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Abstract

While thrift stores are associated with the idea of thrift, it does not follow that they attract only clients with limited resources who are highly price sensitive. Today thrift stores are becoming less stigmatized and are attracting middle class clients and the better off as well. This suggests that beyond low prices, the clientele may be sensitive to other aspects of the thrift store experience, including good old customer service. The purpose of this paper is to measure and assess the drivers of client satisfaction using quantitative and qualitative data. The paper relies on a client survey implemented among the clientele of Martha's Outfitters, a highly successful non-profit thrift store located in Washington, DC, in order to assess through basic statistics, regression analysis, as well as responses to open ended questions what drives the high level of satisfaction observed among the clientele. The results suggest that the principal factor leading to high satisfaction among the clientele is the quality of the store's customer service. Low prices, variety in the available stock of merchandize, quality of the available merchandize, and convenience (including in terms of location) also play a role, but a less important one.

Keywords: thrift stores, client satisfaction, customer service, nonprofits, secondhand clothing

1. Introduction

The thrift store industry appears to be thriving. In the United States, the association of resale professionals (NARTS) suggests that the number of thrift stores in the United States is increasing by seven per cent per year, with more than 25,000 resale, consignment, and non-profit resale stores in operation. NARTS also quotes estimates by First Research that the annual revenues of the industry have reached $13 billion. Goodwill industries, the largest chain of thrift stores in the United States, operates more than 2,500 stores and is expected generated $5 billion in revenues in 2013. Finally, NARTS quotes research by America's Research Group suggesting that about 16 per cent to 18 per cent of Americans shop at a thrift stores in any given year[1].

Thrift stores have traditionally been associated with the idea of thrift, which refers to the careful use of money in order to avoid waste and thereby also to behaviour oriented towards savings – hence the additional association of the name 'thrift' with savings banks or savings and loan associations. Thrift stores used to be perceived as poorly organized, smelly and dirty, poorly lighted, and catering to the poor only (Bardhi, 2003). If thrift stores were to attract mostly customers with limited financial means, their clientele might be highly price sensitive. If such were the case, one might in turn expect that low prices, or at least a high price to quality ratio, could be one of the most important drivers of client or customer satisfaction at thrift stores[2].

But the industry has changed in the last two decades, so that those assumptions may not be correct. As thrift stores have become less stigmatized, they have grown at a much faster rate than other retail stores (Solomon and Rabolt 2004). And while those living in poverty often do rely on thrift stores for necessities (Ferrell 1990; Williams and Windebank, 2000), others may come out of choice (Bardhi and Amould, 2005; Albinsson and Perera, 2009; James 2011; Williams and Paddock, 2003; Cervellon et al. 2012), whether because of a desire to recycle or for the 'thrill of the hunt' whether this is relates to vintage items or even antiquities.

Beyond broader social acceptance, the renewed popularity of thrift stores has also been fuelled in recent year in part by hard economic times. While this has increased the demand for thrift stores, it also had an impact on the supply of thrift stores. Indeed, because of its negative impact on charitable donations, the recession has led some non-profits to start operating thrift stores with the aim to reinvest the potential earnings from the stores' sales into other programs for the poor. This point was already made by Parsons (2002) in her review of the related but broader 'charitable sector', given that income from charitable retailing can be allocated by non-profits where they need those funds the most and are crucial for expanding services for the poor.

This is the strategy adopted by Martha's Table, a non-profit in Washington, DC, which is the focus of this paper. The organization is well-known and respected, and is regularly visited by sitting United States Presidents, for example on Thanksgiving. It operates Martha's Outfitters, a thrift store that sells clothing, shoes, and household items at low cost. The store is open to the general public, and its clientele is mixed, with low income individuals as well as the well-do do coming to the store. In addition to the clientele that purchases merchandize, the store also welcomes individuals referred by local social agencies who can receive a few items of clothing for free every month.

Over the last two years Martha's Outfitters has more than doubled its sales thanks to a number of improvements to make the store more attractive (see Wodon et al., 2013a and 2013b). This increase in sales has generated substantial earnings from the store that help fund other programs specifically targeted to low income families, including a food pantry. Because of this

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[1] All those statistics are from NARTS' website at www.narts.org.

[2] We will use the words clients and customers interchangeably.

success, Martha's Table recently opened (in the summer of 2013) a second thrift store in a different neighbourhood of the city.

Martha's Outfitters thus exemplifies a new wave of thrift stores that sell at low cost good quality second hand merchandize donated by patrons. The store caters not only to the low income population, but to a diversified clientele. It provides both very low cost items and slightly higher priced but high quality merchandise, with superb customer service for all of clients (especially in terms of the friendliness of the staff). The purpose of this paper is to measure and assess the drivers of customer satisfaction among the clientele of Martha's Outfitters. The results suggest that client satisfaction with the store is very high, which is important for a thrift store since as mentioned earlier research suggests that word of mouth and perceptions are very important for attracting new clients (e.g., Darley and Lim, 1999; Christiansen and Snepenger, 2005).

The clientele's high level of satisfaction is not too surprising given the evidence on the store's booming sales over the last two years. But what exactly drives client satisfaction? Is the store's clientele highly satisfied principally because of low prices, because of the availability of good quality items, because of convenience, or because of good old customer service? The answer to such a question is not obvious *à priori* and it matters not only for a specific store such as Martha's Outfitters, but also for the thrift store sector more generally given the changing patterns in the clientele, as discussed earlier.

In order to measure client satisfaction with Martha's Outfitters, and to assess the drivers of satisfaction, we implemented a client survey in July 2012 among the store's clientele. The surveys asked clients how they came to know about the store, how satisfied they were with the store in general and with various specific aspects of the store, and what their socio-economic and demographic characteristics were. This paper relies on the results of the survey to measure the drives of client satisfaction, not only through basic statistics but also through regression analysis and a triangulation with qualitative data from the open ended questions in the survey.

The paper is structured as follows. Section 2 provides a brief literature review. Section 3 presents the data and provides a brief socio-economic profile of the clientele. Section 4 discusses the results obtained regarding the satisfaction of the clientele. A conclusion follows.

2. Brief Literature Review

As mentioned in the introduction, the thrift store sector has changed substantially over the last few decades. The traditional image of thrift stores is one of stores with low quality and poorly organized second hand merchandize, and with a lack of attention to proper lighting and cleanliness (Bardhi, 2003). However, the sector has changed and many stores, including the store that is the focus of this case study, now feature better quality merchandize and greater attention to customer service and store atmosphere (for example, jazz music is often played at Martha's Outfitters). As a result, thrift stores are now attracting a diversified clientele.

Beyond low income clients, thrift stores attract also the middle class (the comfortably off) and even the wealthy or 'urban prosperous' in search of 'hedonic benefits', such as finding the rare unexpected and at times valuable item (Alexander et al., 2008; Williams and Paddock 2003). Some in the clientele may actually appreciate both the thrift and hedonic benefits from thrift shopping, and the practice of thrift may by itself provide hedonic benefits (e.g., Bardhi and Amould, 2005; Albinsson and Perera, 2009; James 2011; Cervellon et al. 2012).[3]

[3] Although the stigma of thrift shopping has faded in recent years, this is not universal as some people still reject the idea of wearing clothes that were previously used (Roux and Korchia 2006).

In a study on France, Guiot and Roux (2010) suggest that thrift shopping entails critical, economic, and recreational aspects. The authors propose a typology of the clientele into what they call the 'polymorphous enthusiasts', the 'thrifty critics', the 'nostalgic hedonists', and finally the regular specialist shoppers. In effect, thrift stores have now for some time attracted a broad range of customers including the middle class and well-to-do (James, 2011). In a 2008 poll mentioned in USA Today, 70 per cent of the adult population agreed that second hand shopping was socially more acceptable than it a decade earlier, thereby enabling thrift stores to position themselves well to reap benefits from the recession (Petrecca 2008).

Given this shift in clientele, it is not clear that today low prices alone matter as much as they may have in the past for the satisfaction of the clientele. As noted by Spena et al. (2012) in their analysis of another non-traditional retail channel – that of temporary shops in Italy, understanding and enhancing the experience of customers in stores is critical. The organization of retail space and a store's atmosphere affect a shopper's sensory and social stimulations, and ultimately purchases (e.g., Turley and Milliman, 2000; Verhoef et al. 2009; Puccinelli et al. 2009). In a study for the US, Darley and Lim (1999) found that a second hand store's image and the perception of its quality-availability had a positive impact on how frequently the clientele shopped at the store. Similarly, Mitchel and Montgomery (2010) examined how shoppers process information about competing thrift stores, and suggested that when evaluating a thrift store, what matters most to buyers includes the cleanliness of the store and of its surroundings, the quality of the merchandise, the organization of the displays, the cost to benefit ratio (value) of the merchandise, and the friendliness of the store's staff. Price matters for value, but quality and cleanliness as well as service seem to matter even more for perceptions and satisfaction.

The results obtained in this study suggest not only that client satisfaction with Martha's Outfitters is very high, but also that satisfaction is driven in large part by high levels of customer service in the store. This, together with the quality of the merchandize, is important for a thrift store since as mentioned earlier, research does suggest that word of mouth and perceptions are very important for attracting new clients, and for existing clients to return (e.g., Darley and Lim, 1999; Christiansen and Snepenger, 2005). This does not mean that all clients will value quality and customer service more than low prices. As noted by Williams (2003), for the socio-economically disadvantaged, low prices may continue to matter, while hedonic motives matter more for the well-to-do. In other words, instead of an either/or approach to understanding their clientele, thrift store operators would be advised to rely on a 'both/and' approach. But even among those with limited means in search of relatively low cost second hand merchandize as opposed to vintage items, prices need not always and necessarily be the main driver of customer satisfaction.

Before presenting the results, a note on the methodological approach used in this paper is probably warranted. The paper relies on a client survey implemented in the Martha's Outfitters store. The questionnaire of the survey was relatively short, with 24 questions, but many of which included sub-questions. While most of the questions were closed form with numerical or categorical responses, a few questions were open ended, in order to elicit qualitative feedback. The questionnaire was designed on purpose to provide both quantitative and qualitative data, in order to be able to better triangulate the results, and make sure that they were consistent.

The combination of quantitative and qualitative data is important for this study and warranted by the nature of some of the questions being analyzed. Quantitative data and methods have long been privileged in the business and economics literature. They provide robustness to the results if they rely on appropriate samples, and regression analysis helps to control for other variables when measuring the impact of a specific variable on a given outcome. Yet quantitative data also have limits, especially when the analysis fails to provide appropriate contextual information. Qualitative methods, from open-ended questions to focus groups and in-depth interviews, help to shed light on what customers are looking for in a store, or appreciate the most about a store. While in this paper the qualitative information was elicited through open-ended questions as opposed to more detailed focus groups or in-depth interviews, they proved very valuable in confirming the results provided by the statistical and regression analysis.

3. Data and Profile of the Clientele

In order to measure levels of customer satisfaction with Martha's Outfitters and assess the drivers of such satisfaction, a survey of the clientele was implemented from Saturday, June 30, 2012 to Friday, July 6, 2012. Interviews were conducted all day long for the four days during which the store was open that week (Saturday, Tuesday, Thursday, and Friday; Wednesday was Independence Day and the store is not open on Sundays and Mondays). A total of 411 clients responded to the survey, although there are missing values for some of the questions. It should be noted that clients benefitted from a 20 per cent discount on their purchase if they participated in the survey. This helped in obtaining a very good response rate, but this may also have (probably only marginally) enhanced levels of client satisfaction with the store during those specific days.

As mentioned in the previous section, the questionnaire of the survey consisted of 24 questions with many questions including sub-questions. Most of the questions were closed form with numerical or categorical responses, but a few questions were open ended and these will be used in section 4. Several of the questions were asked in order to provide a profile of the clientele, which is presented in this section. Basic statistics are provided in table 1.

<Table 1 here>

Almost two thirds of the clientele consists of women, which is not surprising given that women tend to shop more, including for their children. The clientele is spread between various age groups, albeit tilted towards older individuals. The largest age group is that of those between 45 and 54 who account for 25.8 per cent of clients, followed by 23.5 per cent who are at or above 55 years of age. Another 20.5 per cent of the clientele is between the ages of 35 and 44, with 17.3 per cent between the ages of 25 and 34. Those below the age of 25 account for 12.9 per cent of clients. In terms of race, almost half of the clientele is African American (49.3 per cent), followed by Latinos (23.4 per cent) and Caucasians (19.5 per cent). Clients from Asian descent account for only 3.8 per cent of the sample, and all others for 4.0 per cent. On average, customers tend live in small households with only three members per household on average (2.21 adults and 0.79 children). In fact, 38 per cent of the clientele declared living alone and another 34 per cent declared living with another adult, so that about two thirds had no children living at home. But on the other hand, some households were very large with more than 10 members.

Table 1 also provides data on the occupation of clients, their income level, and whether they benefit from government programs as well as other programs run by Martha's Table. The majority of the clientele is employed (56.5 per cent), but a substantial minority is unemployed (17.2 per cent), with others being inactive or retired, or studying. Importantly, a third of the clientele (32.0 per cent) declare living in a household with total income below US$ 15,000 per year, while another 24.2 per cent earn between US$ 15,000 and US$ 30,000 per year. In addition, 26.6 per cent of clients benefit from government programs such as food stamps and disability allowances. Overall, these estimates suggest that about half of the clientele is likely to be poor or near-poor. The store also attracts better off individuals, with almost a fourth declaring household incomes above $50,000 per year. Note that only 6.9 per cent of clients participate in other programs run by Martha's Table, suggesting that more could be done by the thrift store to inform low income clients about other programs run by the organization. About half of the clients (47.2 per cent) shop at other thrift stores, and the average time it takes for clients to come to the store (whether they came from their work or their home) is 21 minutes. Overall, the demographic and socio-economic profile of the clientele is fairly diverse, as has been observed for other thrift stores among others by James (2011) and Mitchel and Montgomery (2010).

4. Satisfaction with the Store

Clients were asked to rate their satisfaction with the store on various dimensions using a five-point scale: Not satisfied, somewhat dissatisfied, neutral, somewhat satisfied, or extremely satisfied, with an additional option for unsure/not applicable. Eleven different dimensions of satisfaction or store characteristics were rated: the variety, quality, and pricing of clothing items, the variety, quality, and pricing of household goods, the signage, the store layout, the store atmosphere, the customer service, and finally the client's overall experience in the store.

As shown in table 2, the store did well. For clothing variety, quality, and pricing, between 56.1 per cent and 60.0 per cent of clients declare being very satisfied. Pricing, variety, and quality for household items were rated slightly lower, but still with high levels of satisfaction. Other aspects such as layout and signage were also rated favourably. And even higher ratings were obtained for store atmosphere, customer service, and overall satisfaction. For customer service the share of clients being very satisfied reaches almost 75 per cent. Overall, most clients tend to be somewhat or very satisfied in all of the dimensions and few clients are not at all satisfied or somewhat dissatisfied. Table 2 also provides summary cardinal ratings for the various aspects of the store simply by averaging the ratings from one to five. Again, the store ranks highest on overall satisfaction, service, and store atmosphere, and lowest (but still high) on household items.

<Table 2 here>

Qualitative data from the survey's open ended questions confirm the quantitative ratings. Clients were asked what they liked best about the store and what could be improved. Not all the clients surveyed answered the question, but most did (305 responses were obtained). The responses were tabulated according to each of the eleven dimensions mentioned above plus an "other" category when clients mentioned a feature that did not correspond to these eleven dimensions. The quality of the service and the friendliness of the employees came on top, being mentioned as the best feature of the store by 67 clients. These responses included seven mentions of the manager of the store (Michael) whose first name was known to quite a few of the clients. The second most often mentioned feature of the store that clients liked was the variety of the clothing items and the fact that there is a great selection of clothes (cited by 54 clients).

The store's layout and the fact that it was well organized came at third, with 41 clients mentioning this feature. Clients relate the layout and the organization of the store to the fact that items are easy to find and the fact that the store is not too big (the store stands at about 2,000 square feet, which is smaller than most thrift stores). Fourth were the low prices mentioned by 30 clients and this was followed by the location of the store, mentioned by 27 clients. The quality of the clothing was mentioned by 25 clients, some of which emphasized the fact that brand name clothes were available as well. The atmosphere of the store was mentioned by 23 clients, including positive comments about the background music (often jazzy), the fact that the clientele is very diverse, and the fact that the store is "laid back". Eight clients mentioned the variety of the available household goods and other items, including the fact that all books are free. Four clients mentioned that they appreciated Martha's Table as an organization in general, and one client mentioned the system of colour tags for prices. In addition, another 25 clients mentioned that the store is "all is good", that they live "everything", or that they simply "love it."

As to what could be improved, among the 206 clients who responded, the most frequent response was "nothing", with 48 clients providing this response, which is again encouraging. A total of 44 clients suggested improvements in the layout and design of the store. Most of those comments related to the fact that the store was small, and at times crowded, so that some suggested expanding the store. To some extent those comments are a testimony to the store's success which leads to substantial traffic. Thus, while other clients liked the fact that the store was small, an expansion could still be considered. A few clients also suggested improving the layout in order to make it easier to find items and adding a fitting/dressing room (the store does not do this because of problems encountered in the past with such a room). One client asked for new carpeting, another for new painting on the walls, and a third for space to park.

After suggestions on layout and design, the second most often mentioned category (by 44 clients) related to more variety in the available clothing, including for large sizes (for women) and for more men's clothing, among others. Another 40 clients stated that prices were at times expensive (one person suggested having one day of sales each week). Another 21 clients suggested more variety in household items, including computers, furniture, jewellery, linens, house ware, etc. By contrast, only four clients complained about the quality of the clothing, and none about the quality of the other items. Thus, while clients do rate the variety, quality, and pricing of the clothes well, some would still like more variety and lower prices. A total of ten clients suggested that signage could be improved to find items or their price more easily. A few clients (seven) suggested better customer service, including more helpers and volunteers, for example for the blind. Finally, having the store open for more hours each day or on Sundays and providing coffee or drinks (which would not be advisable due to the risk of spills) were also mentioned by a handful of clients. Overall, what emerges from the open ended questions is a high level of satisfaction with the store and some suggestions for improvements.

The basic statistics and the qualitative analysis suggest that satisfaction with customer service is what clients like the most about the store. Regression analysis tends to confirm this finding. Table 3 provides the results from an ordered probit regression with as dependent variable the overall level of satisfaction of clients. Demographic and socio-economic characteristics as well as the potential drivers of overall satisfaction are included as independent variables (in cardinal form from one to five for the drivers of satisfaction for simplicity, except whether households find what they are looking for, which is a categorical variable). The first model includes the variety, quality, and pricing of household items, but the second model does not, which increases the sample size (because there are more missing values for those variables).

<Table 3 here>

A few of the demographic and socio-economic variables have statistically significant coefficients in at least one of the two models. Latino and Caucasian clients, as well as clients from other races may be harder to please than African American clients, although the effects tend to be statistically significant only in the first model. Those in the 35 to 45 and 45 to 55 years of age brackets tend to be harder to please than older individuals. Those who live further away from the store tend to be more satisfied, but there may be sample selection at work here given that for those individuals to come, they must really like the store. Those with very low income tend to be slightly less satisfied, and the same is observed for those benefiting from government assistance, which is also a sign of low incomes. Those benefitting from other programs run by Martha's Table tend to be more satisfied, which may denote a halo effect. Of all those effects, those related to age and benefiting from other programs run by Martha's Table tend to be more robust.

But what matters even more for the drivers of satisfaction is the fact that in both models, of all the variables capturing the experience with the store with statistically significant impacts on overall satisfaction, the ratings for the quality of the service has by far the largest impact, confirming the previous findings. The quality of the signage also plays a role, perhaps in part because some of the clients seemed puzzled by the colour coded prices, which may have reduced their satisfaction. The quality of household items is also associated with higher satisfaction. By contrast, the fact that clients may not find what they are looking for reduces overall satisfaction as expected. None of the other variables capturing the experience with the store have statistically significant effects on overall satisfaction in either one of the two specifications.

5. Conclusion

In a context of hard economic times and a booming thrift store industry, it is beneficial for thrift store operators to better understand the drivers of client satisfaction. While in the past clients may have been concentrated among low income individuals and families who tend to be highly price sensitive, today's clientele is more diverse and appreciative of other aspects of the thrift store experience beyond low prices. Using a survey of the clientele of a thrift store located in Washington, DC, we have shown in this paper that customer service may well be a more important driver of client satisfaction than pricing or other characteristics of a store. Of course, without good quality merchandise and low prices, thrift stores may not be able to be successful. But there is something to be said for good old customer service. While the results from this case study may not hold necessarily for other thrift stores (external validity may be limited), they do provide useful insights not only for the management of this store, but also for other thrifts stores.

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Table 1: Socio-Economic Profile of the Clientele (%, unless specified otherwise)

	Share of clients		Share of clients
Gender		**Occupation**	
Men	38.3	Student	12.1
Women	61.7	Employed	56.5
Age and household size		Unemployed	17.2
Under 25	12.9	Retired/Inactive	14.2
25-34	17.3	**Household income bracket**	
35-44	20.5	Under $15,000	32.0
45-54	25.8	$15,000-$30,000	24.3
55+	23.5	$30,000-$50,000	20.6
Average household size (number)	3.0	Above $50,000	23.2
Race		**Beneficiary of other social programs**	
African American	49.3	Beneficiary of Government program(s)	26.6
Asian	3.8	Beneficiary of other Martha's Table program(s)	6.9
Latino	23.4	**Other variables**	
Caucasian	19.5	Shopping at other thrift stores	47.2
Other/Mixed	4.0	Time to come to the store (minutes)	21.1

Source: Authors.

Table 2: Satisfaction Measures and Areas for Improvement (%, unless specified otherwise)

	Clothes			Household Items		
	Variety	Quality	Pricing	Variety	Quality	Pricing
Ratings (%)						
Not satisfied at all	0.4	0.6	1.3	1.1	0.3	0.9
Somewhat dissatisfied	1.8	1.4	4	5.5	4.2	4.7
Neutral	11.4	11.4	10.4	17.6	16.6	14
Somewhat satisfied	29.7	30.6	24.2	30.3	30.2	25.8
Extremely satisfied	56.7	56.1	60	45.5	48.7	54.7
Average rating (1 to 5)	4.41	4.4	4.38	4.13	4.23	4.29
Qualitative comments (number)						
What customers like most	54	25	30	8	-	-
Areas for improvement	44	4	40	21	-	-
	Signage	Store Layout	Store Atmosphere	Customer Service	Overall Experience	Others
Ratings (%)						
Not satisfied at all	0.4	0.2	-	-	-	NA
Somewhat dissatisfied	2.9	2.1	1	1.9	0.6	NA
Neutral	10.3	5.8	7.1	6	4.8	NA
Somewhat satisfied	24.4	31	23.3	17.9	22.2	NA
Extremely satisfied	62	60.9	68.6	74.2	72.4	NA
Average rating (1 to 5)	4.45	4.5	4.59	4.64	4.66	NA
Qualitative comments (number)						
What customers like most	1	41	23	67	NA	31
Areas for improvement	10	45	-	7	NA	7

Source: Authors.

Table 3: Correlates of Overall Client Satisfaction, Ordered Probit Model

	Model 1 Estimates	Model 2 Estimates
Demographics and employment status		
Female respondent (ref: Male)	-0.051	-0.136
	(0.306)	(0.242)
Latino (ref.: African American)	-0.834	-0.387
	(0.296)***	(0.231)*
White/Caucasian (ref.: African American)	-0.743	-0.347
	(0.322)**	(0.253)
Other race (ref.: African American)	-0.957	-0.520
	(0.464)**	(0.342)
Below 25 year old (ref.: 55 or above)	0.655	0.636
	(0.565)	(0.444)
25 to 34 year old (ref.: 55 or above)	-0.363	-0.518
	(0.436)	(0.371)
35 to44 year old (ref.: 55 or above)	-1.270	-0.818
	(0.437)***	(0.376)**
45 to54 year old (ref.: 55 or above)	-0.795	-0.806
	(0.457)*	(0.355)**
Household size	0.103	-0.012
	(0.064)	(0.050)
Student (ref.: employed)	-0.091	-0.255
	(0.532)	(0.325)
Unemployed (ref.: employed)	0.405	-0.045
	(0.381)	(0.285)
Inactive (ref.: employed)	0.303	-0.247
	(0.489)	(0.388)
Income and opportunity cost		
Time to come to the store in minutes	0.011	0.012
	(0.007)	(0.005)**
Low income (ref.: very low income)	0.701	0.129
	(0.315)**	(0.273)
Medium income (ref.: very low income)	0.703	0.291
	(0.353)**	(0.291)
High income (ref.: very low income)	0.669	0.347
	(0.337)**	(0.249)
Beneficiary of government programs (ref.: no)	-0.623	-0.318
	(0.286)**	(0.225)
Beneficiary of other Martha's Table programs (ref.: no)	0.853	0.777
	(0.326)***	(0.326)**

Note: Levels of statistical significance * $p<0.10$; ** $p<0.05$; *** $p<0.01$
Source: Authors.

Table 3 (Continued): Correlates of Overall Client Satisfaction, Ordered Probit Model

	Model 1 Estimates	Model 2 Estimates
Experience with the store		
Some items not found (ref.: no items unfound)	-0.630	-0.524
	(0.284)**	(0.200)***
Client at other thrift stores (ref.: no)	0.361	0.120
	(0.246)	(0.180)
Variety of clothing items (index 1-6)	0.063	0.250
	(0.223)	(0.178)
Quality of clothing items (index 1-6)	0.076	0.182
	(0.213)	(0.240)
Pricing of clothing items (index 1-6)	-0.012	0.092
	(0.176)	(0.121)
Variety of household items (index 1-6)	-0.279	
	(0.175)	
Quality of household items (index 1-6)	0.733	
	(0.251)***	
Pricing of household items (index 1-6)	0.251	
	(0.179)	
Cost comparison with other stores (index 1-4)	-0.053	-0.036
	(0.143)	(0.114)
Quality of signage (index 1-6)	0.868	0.517
	(0.221)***	(0.153)***
Quality of layout (index 1-6)	-0.076	0.231
	(0.245)	(0.187)
Quality of service (index 1-6)	1.175	0.935
	(0.235)***	(0.196)***
Constants		
First cut-off point	5.961	3.990
	(1.263)***	(1.230)***
Second cut-off point	8.570	6.355
	(1.447)***	(1.385)***
Third cut-off point	11.339	8.455
	(1.601)***	(1.537)***
Number of observations	237	286
Pseudo R2	0.564	0.451

Note: Levels of statistical significance * p<0.10; ** p<0.05; *** p<0.01
Source: Authors.