolas are also a more efficient use of floor space. The ratio of display space to aisle space is higher in straight continuous lines (Leed, 1979).

End cap displays at the end of the continuous grocery aisles are considered to be prime selling locations by many merchandisers; however, the USDA traffic studies indicate that a relatively low proportion of customers purchase from end displays and that the rate of purchase varies widely among end displays depending upon the type of merchandise displayed (Leed, 1979). Items that will increase impulse sales most are probably the most appropriate for featuring on end displays.

Island displays are common practice in urban food stores. The islands are built and located in the center or ends of the aisles, especially in produce and meat departments, but they could be used in any department. The island displays usually consist of small tables, piles of boxes or crates decorated with paper or promotional display pieces. Traffic flow studies indicate that island displays often cause congestion because they obstruct the free flow of traffic, and reduce exposure and sales in the aisle,
especially during peak periods. The narrower the aisle, the greater the congestion created by the island displays (Leed, 1979).

Seating

Generations X, Y, and now Z all want immediate gratification when it comes to food. As a result, small dine-in cafes are appearing as attachments to urban grocery and specialty stores. It is a rarity to find an urban market or suburban supermarket that does not have an on-the-floor café where shoppers can sample what is available in the store. There are several examples of elegant gourmet specialty food stores located in downtown settings that have cafes for the immediate gratification of their affluent clientele (Pegler, 2001).

Home Meal Replacement (HMR) is a huge business catering to today’s busy urban lifestyle and specialty stores and markets are catering to this trend with more gourmet and upscale styled dishes, partially or fully prepared or even made-to-order and ready to go. These meals can be eaten on site or taken home (Pegler, 2001). In their statistics concerning the nature of the grocery store industry, the US Department of Labor notes when grocery stores provide seating areas especially catered to a particular neighborhood, it helps build loyalty and contributes to a sense of community among local residents.

Lighting

In order to set an urban grocery apart from a suburban grocery store, the store has to focus on better design. Lighting plays a key role in creating the drama and excitement found within specialty departments such as produce, deli, meat, wine, and floral. These areas give grocery stores the opportunity to showcase goods that become impulse purchases and distinguish their store from the suburban competition.

When highlighting specialty areas, the light should be three times brighter than the general lighting. By doing this the customers will be more attracted to the merchandise and less distracted by the actual lighting system. The tables in the produce department should be as attractive and vibrant as the produce within the self-lit refrigeration cases. In areas with large amounts of warm colors, the store should
use metal halide fixtures to accent red, orange, and yellow colors. The fixtures should also be mounted 10’-11’ above the finish floor for maximum effect and ambient lighting should be eliminated for a dramatic effect (Con-Tech, 2007).

The lighting for the floral department should allow the natural colors of the floral to attract customers for maximum impulse purchases. A high contrast ratio is also required, along with low wattage fixtures to minimize heat. The urban grocery store should draw the customers to merchandise by creating a dramatic emphasis with a focused light source on the end cap displays. The end caps will seem more noticeable when overhead general lighting is limited. Light sparkling off the wine bottles creates visual interest and intrigues shoppers so they will spend more time browsing the wine department. To avoid glare on the glass bottles, a low wattage lamp source should be used. And for a high-end feel, the wine department should be designed for low light levels and limit general overhead lighting (Con-Tech, 2007).

Overall Store Ambiance

Suburban supermarkets often have minimal aesthetic qualities that enrich the lives of the American public. Urban supermarket design, including aesthetic appeal, is geared to maximize a shopper’s purchases (Mayo, 1993). The store image or general impression of the store, is a very important aspect of a supermarket’s positioning in the urban market. Some market consulting studies indicate that shoppers decide in the first eight seconds whether they feel comfortable in a particular food store, and some consumers base their opinions of the store on outside store appearance alone (Kahn, 1997).

Every food store projects an image to its customers, that is, customers form mental pictures of stores based upon their experiences. The more favorable the image, the more likely that the customer will go to a particular store regularly (Leed, 1979). We can identify the factors that influence image formation and these are essentially the attributes that determine value to the customer.
Although the attributes that enter into value to the customer and image formation are the same for both suburban and urban groceries, their relative importance varies depending upon customer tastes and preferences and marketing environment. In other words, a consumer’s image of a particular store depends upon the personal preferences of the consumer as well as the choice of food stores available and their offerings. It is important for the food retailer to understand image formation and to determine his own image in order to evaluate the effectiveness of his merchandising strategy. If the retailer can identify differences in the desired images, it provides an objective basis for modifying merchandising strategy in order to achieve greater customer satisfaction, sales, and earnings (Leed, 1979).

Physical and aesthetic features include those characteristics that give each store its physical appeal. These attributes are highly subjective because they depend on the tastes and preferences of the individual, but they are part of the bundle of attributes that makes up total value to the customer. (Leed, 1979). Each store creates an impression upon each customer, and that impression can be good, bad, or indifferent depending upon the physical and aesthetic features. Because the first thing consumers see when
entering a store can frame their perceptions of the store, the store has to pay significant attention to store
layout, cleanliness, and décor. As the urban food retailing business grows, grocers are turning to
sophisticated techniques to target their specific customers within their area (Kahn, 1997).

In order to compare the previous research to the characteristics of the downtown Charlotte and
Raleigh stores a visual study was conducted. The author has compared and contrasted the location, store
layout, department and fixtures, as well as lighting and overall ambiance of these stores to the
characteristics of the urban grocery store outlined above. The method of investigation for this work is
detailed in chapter three.
CHAPTER III
METHODOLOGY

Since the purpose of this study is to identify ways in which the design and offerings of grocery stores in mid-sized cities is tailored to the urban setting and shopper, visual analysis of each store was conducted. The visual analysis of the selected store interiors helped identify how these stores have been customized to the urban context and customers. The two sample stores were chosen based on their southern location in a mid-size city, store size, and owner operations.

The visual analysis investigated various elements from the interior and the exterior of the store. In approaching the ultimate research question of how these stores have adapted themselves to fit in their urban environment, the researcher studied the characteristics of an urban grocery store. These characteristics included location, clientele, exterior architecture, store layout, department location, displays, seating, lighting, and overall store ambiance. The ideas behind the previous research challenge the characteristics of the two successful North Carolina case studies. Visual analysis and the comparison have clarified how these stores are different from suburban stores.

Sample Selection

To answer the research question, the researcher used North Carolina cities to identify two urban grocery stores. The US Bureau of Census defines an urban place as an incorporated or unincorporated settlement with 2,500 or more inhabitants, which may stand-alone or as part of a cluster of other urban places. The two largest cities in North Carolina were chosen: Raleigh, which has a population of 358,000 (and over 10,000 live downtown) and Charlotte, which has a population of 671,000 (and over 24,000 live in the downtown/uptown area).
The Internet was used as a source as well as the researcher’s previous knowledge to locate the two stores. The downtown Charlotte Harris Teeter and the Seaboard Station, Raleigh Capital City Grocery store were also chosen because of differences in ownership and management. The Charlotte Harris Teeter is owned and operated by a supermarket chain, which is headquarters in Matthews, North Carolina. A store manager and assistant managers operate the store like the other Harris Teeter supermarkets. The Raleigh Capital City Grocery store is privately owned and independently operated. The store is owned by Sue Weems and her husband and is managed by their son Mason Weems. Unlike the Harris Teeter Corporation, which has over 170 stores in the chain, Capital City Grocery is a single store operator. The researcher also determined that the Charlotte and Raleigh urban stores were considered successful since they had been operating at least two years.
The modern urban grocery store model is focused primarily in large cities across the Northeastern United States. The two North Carolina cities were chosen because of the southern less-urban location. The researcher questioned whether the same model could work in the South as it does in the North. This type of research had never been attempted.

Figure 9. Ariel view of Capital City Grocery and surrounding neighborhood.

*Visual Evidence Collection*

The researcher traveled to Raleigh and Charlotte to perform an initial site visit and to collect visual evidence of the interior and exterior of the two stores. The researcher revisited the two stores after receiving permission to take any photographs that were needed. The Charlotte Harris Teeter asked that the researcher take pictures during the early morning to avoid taking pictures of customers.
Photographs form part of the researcher’s analysis. The images were used actively in the research process, along with fieldwork. The researcher used images to address questions and issues generated in a wide range of theoretical contexts. Photos have been used by social scientist because they can evoke three things – information, affect and reflection. As a result, photos can be described as a more transparent representation of the life experiences of participations in a study (Rose 2007).

After the photographs were taken of the two stores, they were sorted by store and department and then compared to each other using paired photographs. The researcher also took extensive field notes during the collection phase of the project.

Analytical Process

When the photographs were paired they were also coded. The coding system was practical using the first letter of the department and the initials of the store and then a sequential number. For example, a photo of the produce department at Harris Teeter would get a code similar to PHT1. Every photo that was put into a pair, received a code. After coding the photographs, the researcher identified similar physical traits between the two stores. These character-defining elements included display type, color, lighting, materials, texture, finish, signage, and ambiance. The researchers previous design background help define the elements that were needed for the analysis.

A worksheet was created to organize the analytical process. Questions such as where the department is located, what does the lighting look like, what colors are most dominate, and what was the ambiance were answered on the front of the “Visual Qualities Worksheet.” The back of the worksheet had space for a paragraph describing the similarities and differences between the two photos.
The key to a successful use of photo-documentation is the careful conceptualization of the link between the research topic and the photographs being taken (Rose 2007). The method of photo-documentation to collect visual evidence should be made systematically by the researcher in order to
properly collect the data needed for the analysis. The researcher of this project used Rose’s process of
photo documentation to organize the photos and then conduct the analysis.

By comparing the photo documentation and field notes to the previous research conducted by
scholars in the grocery industry, the researcher looked for the evidence of the characteristics in the two
urban stores. The visual analysis process helped determine how the two stores were tailored to the urban
location and customer profile. The detailed analysis in the following chapter suggests that characteristics
needed for an urban grocery store in mid-sized cities is consistent with the previous research for urban
groceries.
CHAPTER IV
ANALYSIS

By studying the evidence of the photo-documentation, the field notes, and the floor plans of the two urban grocery stores, one can see the similarities to the previous research and each other. However, by investigating each characteristic, one can start to see how each store tailored the space specifically to the local environment and clientele. Both stores could have looked to suburban grocery store models and modeled the urban store to a familiar store layout and décor, but the designers of these stores knew the importance of tailoring an urban store to its urban context. The research studied for this examination considered several characteristics specific to the urban retail food store. The urban grocery store model characteristics have been categorized into topics such as location, clientele, exterior architecture, and store layout, which includes department location, displays, and seating. The researcher also analyzed lighting and overall store ambiance, which are comparable characteristics of the urban grocery store. The combination of the Leed-Jennings Grocery Model characteristics creates the ambiance. The images in the following chapter will illustrate these urban grocery store traits as they relate to the two case studies. All photos used in the analysis are found in appendix C.

The analysis revealed that the Capital City Grocery and Harris Teeter urban grocery stores have drastically different exterior façades however; the interior characteristics were generally similar and followed the Leed-Jennings Grocery Model.
### CHARACTERISTICS OF THE LEED-JENNINGS GROCERY MODEL

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Trait</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>A great sit and location in an urban setting</td>
<td>Kane, 1966</td>
</tr>
<tr>
<td>Location</td>
<td>Convenient to other amenities</td>
<td>Gordon, 2007</td>
</tr>
<tr>
<td>Location</td>
<td>Possibly close to mix use projects</td>
<td>Kane, 1966</td>
</tr>
<tr>
<td>Clientele</td>
<td>Must have urban clientele, high-income singles young professionals and empty nesters</td>
<td>Gordon, 2007</td>
</tr>
<tr>
<td>Clientele</td>
<td>Near high household incomes</td>
<td>Gordon, 2007</td>
</tr>
<tr>
<td>Clientele</td>
<td>Near small household size</td>
<td>Gordon, 2007</td>
</tr>
<tr>
<td>Clientele</td>
<td>Near a younger population</td>
<td>Pegler, 2001</td>
</tr>
<tr>
<td>Architecture</td>
<td>Store needs to blend in to the surrounding buildings</td>
<td>Mayo, 1993</td>
</tr>
<tr>
<td>Architecture</td>
<td>Should have storefront windows facing the street</td>
<td>Neuendorf, 2007</td>
</tr>
<tr>
<td>Architecture</td>
<td>Must be near public transportation pick-up and drop-off</td>
<td>Linx, 2006</td>
</tr>
<tr>
<td>Architecture</td>
<td>Needs some parking, either street or parking garage</td>
<td>Linx, 2006</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Design of store must fit the needs of the local community</td>
<td>Mayo, 1993</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Design of store must have the customer’s convenience in mind</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Product selection should be tailored for the specific clientele</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Sales floor should be a square or rectangle with the selling fixtures arranged parallel or perpendicular to the walls and each other</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>The high profit departments should be located around the perimeter of the store.</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>The first aisle should be the most profitable</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Meat Department should be located in the back of the store</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Deli Department should be located in the front of the store</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Produce Department should be showcased near the front</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Dairy Department should be located on the perimeter of the store</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Frozen Department should be located toward the middle to the end of the shopping experience</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Bakery Department should be located along the perimeter if baking on site, if not then the department is flexible</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Departments</td>
<td>Dry Grocery should be located in the middle of the store</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Displays</td>
<td>Gondolas should be continuous and should be displayed in long, narrow aisles</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Displays</td>
<td>End caps must display impulse products</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Displays</td>
<td>Island displays can be located in any department by using crates or boxes, however the should not be in the dry grocery aisles</td>
<td>Leed, 1979</td>
</tr>
<tr>
<td>Seating</td>
<td>There should be a seating area located in the store where products that are sold in the store are offered to dinning in customers</td>
<td>Pegler, 2001</td>
</tr>
<tr>
<td>Seating</td>
<td>The seating area should reflect the store’s style</td>
<td>Pegler, 2001</td>
</tr>
<tr>
<td>Lighting</td>
<td>The lighting should be well planned with highlights and lowlights creating drama</td>
<td>Con-Tech, 2007</td>
</tr>
<tr>
<td>Lighting</td>
<td>The highlights must be 3 times as brighter as the general lighting</td>
<td>Con-Tech, 2007</td>
</tr>
<tr>
<td>Lighting</td>
<td>The lighting in the produce should be centered on the tables and should be mounted 10 to 11 feet above the finish floor. No ambient light</td>
<td>Con-Tech, 2007</td>
</tr>
<tr>
<td>Lighting</td>
<td>Create a high contrast of light in the floral department and minimize heat</td>
<td>Con-Tech, 2007</td>
</tr>
</tbody>
</table>
Lighting

<table>
<thead>
<tr>
<th>Lighting</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide vertical lighting on walls on the sales floor. Recessed lighting for the overall store is a good idea</td>
<td>Con-Tech, 2007</td>
<td></td>
</tr>
<tr>
<td>Add focused light to the end-caps</td>
<td>Con-Tech, 2007</td>
<td></td>
</tr>
<tr>
<td>Design low wattage lighting in the wine department and limit general lighting</td>
<td>Con-Tech, 2007</td>
<td></td>
</tr>
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</table>

Overall Ambiance

<table>
<thead>
<tr>
<th>Overall Ambiance</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The store should be clean and neat</td>
<td>Kahn, 1997</td>
<td></td>
</tr>
<tr>
<td>The design, color, and fixtures should influence the image of the brand</td>
<td>Mayo, 1993</td>
<td></td>
</tr>
<tr>
<td>Complementary colors, pleasing textures, and theatrical food prep should be used</td>
<td>Mayo, 1993</td>
<td></td>
</tr>
<tr>
<td>Special features such as music should create a pleasant atmosphere</td>
<td>Leed, 1979</td>
<td></td>
</tr>
<tr>
<td>in which the clientele can relate</td>
<td></td>
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</tbody>
</table>

Table 1. Characteristics of the Leed-Jennings Grocery Model

The study found that the two stores were similar in the following categories:

- Location: Desirable site in an urban setting, convenient to other amenities, and close to mixed-use projects.
- Clientele: Accommodates high-income singles, young professionals, empty nesters in area.
- Architecture: Blends in with surrounding buildings, storefront windows that face the street, near public transportation, and close to parking.
- Store Layout: The stores fit the needs of the community, convenient for customers, product selection is tailored for customers, and sales floor is square in perimeter shape.
- Department Location: Produce is near the front and on a perimeter wall, meat is in the back of the store, deli is near the front, dairy is along the perimeter wall, frozen is in the middle of the store, and dry grocery is in the middle of the store.
- Displays: Dry grocery is displayed on gondolas that are continuous and in long, narrow aisles.
- Ambiance: Store is clean, the design, color, and fixtures represent the brand, complementary colors are pleasing, theatrical food preparation is used, and music is used to stimulate a pleasant atmosphere.

The study found that the two stores were different in the following categories:

- Department Location: Bakery items are prepared in different locations therefore sold in different locations.
- Displays: Island displays were used in Harris Teeter, not in Capital City Grocery.
- Seating: The two stores had different seating locations. Capital City Grocery followed the Leed-Jennings Grocery Model.
- Lighting: The two stores had very different lighting designs. Harris Teeter followed the Leed-Jennings Grocery Model.
- Ambiance: The two stores have a different overall ambiance. Harris Teeter has an urban warehouse feel and Capital City Grocery has a farmer’s market feel (See Appendix H).
Store Profiles

Harris Teeter in downtown Charlotte located on the corner of 6th and Pine Streets occupies the downstairs of a fifteen-story condo high rise. The downtown grocery store is 18,000 square feet with a 1,500 square foot wine mezzanine overlooking the store.

The exterior resembles that of an outdoor market mixed with a big bank lobby and a museum. The windows are designed to blend in with the adjacent storefronts and the museum feel unifies it with the surrounding buildings. Red boxes are displayed in the storefront windows with white food items and lighting spots on the boxes. These display boxes can hold everything from produce to contemporary art.

![Figure 11. Exterior windows of the Charlotte, NC, Harris Teeter.](image)

The downtown Charlotte Harris Teeter is smaller than the average Harris Teeter prototype and the product selection is modified to fit the needs of the customer. The aisles are six feet wide in contrast to the regular seven feet the suburban model uses and the carts are about 1/3 the size of the ones seen in typical suburban Harris Teeters. The signage and design package are as much a part of the architecture as the building itself.
This store uses various contemporary materials to fit in with the downtown design. Galvanized metal, masonite, and cool colors help tie the modern concept with the raw materials. The aisle markers were created specially to match the décor of the store and the columns were transformed into graceful accents with sheer nylon fabric column wraps.

Figure 12. An example of a column wrap in the Charlotte Harris Teeter.

Parking is shared with its neighbors and street parking is available. The shared parking deck is located at the back of the store and is free to Harris Teeter customers and secured parking to the adjacent condominium. The store is built for walk-in pedestrian traffic and has plans for a coffee garden in the future, near the corner entrance.

Harris Teeter is a supermarket chain with its headquarters in Matthews, North Carolina, and is ranked one of the top largest supermarkets in the United States. The chain has stores in North and South Carolina, Virginia, Georgia, Tennessee, and Florida.

Capital City Grocery, located in downtown Raleigh on West Franklin Street, occupies a single story out parcel and is approximately 18,000 square feet. The store offers its neighborhood shoppers a variety of produce, fresh meats and seafood, as well as lunch items. The store has an 800 square foot
seating area inside and a 1,000 square foot outdoor seating area. Capital City Grocery has free live music events with complimentary food and beverage tastings on their front porch every Friday. The independent grocery store has an on-premise liquor license so customers can enjoy a cold beer or a glass of wine while they relax on the large porch.

The out parcel look is similar to a typical supermarket, however the large windows make the interior seating area visible from the street. The building was designed to blend in with the adjacent storefronts and the surrounding buildings. A bulky overhanging canopy made of laminated wood beams and galvanized steel creates an oversized front porch.

The downtown Raleigh grocery store is smaller than the surrounding competitors like Harris Teeter and Wal-Mart, however their product selection is adapted to fit the needs of the customer. The aisles are also six feet wide in contrast to the regular seven feet the suburban model uses and the carts are smaller than ones seen in typical suburban grocery stores. The lighting and signage is minimal inside the Capital City Grocery store. Recessed fluorescent lighting and small wooded signage over the department make the store feel locally owned and operated. This store also uses various materials and colors to fit in

Figure 13. Front porch of Capital City Grocery

...
with the downtown design of Raleigh and Seaboard Station. Capital City Grocery uses warm tones and wood fixtures to create a farmer’s market inspired look. The large open space and the minimal use of materials gives the grocery store a farmer’s market feeling that Seaboard Station is known for.

![Deli department at Capital City Grocery.](image)

Parking is shared with its neighbors and a large front parking lot is available. There are over 500 condo units in downtown Raleigh that are within walking distance of the grocery store. The store encourages pedestrian traffic with community events in the parking lot. Capital City Grocery is an independent grocery store, which is owned by Sue Weems. The only store is located in Raleigh at the Seaboard Station. Seaboard Station is a development in a former warehouse area near Peace College. Along with the grocery store, popular local restaurants and shops make their home at Seaboard Station.

**Location**

Because the location of the type of grocery store is the primary focus, it is important to know that the Harris Teeter and Capital City Grocery are both located in urban neighborhoods. The Harris Teeter is located in an urban area of Charlotte’s downtown commonly known as “Uptown.” This site is near housing and convenient to other retail stores such as CVS and Blockbuster. Capital City Grocery is located in a section of Raleigh’s downtown called Seaboard Station, which is a cluster of historic warehouse
buildings that share a common parking lot. The grocery store is located near a college and residential housing.

Previous scholars have said that in order for an urban grocery store to be successful, the store should be on a superior site in an urban setting. Both of these stores are in prime downtown locations near walkable clientele. Previous research has also suggested that the urban grocery store should be convenient to other amenities and near mixed use projects. The Harris Teeter and Capital City Grocery are both a small part of a mixed use development. Even though Capital City Grocery is an out parcel and a new building in the Seaboard Station, there are small shop spaces and cafes around the development. These two stores have successfully anchored themselves in the desirable urban locations.

_Urban Customer_

Before the researcher collected the photo documentation and field notes, she conducted an initial visit to each store to verify the store location. While visiting the store, the researcher took note of the specific clientele each store was targeting. Because both stores are in an urban setting, one could assume that most of the customers visiting the urban store work, live, or shop in the same urban area.

Research shows that the majority of customers of urban grocery stores are high-income singles, young professionals, or empty nesters. This theory is especially true for the Charlotte Harris Teeter and the Raleigh Capital City Grocery. Because the Charlotte Harris Teeter is physically connected to a new condominium that targets high-income, young professionals such as doctors and lawyers, the residents of the condos are the primary customers. Research also shows that an overall younger population will visit urban grocery stores (Pegler, 2001).

During an initial visit the Capital City Grocery store in Raleigh also had evidence of younger customers as well as older customers. The store is located one block from a well-established historic neighborhood with older medium-sized homes which could account for the empty nester customers. Capital City Grocery is located in a shopping center, which is considered a tourist hotspot; therefore there is potential for a more varied type of customer, however tourist shoppers usually do not shop for groceries. Because of the superior location of these two stores, the specific customer target was achieved.
Exterior Architecture

During the photo documentation of the two stores, the researcher found the exterior architecture of the two stores to be completely different. This early conclusion however proved untrue after further study of the visual evidence compared to the scholarly research. The research stated that an important architectural element that an urban grocery store must have is the overall streetscape and the storefront windows. Because the stores are located on an urban site, which are both near a historic neighborhood, the stores must fit into the urban context.

Harris Teeter is across the street from the historic Fourth Ward Park and adjacent to the historic First Presbyterian Church. Therefore the downtown Charlotte Harris Teeter must tailor the exterior architecture to fit into the walkable community that surrounds the store. The store achieved this by adding awning-covered windows and large trees to serve as a buffer between the neighborhood setting outside and the retail store inside. The bricked sidewalks on both sides of the entrance also carry through the downtown setting. A small sign above a large marquee type canopy over the front doors makes the urban grocery store characteristics apparent in this neighborhood.

Figure 15. Street level photo of Harris Teeter storefront.
Capital City Grocery has a different interpretation of how the store should blend with the surrounding architecture. The downtown Raleigh store is also adjacent to a historic park (Halifax Park) located in the Historic Oakwood area. Capital City Grocery uses the Leed-Jennings Grocery Model characteristics of fitting in with the surrounding buildings; however this store is different than Harris Teeter because of the shared parking lot between the bordering structures. The store is situated relatively far from the residential scaled street but still has a covered porch with the entrance marked by a large white sign. The freestanding building uses the same materials and architectural features as the surrounding buildings, but looks like a suburban grocery store from the exterior.

As mentioned before, the Leed-Jennings Grocery Model characteristics include large storefront windows that face the street. This is to entice the pedestrians walking by the store and to show activity from the store to the outside. The storefront window theory adds to the previous theory of fitting the urban store with the surrounding buildings, because most urban storefronts have large storefront windows. Both stores achieve this through the large storefront glass on the street side of the building. Since Harris Teeter is on a corner, the store has storefront windows on only the street sides of the building, whereas Capital
City Grocery has storefront windows on the front parking lot side. The two stores have a relationship between the street and the interior, acknowledging the buildings as contributors to their urban context. The relationship is more noticeable in the Harris Teeter store, since the store is located next to the street.

Another theory of exterior architectural characteristics shared by urban grocery stores addresses the transportation to and from the store. Scholars suggest a nearby public transportation pick-up and drop-off as well as street or garage parking. Most suburban grocery stores have large parking lots to accommodate the busiest shopping season; however, the urban store on-site space is limited and customers often shares parking with surrounding residential and commercial spaces. The Harris Teeter and Capital City Grocery stores have both followed the architectural characteristics of the Leed-Jennings Grocery Model.

![Figure 17. Parking garage entrance to the Charlotte Harris Teeter.](image)

Harris Teeter shares an attached parking garage with the condominium residents. There are thirty-two parking spaces that are marked specifically for Harris Teeter shoppers during business hours. A public bus stop is also within walking distance. There are also bicycle racks near the front corner entrance. The Capital City Grocery store shares a large open parking lot with the other Seaboard Station stores. This
makes it convenient for the customer to park once and walk around the outdoor square; however the majority of parking spaces are in front of the grocery store. Capital City Grocery uses this large outdoor space to host live music on Friday nights in the summers, which makes it convenient for the neighborhood shopper to walk to the store and enjoy entertainment. The Seaboard Station development has a common bus stop for public transportation users. Capital City Grocery also has bicycle racks for cyclists. These two stores follow the recommendations of urban exterior architecture features suggested by grocery store scholars.

Figure 18. Friday evening gathering at Capital City Grocery.

Store Layout

The characteristics of the Leed-Jennings Grocery Model concerning the overall circulation could be interpreted several ways when only looking at previous scholars’ work. By looking at the visual evidence in the photo-documentation and field notes, the theories behind the urban store layout come into focus. For example, research shows that a successful urban grocery designer plans the store to fit the needs of the local community and keeps the customer’s convenience in mind (Leed, 1979). Overall, both the Harris Teeter and Capital City grocery stores tailor their product selection and circulation to the urban customer, and while these stores have different customers and locations, both stores follow a specific department layout.
Another characteristic behind the overall circulation of an urban grocery store is the shape of the store. Most urban sites are square or rectangular in shape, which is the most efficient way to merchandise grocery products. The Leed-Jennings Grocery Model indicates that square or rectangular stores with fixtures arranged parallel or perpendicular to the walls and each other is most definitely more efficient than fixtures on a 45-degree angle or even in a circular orientation in a square footprint.

The downtown Charlotte and Raleigh stores are both square in shape with fixtures parallel to the exterior walls adhering to the Leed-Jennings Grocery Model. The overall circulation in these two stores is similar; however the Capital City Grocery store has fewer fixtures and displays, giving the store a more open feel than the Harris Teeter store. The Harris Teeter store uses every square foot possible to utilize sales space, whereas the Capital City Grocery store uses less fixtures and a more open floor plan.

Figure 19. Charlotte, NC Harris Teeter Fixture Plan
Department Locations

Along with the general circulation of the store layout, the designer should locate where specific department should go in the urban store. There are specific reasons scholars proposed the order of the departments that is outlined in the review of literature chapter. Through visual analysis, the researcher
found that there were similarities between the two stores and the department locations in the Leed-Jennings Grocery Model. The researcher also found ways in which differences occur between the two urban stores and the model.

Starting with the highest profit department, produce should always be located near an entrance and around the perimeter of the store for easy access from the prep rooms (Leed, 1979). This is true for both stores. Harris Teeter locates its produce department at the parking garage entrance next to the registers. The model propose the produce refrigeration cases should be located along a perimeter wall, Harris Teeter creates an island, which serves as a natural cushion between the perishables and dry grocery products. The Capital City Grocery store interprets the model exactly, with refrigeration cases along the sales floor perimeter wall and near the entrance. The scholars say that the first aisle in the store should be the most profitable, and in these two stores the produce department is the most profitable department.

Figure 21. Produce department at Harris Teeter.
The next department location suggested by the Leed-Jennings Grocery Model is the meat department, which should be located in the back of the store. The reasoning is the draw power the meat products have on a customer. If an urban customer wants a meat product, they are more likely to seek out that product therefore going through other departments that are stocked with impulse products. The Harris Teeter and Capital City Grocery stores both use this same theory from the model and locate their meat/seafood departments towards the rear of the store.

Scholars also suggest that the deli department, which also includes the salad bar, be located towards the front for lunch customer convenience (Leed, 1979). This is particularly true for the Harris Teeter and Capital City Grocery stores where the deli departments are the first departments shopped by the urban customers. The two stores follow the urban grocery store characteristics concerning the deli department location.
Figure 23. Harris Teeter deli department.

Figure 24. Capital City Grocery deli department.
The dairy and frozen departments, although important to have in an urban grocery store, are not as important as they are in a suburban store. Therefore the dairy department should be located along the perimeter and the frozen foods towards the middle of the store (Leed, 1979). Both stores follow this department location rule set by the Leed-Jennings Grocery Model. The bakery is a flexible department, meaning that the type of bakery products prepared and sold on site determines the location of the department. Capital City Grocery does not prepare bakery items at the store, and only needs shelf space for the products brought in by other local bakers. This is different than Harris Teeter where most of the products are baked in the store. Research says that when bakery products are prepared on site, the baked goods should be displayed along the perimeter of the store for accessibility to the kitchen. Harris Teeter follows the urban grocery store criteria with the bakery department sandwiched between the perimeter deli and meat/seafood refrigeration cases.

The final department defined by the Leed-Jennings Grocery Model is the dry grocery gondolas. Research shows that grocery products are best merchandised on tall grocery gondolas in aisles, creating a space usage issue. The solution is the wide-open space in the middle of the store, where both stores follow the recommendation of the model.

Figure 25. Harris Teeter dry grocery aisle with structural column.
The departments not addressed by the literature are the beer and wine departments. These departments are different in the two stores. Harris Teeter has a large wine mezzanine that displays most of the wine selection upstairs. This location makes the purchase of wine a destination rather than an impulse. There is a small wine selection downstairs and the large refrigerated beer department is also located on the ground floor. These departments are large in proportion to the other departments located within the Harris Teeter. Capital City Grocery wine department is located next to the registers as the last stop before the customer checks out. The researcher’s visual analysis shows that most customers finish with the selection of wine, making the Capital City Grocery’s wine department a preferable location. The researcher believes that the wine department should be accessible to all customers and should be one of the last departments an urban customer shops.

Displays

The types of displays suggested for urban grocery store use are the grocery gondola, end caps, and island displays. Although these types of displays are also found in suburban stores, the product selection was specific to an urban food store. The type of food found in a suburban store is also found in an urban grocery store; however the grocery gondolas that display the food products differ. Scholars have found that the grocery gondolas in an urban grocery store should be continuous and should be arranged in long, narrow aisles. The aisles in typical suburban grocery stores are seven to eight feet wide aisles, where urban grocery stores are five to six feet wide. This is due to space constraints and the smaller shopping cart size in an urban grocery store. Both the Harris Teeter and Capital City Grocery stores use a six foot wide continuous grocery aisle, which is consistent with the Leed-Jennings Grocery Model.
Grocery gondola end caps and island displays are also outlined in the description of the model characteristics. Scholars say that rather than selling specials on end caps like suburban stores, an urban store should sell only impulse products, such as chips and cookies (Leed, 1979). This will help the overall ticket sales of an urban grocery store, especially for customers who are only shopping the perimeter of the store. However, because of space constraints, both the Charlotte and Raleigh stores, sell staple items such as water and soups. The researcher believes that impulse products, such as party foods like the model suggests, is the better solution for the grocery end caps in an urban grocery store. This is based on the researcher’s assumption that an urban customer would be more inclined to have people over for more party occasions due to their young or empty nest lifestyle. Interviews would need to be conducted to clarify this assumption.

Island displays are similar to grocery end caps; however they are not limited to dry grocery items. Scholars say that island displays are not common in urban grocery stores because of the space limitations, but they can be used to display an impulse or sale item if the grocery store has space. The downtown Harris Teeter uses island displays in the frozen food aisle as well as the front entrances, making it difficult to maneuver a shopping cart in the already small aisles. The island displays clutter the aisles with product and signage, which gives the store an unorganized ambiance. Capital City Grocery does not use island
displays, therefore giving the store a more open atmosphere. Since the research does not specify that island displays are left up to the store operator’s discretion, the researcher agrees, based on visual analysis, with Capital City Grocery’s lack of island displays in an urban grocery store due to already limited space.

Figure 27. Harris Teeter frozen food aisle island display.

Figure 28. Capital City Grocery frozen foods aisle show the lack of displays.
Seating

Although most grocery stores do not have seating areas, research has shown that successful urban grocery stores must have a seating area (Pegler, 2001). The seating area should match the store’s décor and should reflect the grocery store’s style. The seating area should also be located near the deli products and the registers for the convenience of the customers who choose to dine in the store. Capital City Grocery has a large seating area near the front of the store and follows the proximity rules of being near the deli and the registers. Although the seating area is not sectioned in its own department, the open space still reflects the sales floor atmosphere. The large window looking out onto the porch seating area unifies the two seating areas together. In contrast, the Harris Teeter seating area is located on the mezzanine level and is physically separated from the deli and register areas. Furthermore, there is only artificial light on the wine mezzanine making it even more isolated from the sales floor. Based on visual analysis, the Capital City Grocery seating area is more appealing and accessible because of its proximity to the deli and windows overlooking the porch.

Figure 29. Harris Teeter wine mezzanine seating area
Typical supermarkets have long aisles of fluorescent strip lighting; an urban grocery store relies on the lighting quality to set it apart from the typical supermarket. Research shows that urban grocery store lighting should be well planned with dramatic highlights and lowlights, with the highlights being three times as bright as the general lighting (Con-Tech, 2007). In departments such as wine and produce, specialty designers use directional lighting. Low wattage lighting and limited general lighting in the wine department sets the area apart from the other departments. High contrast lighting in the produce and floral department, along with minimum heat brings out the colors of the products.

The downtown Charlotte Harris Teeter is a great example of the Leed-Jennings Grocery Model for lighting specifically for an urban food store. The Harris Teeter uses overall general lighting 16 feet above the finished floor and spot lights in the produce departments. The store also uses the structural columns as
light tubes in the dry grocery departments. Because the ceiling height is much higher like in a warehouse, Harris Teeter brought light down to the customer’s level with aisle lighting on the grocery gondolas.

Figure 31. Harris Teeter grocery aisle lighting.

Figure 32. Capital City Grocery lighting.
The Capital City Grocery store lighting is much like a typical retail grocery store with long aisles of tube lighting. The florescent lighting is recessed in the acoustical ceiling grid. The lighting is 12 feet above the finished floor, therefore giving the store a general wash of lighting and not highlighting any of the departments. Through visual analysis, the lighting creates a contrast between the two stores and their overall ambiance.

**Overall Ambiance**

The research found concerning the characteristics creating the overall ambiance in an urban grocery store can be interpreted in several ways. The scholars say that an urban grocery store should be clean and neat. Because both the Harris Teeter and the Capital City Grocery stores are clean and neat, there is no need for the researcher to visually analyze further on the sanitation subject. The research also points out that design, color, and fixtures will influence the image of the brand in a positive way (Mayo, 1993). Grocery store designers use complementary colors, pleasing textures, and theatrical food preparation enhances a positive brand image. As well as special features such as music should create a pleasant atmosphere to which the customer can relate. These features though interpreted differently can be identified in the Harris Teeter and Capital City Grocery stores.

Because the Harris Teeter is a chain supermarket, the marketing tools such as signage are mostly pre-determined. However the downtown Charlotte Harris Teeter is different from its suburban sister, with large acrylic lettering panels and silk-screened décor. The flooring type and color – white vinyl composition tile - are similar to that of the typical grocery store. The exposed ceiling and large light tubes, as well as custom signage, give the store a modern sophisticated look. Bright white, blue, and silver metal against a muted brown sets the store apart from the typical generic grocery store. The special touches such the jazz music playing in the background and the large preparation area behind the service cases make the store an exciting yet comfortable experience for the urban shopper.
Capital City Grocery also has its own stimulating ambiance with different uses of materials and colors than Harris Teeter. Capital City Grocery is privately owned; the store operators can change the décor and signage how they choose. The store has a warm contemporary feeling with deep red walls and sage green accents. The warm color palette translates into the cream VCT flooring with a red accent band around the perimeter of the store. Large hand painted signs made out of plywood with large red letters is above each department. The utilitarian signs and warm colors make the store feel casual yet comfortable for new shoppers. Light classical music plays in the background while chefs prepare ready to eat meals. Capital City Grocery is also a great example of the overall store ambiance an urban food store needs to be successful. Color palette and the light wood details contribute to the upscale farmer’s market ambiance (See Appendix H) in a different way from the Charlotte Harris Teeter.
Summary

The study found that the two stores were similar in their location. Both stores were located in a desirable site in a downtown urban setting. Both stores were convenient to other amenities within walking distance and were close to mixed-use projects. Harris Teeter and Capital City Grocery accommodated their stores to target a specific clientele. The stores blended their exterior architecture to blend with the surrounding buildings. The stores tailored the store layouts to fit the needs of their customers and communities. These stores have similar footprints and department locations. They use the same type of grocery gondolas in long, narrow aisles located in the middle of the store. The study found that the two stores use complementary colors and music to create a pleasant atmosphere.

The study found that the two stores were different in their seating areas, lighting, and overall ambiance style. Harris Teeter’s seating was located on a mezzanine away from the prepared foods. The Capital City Grocery store located its seating area according to the Leed-Jennings Grocery Model. The two model stores also had very different lighting designs as well as overall store ambiances. Harris Teeter has an Warehouse ambiance and Capital City Grocery has a Farmer’s Market ambiance (See Appendix H).
The Harris Teeter and Capital City Grocery stores have used examples of the characteristics needed to be a successful urban grocery store. The visual analysis of these stores confirms that urban retail food stores must be altered to fit with their location and clientele’s needs. The visual evidence shows that the exterior architecture, store layout, department location, and display types as well as seating, lighting, and overall ambiance of a grocery store are key ingredients of an urban grocery store’s success. These characteristics set the urban grocery store apart from a suburban store. While both stores incorporated these criteria, the overall results differ in clear ways that reflect their different urban contexts.

Downtown revitalization depends on successful retail stores, such as the grocery store, and the researched characteristics are significant for a successful urban grocery store.
CHAPTER V
CONCLUSION

A systematic visual investigation of the two urban grocery stores in Charlotte and Raleigh, North Carolina, revealed several trends about the characteristics needed to be a successful urban store. The designers of the grocery stores altered the interiors and exteriors of the store to respond to the urban community’s needs. Each characteristic was compared against the scholarly theories and re-examined based on the existing space. The urban prototype was revealed during the study and compared to the two urban stores in North Carolina. Because these stores were so different in their exterior physical characteristics and ownership structures, the findings show that there is a wide range of urban grocery stores that can also fit the model.

Through the researcher’s experience of designing stores for an independent grocery chain, she has seen a common standardization of processes and procedures when designing the retail food stores. However, the need to attract new customers stands in the way of standardization. Therefore, the researcher has seen first hand how food stores customize their location, architecture, and sales floor to meet the needs of the customer.

The detailed analysis of the Charlotte Harris Teeter and the Raleigh Capital City Grocery required the researcher to methodologically rely on visual representation. Photographs represented the stores and the researcher’s field notes. However, the limitations of photographic medium at times made it difficult to feel the overall atmosphere of the store, therefore making it difficult to compare the two stores to the prototype. While the information was easily coded and sorted, assembling the visual data was problematic (see the coded photographs located in Appendix C).

Both stores contained an abundant amount of visual information; however using only photographs in the visual analysis proved to be a difficult task. Therefore the researcher traveled
to both stores, took measurements, and drew a floor plan based on the field trip. The information needed
was revealed after the architectural plan was completed. A visual qualities worksheet was compiled after
the visual evidence was gathered to help organize the information. The three examples of the visual
qualities worksheet as well as a blank worksheet are located in Appendix B.

Because the researcher has grocery store design experience the conclusions of the similarities and
differences between the two stores is easily understood. The researcher believes that the majority of the
differences are due to the management styles of the owner-operated store versus the chain store. Most
owner-operated stores have a limited budget, therefore leading to the owner to cut costs and only use the
minimum. The lighting differences between the two stores is a good example of owner-operated cost
savings. Capital City Grocery probably used the existing lighting, or added the minimum required lighting
after the remodel in 2007. The lighting package at the downtown Charlotte Harris Teeter is probably
similar to most of their other suburban stores as far as cost. The researcher believes that if the two stores
were similar in their ownership, the two stores would be more similar in overall store ambiance.

Historic Preservation

A history of a community contributes it its personality. Preserving the history of a place through
its historic properties gives a community its unique character. Historic preservation provides a link to the
roots of the community and adds to the quality of life making a more livable community. As people have
returned to living downtown, the need for the corner grocery store and a third place becomes essential for
the preservation and revitalization in our downtowns. Christopher Alexander suggests designers create
urban grocery stores for the community rather than just for business. A downtown grocery store is a tool to
help restore balance and create a sense of place to a community.

“The major shopping needs, in the downtown are taken care of by the market of many
shops...Give a downtown at least one corner grocery store, somewhere near its heart. Place these
corner groceries every 200 to 800 yards, according to the density, so that one serves about 1,000
people. Place them on corners, where large numbers of people are going to past. And combine
them with residential, so that the people who run them can live over them or next to
them...Prevent franchises and pass laws which prevents the emergence of those much larger
suburban grocery stores which swallow up the downtown stores.” -- Christopher Alexander (Ford, 2003)

The mission of a downtown is to promote development, land uses and activities that make a downtown a lively, thriving, and stimulating place that is open 24 hours a day, 7 days a week, and 52 weeks a year. The key strategy is to create a mix-use environment for the living, working, shopping and entertainment consumer that is a 24 hour type of shopper. An urban grocery store can contribute to the revitalization effort by connecting with the urban environment 24/7 (Oldenburg, 1989).

Future Research

To supplement the findings of this work, a wide range of future research ventures could be investigated. Future researchers could use this case study as an example of how a retail store must tailor itself to fit within an urban context. Researchers can use this study as a hub of information concerning the needs of an urban grocery store. With additional time, the researcher could have preformed a grocery store customer survey at the two stores to determine exactly who is shopping at the store and their perspectives about the store’s décor. The researcher also could have used a suburban grocery store model as a base when comparing the store layout and circulation of the stores.

The findings of this research specifically could be useful to other supermarket owners considering opening a store in the downtown area. Because the information has been compiled into one document outlining the characteristics of an urban grocery store prototype, the owners and designers would save time and research costs. There is a wealth of information concerning the needs of a suburban grocery store market, and a very limited amount of information on case studies on the urban grocery store market.

While the researcher analyzed historic preservation efforts and the need for downtown revitalization during the beginning period of the literature review, the visual analysis findings attract further investigation of how a grocery store can bring historic significance to a downtown. This study relates to the contemporary society in current downtowns however history shows that the urban grocery store was
once popular with the downtown society, then became unnecessary. This study can be easily adapted to show future designers how to keep altering the urban grocery store to fit future society needs.

The implications of the society’s changes fall in the hands of future designers, especially in a time when downtown revitalization is needed in most mid-sized cities across the United States. This thesis has clarified what amenities are desired of the urban grocery store in order to be accepted in an urban environment and how the store’s existence could contribute to downtown revitalization efforts.
REFERENCES


APPENDIX A

GROCERY DEFINITIONS

The National Trust publication titled, “Better Models for Urban Supermarkets” written by William Neuendorf and Kennedy Smith outlines the definition of the several types of stores that sell food products. The two broad categories of food stores are an independent, which an owner operates one to eleven stores, and a chain, a company which operates more than eleven stores.

Stewarts Convenience Store

A convenience store is a relatively small and offers a limited selection of convenience items. Convenience stores are 1,000 to 3,000 square feet.
A grocery store is a retail store selling canned goods, dry goods, and perishable goods. A grocery store might sell some personal care items as well as pet products. Grocery stores are usually 15,000 to 30,000 square feet in size. An example of a grocery store is a Fresh Market, Whole Foods or Trader Joes. Grocery stores are the focus of this study.
A supermarket is a self-service grocery store offering a full line of food items as well as non-food items, like pharmaceuticals and personal care items. All supermarkets are grocery stores, however not all grocery stores are supermarkets. Supermarkets can range anywhere from 30,000 to 80,000 square feet. An example of a supermarket is Harris Teeter or Kroger.

![Typical Suburban Wal-Mart, photo found on Flickr](image)

A Superstore is a supermarket that also sells clothing, electronics, office supplies, and home goods. Superstores are between 180,000 to 250,000 square feet. An example of a superstore is Wal-Mart or Super-Target.

![Typical Suburban Sam's Club, photo found on Flickr](image)
And finally, a wholesale club is a large, mass merchandise store offering bulk groceries, usually in large sizes or quantities, and operates in a warehouse-like building. Wholesale clubs sell merchandise only to individuals and businesses that pay an annual membership fee. Wholesale clubs are typically 125,000 square feet and above in size (Neuendorf & Smith, 2008). An example of a wholesale store is Sam’s Club, BJ’s or Costco.
APPENDIX B

THREE EXAMPLES OF THE VISUAL QUALITIES WORKSHEETS

Visual Qualities

Date: _______________________

Store Name: _______________________

Code: WHTS & WC45

Exterior or Interior: _____________

Location/Department: _____________

Placement within Store: _____________

Description of Location/Department: _____________

Size of Area Analyzing: ________________________

Character defining elements:

Display type: _______________________

Color: _______________________

Lighting: _______________________

Materials: _______________________

Texture: _______________________

Finish: _______________________

Signage: _______________________

Ambiance: _______________________

______________________________

______________________________
Comparison of stores: Similarities

HT has an advantage of having a tall ceiling to put his department on a second floor. This creates a lower ceiling on the second floor which creates an intimate feeling. CG creates this same feeling with a low barrel on top of wood barrels.

Differences

These departments are completely different, with the way they display the wine bottles. CG has a warmer look with the wood shelves and wood create and the red wall backdrop. HT has a more sophisticated feeling with the signage and bar seating. The wood flooring and pendants also make this department different from CG.

Also, CG's customers (no matter if handicapped) can shop his department. HT's customers are limited.

Name of the location/department analyzing: Wine/Beer
Visual Qualities

Date: 

Store Name: 

Code: GHT71GCG7

Exterior or Interior: 

Location/Department: DryGrocery

Placement within Store: behind grocery aisle

Description of Location/Department: This photo shows the aisle behind the grocery gondolas. The landscape is used to frame items. This photo shows how the grocery gondolas relate to the perimeter of the store.

Size of Area Analyzing: 

Character defining elements:

<table>
<thead>
<tr>
<th>Display type</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grocery gondolas</td>
<td>Grocery gondolas</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Color</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gray</td>
<td>Gray</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lighting</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ransomehead</td>
<td>Ransomehead</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Materials</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metal</td>
<td>Metal</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Texture</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smooth</td>
<td>Smooth</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finish</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matte shelves</td>
<td>Matte shelves</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signage</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everything on shelves</td>
<td>Signage only on shelves</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ambiance</th>
<th>HT</th>
<th>CCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean, typical store</td>
<td>Family-based feeling</td>
<td></td>
</tr>
</tbody>
</table>
Comparison of stores: Similarities

These two stores show a typical organization of grocery gondolas. They both have refrigerated cases along the perimeter of the sales floor and grocery gondolas perpendicular to the refrigerated cases. The type, color, and size of the endcaps are very similar.

Differences

Although the type of grocery gondola is the same, the finishes around the gondola make these two photos look very different. The flooring is the same material, but a different color. CCR has a “red brick road” leading the customer around the all-important perimeter. The exposed ceiling is very contrasting to CCR’s begun ceiling, and the HT signage is almost overwhelming, which is dramatically different than CCR lack of storage.

Name of the location/department analyzing: Dry Grocery
Visual Qualities

Date: ____________________________

Store Name: ____________________________

Code: AHT1 & AC61

Exterior or Interior [ ]

Location/Department: Amenities - Seating

Placement within Store: HT - on mezzanine, CG - in front

Description of Location/Department: HT - seating is on the mezzanine, no natural lighting, mostly for wine tasting, no handrails, accessibility poor, CG - very front, poor lighting, very accessibility

Size of Area Analyzing: ____________________________

Character defining elements: HT - bar seating, CG -

Display type: Tables + Chairs tables and chairs

Color: Silver, Brown brown

Lighting: Pendant lighting, natural natural

Materials: Metal, leather, wood

Texture: ____________________________

Finish: ____________________________

Signage: No signage, bar painting

Ambiance: Very urban, chic, homely, relaxing
Comparison of stores: Similarities

The fact that both HT & CCG have seating says that an urban store needs some social space to sit.

Differences

There are so many differences with these two spaces. The type of table and chairs, the location, the lighting and ambiance. CCG has flowers in bottles on the tables, and HT has wine. These two spaces are used for different events. CCG has few chairs, portable and HT has only pairs of chairs.

Name of the location/department analyzing: Seaborg
APPENDIX C
CODED PHOTOS

ACG1

AHT1
APPENDIX E

FLOORPLANS WITH CODES
# APPENDIX F

## VISUAL ANALYSIS SPREADSHEET 1

<table>
<thead>
<tr>
<th>Store</th>
<th>Department</th>
<th>Size Sq Foot</th>
<th>Location</th>
<th>Display Type</th>
<th>Type of Service</th>
<th>Materials</th>
<th>Colors</th>
<th>Signage</th>
<th>Ceiling</th>
<th>Lighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harris Teeter</td>
<td>Wine</td>
<td>800</td>
<td>Mezzanine near corner entrance</td>
<td>Gondola</td>
<td>Self-Server</td>
<td>Metal shelves, wood flooring</td>
<td>Cream, brown</td>
<td>Custom</td>
<td>Exposed</td>
<td>Within Case</td>
</tr>
<tr>
<td></td>
<td>Beer</td>
<td>200</td>
<td>Back left corner</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Black, silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Within Case</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Wine</td>
<td>572</td>
<td>Left of entrance</td>
<td>Wood Shelving</td>
<td>Self-Server</td>
<td>Wood</td>
<td>Dark brown, Red</td>
<td>No Signage</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Beer</td>
<td>294</td>
<td>Next to the wine</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Cream, Red</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Within Case</td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Dry Grocery</td>
<td>3,506</td>
<td>Middle of the store</td>
<td>Gondola</td>
<td>Self-Server</td>
<td>Metal shelves, VCT flooring</td>
<td>Gray, White</td>
<td>On Shelves</td>
<td>Exposed</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Dry Grocery</td>
<td>2,123</td>
<td>Front of the store</td>
<td>Short Gondola</td>
<td>Self-Server</td>
<td>Metal shelves, VCT flooring</td>
<td>Cream</td>
<td>On Shelves</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Health/Beauty</td>
<td>526</td>
<td>In Grocery Gondolas</td>
<td>Gondola</td>
<td>Self-Server</td>
<td>Metal shelves, VCT flooring</td>
<td>Cream</td>
<td>On Shelves</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Health/Beauty</td>
<td>125</td>
<td>Near Produce</td>
<td>Gondola</td>
<td>Self-Server</td>
<td>Metal shelves, VCT flooring</td>
<td>Gray, White</td>
<td>On Shelves</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Bakery</td>
<td>151</td>
<td>Mezzanine near corner entrance</td>
<td>Bar Tables</td>
<td>Self-Server</td>
<td>Metal, leather</td>
<td>Silver, brown</td>
<td>No Signage</td>
<td>Exposed</td>
<td>Suspended Pendants</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Bakery</td>
<td>150</td>
<td>Right of the Entrance</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Cream</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Seating</td>
<td>465</td>
<td>Tables and chairs</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Cream, brown</td>
<td>No Signage</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Seating</td>
<td>125</td>
<td>Near Parking Deck Entrance</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Black, silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Within Case</td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Floral</td>
<td>20</td>
<td>Corner Entrance</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Black, silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Within Case</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Produce</td>
<td>1,857</td>
<td>Right of the Entrance</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Cream</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Floral</td>
<td>15</td>
<td>Near Registers</td>
<td>Refrigerated</td>
<td>Self-Server</td>
<td>Stainless Steel</td>
<td>Brown</td>
<td>On Bucket</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Deli</td>
<td>1,033</td>
<td>Parking Deck Entrance</td>
<td>Refrigerated</td>
<td>Full Service</td>
<td>Stainless Steel</td>
<td>Black, Silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Suspended Fluorescent</td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Deli</td>
<td>1,175</td>
<td>Right of the Entrance</td>
<td>Refrigerated</td>
<td>Full Service</td>
<td>Stainless Steel</td>
<td>Cream</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
</tr>
<tr>
<td>Store</td>
<td>Department</td>
<td>Location</td>
<td>Refrigerated Cases</td>
<td>Full Service &amp; Self-Serve</td>
<td>Stainless Steel</td>
<td>Black, silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Suspended Fluorescent</td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------</td>
<td>----------------</td>
<td>--------------------</td>
<td>----------------------------</td>
<td>----------------</td>
<td>---------------</td>
<td>--------------</td>
<td>------------------</td>
<td>------------------------</td>
<td></td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Seafood</td>
<td>96 next to bakery</td>
<td>Refrigerated Cases</td>
<td>Full Service &amp; Self-Serve</td>
<td>Stainless Steel</td>
<td>Black, silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Suspended Fluorescent</td>
<td></td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Seafood</td>
<td>157 back of the store</td>
<td>Refrigerated Cases</td>
<td>Self-Serve</td>
<td>Stainless Steel</td>
<td>Cream</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
<td></td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Meat</td>
<td>350 back of the store</td>
<td>Refrigerated Cases</td>
<td>Full Service</td>
<td>Stainless Steel</td>
<td>Cream</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
<td></td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Frozen/Dairy</td>
<td>1,437 back left corner</td>
<td>Refrigerated Cases</td>
<td>Self-Serve</td>
<td>Stainless Steel</td>
<td>Black, silver</td>
<td>Within case</td>
<td>Exposed</td>
<td>Suspended Fluorescent</td>
<td></td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Frozen/Dairy</td>
<td>1,123 back left corner</td>
<td>Refrigerated Cases</td>
<td>Self-Serve</td>
<td>Stainless Steel</td>
<td>Cream</td>
<td>Within case</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
<td></td>
</tr>
<tr>
<td>Harris Teeter</td>
<td>Registers</td>
<td>637 front of the store</td>
<td>Wood Fixtures</td>
<td>Full Service</td>
<td>Wood Silver, white</td>
<td>Canopies Above</td>
<td>Exposed</td>
<td>In Canopies Above</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital City Grocery</td>
<td>Registers</td>
<td>606 front of the store</td>
<td>Wood Fixtures</td>
<td>Full Service</td>
<td>Wood Cream</td>
<td>No Signage</td>
<td>Acoustical</td>
<td>Recessed Fluorescent</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Visual Analysis Spreadsheet 2

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Trait</th>
<th>Capital City Grocery</th>
<th>Harris Teeter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Great Site and location in an urban setting?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Location</td>
<td>Convenient to other amenities?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Location</td>
<td>Close to mix use project?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Clientele</td>
<td>Near high-income singles?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Clientele</td>
<td>Near Young professionals?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Clientele</td>
<td>Near Empty Nesters?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Architecture</td>
<td>Blend in to surrounding buildings?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Architecture</td>
<td>Storefront windows facing the street?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Architecture</td>
<td>Near public transportation?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Architecture</td>
<td>Close to parking?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Fit the needs of local community?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Convenient for customers?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Product selection is tailored for customer?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Store Layout</td>
<td>Sales floor is square or rectangle?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Produce is near the front?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Produce is on a perimeter wall?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Meat is in the back of the store?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Deli is near the front?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Dairy is along the perimeter wall?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Frozen is in the middle of the store?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Bakery is prepped on site and therefore along the perimeter?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Bakery is prepped off site and flexible?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Department Location</td>
<td>Dry Grocery is in the middle of the store?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Displays</td>
<td>Gondolas are continuous and in long, narrow aisles?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Displays</td>
<td>End Caps display impulse products?</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Displays</td>
<td>Use island displays?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Seating</td>
<td>Located near food sold?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Seating</td>
<td>Reflects the store style?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Lighting</td>
<td>Well planned and creates drama?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Lighting</td>
<td>Highlights are 3 times brighter than general lighting?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Lighting</td>
<td>High contrast lighting in floral and produce?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Lighting</td>
<td>Focused lighting on end caps?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Lighting</td>
<td>Low wattage in wine department?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Ambiance</td>
<td>Store is neat and clean?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Ambiance</td>
<td>Design, color, and fixtures represent the brand?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Ambiance</td>
<td>Complementary colors and pleasing textures are used?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Ambiance</td>
<td>Theatrical food prep is used?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Ambiance</td>
<td>Features that create a pleasant atmosphere?</td>
<td>Yes; music</td>
<td>Yes; music</td>
</tr>
</tbody>
</table>
APPENDIX H

TYPES OF GROCERY STORE AMBIANCES

Warehouse Ambiance Characteristics:

- Large open building with exposed column grid.
- Exposed lighting and duct systems.
- Clearstory windows.
- Modern food displays.

Example of a large open building with an exposed column grid
Example of Clerestory Windows

Farmer’s Market Ambiance Characteristics:

- Low ceilings.
- Interior Awnings.
- Seating next to food product.
- Utilitarian food fixtures.
- Large outdoor seating or porch.
Example of low ceilings, seating next to food, and interior awnings
Example of utilitarian food displays
Example of large outdoor seating/porch