Master's thesis

The effect of Social Media service quality on Customer Value

Supervisor :
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Co-supervisor :
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Thesis presented in fulfillment of the requirements for the degree of Master of Management

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FACULTY OF BUSINESS ECONOMICS
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This master thesis covers and links two important marketing topics. The first part focuses on customer value and discusses customer value in the (fashion) retail industry. The second topic that is discussed in this master thesis is social media. The Business Model Canvas will be discussed in order to provide a link between social media and customer value. To give this master dissertation an extra dimension, the focus of social media extends to e-service quality. In present research, Holbrook's Value Typology is used to measure customer value in the retail sector. And for the measurement of social media service quality, the E-S-QUAL and E-RecS-QUAL scales by Parasuraman et al. were used to measure the e-service quality of the Facebook Page of a small retail store named Level Menswear located in Sittard (NL). This resulted in the following research question:

'What is the effect of social media service quality on customer value?'

First, all concepts relevant to customer value have been investigated in the literature review. Holbrook's Value Typology is further defined and the eight value types are explained. In the empirical section, however, nine value types are used, since excellence is split up into product excellence and service excellence. The use of social media has been discussed in a small business context and in fashion retail. Later on, e-service quality has been added to the use of social media and so e-service quality is defined as "the extent to which a website facilitates efficient and effective shopping, purchasing and delivery". Based on this information and partially on the research done by Lee, Cha and Cho (2012), a conceptual model is build. In this master thesis, the variables from E-S-QUAL and E-RecS-QUAL serve as the independent variables and have customer value as a dependent variable.

Second, a quantitative study is conducted based on a questionnaire to achieve the purpose of this research. The items (i.e. questions) of the e-service quality scales (i.e. E-S-QUAL and E-RecS-QUAL) were modified to reflect the social media services. With the help from Level Menswear's staff, flyers were distributed to promote my questionnaire. This flyer was distributed in Sittard (NL) and in addition personal questionnaire were also taken to stimulate the response. In total, a sample of 148 valid responses has been collected. Based on these responses, statistical analyses were conducted using Statistical Package for the Social Sciences (SPPS). The analysis showed that the regression equation is statistically significant.

Third, findings based on the statistical analysis are discussed and a performance analysis is done of Holbrook's Value Typology and the e-service quality scales. Level Menswear performed very well on the various value types as well as social media quality. Aesthetics and service excellence are the two highest performers for Level Menswear. The highest performers of e-service quality are contact, privacy and Facebook Page efficiency, which scored excellent for a small clothing store's Facebook Page.

Based on the findings it was clear that fulfillment, Facebook Page content and information and responsiveness have a statistically significant positive effect on the perceived customer value. These findings partially coincided with the results from Lee, Cha and Cho's (2012) research, where the conceptual model is based upon. Fulfillment has the highest impact on perceived value and has been named the best contributor of e-service quality by previous research. When looking at online service recovery, consumers' perceived value is influenced most by responsiveness, which means that Level Menswear is required to respond to consumers' complaint, problems and other demands.

Master of Management – International Marketing Strategy   Dries Hoeken

Table of contents

A.   List of Tables

B.   List of Figures

C.   List of Graphs

This master thesis is the final proof of competence for obtaining the Master of Management Degree with a specialization in International Marketing Strategy at the University of Hasselt located in Diepenbeek, Belgium. My supervisor for this thesis has been Dr. Sara Leroi-Werelds and co-supervisor Dr. Sandra Streukens.

Throughout my Master year, I discovered my interest in the characteristics that relate directly to the customer. Because of the digital age that we live in today, I have also added social media to the field of customer value marketing. While researching this phenomenon in a retail (fashion) setting, I completed my search in finding a topic for my dissertation.

Finally, I would like to thank my supervisor Dr. Sara Leroi-Werelds for giving me the support, detailed feedback, and suggestions to my thesis. Also, I am very thankful for my co-supervisor Dr. Sandra Streukens who helped me begin my thesis. Furthermore, I'd like to give special thanks to Danielle Szlanina, the owner of Level Menswear, for supporting me in distributing my study and help me reach customers. Finally, I would like to thank my parents and closest friends for all their support when I needed it the most.

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Dries Hoeken

Kinrooi, June 2016
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Master of Management – International Marketing Strategy   Dries Hoeken

1. Problem statement

In recent past, the issue of value creation had started to gain interest in not only the marketing literature, but in overall management as well (Grönroos, 2008). Customer value-based competition represents the next major shift in managerial practice. Competing for an advantage in markets through superior customer value delivery is here to stay (Woodruff, 1997). And so Holbrook situates customer value within marketing as follows: *"If we view Marketing as a process that leads toward exchanges and if we define an exchange as a transaction between two parties in which each party trades something of value in return for something of greater value (Kotler 1991), it follows immediately that customer value provides the foundation for all marketing activity and deserves the attention of every consumer researcher."* (Holbrook 1996, p. 138)

The most commonly used definition of customer value is the one developed by Zeithaml (1988). She argues that: "perceived value is the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml, 1988, p.14). Understanding customer value is important, as it is discussed by Gallarza et al. (2011), to be rooted in marketing as a discipline with respect to the exchange relationship itself and the nature of products and services.

When discussing value, and in particular customer value, an interesting point of view is the Business Model Canvas (BMC) developed by Osterwalder et al. (2010). In their book the 'Business Model Generation' explains how a business model should create, deliver and capture value. Within the Business Model Canvas, value plays an important role, not only from an academic standpoint, but in practice as well. The BMC depicts various relations and linkages (i.e. customer relationships) and with these linkages a company can establish specific relationship with their customers. These relationships can range from personal to automated and more importantly there are different channels to do so (Osterwalder and Pigneur, 2010). In our current society, social media is now a viable support channel (Klie, 2015) and it can be used to maintain relationships and facilitate collaborative experiences and dialogues that customers value (Baird, 2011).

Social media can therefore be used as an possessive (direct) channel and as a customer relationship tool (i.e. personal assistance and communities) by using the new 'Value Proposition Canvas' designed by Osterwalder et al. (2010) to analyze how to create value for customers (Osterwalder and Pigneur, 2010). Social Media Technologies (SMTs; i.e. Facebook, Twitter and blogs) are neither a driver nor a facilitator – a false dichotomy – but instead are a value amplifier. As a result, SMTs amplify both an organization's weaknesses and its strengths in customer and community interaction (Jarvenpaa and Tuunainen, 2013).

Dries Hoeken   Master of Management – International Marketing Strategy

Traditionally, customer value is discussed as the significant factor between provider and customer, but due to the emergence of social media this relationship is changing. Social media facilitates not only the relationship between provider and customer, but among online users as well (Yang et al., 2014). Furthermore, Yang et al. (2014) researched customer value in relation with social media and found that from a customer-centric perspective, value should be created *for*, *by* and *with* customers.

Due to the advances in internet technology and the emergence of Web 2.0, the relation and connectivity between individuals has expanded greatly. This emergence has enabled consumers to generate content and have social interactions online via social platforms (Hajli, 2013). Social media platforms are serving as channels between customers and businesses and vice versa (Moscato and Moscato, 2011). As a result, with these interactions, both consumers and businesses are involved in value co-creation (Hajli, 2013). This means that companies can influence the process of value creation for the customer. However, this is only possible when the quality of interactions is perceived as high. Personal interactions in service and retail businesses are crucial and should be considered as a source of value, above the value of the intended offering (Ulaga and Eggert, 2006).

Though customer value has received a lot of attention in the marketing literature, a research gap exists in search for the influence of social media on this topic. Most of the literature focuses on value frameworks and other components, but very rarely customer value and social media are researched in the same relation. This relation is an important point as customer involvement through social media is a key factor in marketing (Do-Hyung et al, 2007). And since consumers have social interactions through social media, these developments have introduced a new stream in e-commerce called social commerce, which empowers consumers to generate content and influence others. These interactions provide values for both consumers and business. Therefore, both are involved in co-creation of value (Hajli, 2013). Also social media is a new concept and only researched recently. Therefore, this master thesis aims to fill the void.

The general aim of this master thesis is to evaluate the relationship between **social media (service) quality and customer value**. To obtain this research aim, the following sub questions will be answered:

- What is customer value?
- Why is customer value important?
- What is social media and social commerce?
- What is social media (service) quality and how can we measure it?
- What is the link between customer value and social media quality?

2. Literature review

This section will provide a review of the existing literature about all the concepts used in this study.

2.1. Defining customer value

Definitions of customer value are diversified, and the term *customer value* can be defined from two different perspectives: 'value for the customer', known as customer perceived value, and 'value from the customer, which is now more commonly referred to as customer lifetime value (Woodall, 2003). This master dissertation will focus on the former. Regarding what constitutes value for the customer, there is a certain consensus (Woodruff, 1997). Customer value is defined by Zeithaml (1988) as follows; "perceived value is the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml, 1988, p.14).

Although there are many other relevant definitions of customer value, Leroi-Werelds (2013) provided a chronological review of definitions of customer value that highlight some key characteristics. She derives eight fundamental characteristics of customer value:

1. Customer value involves a trade-off between perceived benefits and costs.
2. Customer value is perceived by the customer.
3. Customer value is personal.
4. Customer value is situation-specific.
5. Customer value implies an interaction between a subject (i.e. the customer) and an object (e.g. a product, a service, a store).
6. Customer value is always created by the customer.
7. Customer value is facilitated by the firm.
8. Customer value can only be co-created with the firm in case of high-quality direct interaction between the customer and the firm (or its employees).

These key characteristics of customer value will be further explained in the following paragraphs. The first characteristic is in line with the definition of Zeithaml (1988), which states that customer value is a trade-off. The benefits customers receive when using a product or service will be compared with the sacrifices (money, effort and time) customers give up. Second, customer value is perceived by the customer. Since it is the customer who defines value and decides whether or not a specific product or service has value and to what extent (Woodruff 1997). Third, customer value is personal. A customer evaluates a product or services based on their personal characteristics and preferences (Woodruff, 1997; Holbrook, 1999; Woodall, 2003).

Fourth, customer value is situation-specific meaning that the value customers perceive is dependent on time (f.e. seasonal), location and other situation-specific circumstances (Woodruff, 1997; Holbrook, 1999). Some products and/or services are only, or more valued during a specific season and/or location. For example, a cold tasty cocktail can provide a lot of value to a customer on a beach in the summer.

Fifth, before any customer value can be created, an interaction between customer and the product or service must take place. This is in line with the value-in-use notion which is further explained in paragraph 'value creation process' (Grönroos, 2011), here a situation will be given in order to illustrate the last three characteristics provided by Leroi-Werelds (2013).

2.1.1. Value creation process

The value creation process is given in the following consumer context of the household as a utility or value producing unit; "Firms supply the household with the resources, such as goods, service activities and information, which the household needs in order to create value (or utility) for itself. A good represents potential value (or utility) for the household. The customer may purchase the good and subsequently, the good has to then initiate and implement the activities required to transform this potential value into real value for itself" (Grönroos, 2011 p. 242), concluding it is the customer (in the example the household) who is the value creator in a business relationship (i.e. characteristic six). Since value creation (of value-in-use) takes place in the user's sphere, it is the supplier that is invited to engage with the customer's usage processes, resulting that supplier production aims to facilitate customer value (i.e. characteristic seven) (Grönroos, 2011).

Following the value-in-use notion, which has been widely accepted and most important to know is that the customer, as the user of resources, is the value creator. In some situation the customer may co-create value-in-use (Grönroos, 2011). And so Grönroos (2011) stated that the fundamental characteristic of customer value is that co-creation can only appear during high-quality interactions between the firm and the customer. This implies that companies can influence the customer's process of value creation only if the quality of interactions is perceived high (i.e. characteristic eight) (Grönroos, 2013). The reason behind these high quality interactions is to improve the level of value that customer perceive, especially personal interactions in service and retail businesses are crucial and should be considered as a source of value (Ulaga & Eggert, 2006).

Master of Management – International Marketing Strategy   Dries Hoeken

2.1.2. The importance of value as competitive advantage

The concept of value and its significance has evolved greatly in the past years. Marketers are led by the question of how to provide a greater value for customers in order to gain a competitive advantage (Gallarza, 2011; Rivière and Mencarelli, 2012). Next, three points of reason will be given to explain the importance of value and value as a competitive advantage.

First, the concept of value is fundamental to the marketing theory. Since recent research contributions have confirmed the importance of correctly conceptualizing value (see characteristics of customer value by Leroi-Werelds 2013). The most recent definition of marketing, with a strong emphasis on value, is adopted by the American Marketing Association (2014) stating; "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large" (Gallarza et al., 2011).

Moreover, Gallarza et al. (2011, p.182) state that the overall importance of customer value as follows; "it appears that the concept of customer value is both synchronically and diachronically important for the study of marketing. On one hand, from the synchronic perspective (i.e. viewed at a moment in time), customer value provides the axiomatic (i.e. self-evident) roots of marketing as a discipline related to the exchange relationship itself and to the nature of products-and-services offered in a market. On the other hand, from the diachronic viewpoint (i.e. affecting/applying to changes over time), the various paradigm shifts in marketing thought have often or even always, in some way, embraced the notion of consumer value".

Second, customer value is inevitably linked to major constructs in marketing such as, perceived quality and price, service quality and customer satisfaction. Although they are necessary, marketing activities based on improving quality of goods or customer satisfaction have reached their limitations (Aurier, Evrard and N'Goala, 2004). More and more managers feel that product innovation and quality no longer provide the basis for a competitive advantage (Butz and Goodstein, 1996). Instead, Woodruff (1997) argued that the next major management transformation will likely come as organizations turn more of their attention outwards to markets and customers instead of the same focus on internal processes and structure. But this is not easily achieved without developing a customer-centric philosophy. And achieving a sustainable competitive advantage in the market place is difficult (Zeithaml et al., 2000). Therefore, McFarlane (2013) argues that meeting customer needs must essentially become the major value driver within the organization and each member of the organization must understand this and become a value adding knowledge worker with a passion for customer service and satisfaction.

Third, value that remains unique will become an ultimate competitive advantage or a factor for market leadership so that companies can deliver on their value propositions (Weinstein, 2012). Retailers, for example, are operating in a more complex competitive environment in which customers are more demanding and value conscious than ever before (Sweeney and Soutar, 2001; Sánchez et al., 2009). This has caused a growing interest in facilitating and delivering superior value to the customer (Smith and Colgate, 2007). Thus, to maintain a competitive advantage firms are increasingly recognizing customer-perceived value as a vital factor in creating new service methods (Yeh, 2013).

2.1.3. Customer value in retail-context

There are many different definitions in the literature about customer value, as discussed above. This thesis will research customer value in the retail industry which will be discussed in the empirical section. Therefore, it will be appropriate to discuss customer value in retail context as well.

Retail is an industry where value exchanges are performed and executed. Value can be objective and subjective, in which on the one hand, the customer receives physical products, services, convenience and several experiences. While on the other hand, the customer pays with its time, money and energy. The understanding of customer needs is therefore an important element for effective strategies in retail (Chamie and Ikeda, 2015). From a retailing perspective, Hartnett (1998, p.21) argued that "when retailers satisfy people-based needs, they are delivering value, which puts them in a much stronger position in the long term". Burden (1998, p.2) commented on the same issue that "successful retailers increasingly target their offers towards two consumer categories: those with an emphasis on value and those for whom time pressure is key". This move to value in retailing seems to be a global phenomenon as consumers are much more value conscious than they were in the mid-1990s (Sweeney and Soutar, 2001). This leads to the fact that retail customers are value-driven (Sweeney and Soutar, 2001).

Sweeney and Soutar (2001) argue that recognizing the importance of value should allow retailers to develop more sophisticated positioning strategies and to escape from the low-pricing policy. Also recent changes in the environment and technology in the retail industry have spurred changes in both the ways consumers perceive value and the tactics retailers are using to communicate value offers (Grewal et al., 2012). Sweeney and Soutar (2001) further discuss perceived value in the retail-context. Their PERVAL (perceived value) framework provides the foundation for extending customer perceived value focusing on the benefits perceived by customers in the internet retailing environment (Sweeney and Soutar, 2001). This notion will be in line with the literature discussed in the section of the Business Model Canvas building blocks.

Master of Management – International Marketing Strategy   Dries Hoeken

2.2. Value typology of Holbrook

Holbrook (1999, p.5) defines customer value as an "interactive, relativistic preference and experience". This definition captures some key characteristics such as; how it is perceived uniquely by individual customers; it is conditional or contextual (i.e. depending on the individual, situation or product); how it is relative (in comparison to known or imagined alternatives) and it is dynamics (i.e. changing within individuals over time) (Ulaga, 2003).

Holbrook's (1999) definition describes four factors that are linked with each other being, interactive, relativistic, preference and experience. In the following paragraph we are taking a closer look at each individual factor.

- Interactive

Customer value implies an interaction between a consumer (subject) and a product (object). Therefore, customer value only exists when a consumer values certain physical characteristics of a product. However, this interaction is necessary in order for an object to be perceived (Holbrook, 1999).

- Relativistic

Customer value is relative. Holbrook (2005) argues that customer value is personal, situational and comparative.

  o Personal

  A characteristic of relativity is that it is individual. Value that is perceived by a consumer differs from one consumer to the next.

  o Situational

  It depends on the situation (i.e. context) in which the evaluation occurs. Depending on the circumstances this can differ.

  o Comparative

  This is the last characteristic of relativity. It suggests that the values of certain objects can be compared with one another. This evaluation however needs to be done by the same individual in order to be compared according to the preferences of the same individual.

- Preference

Customer value embodies a preference commonly referred to as like/dislike, favorable/unfavorable, good/bad, positive/negative, pro/con, or approach/avoid (Holbrook, 2005).

- Experience

Finally, such an interactive, relativistic preference attaches not to the object itself but rather to the relevant consumption experience (involving fantasies, feelings, fun and other aspects of customer satisfaction from product usage) (Holbrook, 2005).

Leroi-Werelds et al. (2014) concluded that customer value is too complex to measure with a one-dimensional construct (Ruiz et al., 2008; Sweeney and Soutar, 2001) and that value should be measured at the consequence level (Vargo and Lush, 2004). Therefore, this dissertation will use a multi-dimensional construct namely, the measurement method of Holbrook (1999). Holbrook's customer value typology framework is built on three underlying dimensions;

- extrinsic vs. intrinsic value (the customer perceives value in using or owning a product or service as a means to an end vs. the customer perceives value from a product or service itself),
- self-oriented vs. other-oriented (the customer perceives value for the customer's own benefits vs. customer perceives value for the benefit of others),
- active vs. reactive value (the customer perceives value through direct use of an object vs. customer perceives value through apprehending, appreciating or responding to an object).

With these dimensions, Holbrook developed a matrix that contains eight types of customer value: efficiency, excellence, status, esteem, play, aesthetics, ethics and spirituality. These are different types of value that customers can experience when using a product or service.

		Extrinsic	Intrinsic
Self-oriented	Active	**Efficiency** (Convenience)	**Play** (Fun)
	Reactive	**Excellence** (Quality)	**Aesthetics** (Beauty)
Other-oriented	Active	**Status** (Success/Impression)	**Ethics** (Virtue/Justice/Morality)
	Reactive	**Esteem** (Reputation/Materialism)	**Spirituality** (Faith/Ecstasy)

Table 2.1: Holbrook's value typology (Holbrook 1999)

It is crucial to have a better understanding of each value type; therefore a description of each value type will be given in the next paragraphs.

The first value type is **efficiency**. As shown in Table 2.1, efficiency refers to the active role of consumption as an extrinsically motivated means to some self-oriented end (Holbrook, 2005). Efficiency further refers to the comparison of what a customer receives (i.e. product or service) opposite to what the customer gives in return (i.e. money, time or effort) (Holbrook, 1999). The second value type is **excellence**. Holbrook (2005) argues that excellence occurs when a product or service is appreciated reactively for its capacity to serve as the means to a self-oriented end. The most distinct example of excellence is quality, which refers to the ability of an object to perform its function well (whether or not it is actually used for that purpose) (Holbrook, 2005). The third value type is **status**. Holbrook (1999) describes status as the active manipulation of one's own consumption behavior as an extrinsic means toward the other-oriented of achieving a favorable end. With status, we wish to achieve success in the eyes of those whom we want to influence. The fourth value type is **esteem**. Esteem is the reactive side of status but the differences with status are difficult to describe because of the strong interrelated relation between the two. Therefore, Holbrook (2005, p. 53) states; "esteem-based value typically involves materialism, satisfaction from owning prestigious possessions, or pride in one's more socially desirable consumption experiences". In other words, customers reactively appreciate their own consumption or lifestyle in a somewhat passive way as a potential extrinsic means to enhance other-oriented public image (Holbrook 1999).

Moving to the intrinsic side of Holbrook's value typology framework, these value types are dominated by personal feelings. The first intrinsic value type is **play**. Play typically involves having fun and this self-oriented experience show the intrinsic motivations of a customer (Holbrook, 1999). The second (intrinsic) value type is **aesthetics**. This value type is reactive in nature and self-oriented. It refers to an appreciation of some consumption experience, namely the experience of beauty or good taste. Aesthetics is connected to the mind of the customer and their emotions, all in relation to the sense of beauty (Holbrook, 2005). The third (intrinsic) value type is **ethics**. This active and other-oriented value type involves doing something for the sake of others, with concern for how it will affect them or how they will react to it (Holbrook 1999). Key examples of ethics as a value type are virtue, justice and morality. The fourth (intrinsic) and final value type of Holbrook's framework is **spirituality**. It is the counterpart to ethics and Holbrook (1999) describes spirituality as losing oneself in the 'Other' (other being some divine power or some cosmic force or mystical entity or even an inner being). Obviously, religious experience offers one common example of spiritual value (Holbrook 2005).

What is important to know is that these eight value types can co-exist, meaning that a consumption experience entails many or even all of the value types identified above (Holbrook, 1999). Also the reason for this further explanation of Holbrook's definition is to emphasize the fact that customers create value and it is unique for each individual (Holbrook, 2005; Grönroos, 2011). This evidence of Holbrook's value typology will be used in the empirical section of this master thesis.

2.3. Business Model Canvas - link between customer value and social media

Academics and practitioners have considered customer value as a strategic topic. Porter (2001) argues that the main issue lies in matching the offer to the customer's needs, or finding the right customer given a firm's offering. Breur (2006) states that this match can be achieved by creating a good customer value proposition. Since a value proposition taps into what customer experiences and considers relevant, Anderson et al. (2006) argue that there is no single widely approved definition for a customer value proposition. However, many academics, such as Grönroos (2011) and Woodruff (1996) agree on two notions; a customer value proposition should be defined from a customer perspective, and it should play a key strategic role within the organization (in pursuit of competitive advantage). Also, value is created in marketplaces where both supplier and customer are in a win-win relation (Breur, 2006).

Alexander Osterwalder (2004) started researching business models when e-business, e-commerce and the so called new economy emerged. Business models can contribute in understanding and sharing the business logic of a firm. Alexander Osterwalder (2010, p. 14), an author, speaker and adviser on business model innovation, defines The Business Model Canvas as follows; "a business model describes the rationale of how an organization creates, delivers, and captures value". Concretely, business models help to capture, visualize, understand, communicate and share business logic (Osterwalder, 2004). But most importantly, a business model needs to be managed. With a business model approach companies can react faster to changes in the business environment (f.e. change of new economy). Furthermore, the business model concept improves the alignment of strategy, business organization, and technology (Osterwalder, 2004).

Therefore, by using the Business Model Canvas designed by Alexander Osterwalder and Yves Pigneur (2010), we can describe a link between customer value and the intended research topic, social media (as previously described). In order to fully use and understand the Business Model Canvas, a description of the nine building blocks will be given.

2.3.1. Business Model Canvas and its building blocks

In this section the building blocks of the Business Model Canvas will be described, and how each building block is linked to one another and can serve as a starting point for any business ideas (Osterwalder, 2010). In Figure 2.1, you can find nine building blocks. Each building block represents a part of an organization. The nine building blocks are;

- customer segments,
- value proposition,
- channels,
- customer relationships,
- revenue streams,
- key resources,
- key activities,
- key partnerships,
- and cost structure.

Master of Management – International Marketing Strategy   Dries Hoeken

The Business Model Canvas – with examples of each building block

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Reduction of risk and uncertainty Acquisition of particular resources and activities Optimization and economy	**Key Activities** Production Problem Solving Platform/ network **Key Resources** Physical Intellectual Human Financial	Newness Performance Customization Design Brand/status Price Convenience/ usability "Getting the job done"	**Customer Relationships** Personal assistance Self-service Automated service Co-creation **Channels** Awareness Evaluation Purchase Delivery After sales	Mass Market Niche Market Segmented Diversified

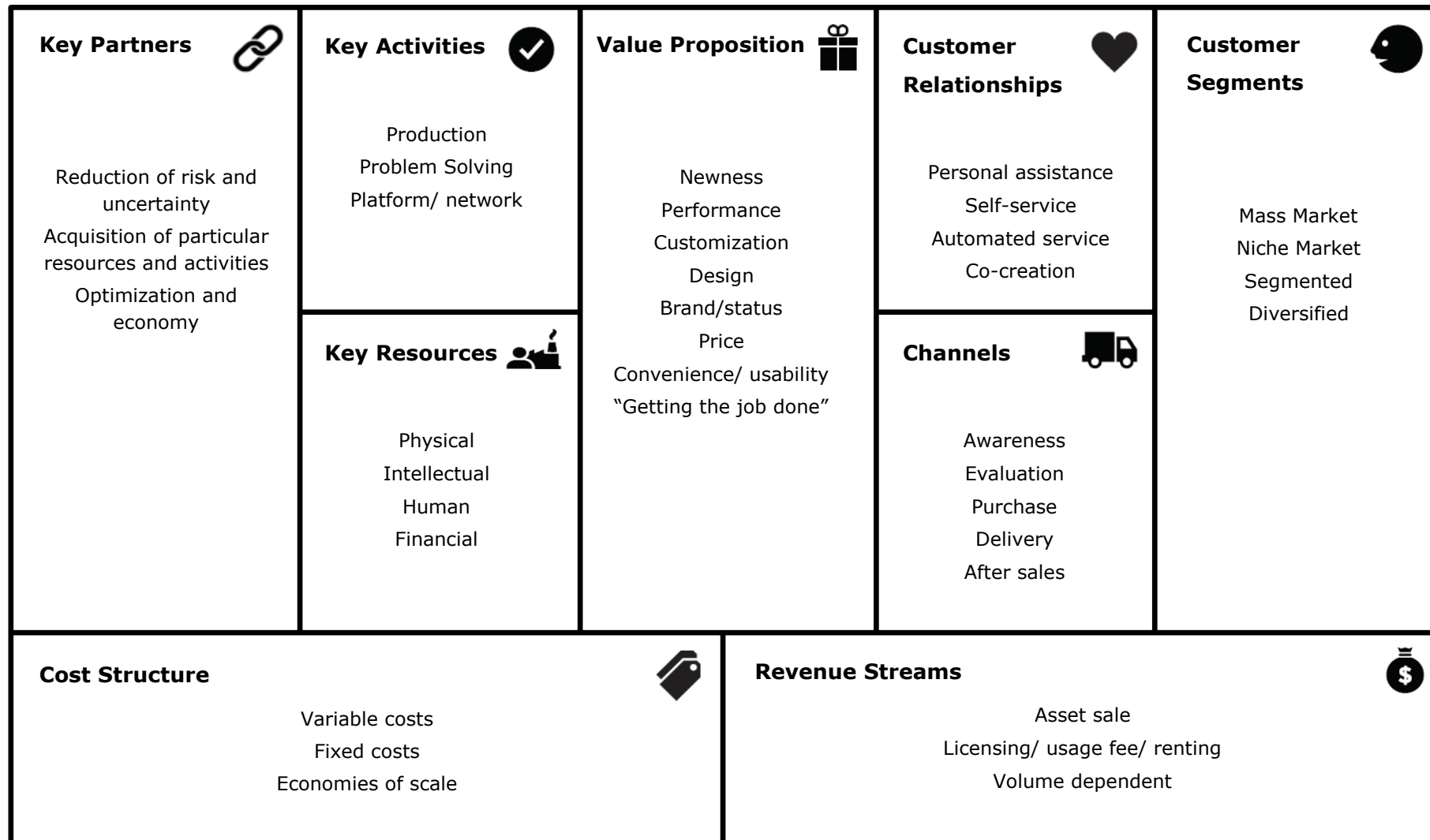| Cost Structure	Revenue Streams
Variable costs Fixed costs Economies of scale	Asset sale Licensing/ usage fee/ renting Volume dependent

Figure 2.1: Business Model Canvas (Osterwalder, 2010)

Only the right side, called the front stage, of the canvas will be discussed in detail, since those blocks are most relevant to this master thesis. The other elements will be described shortly in order to get a full understanding of the Business Model Canvas. It will become perfectly clear that each building block is linked to each other.

Customer segments

Customers are at the heart of any business model and define the different groups of people or organizations that a firm aims to reach and serve. Often companies group their customers into distinct segments with common needs, common behaviors or other attributes so that they can be satisfied more efficiently. Next a firm will make a conscious decision about which segments to serve and which to ignore. This results in a carefully designed business model around a strong understanding of specific customer needs (Osterwalder, 2010). An example of customer segment can be given from Zara's business model. One of Zara's segments is price (and quality) conscious women between 18 and 40 years old. For each building block a few examples of Zara's business model will be given.

Value Proposition

This building block describes the combination of products and services that create value for a specific customer segment. A value proposition explains why the targeted customer should buy products (or service) above all alternatives. Also it serves as a description of how internal activities must be aligned so that only your firm can deliver that value (Collis and Rukstad, 2008). Therefore, a value proposition solves a customer problem or satisfies a customer need. It further brings a distinctive mix of elements that cater specific needs and those values may be quantitative (e.g. price) or qualitative (e.g. design) (Osterwalder, 2010). An example of Zara's value proposition is affordable, fast trending fashion.

The relation between the customer segments and value propositions is further examined in the Value Propositions Canvas designed by Osterwalder et al (2014). This is an enclosed version of the Business Model Canvas, where a perfect fit can be achieved between the value proposition and the customer profile (Osterwalder et al., 2014).

Master of Management – International Marketing Strategy   Dries Hoeken

Channel

In order to deliver the value proposition to its customer segment, a firm will use their channels to communicate with and reach out to its customers. Osterwalder (2010) states that channels can be described as customer connecting points that play an important role in the customer experience. This building block is the connection between a firm's value proposition and its target customer. Channels deliver value to customer, either directly (e.g. sales forces or website), or indirectly (e.g. intermediaries) (Osterwalder, 2004). Examples of Zara's channels are web shops and stores location.

Customer relationship

The fourth element of the Business Model Canvas concerns the relationship a company builds with its customers. The type of relationship a firm wants to establish can range from personal to automated. However, all customer interactions between a firm and its clients affect the strength of that relationship (Osterwalder, 2010). An example of Zara's customer relationships is their loyal Zara communities.

Revenue streams

Revenue streams represent the cash that a firm generates from each customer segment. Logically, the costs must be subtracted from the revenues to create earnings. With this building block, a firm must ask itself a vital question namely, for what value is each customer segment truly willing to pay. This answer will lead to one or more revenue streams (depending on customer segment) (Osterwalder, 2010). An example of revenue streams are Zara's clothing sales.

Key resources

This element describes the most important assets required to make a business model work. These assets (or resources) allow a firm to create and offer a value proposition, reach markets, maintain relationships with customer segments and earn revenues. Key resources can be physical, financial, intellectual or human (Osterwalder, 2010). Examples of Zara's key resources are their designers and trend spotters.

Key activities

Key activities are the most important initiatives that a firm must implement to ensure that its business model operates efficiently. Like key resources, they are required to create and offer a value proposition, reach markets, maintain relationships with customer segments and earn revenues. Each of these actions lead to successful business operations (Osterwalder, 2010). Examples of Zara's key activities are their logistics and all related clothing production.

Key partners describe the network of supplier and partners necessary to make the business model work. In order to get a clear view of the most important key partners is to list only sole suppliers that cannot be replaced. For example, an accounting firm doing the taxes for an enterprise can be easily replaced by another accounting firm based on multiple factors. Therefore, there are four different types of partnerships namely, strategic alliances (between non-competitors), coopetition (i.e. strategic partnerships between competitors), joint ventures and buyer-supplier relationships to assure reliable supplies (Osterwalder, 2010). An example of Zara's key partners is big fashion houses.

Cost structure

The cost structure describes all costs incurred to operate the business model. These costs are always related to the business model's key activities and key resources (Osterwalder, 2010). Examples of Zara's cost structure are material costs, logistic costs and store location (rent).

2.3.2. Social media as channels

Using social media will affect a firm's business model. O'Reilly (2007) argued that Web 2.0 (i.e. social networks etc.) will have a huge impact on business models, as more and more devices are connected to this 'new' platform. He also described several examples of firms where the introduction to Web 2.0 expanded their business model (e.g. Google, Yahoo!, Akamai, etc.). O'Reilly (2007) later stated that users must be treated as co-creators, which is in alignment with statements from Grönroos (2011). Consequently, firms using Web 2.0 applications are no longer a competition between sites, but a competition between business models (O'Reilly, 2007).

Wyner (1995) argued that channels will become an interesting topic in future years with the generation of new successful channels resulting from advances in ICT, and particularly the internet. Porter (2001) further argued that this has a great potential to complement rather than to cannibalize a business's existing channels. It has been researched by many academics such as Kumar, Bezawada, Rishika et al. (2016) that firms are increasingly relying on social media as a channel for communication (Kumar et al., 2016). Thus, channel managers should focus on strengthening their functional online channel service performance capability because such a capability significantly affects customer value perceptions and should be maximized in all customer encounters (Carlson, O'Cass and Ahrholdt, 2015).

For retailers, the use of social media plays a role as well since they can now appropriately react to consumers, but first they have to understand who those consumers are and what motivates them. Because of social media and other internet-related tools, modern retailers have increasing opportunities to learn about consumers and their behaviors. More information can be captured through multiple channels, such as in-store loyalty card programs, online surveys, Facebook tracking or app tracing (Grewal et al., 2012). Deciding on how to adopt and leverage all these information sources (and other technologies) to better serve their customers and improve their shopping experiences stills remains one of the most important questions to retailers (Grewal and Levy, 2009). In order to succeed, Grewal et al. (2016, p. 1) state that "retailers must allow their business models to evolve and create seamless shopping experiences and offerings, across all channels, including not just well-established brick-and-mortar stores, catalogs and online stores, but also mobile apps and social media".

Furthermore channels serve several functions such as raising awareness among customers about a company's products and services but also providing post-purchase customer support. This is where social media can play a critical role. Social media as a channel can be seen as a direct owned channel (Osterwalder, 2010). With social media, firms can promote their products and services better and build and maintain their relationships with customer (see next paragraph) as well as give feedback to customers (Campbell, 2010).

2.3.3. Social media as customer relationships

The introduction of social media has made it possible for many firms to establish and maintain a one-to-one relationship with their customers thanks to advances in ICT (i.e. internet). This re-introduces a more personalized relationship with their customers at a reasonable cost (Osterwalder, 2004). Kumar et al. (2016) argue that managers should embrace to communicate and nurture the relationship with customer. Also, having a stronger relationship with customers increases the satisfaction level of those customers and in turn leads to an impact on the firm's revenue stream and profits (Kumar et al., 2016).

However, due to the rise of the social media era, the phenomenon challenges the traditional notion of customer relationship management (CRM) (Malthouse, 2013). Traditional CRM viewed the customer as an individual decision-maker who generates value for the firm through consumption and purchase behavior. But, because of social media, consumers can contribute to firm growth in multiple ways. The following notion of social-CRM is used here as evidence in providing a link between customer value and social media. No further focus will be given to the concept of CRM.

Dries Hoeken   Master of Management – International Marketing Strategy

Studies based on social-CRM have led to a broader understanding of the concept of customer value; especially focusing on the value that is no longer limited to purchase-based CLV, but also includes social elements. These include: the value of customer influence, referrals and knowledge (Kumar et al., 2010; Weinberg and Berger, 2011). Therefore, firms need to transition from traditional CRM to social-CRM (Malthouse et al., 2013).

Bush (2008) argues that social media serves as a tool to build relationships with customers and it must be used to communicate with customers, not only to serve as an informational channel. Consequently, Pitt et al. (2002) states that as an increasing number of consumers gaining access to powerful new media and information tools to compare products and services makes everyday operations more challenging. This results in organizations responding by developing customer advocacy-based strategies and practices (McKenna, 2002; Baker, 2003). These advocacy-based strategies aim to build deeper customer connections on new levels by developing mutual transparency, dialogue and partnerships with customers, but a higher level of quality relationship is required (Urban, 2004). Also consumers are able to acquire more detailed information about products and services (and brands) to help them make smarter and more personalized choices on their own terms, because they are using new computer-mediated technologies such as the internet, e-mail and mobile phones (Ind and Riondino, 2001).

As a result, social media can be viewed as an instrument that helps build and maintain long-term customer relationships based on deep customer insights. This results in an increase in trust and facilitates the information stream between firm and customer (Rozen, Askalani and Senn, 2012). Also, many researchers have suggested that if firms want to improve their customer relationships, they should focus on customer value (Jensen, 2001).

2.4. Defining social media

The 21st century is witnessing an explosion of internet-based messages transmitted through a new media interface, called social media. This has become a major factor influencing various aspects of consumer behavior which includes; awareness, acquisition of information, attitudes, purchase behavior, post-purchase communication and evaluation (Mangold and Faulds, 2009). This is made possible by the notion of 'Web 2.0'. Web 2.0 is the transition of informative internet (i.e. Web 1.0) to interactive internet. With Web 2.0 the content and applications are not only created and published by organizations and professionals, but also end users can add or adjust content. The focus of Web 2.0 is on participation and co-creation of web users (Courtous, Mechant, Verleye and De Marez, 2009). Due to the introduction of Web 2.0, customers can establish contact more quickly via new forms of interactivity. This has therefore changed the communication model from one-to-many, whereby only the company played an active role, to many-to-many, whereby the participation together with collaboration become imperative (Kotler, Kartajaya and Setiwan, 2010).

Although Web 2.0 has developed a concrete position in the world today, there have already been developments to the next generation of the internet, namely Web 3.0. The main component of Web 3.0 will be the Semantic Web, where Green (2011) argues; "the Semantic Web refers to technology whereby software can understand the meaning of data and use natural language searches. It creates a customized experience where information is tailored to the users' needs, location, and identity" (Green, 2011, p.71). For example, Google will learn your tastes, needs and other preferences over a period of time, and then when you type in 'restaurant' your favorite food places will show as your results. Other components are the mobile web and the internet in general (Green, 2011).

With Web 2.0, the notion of 'user-generated content' or UGC is introduced. UGC is defined as the content created and placed on the internet by the public at large. More specifically, user generated content "needs to fulfill three basic requirements in order to be considered as such: first, it needs to be published either on a publicly accessible website or on a social networking site accessible to a select group of people. Second, it needs to show a certain amount of creative effort. And finally, it needs to have been created outside of professional routines and practices" (Kaplan and Haenlein, 2010, p.61). Because of this, the end-user will become a central figure. For retailers it has become important to understand what drives customers to create information and spread it across these channels (i.e. social media) (Liang, Lai and Ku, 2006).

Dries Hoeken   Master of Management – International Marketing Strategy

Many organizations are beginning to invest time and effort in developing a social media presence. They are beginning to realize the potential benefits that can be captured when users and organization co-create value through UGC. Co-created value actually provides mutual benefits for both the organization and users (being their customers). Organizations can benefit from a large group of users that can provide a range of benefits, such as marketing insights, cost savings, brand awareness and idea generation, while users benefit from the ability to fulfill personal needs and interests. In order to successfully co-create value, both the users and organizations must capture these benefits (Gangi and Wasko, 2009).

Next, Gamboa and Gonçalves (2014) argue several applications that Web 2.0 facilitates;

- Blogs: online journals, where audio and video can be combined with content;
- Social networks: applications that allow users to create personal pages;
- Communities: websites that organize and share particular content;
- Forums: websites to exchange ideas and information;
- Content aggregators: applications that allow customization by users.

In this master thesis the focus will be on social networks being social media and in particular Facebook.

2.4.1. What is social media?

The emergence of social media has revolutionized how people communicate. Social media is a concept which has many different definitions in academic literature. It is a relatively new terminology, where on the one hand the social aspect is defined and on the other hand the technological aspect is described (O'Reilly, 2004; Patrick, 2008; Solis, 2008). In the combined term of social media, namely social network sites, Boyd and Ellison (2007, p. 211) define social network sites "as web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system". More specifically, Kaplan and Haelein (2010, p.60) define social media as "a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content".

While there is no standard definition of social media, many researchers agree that social media can be described by the following features: it is digital media, has UGC and interaction (Kaplan and Haelein, 2010; Yang et al., 2009). Therefore Dann and Dann (2011) designed a figure that illustrates the construction of social media. The figure below is based on three linked elements: communication media, content and social interaction.
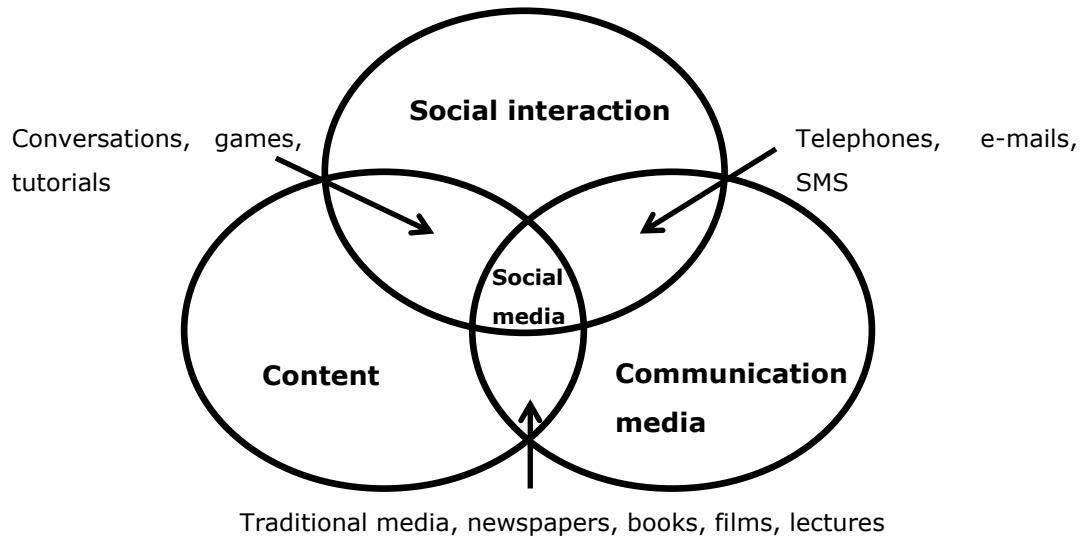
Figure 2.2: social media components (Dann & Dann, 2011)

2.4.2. Facebook

Since Facebook will be the social media platform used in the empirical section of this master thesis, it will be of interest to discuss it shortly. Facebook was created by Mark Zuckerberg in 2004. It was initially developed as a tool for Harvard students to identify and bring people together from different poles of the university. But in 2006, Facebook became a social network available to anybody and has since attracted millions of users. Facebook offers a set of functional tools that allow users to manage their profile. They can share their thoughts and relationships, view comments of others, and write on their wall etc. (Patterson, 2012).

Facebook is one of several SNS (i.e. Social Networking Sites) where consumers can interact with other consumers (as mentioned previously) and the second most visited website. As of 2013 Facebook accounts for 1.2 billion active monthly users. Realizing this, retailers are increasing their involvement in Facebook and creating their own Facebook (retailing) pages (Anderson et al., 2014).

Dries Hoeken   Master of Management – International Marketing Strategy

Gamboa and Gonçalves (2014) argue that Facebook is preferred for business-to-consumer relationships and is the most embracing social medium in terms of gender and age compared to others (e.g. Twitter). However, for companies, the biggest challenge lies in creating a personal relationship with their customers (such as they have with friends on Facebook). Therefore, firms must create useful and appealing content, exhibit dynamic actions that make customer want to follow the firm's page, quickly answer all requests, and listen to what people have to say (Gamboa and Gonçalves, 2014).

2.4.3. Social Commerce

This master thesis will conduct research in an e-commerce environment. Therefore it will be of interest to discuss shortly the emerging trend of social commerce. Social commerce is a combination of two big digital trends: e-commerce and social media. In social commerce, social media assists customer with buying and selling products and services online (Lee, Cha and Cho, 2012). Because it is a new trend and it has not been studied as extensively, Lee, Cha and Cho (2012) have defined social commerce as "a form of Internet-based social media that allows people to actively participate in the marketing and selling of products and services in online marketplaces and communities" (Lee, Cha and Cho, 2012, p. 336).

2.4.4. Use of social media in small businesses

Normally, small (or medium) sized business owners rely on traditional means to advertise their business and services. These traditional means include direct mail, local newspaper, radio, trade shows, and so on. Small business owners can currently use social networking sites (i.e. Facebook and LinkedIn). However, by using Facebook, business owners can set up a 'professional' Facebook page called a 'fan page'. Here customers (being the followers) can be introduced to new products and services and alerted to the specials of the day. Business owners can send information to their followers by putting it on their 'wall' or they can get personal information by viewing the Facebook page of their followers. Despite this, there is however the risk of getting too involved in the personal life of customers and therefore this tool has to be managed with care and attention. This is one of the reason why some business owners do not use Facebook as a marketing medium (Lacho and Marinello, 2010).

Overall, the greatest advantages of social media use are generating more business exposure, increasing traffic, and improving search engine rankings (Stelzner, 2011). These advantages are especially important for small businesses with limited means (f.e. small independent clothing stores). Small business owners may not have the financial resources to acquire or maintain customers on a large scale (Mershon, 2011). This means that small businesses need to find creative ways to perform many tasks at limited costs and social media is one of them.

Master of Management – International Marketing Strategy   Dries Hoeken

Furthermore, Stelzner (2011) argues that 66 % of small business owners with two or more employees strongly agree that social media is important for their businesses.

Previously, the notion of user-generated content was discussed. In this paragraph the notion of firm-generated content (FGC) arises. FGC refers to the messages posted by firms on their official social media pages. This helps business owners develop one-on-one relationships with their customers (Kumar et al., 2016). Also, a recent study by Lea (2012) suggested that, unlike traditional media, the interaction between customers and firms over social media is mutually beneficial. This is the value of social media: it provides a platform that has the potential to expose small businesses to numerous potential customers and to maintain their existing customer base in an inexpensive and effective way (Schaupp and Bélanger, 2014).

2.4.5. Importance of social media in retail

During the last two decades, the retailing industry is finding itself in a state of constant evolution and transformation. The explosive growth of the internet has been one of the main factors in this process, since the effects of the internet have been mostly felt in retail sectors (Constantinides et al., 2008). This evolution and transformation in retail eventually made way for the Web 2.0 variant, internet retailing or e-tailing. Estimations from different sources show that Europe's online retail market is growing at a 37 % yearly rate (*cited by* Constantinides et al., e-marketer, Forrester, 2008). Also the 500 retailers ranked in Internet Retailer's 2014 Social Media sold an estimated $ 2.69 billion in 2013 directly from social media networks (Dusto, 2014). Social media continues to develop enormous opportunities for all companies, from SME to big brick-and-mortar companies. This is why companies increasingly mark their existence on social media (Gamboa and Gonçalves, 2014).

As discussed before, within social media the customer becomes a central figure (Kaplan and Haelein, 2010). But in the retail industry this is even more so. In fact, it can be argued that trends (in the fashion industry) are co-created by consumers who not only perpetuate but also adapt them along the way. This means that when a trend is adopted successfully, it impacts the perceived value of the product for another user, in a positive or negative way, depending on the reference point. Therefore, fashion is a powerful social symbol used to create and communicate personal as well as group identities (Ahuvia, 2005). Therefore, by listening to customers, it is especially important in order to identify market experiences, new market needs (i.e. fashion trends) and hear early warnings about product problems indicating the need to improve, modify or drop products. Consequently, what customers say online is crucial as well as the content/experience sharing of customers, which can lead to success or failure of brands and products (Constantinides et al., 2008). Using social media as a channel and relationship tool is further discussed in the section of the Business Model Canvas.

2.5. Social media and e-service quality

In this paragraph the concept of electronic service quality (henceforth e-service quality) in social media will be discussed. Chang, Wang and Yang (2009) state that e-service quality and customer perceived value of internet websites are regarded as the key influential factors of internet marketing. This master thesis will conduct e-service quality in social media and try to evaluate the relationship with customer value. The use of social media as a channel and customer relationship tool has already been discussed in the section of the Business Model Canvas. Next, the electronic service quality (henceforth E-S-QUAL) scale designed by Parasuraman et al. (2005) will be described and later on used in the empirical section.

2.5.1. E-service quality

There is always a significant service element to any online transaction. Even when a highly tangible product is being bought, the purchase, delivery and post-purchase are all essentially service elements of the transaction (Rowley, 2006). Service quality has become very important over the past two decades and has been identified as a key differentiator to build a competitive advantage. Thanks to the emerging new economy and importance of internet worldwide, it may be properly termed as 'e-service quality' (McFarlane, 2007). And so, Parasuraman, Zeithaml and Malhorta (2005, p. 217) define e-service quality as "the extent to which a website facilitates efficient and effective shopping, purchasing and delivery".

E-service quality in e-commerce has already been discussed by many researchers, but now it is speculated that Web 2.0 enabled websites, e-service can also be provided by other customers and employees through social media (Sigala, 2009). Parasuraman et al. (2005) already have argued that e-service quality is a determinant of competitive advantage and a crucial factor in the long-term success of firms. Moreover, a higher degree of e-service quality has been considered to be one of the main entrepreneurial targets. It has been linked to better and more efficient relations with customers and a greater ability to attract potential (Barrutia, Charterina and Gilsanz, 2009). For retail specifically, Doherty, Shakur and Ellis-Chadwick (2015) argue that retailers need to develop a wide range of e-service quality management practices, if they want to obtain more positive results from their e-commerce activities. In (online) retail the most used measurement tools for e-service quality are the E-S-QUAL scale by Parasuraman et al. (2005) and the eTailQ (i.e. electronic retail quality) scale by Wolfinbarger and Gilly (2003). These scales have already been used by many researchers in an online retail setting. The E-S-QUAL and E-RecS-QUAL (discussed below) captures pre- and post-online service aspects which comprehensively measures the online service quality (Lee, Cha and Cho, 2012). This master thesis, however, will use the scale by Parasuraman et al. (2005), because it has already been applied and modified to social media criteria.

In 2005, Parasuraman et al. developed a multiple-item scale (i.e. E-S-QUAL) for measuring the service quality delivered by websites. Next, the researchers found that certain items of the E-S-QUAL scale relate to service recovery instead of routine service encounters. Therefore, Parasuraman et al. (2005) developed a subscale of E-S-QUAL, called E-RecS-QUAL. In the article by Kim and Nitecki (2014) this E-S-QUAL scale is modified in order to fit in the social media service quality. But for now, the original model will be explained below.

The E-S-QUAL scale (for the core dimensions of service quality) consists of 22 items on four dimensions (Parasuraman et al., 2005);

- Efficiency: the ease and speed of accessing and using the website.
- Fulfillment: the extent to which the website's promises about order delivery and item availability are fulfilled.
- System availability: the correct technical functioning of the website.
- Privacy: the degree to which the website is sage and protects customer information.

The subscale E-RecS-QUAL (for measuring e-recovery service quality) consists of 11 items on three dimensions (Parasuraman et al., 2005);

- Responsiveness: effective handling of problems and returns through the website.
- Compensation: the degree to which the website compensates customers for problems.
- Contact: the availability of assistance through telephone or online representatives.

Studies showed that E-S-QUAL is valid and reliable for diverse online services and geographical settings. These studies include; online shopping, online banking, online grocery sites, social commerce, etc. (Kim and Nitecki, 2014). Furthermore, Ingle & Connolly (2007) argued that E-S-QUAL is effective in diverse e-commerce settings. Thus, in this research E-S-QUAL scale is adopted to capture extensive online service attributes of the Social Media platform Facebook.

However, the fulfillment dimension of E-S-QUAL was developed to sell physical products whereas the other three dimensions are consistent in the various service settings (Parasuraman et al., 2005). Therefore, Kim and Nitecki (2014) modified the items in the context of libraries' social media services. Kim and Nitecki (2014) modified the 'physical delivery' orders and 'sends out the items ordered' to reflect the process of online information delivery. Also the service uses social media as a platform that is not owned by the organization, therefore the availability and privacy dimensions were reflected upon social media platform. Some of the adjustment made by Kim and Nitecki (2005) will be altered to fit into the retail (apparel) industry.

Finally, this operational adjustment (Kim and Nitecki, 2014) of the E-S-QUAL scale designed by Parasuraman et al. (2005) will be used in the empirical section of this master thesis to cover the social media (service) quality part.

Master of Management – International Marketing Strategy   Dries Hoeken

3. Research methodology

This chapter provides information about the conceptual model and the process used to test this model for this dissertation. First a clear overview of the conceptual model is given. Next, it is followed by an explanation of the research setting and questionnaire design.

3.1. Conceptual model

The literature study revealed a few articles which discuss customer perceived value in relation with social media service quality (Parasuraman et al. 2005; Lee, Cho and Cha, 2012; Kim and Nitecki 2014). Social media service quality will serve as the independent variable while customer value will serve as the dependent variable. An overview of the conceptual model can be found below. The conceptual model includes the social media service quality variable using the E-S-QUAL (and E-RecS-Qual) dimensions by Parasuraman et al. (2005) and the customer value variable using Holbrook's value typology framework.
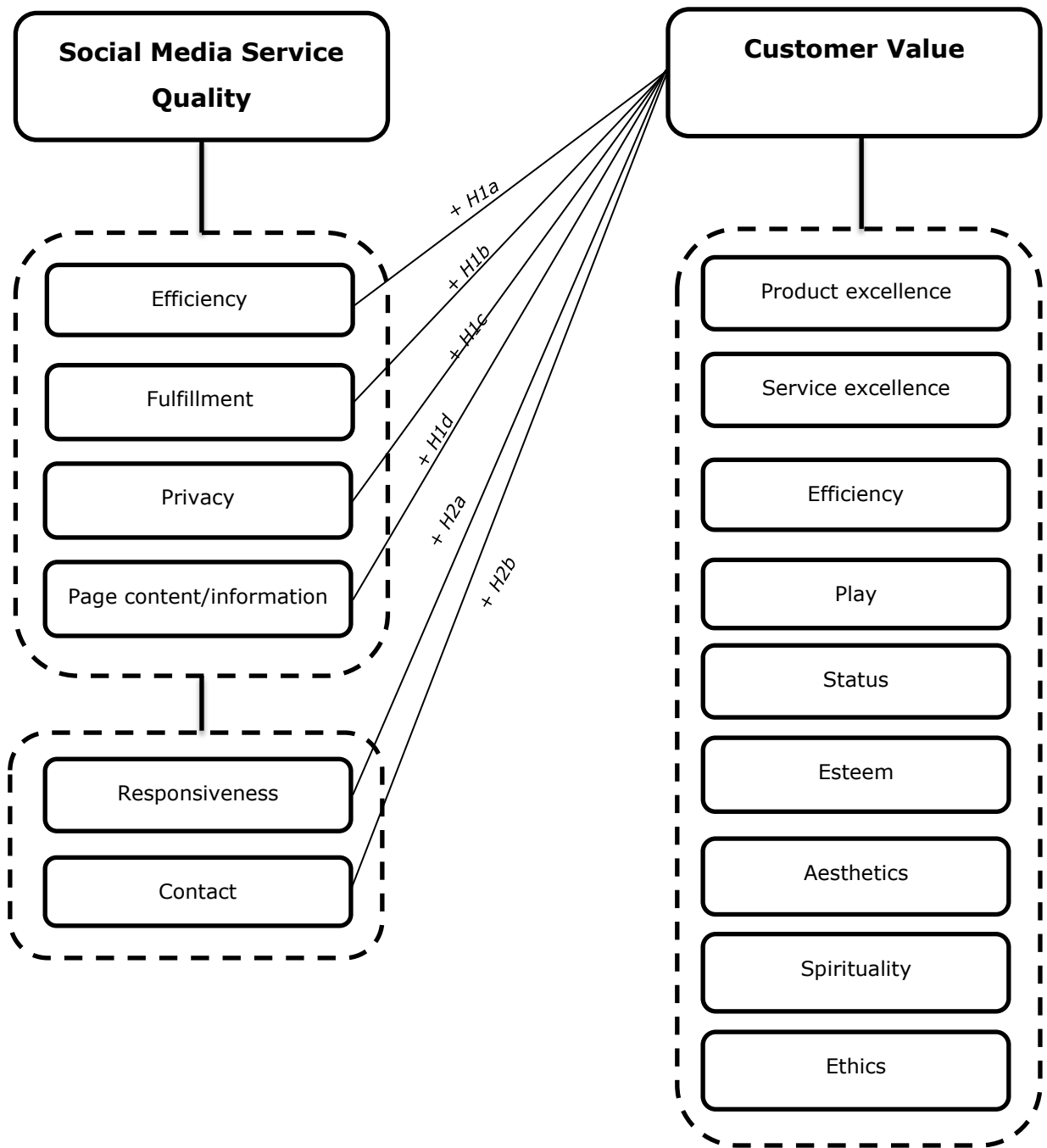
Figure 3.1: Conceptual model

Master of Management – International Marketing Strategy   Dries Hoeken

3.2. Research Hypothesis

Bolton and Drew (1991) argued that perceived service value and perceived service quality are two different concepts. Also, they found that quality positively affects value. In this master thesis the relation between social media service quality and customer value will be evaluated. Hence, the following hypotheses were constructed:

H1a: Social media service quality's 'efficiency' will have a positive influence on customer value.
H1b: Social media service quality's 'fulfillment' will have a positive influence on customer value.
H1c: Social media service quality's 'privacy' will have a positive influence on customer value.
H1d: Social media service quality's 'page content/information' will have a positive influence on customer value.

H2a: Social media service quality's 'responsiveness' will have a positive influence on customer value.
H2b: Social media service quality's 'contact' will have a positive influence on customer value.

3.3. Research setting

In order to test the conceptual model, a small clothing store called Level Menswear is chosen. This retail store is located in Sittard (Netherlands), where a very close relationship with the customers is maintained. Also they have an interactive social media page with over 4000 likes/followers.

To achieve the research objective of this master thesis a quantitative study will be conducted based on a questionnaire. This questionnaire is programmed online, via Qualtrics. Qualtrics is a very efficient tool to register large amount of data and the data can be automatically checked for quality and consistency. For this study, a non-probability sampling technique was used, more precisely a convenience sampling to reach respondents. It implies sampling techniques where the chance on being selected is not known. I also created a flyer to promote my study and distributed these flyers in Sittard, NL (see appendices 8.1). Furthermore, it was necessary to conduct the surveys in person, because Level Menswear is a small clothing store and reaching the target group was not easy. When conducting these surveys in person judgmental sampling was applied. Since the target audience are customer who are fashionable or fashion-minded men in their twenties or mid-thirties.

In consultation with the owner of Level Menswear, the survey will be distributed over their Facebook page. This will make sure that the target group will be reached. Also in order to increase response, three discount coupons of € 10 (in total € 30) were raffled under the respondents participating in my study. The owner of Level Menswear was also kind enough to distribute the flyers by putting them in their shopping bags. The selection of elements was made to the convenience of the researcher, the respondents happened to be 'at the right place at the right time'. Although the respondents were self-selected, they were disqualified if they did not visit Level Menswear. All this was done in order to reach as many people as possible in a time-efficient manner.

Master of Management – International Marketing Strategy   Dries Hoeken

3.4. Questionnaire

In order to design the questionnaire I used existing scales for the concept in my model. Table 3.1 contains a complete overview of the resources used to compile the questionnaire. The use of existing scales can be concluded in two important reasons. First, these scales (i.e. Holbrook's framework and E-S-QUAL) have already been validated by other researchers. Second, results from other researchers showed that these scales are reliable (and valid) in different and cultural settings. This will be essential in pursuance of comparing the results. Since this master thesis only collects in Belgium and The Netherlands, the questionnaire is written in Dutch.

My questionnaire starts with a general introduction to introduce myself and to inform the respondents about the context of my research. Also, I guarantee the respondents to process the data in a confidential way and give an indication of the time needed to complete the questionnaire. Next, my questionnaire is build out of four parts. First, a filter question will be asked to indicate when the respondent visited Level Menswear for the last time and questions from the owner of Level Menswear are asked that were of interest to her. Second, questions, using Likert scales, are asked about the value types of Holbrook. Third, questions, using Likert scales, are asked about the social media service quality (i.e. E-S-QUAL and E-RecS-Qual). Fourth, demographic information about the respondents are asked.

The dimension 'system availability' will be replaced by 'page content/information', because a social media platform is used instead of an independent website. The replacing dimension page content/information is used since it is one of the most significant contributors to apparel e-shopping quality (Ha and Stoel, 2011). Also the dimension 'compensation' will not be used because it deals with transaction and/or delivery compensation which is not relevant when using social media as a platform. The table below shows which questions relate to the concepts. The complete questionnaire can be found in appendices (see 8.2).

Dries Hoeken   Master of Management – International Marketing Strategy

Variable	Resources	Questions
Product excellence	Holbrook (1999) Bou-Llusar et al. (2001) Oliver (1997) Willems, Leroi-Werelds & Swinnen (2015) Babin et al. (1994)	**The products of Level Menswear are high quality.** **There is a broad choice of products available at Level Menswear.** **Level Menswear generally offers the choice between different types of a particular product.** **Level Menswear offers well-known brands.**
Service excellence	Holbrook (1999) Parasuraman, Zeithaml & Berry (1988) Parasuraman, Berry and Zeithaml (1991)	**Level Menswear provides its services at the time it promises to do so.** **Employees of Level Menswear are always willing to help.** **You can trust employees of Level Menswear.** **Level Menswear gives you individual attention.**
Efficiency	Holbrook (1999) Willems, Leroi-Wereld & Swinnen (2015) Babin et al. (1994)	**I pay a lot for what I get.** **Given the location, Level Menswear is easy to reach.** **Given the opening hours, Level Menswear is easy to reach.** **I quickly find what I am looking for at Level Menswear.** **I lose little time when visiting Level Menswear.**
Play	Holbrook (1999) Petrick (2004) Babin, Darden & Griffen (1994)	**Visiting Level Menswear makes me feel good.** **Visiting Level Menswear gives me pleasure.** **Visiting Level Menswear gives me a sense of joy.** **Visiting Level Menswear makes me feel delighted.** **Visiting Level Menswear gives me happiness.**

Master of Management – International Marketing Strategy   Dries Hoeken

Status	Holbrook (1999)	I feel that the purchase or use of Level Menswear products will enhance the image which others will have of me.
	Sparks, Butcher & Bradley (2008)	I have the impression that the customers of Level Menswear possess the characteristics which I would like to have.
		I have the impression that being a customer of Level Menswear helps me to show others who I am, or would like to be (f.e. an athlete, trendsetter, etc.)
Esteem	Holbrook (1999)	Level Menswear helps me achieve the identity I want to have.
	Nasution and Mavondo (2008)	Level Menswear helps me narrow the gap between who I am and who I try to be.
		Being a customer of Level Menswear has a positive effect on my self-image.
		Being a customer Level Menswear makes me feel proud.
Aesthetics	Holbrook (1999)	Level Menswear's employees are well dressed and appear neat.
	Parasuraman et al. (1991)	The outside appearance of Level Menswear is attractive.
	Wakefield and Blodgett (1999)	The interior design of Level Menswear is attractive.
	Turley and Milliman (2000)	Level Menswear has up-to-date equipment.
Spirituality	Holbrook (1999)	Shopping at Level Menswear 'gets me away from it all'.
	Mathwick, Malhotra & Rigdon (2002)	Shopping at Level Menswear makes me feel like I am in another world.
		I get so involved when I shop at Level Menswear that I forget everything else.

Ethics	Holbrook (1999)	**I think that Level Menswear contributes to the local economic development.**
	Öberseder, Schlegelmilch, Murphy and Gruber (2014)	**I think that Level Menswear sets decent working conditions for their employees.**
		I think that Level Menswear implements fair sales practices.

Efficiency	Parasuraman et al. (2005)	**The Facebook page makes it easy to find what I need.**
	Kim and Nitecki (2014)	**It makes it easy to navigate through the Facebook page.**
		The Facebook page keeps me in touch with new offerings.
		Facebook posts and status updates of Level Menswear are well organized.
		The Facebook page loads fast.
		The Facebook page is simple to use.
		The Facebook page enables me to the right information quickly.
		The Facebook page in general is well organized.

Privacy	Parasuraman et al. (2005)	**I feel my privacy is protected at this Facebook page.**
	Kim and Nitecki (2014)	**I feel I can trust this Facebook page.**
	Ha and Stoel (2011)	**The Facebook page does not share my personal information with others.**
	Akinci, Atilgan-Inan & Aksoy (2010)	

Master of Management – International Marketing Strategy   Dries Hoeken

Fulfillment	Parasuraman et al. (2005)	Level Menswear has in stock the items it claims to have.
	Kim and Nitecki (2014)	Level Menswear is truthful and honest about its offerings.
	Akinci, Atilgan-Inan & Aksoy (2010)	Level Menswear gives accurate information and operates correctly.
	Kim, Kim & Lennon (2006)	Information about stock status is provided.
Page content/ information	Wolfinbarger & Gilly (2003)	The content of the Facebook page does not waste my time.
	Ha and Stoel (2011)	The level of personalization at this Facebook page is about right not too much and not too little.
		The organization and layout of the Facebook page facilitates searching for products.
		The Facebook page gives me enough information so that I can identify the items to the same degree as if I am in the store.
Responsiveness	Parasuraman et al. (2005)	The Facebook page provides me with convenient options for returning items.
		Through their Facebook page, Level Menswear reacts/answers quickly to questions or comments.
		The Facebook page handles product return well.
		Through their Facebook page, Level Menswear takes care of problems promptly.

Contact	Parasuraman et al. (2005)	**The Facebook page provides contact information.**
	Wolfinbarger & Gilly (2003)	**Level Menswear's Facebook page offers the ability to send personal messages.**
		Level Menswear is ready and willing to respond to customer needs.

Table 3.1: Schematic overview of questionnaire

4.   Findings

This chapter provides an overview of the most important findings of the research. In order to perform the descriptive statistics analysis and the analyses of the relationship between social media service quality and customer value, the software program Statistical Package for the Social Sciences (SPSS) has been used to analyze the data.

4.1. Descriptive statistics

It is necessary to report some descriptive statistics about the sample first in order to make correct conclusions about the research. In total there were 162 responses of the questionnaire about Level Menswear. Unfortunately, there were 10 respondents that did not finish the questionnaire and dropped out. 4 respondents did not complete the E-S-QUAL questions because they did not pay attention to the Facebook Page of Level Menswear and so they were filtered out. After filtering them, there are 148 valid data responses. Also one of the questions asked about Holbrook's efficiency item was negatively formulated. This item was recoded to fit the data set, since they were all positively formulated. The results are based on these valid data sets.

In this sample there are quite some large differences between the number of male and female respondents, but this can be easily explained by the fact that it is a clothing store for men. However, the females that did complete the questionnaire probably buy the clothes in their household. There were 97.30 % male respondents and 2.70 % female respondents.

The age dispersion is spread from 17 till 53 years old, with an average of 27 years old. The graph 4.1 represents the frequencies of the respondents by age. It is safe to assume that the target audiences, which Level Menswear is trying to reach, are people in their twenties and mid-thirties.

Age
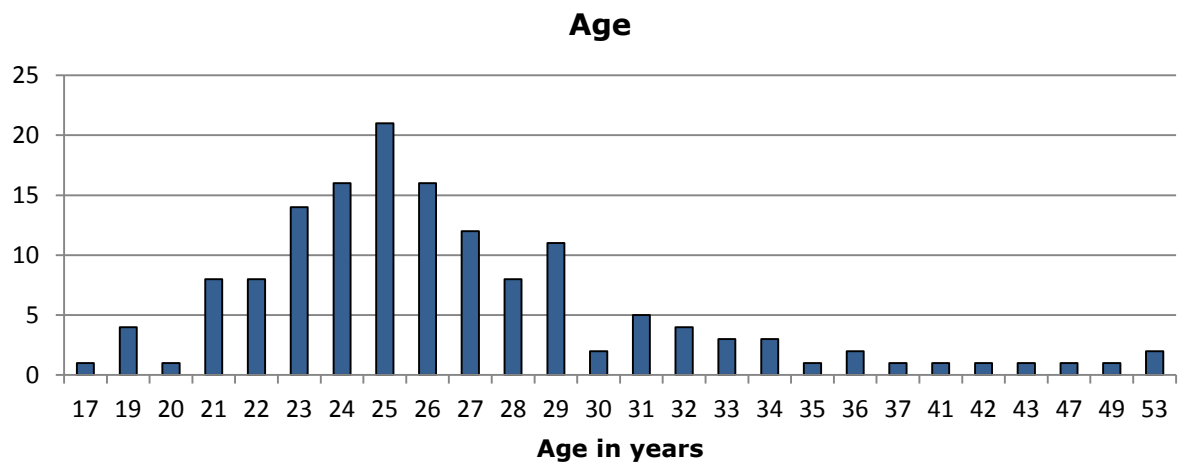
Graph 4.1: Age dispersion

In total 113 Dutch and 39 Belgian people participated with the research. Graph 4.2 shows the comparison between Dutch and Belgian participants. Here 74.32 % were Dutch participants and 25.68 % were Belgian participants.

Nationality

■ Dutch ■ Belgian

25,68%

74,32%

Graph 4.2: Nationality

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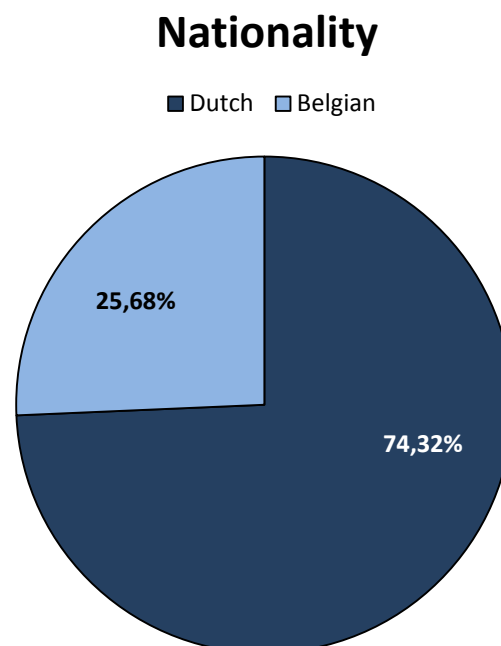
4.1.1. Performance analysis of the value dimensions of customer value

In graph 4.3 the average scores of value types are explained (i.e. product excellence, service excellence, efficiency, play, status, esteem, aesthetics, spirituality and ethics). The ratings of Holbrook's value types were recorded on 9-point Likert scales. Service excellence and aesthetics are scoring the highest, namely 8.62 and 8.78 respectively. Esteem, status and spirituality are scoring the lowest, namely 5.21, 5.65 and 4.49 respectively.

Aesthetics is the value type which is performing the best, with an average score of 8.78. The questions about this item were about the exterior and interior of the store. The item which performs second best is service excellence, with a mean score of 8.62. Here respondents were asked about how the staff members of Level Menswear deals with their customer and if they give their customer individual attention or if they are willing to help them. Also questions about the trustworthiness of Level Menswear were asked.

Holbrook's value typology
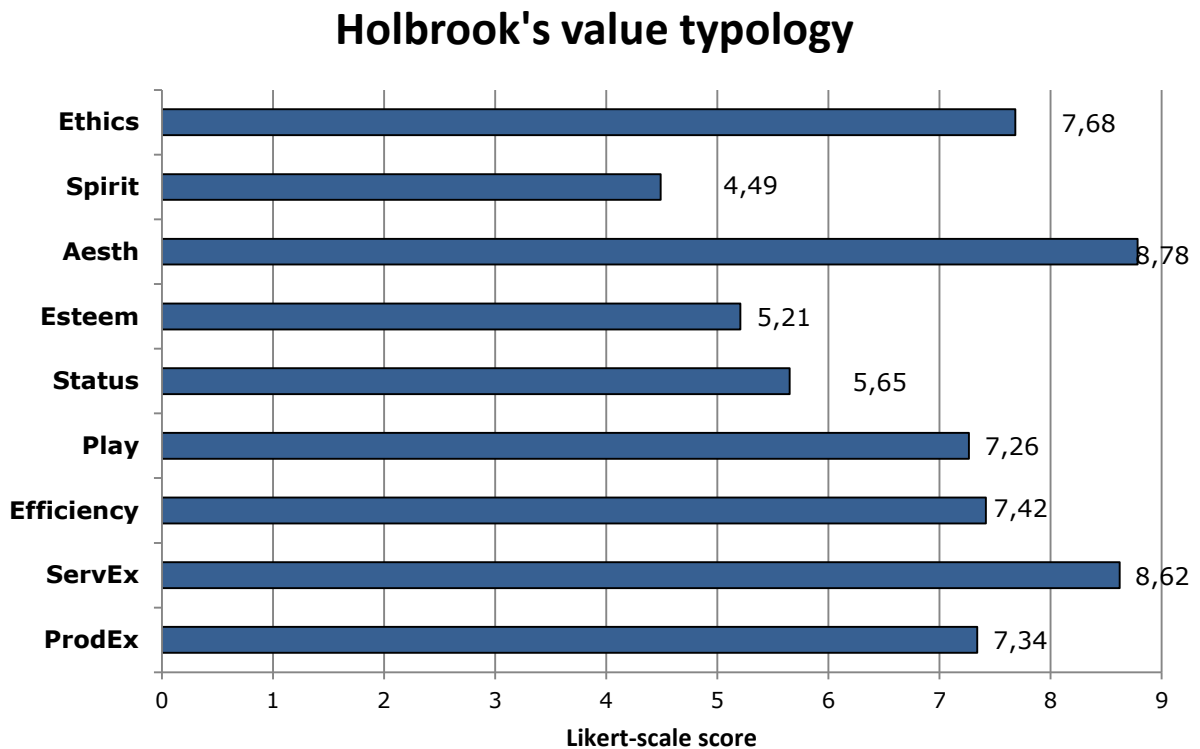
Graph 4.3: Holbrook's value typology scores

Dries Hoeken   Master of Management – International Marketing Strategy

4.1.2. Performance analysis of the items of the E-S-QUAL scales

In graph 4.4 the average scores of the items of the E-S-QUAL and E-RecS-QUAL scale are explained (i.e. Facebook Page efficiency, privacy, fulfillment, Facebook Page content/ information, responsiveness and contact). All items are scoring well on the 9-point Likert scales. The overall average E-S-QUAL scoring is 7.62.

The item 'contact' performs the best with an average score of 8.63. The questions asked about this item included the possibilities of getting in touch with staff or the owner of Level Menswear via their Facebook Page. 'Privacy' performs very well with a mean score of 8.14. This item included questions on how Level Menswear deals with their customers' privacy on Facebook. 'FBEfficiency' (i.e. Facebook Page efficiency), is the third best performing item with a mean score of 7.93. This item included questions about the structure and organization of the Facebook Page. Also the ease of working with the Facebook Page and the use of the Facebook Page were asked.

E-S-QUAL and E-RecS-QUAL scale
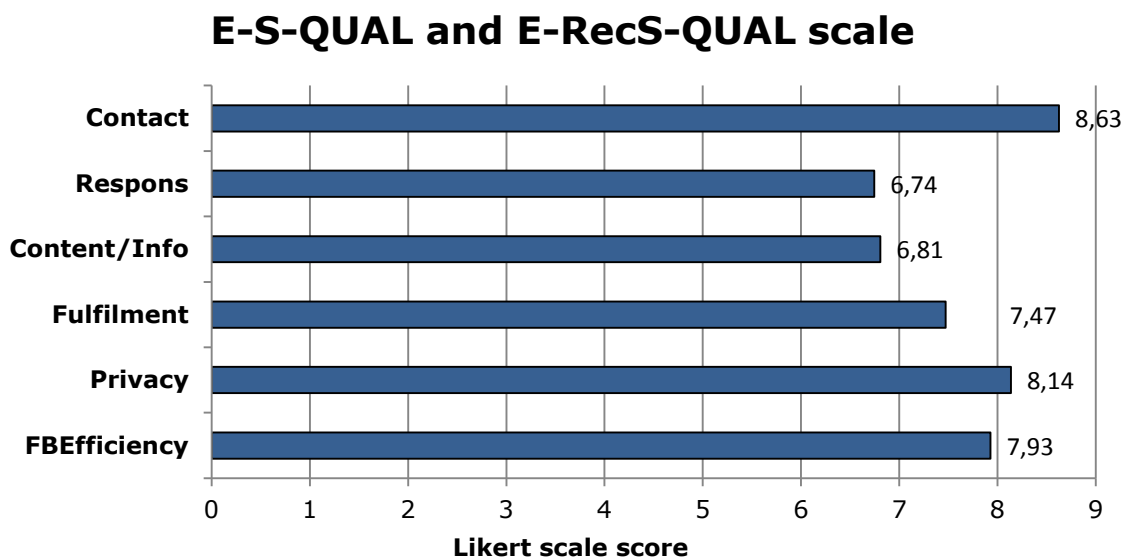
Graph 4.4: E-S-QUAL and E-RecS-QUAL scores

4.2. Regression analysis

The conceptual model will be evaluated using the coefficients of determination. Next, the path-coefficients (i.e. β-coefficients) will be used to test the hypotheses. To test the conceptual model and the matching hypotheses, two different regressions will be used. First, a regression analysis of the perceived customer value in relation with the E-S-QUAL scale will be conducted. Second, regression analysis of the perceived customer value in relation with the E-RecS-QUAL scale will be conducted. As discussed before, researchers found that certain items of the E-S-QUAL scale relate to service recovery instead of routine service encounters. Consequently, Parasuraman et al. (2005) developed a subscale of E-S-QUAL, called E-RecS-QUAL. Therefore, two regression analyses will be necessary. Lee, Cha and Cho (2012) have also made different regression analyses of the two scales in relation with the perceived value.

The multiple regression analysis, in present master thesis, will be based on the data analysis done by Lee, Cha and Cho (2012). They explain that the E-S-QUAL and E-RecS-QUAL scales capture pre- and post-online service aspects, respectively (Parasuraman et al., 2005), which suggests to separate the two scales and perform two regression analyses, as explained above. Also in the reliability and validity assessment's research by Parasuraman et al. (2012), both scales are kept separate in relation with perceived value and/or loyalty.

The reason for analyzing the scales separately is that customers are looking in the first instance for high quality service and not recovery. Good recovery, however, may be required in some instances, but it is not the main focus of what customer want. Therefore, Parasuraman et al. (2005) suggest that it is better to treat service recovery as a separate dimension.

Dries Hoeken   Master of Management – International Marketing Strategy

4.2.1. Coefficients of determination

The R² gives more information about the quality of the regression model. For the regressions I will look at the adjusted R-square. The adjusted R-squared is a modified version of R-squared that has been adjusted for the number of independent variables in the regression. The adjusted R-squared increases only if the new variable improves the model more than would be expected by chance. It decreases when a variable improves the model by less than expected by chance (De Vocht, 2014).

In the regression with the E-S-QUAL scale, the adjusted R^2 value is 0.251, this means that 25.10 % of the variance of perceived customer value is being explained by the variables (Facebook Page) efficiency, privacy, fulfillment and (page) content/ information (see Table 4.1). In the regression with the E-RecS-QUAL scale, the adjusted R² value is 0.348, this means that 34.80 % of the variance of perceived customer value is being explained by the variables responsiveness and contact.

	R	R²	Adjusted R²
Customer Value (E-S-QUAL)	0.521	0.272	0.251
Customer Value (E-RecS-QUAL	0.597	0.357	0.348

Table 4.1: Coefficients of determination

4.2.2. Hypothesis testing

For the purpose of hypothesis testing, multiple regression analysis was conducted. The results are shown in table 4.2. It is shown from table 4.2 that the first regression (i.e. E-S-QUAL scale) is statistically significant, while F (4,143) = 13.345, p = 0.000 at a significance level of 0.05. The second regression (E-RecS-QUAL scale) is also statistically significant, while F (2,145) = 40.193, p = 0.000 at a significance level of 0.05.

Next, the results indicate that, in the relationship between social media service quality's independent variables and perceived customer value, the 'Facebook Page efficiency' and 'privacy' are found not to be significant at the significance level of 95 %, hence H1a and H1c are rejected. On the other hand, the t-values of 'fulfillment' and 'Facebook Page content and information' are at 2.447 (p<0.016) and 2.055 (p<0.042) respectively. Therefore, social media service quality's 'fulfillment' and 'Facebook Page content and information' factors have a positive influence on perceived value.

Because there are multiple independent variables, the regression equation looks like:

$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \ldots + \beta_k X_{ki} + u_i,\ i = 1, \ldots, n$

When this equation is applied to the first regression (i.e. E-S-QUAL), it results in the following regression equation:

Perceived Customer Value = 2.097 + 0.214*Fulfillment + 0.159*Page Content Info + ε

Based on this regression equation it is clear that the independent variables fulfillment and page content/ information have a positive effect on the dependent variable perceived value. This equation also shows that the factor fulfillment has the highest impact on the perceived customer value. Fulfillment described if Level Menswear truthful about its offerings and correct/ honest about their commerce.

Dependent Variable	Independent Variable		F	β	t-value	p-value	Hypothesis	
Perceived Customer Value (Holbrook)	**E-S-QUAL**	FB Efficiency	13.345	0.197	1.527	0.129	H1a	Not supported
		Fulfillment		0.214	2.447	0.016	H1b	Supported
		Privacy		0.074	1.109	0.269	H1c	Not supported
		Page content/ info		0.159	2.055	0.042	H1d	Supported
	E-RecS-QUAL	Responsiveness	40.193	0.379	6.864	0.000	H2a	Supported
		Contact		0.131	1.664	0.098	H2b	Not supported

Table 4.2: Hypothesis testing

The results from Lee, Cha and Cho's (2012) research are included in the appendices (see 8.4). The results have the same (table) format as above, in order to make comparison easier. They also included loyalty, as a dependent variable, in their multiple regression analysis. The SPSS output of present research can be find in appendices as well (see 8.3).

Results from Lee, Cha and Cho's (2012) research showed that 'privacy' was statistically significant. Also Lee Cha and Cho (2012) found that 'system availability' to be not statistically significant, which is the factor that I excluded. They made an inference that 'problems faced by consumers are not directly related to the use of Social Commerce websites, but influenced by external factors. These external factors can be the consumer's environments, such as the consumer's PC system and internet connectivity (Lee, Cha and Cho, 2012, p. 349)'. For that reason I did not include system availability in my research. Furthermore, Lee, Cha and Cho (2012) did not include 'Facebook page content and information' as an item in the E-S-QUAL scale. I included that item because according to Ha and Stoel (2011) it is one of the most significant contributors to apparel e-shopping quality.

Following, the results indicate that, in the relationship between social media recovery service quality's independent variables and perceived customer value, 'contact' is found not be significant at the significance level of 95 %, hence H2b is rejected. On the other hand, the t-value of 'responsiveness' is at 6.864 ($p<0.000$). Therefore, social media recovery service quality's factor 'responsiveness' factor has a positive impact on perceived value.

As a result, the following regression equation is:

Perceived Customer Value = 3.258 + 0.379*Responsiveness + ε

Based on this regression equation it is clear that the independent variable responsiveness has a positive effect on the dependent variable perceived value. Also the regression equation indicates that 0.379 is the change in perceived customer value associated with a unit change in responsiveness.

Master of Management – International Marketing Strategy   Dries Hoeken

Thus, from the two regression equations I can conclude the following about the impact of the variables. The complete results of the two regressions can be found in figure 4.5:

(H1b) → If **Fulfillment** increases with 1, **perceived value** will increase with 0.214. (If the other variables are kept constant)

(H1d) → If **Facebook page content and information** increases with 1, **perceived value** will increase with 0.159. (If the other variables are kept constant)

(H2a) → If **Responsiveness** increases with 1, **perceived value** will increase with 0.379. (If the other variables are kept constant)

Figure 4.1: Results

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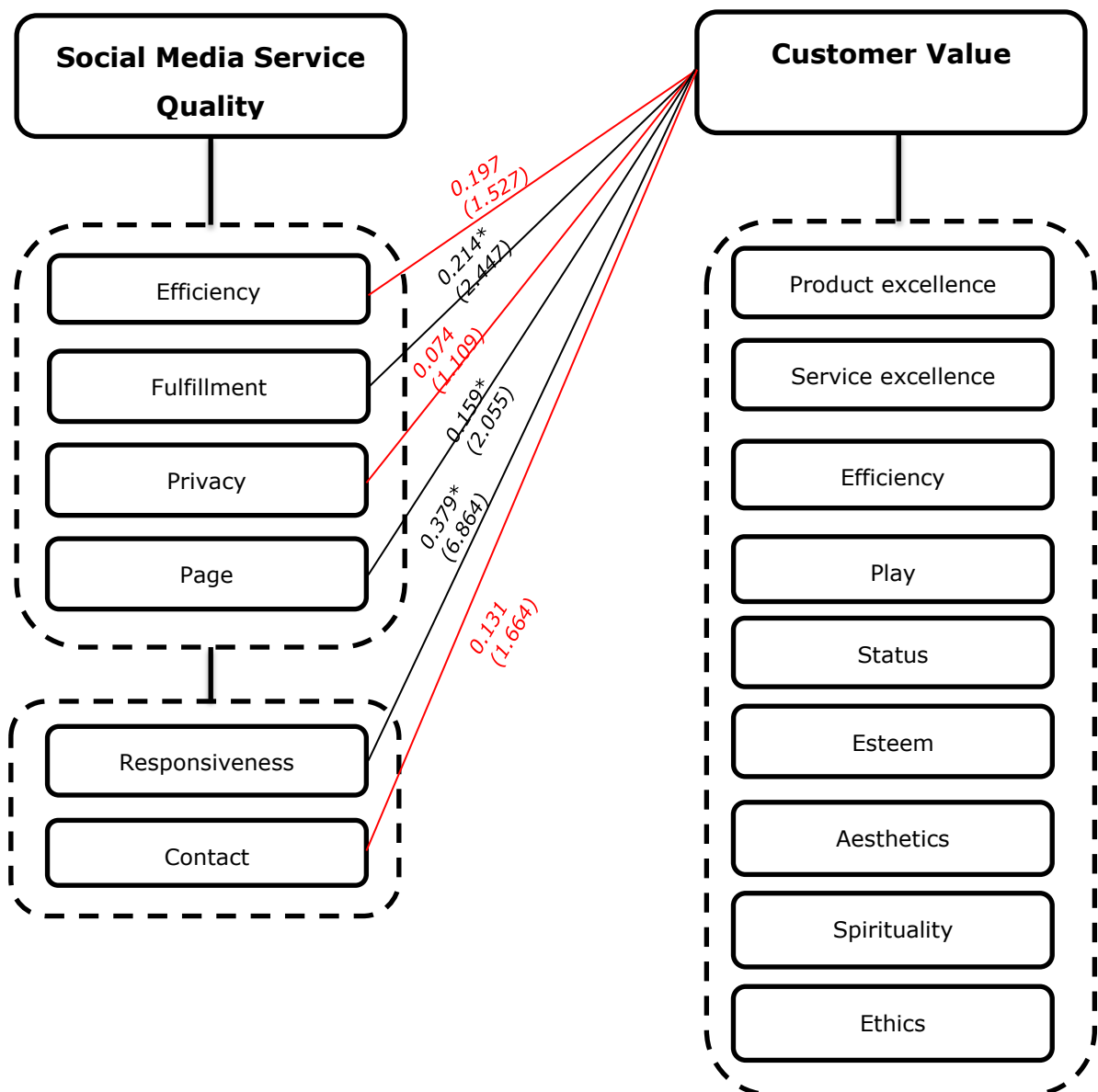
5. Conclusion and managerial implications

The main purpose of this master dissertation was to investigate whether or not social media service quality had an impact on customer value. Previous studies have already established several value frameworks and several dimensions of e-service quality. In current master thesis, the value typology framework of Holbrook (1999) was used to research customer value, in a small retail setting (i.e. Level Menswear). And in order to research the social media service quality, the scales by Parasuraman et al. (2005) were used. By adopting these reliable and valid measurement scales, it enabled me to conduct an empirical analysis.

In this chapter, the research question will be discussed:

'What is the effect of social media service quality on customer value?'

On the performance of the nine value types of Holbrook, Level Menswear scores very well. Only one value type scores below five (on a 9-point Likert scale): spirituality. Level Menswear scores excellent on 'aesthetics' (i.e. the beauty of the store and appearance of staff) and 'service excellence' (based on performance). On the performance of the dimensions of the E-S-QUAL and E-Recs-QUAL, Level Menswear scores very well too. 'Facebook efficiency', 'privacy' and 'contact' are performing eight or higher on a 9-point Likert scale, which indicates that Level Menswear uses its Facebook page very well and uses it in a correct and efficient manner.

Only a very small part of existing research on e-service quality, acknowledges the impact that social media service quality can have on perceived customer value. Existing e-service quality dimensions from various researchers (e.g. Parasuraman et al., 2005; Wolfinbarger and Gilly, 2003) were used as a starting point. Next, the dimensions and items were adapted to match the characteristics of social media and the apparel industry. The results indicate that some factors of (social media) e-service quality and recovery have positive influences on customers' perceived value. In current research, the factors 'fulfillment', 'Facebook Page content and information' and 'responsiveness' are statistically significant and have a positive influence on customers' perceived value. For further conclusions, a comparison with the results from Lee, Cha and Cho's (2012) research will be made.

Lee, Cha and Cho (2012) conclude that four out of six dimensions of e-service quality had a positive influence on perceived value. The significant dimensions are: fulfillment, privacy, responsiveness and contact.

Dries Hoeken   Master of Management – International Marketing Strategy

First, fulfillment has been cited as an important facet of e-service quality. In fact, Wolfinbarger and Gilly (2003) found that fulfillment is the strongest predictor of customer satisfaction, perceived value and quality, and the second strongest predictor of intentions to repurchase. In this master dissertation fulfillment reflected mostly the clothing availability of Level Menswear and not order delivery, because that is not available through Facebook. In present research, it can be concluded that fulfillment is the strongest predictor of customers' perceived value. In this regard, fulfillment attributes relate to the Website's (i.e. Facebook Page) behind-the-scene infrastructure, whereas efficiency deals with designing the Page. Thus, earning a high-quality image for a store's website or Facebook Page involves much more than creating an excellent façade for the site.

Facebook Page content and information has also been found to be statistically significant to customers' perceived value. It has also been suggested by many researchers of e-service quality that this factor makes the most significant contribution in an apparel setting. Furthermore it can be concluded that Level Menswear facilitates the content of its Facebook Page very well and tries to mirror their store onto their Facebook Page. This is also important for multi-channel retailers, because the Facebook Page is a major path leading shoppers to make purchases at the store.

In contrast to present research, they concluded that privacy does have an impact on perceived value. Lee, Cha and Cho (2012) argue that 'privacy' is an important factor and is an inevitable factor when social media is used as a marketing tool. In the current research, however, this conclusion could not be made. Furthermore Lee, Cha and Cho (2012, p. 349) found that perceived value is influenced most by 'responsiveness' and further argue that 'the role of Social Commerce websites is providing a marketplace for sellers and consumers, and so, they are required to respond to consumers' demand for cancelation or refund in a timely manner'. Therefore, a system, such as Facebook, that can respond to customer complaints and/or questions is necessary. In current research, the same conclusion can be made about responsiveness.

Finally, Lee, Cha and Cho (2012) found that 'contact' was a significant predictor of perceived value, since website technology now allows for interaction between employees and customers or between customers. This includes that there was a possibility for consumers to contact the stores through social networks such as Facebook. Therefore it was suggested that 'contact' may be a predictor of perceived value, but, in present research contact is not a significant predictor of perceived value. An explanation for this could be that the implementation of the data collection was done on a very small scale and that the dispersion of gender was very limited.

Besides contributing to the theory on customer value and (social media) e-service quality, the results of the current research also have several important implications for managers of social media and possibly also for the apparel industry. In the literature review of this thesis, I stated that achieving a sustainable competitive advantage in the market place is difficult with only a web presence or low prices (Zeithaml et al., 2000), but superior service quality is essential for excellent market performance on an enduring basis (Parasuraman and Grewal, 2000). The current research has shown that fulfillment, page content/ information and responsiveness are (positive) significant contributors of social media service quality in relation with perceived value.

Also, for the recovery-service dimensions and the perceptual attributes (or items) they contain imply service aspects that reflect aspects of traditional service quality (e.g. concern for solving customers' problems). Therefore, as Parasuraman et al. (2005) suggest, although online companies/organizations/stores might be able to deliver superior e-service quality during routine transactions with little or no human contact, excelling in recovery service might require the human touch. To conclude, the popularity of social media, such as Facebook, can create opportunities for new online business models.

Dries Hoeken   Master of Management – International Marketing Strategy

Master of Management – International Marketing Strategy   Dries Hoeken

6.   Limitations and future research

This part of the master thesis discusses the limitations and future research. Several limitations were encountered during this research which needs to be accounted for. There are always factors beyond my control that influence the overall value of the findings.

First the items of the scales used (i.e. E-S-QUAL and E-RecS-QUAL) for the data collection were modified to fit in the environment of social media. Also two factors of the scales by Parasuraman et al. (2005) were not included because of the non-relevance in a social media setting (i.e. system availability and compensation were neglected). Therefore the variable 'Facebook Page content and information' was a replacement because of its significant relevance (see Wolfinbarger and Gilly, 2003; Ha and Stoel, 2011).

Second, while these scales provide useful tools to evaluate web site quality, they do not measure all the aspects, factors and/or variables of online service quality (see Appendices 8.5). Furthermore the use of the scales by Parasuraman et al. (2005) in social media setting is limited and in need of future research.

Third, there were no filter-questions ask to indicate if the respondents were qualified to answer the items of E-RecS-QUAL. So even if respondents did not use post-online services (i.e. recovery questions), they were still asked about it.

Fourth, only data from one city in the Netherlands (i.e. Sittard) and only one small clothing store was collected. The respondents were mainly living or shopping in the city of Sittard or in neighbor cities. Also the target audience of the clothing store is only male shoppers, but this store was chosen based on their interactivity with social media. Therefore the dispersion of males and females differs extremely. Only 2.70 % of the respondents are females. Males and females probably have a different opinion and different awareness of value types and of the different factors of e-service quality. Future research should contain a more even dispersion between the genders.

Dries Hoeken   Master of Management – International Marketing Strategy

Future researchers investigating the influence of social media service quality on perceived value or even loyalty and/or satisfaction could apply a different research method. In the current research, the dimensions and items of e-service quality were based on existing literature of e-service quality and social media. Future researchers could possibly derive more qualitative insights from consumers, by using focus groups, and establish different dimensions of (social media) e-service quality. The dimensions derived from the focus groups could then be analyzed through quantitative analysis, similar to the analysis of the current research.

Lastly, future researchers should attempt to investigate more relationships with social media in different industries and with different dependent variables.

Master of Management – International Marketing Strategy   Dries Hoeken

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8.   Appendices

8.1. Flyer

Hallo,

Mijn naam is Dries Hoeken en ik ben student aan de Universiteit van Hasselt, België. Ik doe een onderzoek naar/over de klantwaarde en de Facebookpagina van **Level Menswear** in Sittard. En hiervoor heb ik jou nodig, want jij kunt mij helpen om dit onderzoek in goede banen te leiden.

Je zou me enorm helpen met het invullen van mijn enquête. Hierbij maak je kans op een **kortingsbon van € 10**. Het enige wat je hiervoor moet doen is naar de Facebookpagina van **Level Menswear** gaan en te klikken op de enquête link of typ deze link in je adresbalk. Het duurt slechts een 10-tal minuutjes;

https://uhasselteconomics.eu.qualtrics.com/SE/?SID=SV_6Dv31TzRUa82MRv

Alvast bedankt!

Dries Hoeken

(Gelieve mij niet zomaar op straat te gooien, Sittard is en blijft een mooie stad)

8.2. Questionnaire

Hartelijk dank om mee te werken aan dit onderzoek!

Mijn naam is Dries Hoeken en ik volg de studie Master of Management aan de Universiteit Hasselt, België.In het kader van mijn masterproef doe ik een onderzoek naar de waarde en service kwaliteit van de kledingwinkel Level Menswear in Sittard. Hierbij zal de Facebookpagina van Level Menswear een grote rol spelen. Daarvoor heb ik uw medewerking nodig!

Er zijn geen goede of foute antwoorden, het gaat om uw persoonlijke reacties en opinies. Het invullen van de vragenlijst zal slechts een 8-tal minuten in beslag nemen. De informatie die u geeft, is confidentieel en zal anoniem verwerkt worden. Soms lijken de vragen wat omslachtig, maar probeer zo eerlijk mogelijk te antwoorden.

Om u te bedanken voor uw deelname zullen er drie kortingsbonnen ter waarde van € 10 onder de deelnemers verloot worden.

Alvast hartelijk dank voor uw deelname!

Met vriendelijke groeten,

Dries Hoeken

Wanneer bent u voor de laatste keer bij Level Menswear geweest?

- ❍ minder dan 3 maanden geleden
- ❍ 3 tot 6 maanden geleden
- ❍ 6 tot 12 maanden geleden
- ❍ meer dan 12 maanden geleden

Volgende vragen gaan over de waarde die Level Menswear biedt aan hun klanten.Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
De producten van Level Menswear zijn van hoge kwaliteit.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Er is een groot aanbod dat voorziet in verschillende behoeften.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Het aanbod van Level Menswear voorziet voldoende keuze.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Level Menswear biedt bekende merken aan.	❍	❍	❍	❍	❍	❍	❍	❍	❍

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Level Menswear levert diensten zoals beloofd.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Werknemers van Level Menswear zijn altijd bereid om klanten te helpen.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Ik kan de werknemers van Level Menswear vertrouwen.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Level Menswear geeft klanten individuele aandacht.	❍	❍	❍	❍	❍	❍	❍	❍	❍

Master of Management – International Marketing Strategy   Dries Hoeken

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Ik betaal in Level Menswear veel voor wat ik in de plaats krijg.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Gezien de locatie kan ik Level Menswear makkelijk bereiken.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Gezien de openingsuren kan ik Level Menswear makkelijk bereiken.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Bij Level Menswear vind ik vlot wat ik zoek.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Ik verlies weinig tijd bij een bezoek aan Level Menswear.	❍	❍	❍	❍	❍	❍	❍	❍	❍

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Ik voel me goed tijdens een bezoek aan Level Menswear.	○	○	○	○	○	○	○	○	○
Ik haal plezier uit een bezoek aan Level Menswear.	○	○	○	○	○	○	○	○	○
Ik vind een bezoek aan Level Menswear leuk.	○	○	○	○	○	○	○	○	○
Ik geniet van een bezoek aan Level Menswear.	○	○	○	○	○	○	○	○	○
Ik word gelukkig van een bezoek aan Level Menswear.	○	○	○	○	○	○	○	○	○

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Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Ik heb de indruk dat anderen een goed beeld van me hebben als ik klant ben bij Level Menswear.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Ik heb de indruk dat de klanten van Level Menswear mensen zijn met kenmerken die ik zelf ook graag zou hebben.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Ik heb de indruk dat klant zijn bij Level me helpt om anderen aan te tonen wie ik ben of graag zou willen zijn (bv. mode-bewuste persoon, ondernemer, atleet,...).	❍	❍	❍	❍	❍	❍	❍	❍	❍

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Level Menswear helpt me de identiteit te verkrijgen die ik wil hebben.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Level Menswear helpt me de kloof te dichten tussen wie ik ben en wie ik probeer te zijn.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Klant zijn bij Level Menswear heeft een positief effect op mijn zelfbeeld.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Klant zijn bij Level Menswear maakt me trots.	❍	❍	❍	❍	❍	❍	❍	❍	❍

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Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
De werknemers van Level Menswear hebben een verzorgd voorkomen.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De buitenkant van Level Menswear is aantrekkelijk.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Het interieur van Level Menswear is aantrekkelijk.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Level Menswear heeft een mooie uitrusting (kasten, rekken, paskamers,...).	❍	❍	❍	❍	❍	❍	❍	❍	❍

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Een bezoek aan Level Menswear geeft me het gevoel er even tussenuit te zijn.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Een bezoek aan Level Menswear geeft me het gevoel dat ik in een andere wereld ben.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Tijdens een bezoek aan Level Menswear vergeet ik even al de rest.	❍	❍	❍	❍	❍	❍	❍	❍	❍

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Q12 Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Ik denk dat Level Menswear bijdraagt aan de lokale economische ontwikkeling.	○	○	○	○	○	○	○	○	○
Ik denk dat Level Menswear aangename werkomstandigheden biedt voor het personeel.	○	○	○	○	○	○	○	○	○
Ik denk dat Level Menswear gebruik maakt van eerlijke verkoopstechnieken.	○	○	○	○	○	○	○	○	○

Bezoekt u weleens de Facebookpagina van Level Menswear of geeft u aandacht aan hun berichten op uw tijdlijn?

❍ Ja
❍ Nee

Volgende vragen gaan over de Facebookpagina van Level Menswear. (Gelieve bij het beantwoorden dit in het achterhoofd te houden.)Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
De Facebookpagina maakt het gemakkelijk om informatie te vinden die ik nodig heb.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Het is gemakkelijk om doorheen de Facebookpagina te navigeren.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De Facebookpagina zorgt ervoor dat ik snel op de hoogte ben van nieuwe kleding of andere acties in de winkel.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Foto's van kledij en/of status updates op de Facebookpagina zijn goed georganiseerd.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De Facebookpagina laadt snel.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Informatie over nieuwe kledij in hun winkel is op de Facebookpagina simpel te gebruiken.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Door de Facebookpagina vind ik snel de juiste informatie.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De Facebookpagina in zijn geheel is goed georganiseerd.	❍	❍	❍	❍	❍	❍	❍	❍	❍

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Ik heb het gevoel dat mijn privacy niet geschonden wordt op deze Facebookpagina.	○	○	○	○	○	○	○	○	○
Ik heb het gevoel dat ik deze Facebookpagina kan vertrouwen.	○	○	○	○	○	○	○	○	○
De Facebookpagina deelt mijn persoonlijke infomatie niet met andere.	○	○	○	○	○	○	○	○	○

Master of Management – International Marketing Strategy   Dries Hoeken

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
De kleding (of andere items) die op hun pagina te zien zijn, heeft Level Menswear altijd in de winkel.	○	○	○	○	○	○	○	○	○
Level Menswear is altijd eerlijk over hun aanbiedingen en acties.	○	○	○	○	○	○	○	○	○
De informatie die Level Menswear geeft en hun manier van handelen is altijd correct.	○	○	○	○	○	○	○	○	○
Informatie over beschikbare kleding en/of kledingmaten wordt meegedeeld.	○	○	○	○	○	○	○	○	○

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
De inhoud van de Facebookpagina verdoet mijn tijd niet.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De graad van personalisering van de facebookpagina is precies goed, niet te veel en niet te weinig.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De structuur en de layout van de Facebookpagina helpen bij het zoeken naar kleding items.	❍	❍	❍	❍	❍	❍	❍	❍	❍
De Facebookpagina geeft me voldoende informatie over de kleding items, net zoals in de winkel zelf.	❍	❍	❍	❍	❍	❍	❍	❍	❍

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Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
Via hun Facebookpagina geeft Level Menswear me voldoende opties om kleding items te ruilen.	○	○	○	○	○	○	○	○	○
Via hun Facebookpagina reageert Level Menswear altijd snel op vragen of andere comments.	○	○	○	○	○	○	○	○	○
Via hun Facebookpagina gaat Level Menswear goed om met het omruilen van kleding items.	○	○	○	○	○	○	○	○	○
Via hun Facebookpagina lost Level Menswear snel problemen op.	○	○	○	○	○	○	○	○	○

Gelieve aan te geven in welke mate u akkoord bent met onderstaande stellingen.

	Helemaal niet akkoord 1	2	3	4	Noch akkoord, noch niet akkoord 5	6	7	8	Helemaal akkoord 9
De Facebookpagina voorziet voldoende contact informatie zoals een telefoonnummer, mail,…	❍	❍	❍	❍	❍	❍	❍	❍	❍
Level Menswear geeft de mogelijkheid om via hun Facebookpagina persoonlijke berichten te sturen.	❍	❍	❍	❍	❍	❍	❍	❍	❍
Level Menswear is altijd bereid om via hun Facebookpagina te antwoorden.	❍	❍	❍	❍	❍	❍	❍	❍	❍

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Wat is uw geslacht?

❍ Man
❍ Vrouw

Wat is uw nationaliteit?

❍ Nederlands
❍ Belgisch
❍ Andere

_____

Wat is uw leeftijd?

_____

Hartelijk dank voor uw deelname!

Indien u kans wil maken op een kortingsbon van € 10, gelieve dan hieronder uw e-mail adres in te vullen. Dit e-mailadres zal enkel gebruikt worden om u te contacteren indien u bij de winnaars bent.

Anonimiteit van uw antwoorden wordt dus gegarandeerd.

_____

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8.3. Output SPSS

8.3.1. E-S-QUAL scale output

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MeanConInfo, MeanPriv, MeanFulfill, MeanFBEff[b]	.	Enter

a. Dependent Variable: AvgHolbrook

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,521[a]	,272	,251	,61688

a. Predictors: (Constant), MeanConInfo, MeanPriv, MeanFulfill, MeanFBEff

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20,313	4	5,078	13,345	,000[b]
	Residual	54,418	143	,381		
	Total	74,731	147			

a. Dependent Variable: AvgHolbrook

b. Predictors: (Constant), MeanConInfo, MeanPriv, MeanFulfill, MeanFBEff

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,097	,753		2,785	,006
	MeanFBEff	,197	,129	,152	1,527	,129
	MeanPriv	,074	,067	,100	1,109	,269
	MeanFulfill	,214	,087	,215	2,447	,016
	MeanConInfo	,159	,078	,186	2,055	,042

a. Dependent Variable: AvgHolbrook

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8.3.2. E-RecS-QUAL scale output

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	MeanContact, MeanResp[b]	.	Enter

a. Dependent Variable: AvgHolbrook

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,597[a]	,357	,348	,57582

a. Predictors: (Constant), MeanContact, MeanResp

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,653	2	13,327	40,193	,000[b]
	Residual	48,078	145	,332		
	Total	74,731	147			

a. Dependent Variable: AvgHolbrook

b. Predictors: (Constant), MeanContact, MeanResp

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,258	,593		5,492	,000
	MeanResp	,379	,055	,525	6,864	,000
	MeanContact	,131	,078	,127	1,664	,098

a. Dependent Variable: AvgHolbrook

8.4. Results Lee, Cha and Cho (2012)

Dependent Variable	Independent Variable		R^2	Adjusted R^2	F	β	t-value	p-value	Hypothesis	
Perceived Value	Online Service Quality (E-S-QUAL)	Efficiency	.463	.446	27.807	.141	1.802	.074	H1a	Rejected
		System Availability				.144	1.708	.090	H1b	Rejected
		Fulfillment				.272	3.332	.001	H1c	Accepted
		Privacy				.316	4.007	.000	H1d	Accepted
	Online Service Recovery (E-RecS-QUAL)	Responsive-ness	.443	.435	53.352	.493	6.524	.000	H2a	Accepted
		Contact				.259	3.422	.001	H2b	Accepted
Loyalty	Online Service Quality (E-S-QUAL)	Efficiency	.484	.468	30.302	.211	2.765	.007	H3a	Accepted
		System Availability				-.100	-1.212	.228	H3b	Rejected
		Fulfillment				.344	4.458	.000	H3c	Accepted
		Privacy				.389	4.868	.000	H3d	Accepted
	Online Service Recovery (E-RecS-QUAL)	Responsive-ness	.483	.475	62.599	.623	8.553	.000	H4a	Accepted
		Contact				.123	1.686	.094	H4b	Rejected
Loyalty	Perceived Value		.614	.611	214.388	.783	14.642	.000	H5	Accepted

8.5. Measurement tools and scales for e-service quality

Authors	Domain of Measures	Dimensions
Parasuraman et al. (2005)	Electronic service quality	1. Efficiency 2. System availability 3. Fulfillment 4. Privacy
Wolfinbarger and Gilly (2003)	E-tail quality	1. Website design 2. Fulfillment 3. Reliability 4. Security 5. Privacy 6. Customer service
Ranganathan and Ganapathy (2002)	Important characteristics Websites	1. Information content 2. Design 3. Security 4. Privacy
Aladwani and Palvia (2002)	Web service quality	1. Technical adequacy 2. Specific content 3. Content quality 4. Web appearance
Yoo and Donthu (2001)	Online retailers' Web site quality	1. Ease of use 2. Aesthetic design 3. Processing speed 4. Security
Barnes and Vidgen (2002)	Web site quality	1. Usability 2. Design 3. Information 4. Trust 5. Empathy
Lee and Lin (2005)	Online service quality	1. Website design 2. Reliability 3. Responsiveness 4. Trust 5. Personalization
Janda, Trocchia and Gwinner (2002)	Internet retail service quality	1. Performance 2. Access 3. Security 4. Sensation 5. Information
Kim and Stoel (2004)	Apparel website quality	1. Web appearance 2. Entertainment 3. Informational fit-to-ask 4. Transaction capability 5. Response time 6. Trust

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Hoeken, Dries

Datum: **24/05/2016**