

**The Effect of Customer-to-Customer
Interaction on Perceived Value:
Moderating Effect of Customer's
Dependency Orientation
DOCTORATE THESIS
AFSHIN MIRZAEI
Eskişehir, 2019**

**The Effect of Customer-to-Customer Interaction on Perceived Value:
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DOCTORATE THESIS

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Marketing**

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Anadolu University, Graduate School of Social Science

June, 2019

FINAL APPROVAL FOR THESIS

This thesis titled “**The Effect of Customer-to-Customer Interaction on Perceived Value: Moderating Effect of Customer’s Dependency Oriantation**” has been prepared and submitted by **Afshin MIRZAEI** in partial fullfillment of the requirements in “Anadolu University Directive on Graduate Education and Examination” for the PhD **Department of Business Admistration Program in Marketing** Department has been examined and approved on 27/06/2019.

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ABSTRACT

The Effect of Customer-to-Customer Interaction on Perceived Value: Moderating Effect of Customer's Dependency Orientation

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Constructing mutually beneficial and long-lasting relationships between companies and their stakeholders has become increasingly important in the context of relationship marketing. In addition to the importance of business-to-customer relationships, managing customer-to-customer relationships and their interactions is believed to be the key to forming enduring links and bonds with the customers. This issue is highly valued in the concept of service dominant (S-D) logic as a source of co-created value. In this study, customer-to-customer interaction (CCI) is introduced as a missing and complementary part of social bonds in the context of relationship marketing. Inclusion of these interactions among customers that are social in nature to classically known social bonds has provided a more comprehensive approach towards this concept. In addition, customers' dependency orientation that originally stems from cultural features is put forward as a concept that moderates the relationship between various types of customer-to-customer interaction (direct, indirect; positive, negative) and hedonic perceived value (HPV) in a given service dominant encounter. This work has utilized experimental methodology to test how customers' HPV is affected by different types of interactions that take place among customers in a service dominant (S-D) setting considering the moderating effect of customers' dependency orientation.

Keywords: Social bonds, customer-to-customer interaction, Hedonic perceived value, Dependency orientation, Experimental design

ÖZET

Müşteriler Arasındaki Etkileşimin Algılanan Değer Üzerindeki Etkisi: Müşterinin Bağımlılık Yöneliminin Düzenleyici Rolü

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İşletmeler ve paydaşları arasında karşılıklı fayda sağlayan ve uzun süreli ilişkiler kurmak ilişkisel pazarlama kapsamında gittikçe daha fazla önem kazanmaktadır. İşletme ve müşterileri arasındaki ilişkilerin önemine ek olarak müşterilerin kendi aralarındaki ilişkilerin ve etkileşimlerin müşterilerle kalıcı bağlar kurmada kilit bir role sahip olduğuna inanılmaktadır. Bu durum birlikte-yaratılan değerın kaynağı olarak hizmet baskın (S-D) mantık açısından çok değerlidir. Bu çalışmada, müşteri-müşteri etkileşimi (CCI) ilişkisel pazarlama bağlamında sosyal bağların eksik ve tamamlayıcı bir parçası olarak tanıtılmıştır. Doğası gereği sosyal olan müşteriler arasındaki etkileşimler, klasik olarak bilinen sosyal bağlara eklenmiştir ve daha kapsamlı bir yaklaşım sunulmuştur. Ek olarak, müşterilerin bağımlılık yöneliminin müşteriler arasındaki doğrudan ve dolaylı; olumlu ve olumsuz etkileşim türleri ile müşteriler tarafından algılanan hedonik değer arasındaki ilişkiyi belirli bir hizmet ortamında düzenleyici bir değişken olarak ele almıştır. Bu çalışma, hizmet baskın bir ortamında farklı etkileşim türlerinin müşterilerin algıladığı hedonik değeri nasıl etkilediğini test etmek için deneysel yöntem kullanmıştır ve müşterilerin bağımlılık yöneliminin düzenleyici etkisi test edilmiştir.

Anahtar kelimeler: Sosyal bağlar, Müşteriler arası etkileşim, Algılanan hedonik değer, Bağımlılık yönelimi, Deneysel tasarım

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STATEMENT OF COMPLIANCE WITH ETHICAL PRINCIPLES AND RULES

I hereby truthfully declare that this thesis is an original work prepared by me; that I have behaved in accordance with the scientific ethical principles and rules throughout the stages of preparation, data collection, analysis and presentation of my work; that I have cited the sources of all the data and information that could be obtained within the scope of this study, and included these sources in the references section; and that this study has been scanned for plagiarism with “scientific plagiarism detection program” used by Anadolu University, and that “it does not have any plagiarism” whatsoever. I also declare that, if a case contrary to my declaration is detected in my work at any time, I hereby express my consent to all the ethical and legal consequences that are involved.

(Signature)

AFSHIN MIRZAEI

(Name and Surname of the Student)

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GLOSSARY OF ACRONYMS

CCI: Customer-to-customer interaction

HPV: Hedonic Perceived Value

CPV: Customer's Perceived Value

RM: Relationship Marketing

RB: Relational Bond

WOM: Word of Mouth

EWOM: Electronic Word of Mouth

IV: Independent Variable

DV: Dependent Variable

IN: Independent

INT: Interdependent

CV: Control Variable

1. INTRODUCTION

The matter of human interactions with one another is increasingly discussed to a great extent and details among many practitioners and academicians in business field. More specifically, this concept is approached and analyzed from multiple fronts; from voluntarily nature of these interactions to unwitting exposures to them, their intensity and duration, with whom these interactions take place, how are they perceived by one another, how one's personality traits impact these interactions and how do they create value in long run for parties involved in these interactions.

These interactions have been the topic of discussion in many contexts, though, as far as service context is concerned, it is widely argued that experience of a service is highly an interactional and social one rather than just meeting a practical need (Breda, 2004).

Regarding role players in given interactions among individuals present or involved in a process of service delivery, they are mainly grouped as those that either occurs between providers and customers or those that take place between customers themselves, which could be direct or indirect in nature.

In addition, one's orientation towards interdependency or independency which is believed to have cultural roots is thought of as contributing element that could influence the way that an experience in a service environment is comprehended by parties involved.

Taken from another point of view and in the context of relationship marketing, where various forms of relationships are explored and studied to explain multiple channels through which long lasting bonds are made, traditionally, three famous forms of bonds that providers would need to construct to establish an enduring mutual beneficiary relationship with customers are discussed, namely financial, structural and social. However, since providers are not the only elements that could create value in a given interaction, there has been a shift of focus toward not only making sure that the maximum value is created through provider-customer interactions, but also considering interactions happen among customers themselves as a unique source of value creation. In accordance, Libai et al. (2010) discusses that the most important improvement in the context of relationship marketing ought to be the realization of the opportunities and chances that could be made through focusing on customer and customer interactions and unexplored values

that could be created in this area and encouraging researches to investigate ways that could employ this relatively recent concept of customer-to-customer interaction to create more value. In particular, this demands more attention and focus when a service environment where customers get to spend time around each other in a service encounter in a relatively long period of time.

In this study, a service environment of a coffee house which is believed to be a social environment in which experiential needs are of importance and individuals spend relatively more time around one another, that increases the chances of interactions happening among them, is picked to go beyond provider and customer interaction and put different forms of customer-to-customer interaction as a part of social bonds of relationship marketing to test.

1.1 Research Problem

While customers' interactions with one another in a service milieu could impact their value perception of their experience with a service that involves them, there are multiple issues and vagueness attached to this impact:

For one, since these interactions among customers are formed with different natures and types, would each type of each nature truly affect customers' HPV? And if it does, is this significantly felt by customers and in would it be appreciatively or depreciatively?

Apart from various forms, natures and the even the affectivity of each type and nature of CCI on HPV, would each customer's dependency orientation play any significant role in the level of value each customer perceives in a service setting? And if it does, how meaningful would the generated difference of one orientation be in comparison to other one?

1.2 Research Importance

Although social bonds and relationship marketing are not new concepts, going beyond provider and customer ties in a social setting, realizing, detecting and including these links of different forms and nature founded among customers themselves in the same social-bond category is believed to be the key to advance in relationship marketing. In addition to this important channel in which relationships could have a chance to be reinforced and last longer, from a closer perspective, knowing how individuals with various features and traits within these networks, that

exclude providers, react and comprehend these links could assist related decision makers to set out well-tailored strategies that serve different characters to their maximum potential of perception. It is of vital importance to understand that the relationship between provider and customer could go just so far in creating value and managing customer-to-customer interaction socially does not only put forward a new source to create value, but also provides a more comprehensive perspective to social bonds in a given service milieu.

In this sense and to support this notion, Moore (2005) clearly stated that customer-to-customer interaction which is a social type of interactions in nature could undoubtedly be a source of value creation in service sectors where high personal contacts are inevitable. Among many other researches, another study done by Nichollos (2010) asserted the importance of focusing on CCI to create value in service marketing and calls for more researches to be done on CCI in the context of service marketing. In addition to pointing out the importance of CCI in service context and taken from another point of view, Martin (1996) among all other researches in a study called "*Consumer-to-Consumer Relationships: Satisfaction with Other Consumers' Public Behavior*" indicates the lack of enough attention to CCI as a vital tool to establish long-lasting links and relationships which are categorized in form of social bond in the context of relationship marketing.

Trying to fill the gap in literature, which has been mostly focused on provider-customer relationship to structure enduring relations and failed to sufficiently investigate the role of CCI of social bonds, especially in service settings, the concept of dependency orientation of each individual that could influence their value perception level is also needed to be taken into account in order to have a more holistic perspective.

1.3 Research Objectives

With respect to the fact that structuring long-lasting relationship is of incrementing difficulty to reach, given the intense competition among product or service providers, along with underpinning factors which seem to have become perpetual obscurity, plethora of researches has been done in various contexts to put light on a specific and comprehensive structure for relationship marketing in which customers' personal dependency orientation, their inner circle

interactions and the ultimate goal of increased perceived value have been salient common concepts in all of them.

As it will be elucidated further in this study, customer's perceived value could be assessed through utilitarian and hedonic approaches, which in this study the focus is on hedonic forms and paves the way to the final goal of marketing that is building long-lasting beneficial relationship bolted fundamentally by customer-to-customer interaction considering customers' personal dependency orientation. That is, although there might have not been yet any concrete base for the precedents that increase hedonic perceived value would emanate from in this context, as it will be illustrated subsequently in this research, it is widely agreed that various forms of customer-to-customer interaction as social links could be readily counted as an umbrella to cover disparate and various elements involved and be the cornerstones of all relationships might exist, either among provider and customers or customers themselves.

Put differently, the more holistic view towards all bonds exists among role players in a market in the scope of relational bonds, the better understanding to construct a more enduring, perennial and perpetual relationship would be eventuated.

One of the challenges in any relationship is to evaluate the value perceived by customers and the ability to distinguish the value believed on one side to be delivered and the value that truly perceived on the other side due to the inclusion of personality orientation of customers and their tendency to comprehend values presented differently which is believed to be sourced from their dependency inclinations.

Although detecting this discrepancy is vital for the sake of relationship and the benefits of parties involved which results to the wanted long-lasting relationship, there has not been any distinctive and solid framework comprising factors which takes CCI as a social bond and hedonic value perceived in a high involvement service setting into account as a part of relationship marketing construct along with putting dependency orientation of customers to test as a possible moderating element which could either weaken or strengthen the relation between CCI and HPV.

On one hand, the immense importance of CCI and the grave impact that this concept could have on value perception of customers ought to be perused through the lens of relational bonds and in particular social bonds, in which the literature of relationship marketing is failing to include the

interaction among customers as social relations in order to design relationship marketing strategies.

On the other hand, different types of CCI should be clarified in either direct or indirect and positive or negative forms to be tested in order to see how influential CCI could be on CPV, especially in hedonic sense, under different circumstances. In order to do so, since the focus of the study is looking into relationships and interactions, a high involvement service setting where experiential needs are to be met and the level of interaction among customers are in a higher level of intricacy is opted, namely a coffeehouse. That is, experimental design method and well-tailored scenarios for each situation is exploited.

Additionally, given the well-realized impact of differences of culture on personal level on value perception of customers, the possible moderating effect of personal dependency orientation, which is a cultural concept, on the relation between value presented by different types of CCI on one side and their perception on the customers' side is needed to be put to test.

Briefly, how CPV in a high involved service setting would be affected by CCI though the level of hedonic value perceived under the moderating effect of personal dependency orientation need to be examined and a reasoned framework ought to be drawn.

Therefore, this research proposes an extended relationship marketing model in which customer-to-customer interaction is considered as an understudied part of social bonds in relationship marketing as an influential variable along with personal dependency orientation model in which hedonic perceived value is conceptualized to be a determinant.

Since the real essence of relationship marketing subsides in the concept of exchange of value and reciprocation in this regard, in this research major objectives are sought through answering the following questions:

1-Could positive and direct form of interaction among customers affect, and in particular raise, their level of hedonic perceived value of an experience in a service dominant setting?

2- Would the level of hedonic perceived value of customers change, and in particular go down, in case of experiencing a negative and direct form of interaction among customers in a high involvement service setting?

3- Could positive, though, indirect interactions among customers influence, and in particular increase, their hedonic perceived value in a high involvement service setting?

4- Would the level of hedonic perceived value of customers be dragged down as a result of experiencing a negative yet indirect interaction among customers in a high involvement service setting?

5- Could being interdependently oriented counted as a factor that has customers who fall into this category perceive higher level of hedonic value as a result of experiencing a direct and positive CCI rather than indirect and positive one ?

6- Is being interdependently oriented a factor that brings down the level of HPV of an experience in a high involvement service setting lower as a result of direct and negative CCI compared to indirect and negative one?

7- Could being independently oriented counted as a factor that has customers who fall into this category perceive higher level of hedonic value as a result of experiencing an indirect and positive CCI rather than direct and positive one ?

8- Is being independently oriented a factor that brings down the level of HPV of an experience in a high involvement service setting lower as a result of indirect and negative CCI compared to direct and negative one?

2. LITERATURE REVIEW

2.1 Relationship Marketing and Relational Bonds

Ever since the term Relationship Marketing (RM) was first put forward by Berry in 1983, it has been receiving an increasing importance not only among academics, but also between practitioners. According to Ndubisi (2005), there is undoubtedly a growing interest in the subject of relationship marketing and by building relationship with customers; organizations can also gain sources of marketing intelligence for better planning of their marketing strategy. Relationship marketing, in essence, is a shift from traditional approach of transactional perspective as it is embedded in the concept of marketing mix, where businesses would try to attract and satisfy their customers thorough incrementing the utility of a combination comprising: pricing, promotion, distribution and goods or service providing strategies, to efforts towards establishing evolving long-lasting beneficial relationship under the bower of co-creation and reciprocity of value between parties involved, which is often called paradigm shift. In this regard, Palmer (1994) states that relationship approach constitutes the structure of marketing from short-term set of transactions to a long-term relationship. Further, this dispositional change practically means that businesses are not readily interested in attracting new customers, but deem their customers as partners in value creation process. That is, Bowen and Shoemaker; (1998) case study at hotel management discusses that service providers should attempt to establish an enduring exchange relationship that would eventuate in incremented level of revenue along with customer satisfaction. In this sense, Grönroos (1994) views relationship building as marketing's cornerstone as well. However, taken from another point of view, although marketing mix would see sellers as decision-makers and imagine customers passively involved, relationship marketing perceives creating value through cooperation as a seminal part of its concept. On the other hand, although the term of Relationship Marketing was introduced in 1980s, it has also been widely discussed that its emersion in the 1980s was a rediscovery of a perspective that had long been agreed as the center of any successful business.

Scrutinizing the literature of Relationship Marketing, it could easily be seen that relational bonds are endogenous intrinsic elements in this concept. Thus, structuring various types of bonds with customers is a central goal in relationship marketing (Wu and Lin, 2014; Andreia Gomes, 2014; Monle Lee, et al, 2007; Aleksejeva Antonija_Marija, 2015; Alnaimi, 2012, Mary Susan Begalle,

2008). Respectfully, bonds are extensively attributed as the backbone of the relationship to keep customers loyal to the company. According to Roberts et al (2003), “one strategy that has gained considerable attention is the strategy of relationship marketing in which firms invest in developing long-term bonds with individual customers.” Furthermore, it is underlined that the prominence of this approach is not only restricted to incrementing customer retention, but also presents an enduring competitive advantage to the company as the subjective traits of a relationship that is hard to be counterfeited.

In addition, it is extensively argued that customers and companies get into a long-lasting relationship through variety of different channels. Before these channels are discussed, the concept of relationship breadth is worth mentioning. Relationship Breadth, in essence, refers to the concept that the more ties and bonds that company has with its customers, the more possibility of having stronger and longer relationship with them. In this regard, the concept of Relationship Breadth is discussed in literature which clarifies it as one of the most important momentums of effective RM that refers to the number of relational bonds with customers. Moreover, Jacobs and Campbell (1961) and Bendapudi and Leone (2002) conceptualize that the stronger it gets (the higher number of ties and links), the more profit-enriching opportunities, and the strength to withstand possible disruptions towards individual bonds. Regarding relationship breadth and the concepts of relational bonds (RB), it is mentioned that there are several ways to tie company to customers and build a relationship desired. In this regard, the concept of Relational Bonds is developed in literature. Liljander and Strandvik (1995) hold the view that bonds are the egresses from hindrances that link customers to firms and keep the relationship alive. The focal aim in relationship marketing is to found, keep and enrich relationships with customers through structuring strong bonds. According to Wendelin (2011), bonds can have a positive and negative influence in the relationship, which affects customers’ perceived value, durability and satisfaction. It is worth mentioning that value perception by customers delivered and comprehended through relational bonds is also playing an essential role in the ultimate goal of their satisfaction. Related model will be discussed further in following sections, separately. Based on Roberts (2003), “one strategy that has gained significant attention is the scheme of relationship marketing in which companies invest in developing perennial bonds with individual customers”. Moreover, Whilst Wilson (1995), divides bonds into two categories of social and structural, according to Smith (1998) functional ties play an essential role in bonding parties to a

relationship, which was proposed to be added to former two bonds subsequently. In consistence with this, Berry and Parasuraman (1991) and Nan-Hong Lina (2013) believe that the impetuses behind customer behaviors are financial, social, and structural bonds. Although De Wulf et al (2001), disregarded structural bond by redefinition of it into direct mail, discriminatory treatment and interpersonal interaction, the majority of authors still clung to Berry and Parasuraman's definition of relationship bonding, considering it the most comprehensive and inclusive. Accordingly, and in accordance to prevalent idea of intellectuals mentioned above that the bonds that have been used the most in literature are: financial (Economic), social and structural (Aleksejeva Antonija_Marija, 2015; Andreia Gomes, 2014; Alnaimi, 2012; Huang, Fang et al., 2014). With respects to the case of restaurant industry, Murat Dogdubay (2013) has explored the underpinning factors contributing to structure the customer's satisfaction where creating relationships with customers, and in particular service industry, through various channels and bonds such as interpersonal links with customers is of immense importance. It is also discussed that although a restaurant might prepare amazing food for customers, it would probably end up with dissatisfied customers and being perceived of poor experience if it fails to properly handle interpersonal bonds. Similar to this and more recently, Sara Sarwari (2015) has developed a model of relationship marketing in hotel industry that examines the effect of relational bonds (financial, social and structural) on customer emotions and relationship quality with subsequent and ultimate effect of both on customers' loyalty. In most studies on relational bonds the three above-mentioned bonds are used.

2.1.1 Financial Bonds

Financial bonds are generally attributed to marketing retention or frequency, where the company exploits economic leverages, such as price, rebate or other financial inducements to ensure customer satisfaction (Antonija Marija Aleksejeva, 2015; Alnaimi, 2012; Andreia Gomes, 2014; Jagdish N.Sheth, Atul.P, 2013). In a more holistic approach, Smith (1998) explicates that financial motivators are as functional bonds in the business-to-business context. He explains functional bonds as "the multiplicity of economic, performance, or instrumental links that serve to promote persistency in a relationship". In a banking context, for instance, banks might offer customers better terms regarding loan repayment (Tom O. Mboya, 2014). Life insurance industry may provide long-term customers service with comparable price in order to encourage them

(Tsu-Wei Yu and Tung, 2012). It is widely accepted that this type of bond is the simplest one to replicate. Financial bonds do not endure long and don't have perennial competitive advantage. Almost all intellectuals refer to this kind of bonds as the most fragile one that can be used to establish relationship, (Chandra Kartika, 2014; Mohammad Jafar Tarokh, 2015; Mary Susan Begalle, 2008; Gyasi, Beauty, 2012). In accordance with former mentioned points of view, in securities industry, according to Hung-Chang Chiu et al, (2007) financial linkages are seen to be grossly insufficient and ineffective to build long-lasting relationship. Taking a comprehensive perspective, financial bonds have been noted notoriously inadequate and the pressing need for other ties has seminally been felt, such as social and structural bonds (Antonija Marija Aleksejeva, 2015; Ahmad Bahjat Shammout, 2007 Hutama Basera, 2013; Olafemi Ayopo Olotu, 2011). That is, researchers concur that financial inducements are of momentums behind involving customers with the service provider.

In order to measure financial bonds, items such as whether the company provides discounts or prompt services for its regular customers (Berry 1995; Gwinner et al 1998), offers presents to encourage their future purchasing, Lin et al. (2003), or provides cumulative point programs and offers rebates if they buy more than a certain amount (Berry, 1995), are applied.

2.1.2 Social Bonds

Social bonds are referred to as interpersonal links, ties and bonds that comprise feelings perceived from “familiarity, personal recognition, friendship, rapport and social support” (Teresa Fernandes, 2015). Generally mentioning, various interpersonal interactions such as friendship, social support, sense of intimacy, or any other form might contribute in strengthening of personal relationship between parties involved, which could be in all business contexts and culminates in relationship marketing. Social bonds are extensively perused throughout literature. According to Stone (1954), social reciprocity is considered of paramount constructs that is realizing the emergent of buyers who assess personal contact in shops whom prefer to be behaved preferentially rather than shared approaches. Seminally, this perspective stems from business to business context. For instance, Wilson (1999) seminally exploited social bond, as it is attributed to latent variable in order to demonstrate the importance of proper personal interactions in relationship marketing through trust. In addition to this, Andreia Gomes (2014) discusses that to attain a social bond with customers; companies ought to keep their connection with customers

via e-mails personalized by name, manifest their friendship, exhibit that they do pay attention to their wants. Andreia continues that social bonds could also evolve among customer-to-customer interaction, whilst they are supported by firm. As Hsieh (2005) notes, social linkages could modify two-ways comprehension and take part to an open and close relationship. With respect to conceptualizing social bonds, Ewa Krolikowska (2015) explains that this matter is not comprehensively defined or appraised as other components of relational bonds even though it is of focal factors in business relationship. However, Han (Han, 1991 cited in Ahmad Bahjat Shammout, 2007) explicates it as “the level where specific linkages connect and maintain a customer-company dyad bond in a personal termed an emotional sense.” This definition accentuates the prominence of the relationship among social bonds and customer perceived value, which is discussed in this report subsequently as a separate key determinant. Further, connection between buyers and seller on variety of levels is contended that eventuates in reinvigorating social bonds through mutating formal relationships into informal personal interaction. In the context of hospitality industry, social bonds have received attention more than remaining bonds. For instance, Jason James Turner (2012) mentions in his study that customer satisfaction is mainly emanated from social nature of relationship. Moreover, based on Susana Regina Bacelar (2008) creating value for customers, which is an indispensable ingredient of exchanging value that eventuates in the final goal of marketing and customer satisfaction, is contributed critically by strengthening social channels. In this sense, Ewa Krolikowska (2013) discusses that for professional service providers and organizations to have sustainable relationship with their customers, social bonds are of focal necessities. Similarly, Juhee Kang (2011) points out the increasing importance of social bonds in restaurant and hotel sector through the role of brand community participation. Likewise, Kharouf, H. (2011) researches trustworthiness from social view in hotel sector. More recently, Mélissa Noël (2015) has proved the impact of a social customer relationship management in restaurant industry through the positive and significant relationship between customer engagement and cognitive commitment, behavioral loyalty, satisfaction and trust. Therefore, considering the fact that sense of affiliation, being clung, supported or advised, intimacy, empathy, etc. on different levels between parties could perpetuates reinforced relationship marketing through well-paved social bonds. Hence, social bonds have been comprised in this research as seminal intrinsic components.

Social bonds could be measured through multiple measurements such as whether the company keeps in touch with its customers (Berry, 1995, Dibb and Meadows, 2001, Tzokas, Saren and Kyziridis, 2001, Crosby et al, 1990), is concerned about their needs (Dibb and Meadows , 2001, Tzokas, Saren and Kyziridis 2001, Crosby et al, 1990), its employees help customers to solve their personal problems Gwinner (1998), collects their opinions about services provided Lin et al. (2003), its customers can receive greeting cards or gifts in special days Berry (1995), Crosby et al (1990), or offers opportunities for members to exchange opinions (Berry , 1995).

2.1.3 Structural Bonds

It has been discussed and underlined by Berry and Parasuraman (1991), Berry (1995) that relationship would become more consolidated as a result of considering social linkages as well as financial ones thence to structural bonds. According to Smith (1998) structural bonds are deemed as “ties relating to the structure, governance, and institutionalization of norms in a relationship. The rules, policies, procedures, or agreements that provide formal structure to a relationship; the norms or routines that informally govern interaction; and organizational systems and technologies, such as electronic mail or electronic data interchange, that enable or facilitate interaction can provide psychological, legal, and physical ties that bind parties to a relationship and make it difficult to consider other exchange partners”. Therefore, companies might promulgate inclusive services with its counterparts, or suggest innovative services that satisfy customer needs, Lin (2003). Structural bonds are often of prominence when businesses develop customer relationships by suggesting system of delivery service with respect to customers’ concerns and try to consolidate the already solidified links, rather than staying dependent on the skills of service provider to establish relationship. Companies, to have a more holistic approach, while having financial and social bonds; tend to make more bridges and ties with the counterparts through various ways in order to have the relationship harder to cease with the help of structural bonds. In other words, we could conceive financial, social and structural bonds as initial, exploratory and complementary stages of founding relationship. Relational bonds have been studied in terms of how they are defined, how they evolve through the relationship process and ultimately how they are configured into three separated kinds (financial, social and structural). That is, these three bonds have been pictured and will be exploited as constitution in the offered relationship marketing model. Moreover, it is undoubtedly believed that the stronger

and more solidified these ties get, the higher the level of value perceived, which will be looked into its terms and definitions, subsequently.

There are multiple measurements through which structural bonds could be measured such as how well the company provides personalized services according to customer's needs (Berry, 1995, Gwinner et al, 1998, Crosby et al, 1990), how effectively it offers integrated services with its partners Hsieh, Lin and Chiu (2001), provides new information about its product/services Dibb and Meadows (2001), offers innovative products/service Dibb and Meadows (2001), whether it promises to provides after-sales service (Berry, 1995) how promptly one can receive a response after a complaint (Lin et al, 2003), provides various ways to deal with transactions (Berry, 1995, Dibb and Meadows, 2001), Hsieh, Lin and Chiu, 2001) or retrieve information from various ways (Berry, 1995, Dibb and Meadows, 2001, Hsieh, Lin and Chiu, 2001).

2.2 Customer-to-customer interaction: The missing part of social bonds

2.2.1 The role of other customers in a service encounter

Customer-to-customer interaction is defined as any interaction taken place, either actively or passively, inside or outside service environment Venkat (2007), cited in Jung and Yoo (2016). Regarding to the service environment and according to Czepiel et al (1985), the definition of a service encounter is a social interaction in which one individual interacts with another. As far as essential components of a service experience and its quality is concerned, service encounter's elements such as the intensity of interactions among individuals, their frequency and the fact that provided concept is an subjective concept rather than goods exchanges are of importance. In addition, it is discussed that any service encounter is shaped through three fundamental players, namely service providers that put forward guidelines and strategies, employees who act upon those policies and finally present customers who are exposed and seek to meet their wants and needs Beverley Sparks, (2008).

Service encounter happens once an interaction which is typically one to one takes place considering all elements involved in a service setting (Solomon, 1985). Based on the same study, the importance of service encounter emanates from its proven impact on customers' satisfaction which consequently is of immense importance in service marketing. From the perspective of the concept of service encounter, Wu (2007) explicates the vital role of this concept in various

factors of service delivery as a whole. Taken from social approach, in 2003, Tombs discussed that although presence of various customers in a service setting affects the way that service encounter is delivered, its exploratory researches are not often.

More specifically arguing, Lee (2016) is his study called “*Customer-to- customer roles and impacts in service encounters*” puts the focus of service encounter in customer-to-customer interaction and regards this concept as a focal and fundamental part of the service encounter. Similar to this perspective, in 2011, Finsterwalder put light on the possible importance of customer-to-customer interaction in service encounter especially where customers are grouped intentionally while service is being rendered and consumed simultaneously. According to Lee (2016), service encounter is perceived as a chance to meet customers need, and on the other hand, been evaluated and desirably favored by customers through WOM or loyalty. Put differently, presence of other customers in a service setting can provide the chance of higher interaction among all elements of the service setting. In this sense and despite the importance of this concept, it has been deemed that customer-to-customer interaction was not the primarily factors to focus on due to difficulties attached to its manageability by providers Nichollos (2010). As a result of this way of thinking, although the importance of CCI has been mentioned and its influential force on customers' overall satisfaction and loyalty has been discussed among other factors involved Capella, (2005); there has been less practical attention to this factor in the concept of service encounter.

Based on Fisk (1993), through the evolution of service marketing literature, the focus on the interactions and relationships among various contributing elements on service encounter has shifted to the concentration on the Customer-to-customer interaction. Likewise, Finsterwalder (2011) underlines that the importance of interacting among customers and its grave impact on the experience perceived by those exposed to it is being immensely pointed and is becoming the necessary part of any research includes relationship study. According to Wu (2008), such interactive encounters might be a pleasant experience, or more likely a concerning one. Hence, there is no doubt that customers will be affected by their understanding of these interactions. Put differently, the customers' perceived interaction incidents will directly or indirectly impact their overall service experience.

Taken from a relatively angled perspective, service encounter in our research (a given coffee house) is a service dominant setting which is consistent with the view of the service dominant (S-D) logic concept where social interactions are considered as the focal components of source of value co-creation with inclusion of other customers as partners to generate value (Lusch and Vargo, 2006). In the same study, it is plainly pointed out that in order to create value for parties involved in a service dominant setting, transforming and combining of all resources which comprise other customers present in the service encounter is the key factor. In the concept of S-D logic, it is clarified that value co-creation demands networking and interaction of resources, which includes other present customers, and is an interactive notion in nature. Similar to S-D logic view towards marketing, in 2008, Vargo approaches the concept of the market not just as a place where meetings take place but as a concept where interactive communications in various forms are indispensable components, and therefore discusses that reciprocation of exchanges in any form, such as CCI and social interactions among customers, ought to be the focus of the marketing exercises and it is where the value could be created in a collectively and co-operative sense. On this point, Vargo and Lusch (2008) explain that perceived value-in-use by customers in a service dominant setting is not only originated from acquisition of goods, but more importantly formed through various forms of interaction with other parties involved in a setting, such as other customers present.

Considering the nature of various service environments, customers are provided with a service whilst other customers are present or are receiving the service at the same time. Consequently, all customers are considered as a part of the process of service delivery, albeit with different levels of impact. Customer-to-customer interaction is referred to as the relationship between individuals, which could be either through face-to-face communication or sharing thoughts and reactions through both verbal and non-verbal channels, the interaction process itself, and its influence on parties involved. Related to the role of other customers in a service encounter experience, Servuction model, put forward in 1981 by Eiglier, allocates one of its four dimensional structure to emphasis the impact of "Other Customers" who are present in the service environment and share it with others that could either enrich or detract one's experience with the service, and underline the role of "Other customers" as an integrative part of service processes.

Practically discussing, Belk (1975) discusses that in any service environment, customers must be seen as compelling constructive elements that could make a significant difference in other customers' experience. In this sense, Wu (2008) explicates that within the service delivery system, experience perceived by customers is influenced by variety of possible interactions such as interactions with staff, with inner and outer physical environments and more importantly interactions with other customers. Huang et al (2010) discusses that interaction among customers is an inevitable part of the service rendered to customers by examining the level of satisfaction perceived on a cruise vacation experience. With the same spirit, Kim et al (2012) puts the evaluation of a restaurant's service understood by customers into test considering the presence of other customers. Moore (2005) depicts that how atmosphere in which service is offered influences customer-to-customer interaction which eventually impacts their satisfaction. In order to induce a positive effect on customers' satisfaction and increase their tendency to rebuy, Tombs et al (2003) discusses that customers must be viewed as one of the social factors that impact other customers' emotional states and responds. In terms of customer's compatibility, Martin (1989 and 1991) puts focus on the influence that other customers could have on a service experience, especially when they need to spend a prolonged amount of time together while service being offered. With regards to verbal interaction, as a type of Customer-to-customer interaction, among customers, Harris et al (1995) shows how a conversation among customer could mitigate and lower the level of nervousness.

On the other hand, in regards to negative effects of Customer-to-customer interaction, Hoffman et al (2002) shows how the experiences of a crowded ambiance and long lines could adversely influence the customer's perceived experience of a service. Similarly, Grove et al (1983) describes the service environment as a theatrical performance in which customers are pictured as audience and how their enjoyment of a play could be affected by others, mostly in negative way by being disrupted. Grove (1998) did a study on tourist attractions and concluded that 30% of unpleasant dissatisfactions was rooted in other customers' behavior.

Similarly, Solomon (1985) explains that these interpersonal reciprocities could undoubtedly influence customers' satisfaction. According to Baron et al (2007), for long, it had been believed that interactions with service personnel and surroundings were the primary outputs of the service experienced, while both direct and indirect customer-to-customer interaction had lesser effect in

comparison due to the assumption that the customer-to-customer interaction could not be truly directed or managed (Martin 1989; Nicholls, 2010). However, quite a number of other researches have shown that interactions among customers, either direct or indirect ones, could remarkably change the level of satisfaction (Bitner, 1992; Moore 2005). Furthermore, Martin (1989) argued that customer-to-customer interaction could significantly have impact on the outcome of the service put forward and influence customers' satisfaction and experience comprehended.

According to Fisk (1997), all members of this surrounding could either enrich or weaken the level of satisfaction or perceived quality of the service presented. In addition, (Baker, 1986; Bitner, 1992) deemed customers as a part of service milieu that could affect each other either just through their presence and being part of the environment indirectly, or by being involved in interpersonal actions directly.

There are a lot of studies that show how customer-to-customer interaction (CCI) correlates positively, either directly or indirectly, with customers' value perception of an experience, especially in service encounter, satisfaction and loyalty which are all interconnected based on the literature.

Table 2.1. Customer-to-customer interaction studies and their findings

Article	Author (s)	Findings
Situational Variables and Consumer Behavior	Belk (1975) (journal of consumer research)	The important role of CCI and social surrounding in customers perceived experience value
The dramaturgy of services exchange: An analytical framework for services marketing	Grove (1983)	CCI could negatively but directly affect the experience and value perceived by customers
compatibility management: customer-to-customer relationships in service environments	Martin (1989) (the journal of services marketing)	CCI has direct impact on customers' experience perceived value and Satisfaction, The importance of CCI in Relationship Marketing

Table 2.1. Customer-to-customer interaction studies and their findings (Continue)

compatibility management: roles in service performers	Martin (1991) (Journal of Services Marketing)	CCI influences customers' experience, perceived value and Satisfaction.
Perceived Control and the Effects of Crowding and Consumer Choice on the Service Experience	Hui (1991) (journal of consumer research)	Indirect CCI has impact on the experience in a service encounter
Servicescapes: The Impact of Physical Surroundings on Customers and Employee	Bitner (1992) (Journal of Marketing)	The impact of social environment on customers' experience in a service encounter
Tracking the Evolution of the Services Marketing Literature	Fisk (1993) (Journal of Retailing)	Clarifies the shift towards CCI in an evolutionary sense
Unacquainted Interact in the Influencers: When Retail Setting	Otnes (1995) (Journal of Business Research)	The importance of different types of CCI and their influence on the experience in a marketplace
Conversations during purchase consideration: sales assistants and customers	Harris, Kim and Barry J. Davies and Steve Baron (1995)	The higher interaction and conversation among customers (CCI) in a ladies' clothing retailing, the higher positive impact on increased purchase intention
Customers as oral participants in a service setting	Harris (1995) Journal of Services Marketing	The vital impact of Oral CCI on the experience and value perceived by customers in a service setting
Consumer-to-Consumer Relationships: Satisfaction with Other Consumers' Public Behavior	Charles L. Martin (1996)	The higher customer-to-customer interaction level In a restaurant and bowling center, the higher positive impact on customers experience and satisfaction

Table 2.1. Customer-to-customer interaction studies and their findings (Continue)

The impact of other customers on service experiences: A critical incident examination of “getting along”	Fisk (1997) (Journal of Retailing)	Service encounter and CCI can positively or negatively affect customers’ experience and value perceived
The impact of other customers on service experiences: A critical incident examination of “getting along”	Raymond P. Fisk (1997)	The higher customer-to-customer interaction level In a service encounter, the higher positive impact on customers experience
Assessing the Theatrical Components of the Service Encounter: A Cluster Analysis Examination	Grove (1998) (The Service Industries Journal)	CCI and service setting have direct impact on customers’ experience, value perceived and satisfaction
Observable Oral Participation in the Servuction System: Toward a Content and Process Model	Barry Davies Steve Baron Kim Harris (1999)	The higher oral interaction among customers (CCI), the higher positive impact on purchase intention
Observable Oral Participation in the Servuction System: Toward a Content and Process Model	Davis (1999) (Journal of Business Research)	The role of CCI (Oral Participation) on service experience in a service encounter
Social-Servicescape conceptual model	Tombs (2003) (Marketing Theory)	The importance of Social environment of service encounter and CCI that affects emotional state of customers and their repurchase intention
Consumer-to-Consumer Conversations in Service Settings	Kim Harris Steve Baron (2004)	The higher level of interaction and conversation among strangers (CCI) in a rail travel the higher positive impact on customers through customer anxiety reduction

Table 2.1. Customer-to-customer interaction studies and their findings (Continue)

Consumer-to-Consumer Conversations in Service Settings	Baron (2004) (Journal of Service Research)	CCI and conversation among customers is a service encounter acts as a defuser of dissatisfaction and increasing value perceived
The impact of customer-to-customer interactions in a high personal contact service setting	Moore (2005) (Journal of Services Marketing)	CCI is an essential input to the service experience and eventually affects customers' satisfaction and loyalty. (Case study: Hair Salon)
The impact of customer-to-customer interactions in a high personal contact service setting	Moore (2005)	The higher interaction among customers (CCI) in hair salons, the higher positive impact on the experience and increased satisfaction and loyalty
Perceived retail crowding and shopping satisfaction: the role of shopping values	Eroglu (2005) (Journal of Business Research)	Indirect CCI has impact on the experience in a service encounter
Exploring the Social Supportive Role of Third Places in Consumers' Lives	Mark S. Rosenbaum (2006)	The higher interaction among customers (CCI) in third places, such as coffeehouses, the higher positive impact and increased loyalty
Strangers in the night: speed-dating, CCI and service Businesses	Steve Baron, Anthony Patterson Kim Harris Julia Hodgson (2007)	The higher interaction and conversation among customers (CCI) in speed-dating event, the higher positive impact on value perceived of experience
Strangers in the night: speed-dating, CCI and service businesses	Baron (2007) (Service Business)	The direct impact of CCI on service experience

Table 2.1. Customer-to-customer interaction studies and their findings (Continue)

The impact of customer-to-customer interaction and customer homogeneity on customer satisfaction in tourism service—The service encounter prospective	Cedric Hsi-Jui Wu (2008)	The higher customer-to-customer interaction In tourist and travel industry, the higher positive or possibly negative (based on the nature of interaction) impact on customers experience and satisfaction
The influence of customer-to-customer interactions and role typology on customer reaction	Wu (2008) (The Service Industries Journal)	CCI plays an important role in the customers perceived experience, value and directly affects their satisfaction (Case Study: Travel Agents in Taipei)
The Impact of customer-to-customer interaction on Cruise Experience and Vacation Satisfaction	Huang (2010) (Journal of Travel Research)	The quality of CCI affects customers' perceived experience value and satisfaction (Case study: Cruise Experience)
New directions for customer-to-customer interaction research	Nichollos (2010) (Journal of Services Marketing)	CCI as an overlooked concept in relationship marketing which can affect customers' experiences and value perceived
The Impact of Customer-to-Customer Interaction on Cruise Experience and Vacation Satisfaction	Huang and Cathy H. C. Hsu ² (2010)	Interaction between tourists on cruise (CCI) has a positive impact on cruise experience and vacation satisfaction
Customer-to-customer interaction: Broadening the Scope of Word of Mouth Research	Libai (2010) (Journal of Service Research)	The significant impact of CCI on WOM

Table 2.1. Customer-to-customer interaction studies and their findings (Continue)		
Co-creation by engaging beyond oneself: the influence of task contribution on perceived customer-to-customer social interaction during a group service encounter	Finsterwalder (2011) (Journal of Strategic Marketing)	CCI has a direct impact on the experience, value and input perceived by customers in a group
Co-creation by engaging beyond oneself: the influence of task contribution on perceived customer-to-customer social interaction during a group service encounter	Finsterwalder (2011)	The higher customer-to-customer social interaction during a group service encounter, the higher positive impact on own input by customers
Other customers in a service encounter: examining the effect in a restaurant setting	Kim (2012) (Journal of Services Marketing)	CCI has impact on the customers' perceived experience value based on their various dimensions (Case study: restaurant)
Understanding the Influence of Cues from Other Customers in the Service Experience: A Scale Development and Validation	Brocato (2012) (Journal of Retailing)	Points out the profound impact of other customers (indirect CCI) on experience

Source: Table is arranged by the author

As far as measurement of customer-to-customer interaction is concerned, there are multiple scales used. Brekke (1990) pointed out three major aspects which based upon CCI could be scaled. Firstly, "Affective attachment" where one's willingness to spend time in a service encounter, its importance, whether they could really be themselves while spending time with other customers, how they would feel about their presence in the setting, whether they could rely on other customer when they need cheering up, the level of encouragement from other customers to be around them there and if they truly want the others to do well are taken into consideration. Secondly, "Instrumental involvement" where whether one could count on others to help him/her out in case of having a problem, the level of help from other customers to sort things out in time of confusion and if others help him/her to reach his/her goal are measured. The last category that

Brekke used to measure CCI is "Negative experience of environment" that scales one's feeling of whether other customers like him/her and if it is fun to talk with other customers in a given setting. Thereafter, in 2005, Moore in *Journal of Services Marketing* introduced a much simpler scales where a salon as a service dominant setting was picked and whether one has developed friendship with others at the setting, enjoyed his/her time being there, whether other customers made his/her time more enjoyable and if there was a good chance that he/she would run into one of his/her friends there were utilized to measure CCI. In the most recent study, in 2012, Brocato in the *Journal of Retailing* discussed that in order to measure CCI a more holistic approach in which all sort of interaction among customers in any given service dominant setting both direct and indirect ones in various forms of them must be taken into account. In this study, Brocato pointed out "Similarity", "Physical Appearances" and "Suitable Behavior" as the most fundamental factors which though measuring them a more comprehensive understanding of CCI could be reached. In more detail, "Similarity" is measured through multiple scales as following: the ability of one to identify with other customers present in the setting, whether he/she is similar to them, whether they are like him/her, whether they are sharing similar background and if he/she could fit right with them. "Physical Appearance" is scaled by how one likes other customers' appearances; if they dress appropriately, look nice and whether other customers seem to be his/her type of individuals. "Suitable Behavior" is assessed by the level on which one believes the behavior of other customers is appropriate for the setting, how friendly they are towards him/her, if he/she finds the behavior of others present at the setting to be well and if their behavior is pleasant.

Considering scales discussed above, Brocato's scale in 2012 is believed to be the most suitable one to our study which covers the most essential bases of various kinds of interactions among customers from multiple perspectives. That is, this scale is used to form scenarios of our research where it is tried to benefit from all three aspects mentioned in Brocato's scale in both "Direct" and "Indirect" interactions.

2.3 Customer-to-customer interaction as a vital part of social bonds

In the light of the fact of paradigm shift in the construct of businesses and researches towards focusing on structuring a beneficial long term and enduring relationships with customers which is believed to be of immense importance to the survival of businesses, it has been a constant increase of attention given to the various forms of relationships that might occur in the process of service delivery, which are called relational bonds. According to Nichollos (2010), the theoretical concept of relational bonds has passed further buyer-seller dyad relationship and has penetrated into the relationship among customers themselves, which is referred to Customer-to-customer interaction. To underline the importance of the concept of the customer-to-customer interaction in the larger paradigm shift of relationship marketing, Clark (1994) called customer-to-customer interaction a forgotten part of the relationship marketing. Similarly, with respects to relationship marketing and various types of relationships on service encounters, Martin (1996) discussed that the relationship and interactions between customers among all categories presented by Fisk (1993) has received insufficient attention and must be taken into consideration in order to meet the need of long lasting relationship. Likewise, since creating and exchanging value through different channels of financial, social and structural is of vital importance in the concept of relationship marketing, Moura (2017) mentions that value creation through focusing on customer-to-customer interaction has not been paid attention to thoroughly. In the same spirit, (Nichollos, (2007), cited in Nichollos, 2010), explicates that customer-to-customer interaction is one of the main sources of value creation. With regard to particular type of social bonds in relationship marketing, Verhoef (2009) suggests that social links among customers in the environment in which a service is presented that is part of customer-to-customer interaction concept affects customer's experience and their level of perceived value, eventually.

It has widely been realized that in spite of immense importance of interactions between customers among all other types of relationships in a service environment, in the scope of relational bonds, a meaningful study in which customer-to-customer interaction is included as a vital part of relational bonds, and in particular social bonds, has not been undertaken and, therefore, in this study customer-to-customer interaction is put to test to determine its impact on value perception of customers on top of other types of relational bonds. In other words, despite the fact that social bonds have been widely referred to as a focal component of relationship marketing, so far, its focus has been only on the classical dyad relation between providers on one

side and customers on the other side, while little effort to investigate the social customer-to-customer interaction (CCI) as a vital important construct of social bonds has been done. Therefore, this research is trying to address this gap in the missing part of the literature and include CCI into the social bond which has been centered just on the relation between provider and customer.

Table 2.2. List of the literature emphasizing on insufficient attention on CCI

Article	Author (s)	Findings
Customer-to-Customer: The Forgotten Relationship in Relationship Marketing.	Clark (1994)	Customer-to-customer interaction as a forgotten part of the relationship marketing
Consumer-to-Consumer Relationships: Satisfaction with Other Consumers' Public Behavior	Martin (1996) (The journal of consumer affairs)	The understudied role of CCI among Relationship Marketing and its role in satisfaction
Consumer-to-Consumer Relationships: Satisfaction with Other Consumers' Public Behavior.	Martin (1996) The Journal of Consumer Affairs	CCI has received insufficient attention and must be taken into consideration in order to meet the need of long lasting relationship
Customer Experience Creation: Determinants, Dynamics and Management Strategies.	Verhoef (2009) Journal of Retailing	social links among customers affects customer's experience and their level of satisfaction, eventually
Customer Experience Creation: Determinants, Dynamics and Management Strategies	Verhoef (2009) (Journal of retailing)	The role of CCI as a social elements of relationships that impacts customers' experience
New directions for customer-to-customer interaction research.	Nichollos (2010) Journal of Services Marketing	relational bonds has passed further buyer-seller dyad relationship into the relationship among customers themselves

Table 2.2. List of the literature emphasizing on insufficient attention on CCI (Continue)		
A typology of customer-to-customer interaction and its implications for excellence in service provision	Moura (2017) (Total Quality Management & Business Excellence)	The vital importance of CCI and its role in customers' experience as an antecedence to them
A typology of customer-to-customer interaction and its implications for excellence in service provision,	Moura (2017) Total Quality Management & Business Excellence.	value creation through focusing on customer-to-customer interaction has not been paid attention to thoroughly

Source: Table is arranged by the author

2.4 Types of customer-to-customer interaction

As discussed, the concept of CCI is an increasingly important part of service encounter which requires more attention and investment. There are various forms of CCI which begs for different categories of CCI. In general and based on Nichollos (2010), CCI could take place either during the process in which service is delivered in the service encounter (on-site) or after encounter (off-site). In other words, apart from well-recognized type of customer-to-customer interaction where groups of customers are present in a service encounter and interact in the milieu either directly or indirectly, which is called *on-site CCI*, customer-to-customer interaction could occur after service delivery which could be either on-line or off-line, which is called *off-site CCI*.

Taken from another point of view, studies on direct customer-to-customer interaction have been mostly centered on short and incidental interactions between customers. Whilst this type of interactions takes place between customers who happen to be exposed to a same service surrounding, direct interactions are purposed at a specific customer, unlike the indirect ones which do not target anybody in particular. Differently presenting, the customer-to-customer interaction that takes place in service context could occur either during or post service involvement. The interactions that take place during the service encounter could be named as onsite customer-to-customer interaction (Nicholls, 2010), while those that happen after service encounter as e-word-of-mouth could be out as offsite customer-to-customer interaction (Libai, 2010).

Regarding off-site CCI, which is not the focus of this research, while word of mouth, WOM, is a well-studied concept in literature, online or electronic word of mouth (EWOM), which is originally termed by Nichollos (2010), is of less, however, great interest in service context because of simultaneous and intangible nature of service's consumption and production in comparison with product's (Libai, 2010). In other words, Customers' assessment of a service after they leave service encounter in terms of their recommendation intention and total satisfaction is called off-site customer-to-customer interaction which could be done either off-line (WOM) or on-line through websites (EWOM).

On the other hand, with respects to On-site customer-to-customer interaction, which is the focus of this study, there are two major categories of CCI that based on Kim (2012) are direct and indirect interactions.

In the similar spirit, Kim (2012) discusses that customer-to-customer interaction could be categorized into indirect and direct interactions. More specifically, indirect customer-to-customer interaction is referred to those that affect customers although they are not aimed to those specific customers. This type usually takes place when a service is put forward in the presence of other customers such as in health clinics, hotels, hospitals, airports, hair salons, restaurants, etc. Under this kind of interactions, various customers are present, usually in a shared place like a waiting area or a lobby. Instances of these indirect interactions based on Baron et al (2007), could be any queue, smoking in the direction of another customer, speaking too loudly on a cell phone, or the sole presence of others (Fisk, 1997). Additionally, grounded on Nichollos (2010), the consequences of indirect interactions have been mostly proved to be negative rather than positive and have been tried to be avoided.

Under the category of on-site CCI, indirect interactions are referred to as interactions that are not aimed to impact any specific customers and often occur when a service is delivered in a service encounter while other customers are present. Similar to this definition, the term "Customer B" was defined by Eiglier, in 1981, in order to refer to the impact of other customers on overall experience of "Customer A" in a model called "Servuction". Unlike indirect interactions, direct interactions are designed for and pointed at specific customer. One of particular studies that put direct and indirect interaction of customers to test their impact on customers experience and

satisfaction was in 1996 done by Martin where more than thirty behaviors categorized under direct and indirect were studied.

Table 2.3. Various types of CCI

CCI types					
On-site				Off-site	
Direct		Indirect		Off-line	On-line
Low Involvement	High Involvement	Service setting factors	Compatibility	WOM	E-WOM

Source : Nichollos (2010), Libai, (2010) and Kim (2012)

It has been extensively acknowledged that researches on other on-site customers could be categorized into two channels. First one stresses on customers' understanding, perceptions and assessment of other present customers in the process of providing service (Indirect), whilst the second one focuses on customers' direct interaction with other customers through any type of verbal or action exchanges (Direct). According to Choi's study, the indirect part of interactions could be grouped into two subparts based on whether customer is impacted by the service milieu elements or how customer is compatible with the surrounding. On the other hand, the direct part of interactions could be segmented into two parts as well according to level of interactions involvement among customers. For instance, is it just a short conversation or it goes further into various kinds of actions? Based on Belk (1975) customers are deemed as an important element of service environment. Similarly, Bateson (1985) discusses that because providing and using services happen at the same time, customers must be inevitably counted as a part of overall delivering service process, which makes them, according to Baker (1986), an immense part of service setting. Hence, there is no doubt that direct or indirect type of interactions among customers are of vital factors to consider in any service setting (Baker, 1986; Bitner, 1992). In particular, Hui (1991) explains that the indirect effect of customer-to-customer interaction which

influences customers' satisfaction is linked to the context and could turn out either to be negative or in some cases such as Eroglu (2005) positive. Tombs (2003) explicates that customers in the milieu of which service is provided could significantly affect any other customer's feelings, emotion and mental reaction and consequently put forward the social concept and role of any type of customer-to-customer interaction (either directly or indirectly) as a social element that contributes to customers' satisfaction and their repurchase willingness. In a similar sense, Borcato (2012) did a study and proposed an approach to scale customer's perception of one another and regarded it as of vital importance in customer's satisfaction. Likely, in the sense of compatibility management Martin (1991) puts light in the need of focus on the necessity of studying the impact of compatibility of customers in a service environment based on the presence of others to assess satisfaction level of service experience, and concluded that the more customers are homogeneity close, their compatibility and eventuality their perceptions of the service value is higher, particularly when they need to spend time and share a place.

The flow of researches on Customer-to-customer interaction has been shifted more towards "interacting with" rather than "being present". In particular, Harris (1995) puts how customers manage their conversations and verbally communicate with each other into test while a service being offered. Baron (2004) demonstrates that having conversation with others could positively influence anxiety between customers. Likely, a study by Davies (1999) shows that speaking and verbal interactions could increase value in the process of producing service. It is widely believed that customers are more likely to get more trustable ideas and information of a product or service verbally interacting with other customers than service provider. Likewise, Otnes (1995) examined the interaction among customers and concluded that customers could be overall grouped into two categories as recipients and influencers. Customer-to-customer interaction's effect has been examined in different settings. Moore (2005) shows that favorable customer-to-customer interaction results in increased service satisfaction in hair salon. In the similar, however, indirect sense, Wu (2008) proves that positive interactions among customers could undoubtedly reinforce not only the satisfaction of customers along with their experience with the service provided, but also their loyalty. In recent years, Huang (2010) discusses that Customer-to-customer interaction could have positive impact on customers, especially when they have to share a specific place together such as cruise trip. In the same year, Zhang put different types of interactions among customers into groups and studied them, which resulted in holistic

dimensions of Customer-to-customer interaction and concluded that instrumental interactions among customers could contribute positively in boosting service satisfaction.

According to Bergeron (2003), services are intangible in nature, which along with their various types of inseparable features such as socialization, have different level of involvement that consequently influence customers' perception of the experience. Additionally, it is discussed that the way customers benefit from a service setting controls their perception of involvement in a particular service setting. In other words, based on Dholakia (1999), if a setting is to meet a functional need, that setting is a utilitarian one in essence which demands less time spent in a setting which, according to Linda (1995), results in a less involvement process. On the other hand, those settings designed to answers experiential needs are hedonic in nature which demand more time and effort spent in the setting to satisfy the need that consequently and inevitability makes their performance assessment much harder Nelson (1970) and more involving Bloemer (1999).

That is, in a hedonic dominant service setting, such as a coffee house in our study, where service is provided in a high involvement setting and customers spend relatively more time together, the impact of other customers and their interactions, either direct or indirect, on value perceived by customers is of vital importance. In this context, based on Petty (1986), perception of the value presented in the service setting is formed through both central routes, where individual processes information provided to him/her through direct interactions, and peripheral routes, where individual is affected indirectly by service setting, which based on Brocato (2012) is assessed through similarity, physical appearances and suitable behavior. Accordingly, it is projected that in a high involvement service setting where the chances of interaction occurrences is higher; customers' hedonic perceived value is significantly impacted by direct and indirect Customer-to-customer interactions. In this context, while direct Customer-to-customer interaction, as the term implies, entails all types of direct interaction, indirect interactions come in the form of similarity, appearances and behavior Brocato, (2012) which would finally affect customers' satisfaction.

According to these studies, there is no doubt that Customer-to-customer interaction actively influence customers' experience. However, the role of customer-to-customer interaction as a social link, which is well proven to influence customers' experience has been under-looked and must be taken into account in this sense to fill the gap in literature and provide a more

comprehensive approach towards relationship marketing which, so far, has only been considering relations among provider and customer, but not including relations among customers in order to structure a more collective relational strategies.

Table 2.4. On-site Customer-to-customer interaction

On-site Customer-to-customer interaction			
Direct Interaction		Indirect Interaction	
• Focuses on customers' direct interaction with other customers through any type of verbal or action exchanges.		• Customers' understanding, perceptions and assessment of other present customers in the process of providing service	
• Low level of interactions involvement among customers	• High level of interactions involvement among customers	• How customer is impacted by the service milieu elements	• how customer is compatible with the surrounding

Source : Nichollos (2010)

2.5 Customer perceived value

According to Huber (2001), perceived value is believed to be an immense importance in success of all businesses, and is considered as a key factor that must be focused on to secure a sustainable business. In terms of its definition, even though there has been a disagreement between researchers, Sanchez-Fernandez (2007), multi-dimensional construct is agreed upon as the mostly-used approach. In 1996, Holbrook discussed that multi-dimensionality of perceived value contains the equation between customer and consumed product and/or rendered service' cost-benefit comparison which includes affective ones as well, Holbrook and Hirschman (1982).

The classical perspective towards perceived value deems this value as a concept structured in two phases, firstly is as of benefits received such as economically, socially and in terms of

relationships, and secondly as of sacrifices made by customers such as of price, time, effort, risk and convenience. More recently, perceived value of a service rendered or a product offered is widely defined as customers' assessment of that service or product while comparing its merits and potential to satisfy their expectations and needs as opposed to its counterparts. In other words, and in the similar spirit, in 1988, Zeithaml defined perceived value as "The customers' overall assessment of the utility of a product based on perceptions of what is received and what is given" where products are not only referred to as monetary ones.

It is largely agreed that customer's perceived value is not a new concept and had emerged long ago, though, had not been in the center of interest of researchers and practitioners until early 1990s and appeared as the "the theory of value" by Holbrook (1999). This concept has recently been receiving lots of attention by researchers, William B. et al, (1991), Anu Helkkula and Minna Pihlström (2010), Hirschman and Holbrook (1982), Neringa Ivanauskienė (2012), Luis J Callarisa Fiol (2011), Mohammad Ali Abdolvand (2012), Sufrin Hannan (2014), Oznur Ozkan Tektaş (2013), Sanchez-Fernandez (2007), Sweeney and Soutar (2001), Helena Alves (2010), Chia-Chi Lin (2003).

Based on Holbrook and Hirschman (1982), in particular, approaching value perception ought to be not only as in form of utilitarian where a given product's functionality and performance is of consideration, but also its experiential aspects where feeling made or experience provided as a result of consuming a product or rendered service, known as hedonic form. That is, the concept of perceived value could be dichotomized as utilitarian and hedonic value perception which is the base of multi-dimensionality of perceived value.

Measuring value perceived by customers is regarded as of the utmost imperative areas for research. In the scope of hospitality industry, there has been a significant emphasis on customer's understanding of the value provided. For instance, Aytan Mammadli (2016) discusses, in particular, in order to build loyal customer and increase the frequency of purchase, defining the basis of consumer perception of value received is of crucial importance to be able to offer sufficient value. Moreover, Jana Nekudova (2014) has tried to manifest the importance of customer's perceived value in restaurant industry through comparing two hotel-restaurants using cross-cultural research form two different cultures.

In this study, customer-to-customer interaction is introduced as the missing part of social bonds and the focus is put on assessing the effect of this type of social bonds on customer's perceived value. In light of that and in accordance with literature that put forward the insignificant influence of social bonds on utilitarian perceived value in comparison to their significant impact on hedonic ones, in this study, rather than taking utilitarian perceived value into consideration, impacts on hedonic perceived values are set to be evaluated as customer's perceived value.

Here as following is a list of scales to measure multi-dimensional perceived value in hedonic and utilitarian forms.

Table 2.5. Customer Perceived Value's Scales and Sources

Customer Perceived Value's Scales and Sources		
Utilitarian	Hedonic	Original Sources
• Necessary/Unnecessary • Effective/Ineffective • Functional/Not Functional • Practical/Impractical • Helpful/Unhelpful	• Dull/Exciting • Not Delightful/Delightful • Not Fun/Fun • Not Thrilling/Thrilling • Boring/Interesting	Voss (2003) (Journal of marketing research)
Saving: • I really save money • I feel that I am getting a good deal • I really spend less Quality: • I can have a higher-quality Service/Product at the same price • I can afford a better –than-usual Service/Product	Value Expression: • I feel good about myself • I can be proud of my purchase • I feel like I am a smart shopper Exploration: • I feel like trying new brands • I can avoid always buying the brands	

Table 2.5. Customer Perceived Value's Scales and Sources (Continue)

• I can upgrade to a better brand Convenience: • These promotions remind that I need the Service/Product • These promotions make me life easy • I can remember what I need	• I can get new ideas of things to buy Entertainment: • These promotions are fun • These promotions are entertaining • These promotions are enjoyable	Chandon (2000) (Journal of marketing)
Savings dimension • With this brand, I really save money • With this brand, I feel that I am getting a good deal • With this brand, I really spend less Perceived quality dimension • This brand is a good quality one • I have a positive impression of this brand when using its products	Brand entertainment • This brand is fun • This brand is entertaining • This brand is enjoyable Brand exploration • With this brand, I feel like trying new brands • With this brand, I can avoid always buying the same brands	Mathews (2009)
• beneficial/harmful • useful/useless • wise/foolish • valuable/worthless	• nice/awful • happy/sad • agreeable/disagreeable • pleasant/unpleasant	Crowley (1992)

Source: Table is arranged by the author

2.6 Relational Bonds and Customer's Perceived Value

Gwinner et al. (1998) put benefits that customers perceived through engaging with a long-term relational exchange with service firm into test and concluded that customers' perception of the value received could be categorized into three distinct types of the relational bonds. Based on Pride and Ferrell (2003), in order to have a long-lasting customer relationship, which is the ultimate goal of relationship marketing and bonds, the concept of the value is an indispensable factor. In Babin et al.'s (1994) study, value is defined as a subject's relativistic preference after his or her interactions with things or events. In developing marketing activities, firms must recognize that customers receive benefits from their experiences and that well-designed marketing strategies can enhance perceptions of value (Pride and Ferrell, 2003). Therefore, customers' experiences with relational bonds may influence their value perceptions. In this study, we propose that relational bonds, which are created through economic or emotional marketing activities, may improve customers' utilitarian or hedonic value. When consumers highly value these bonds, they are more likely to become satisfied. According to the stimulus–organism–response (S-O-R) paradigm and value research (e.g., Ailawadi et al., 2001; Babin et al., 1994), relational bonding activities by a firm (stimulus) may influence customers' value perceptions (organism), which in turn may influence their purchase behaviors (response). Therefore, relational bonds correlate with the value perceptions of consumers and correspondingly enhance, or undermine, their level of satisfaction. The fundamental question underlying this research is how consumers respond to relational bonds and how these bonds promote long-term relationships and customer-to-customer interaction as a missing part of social bonds take part in customers' hedonic perceived value. Specifically, the purpose of this study is to explore the influence of different relational bonds, in particular customer-to-customer interaction as a missing part of social bond, on customers' perception of hedonic values. Our rationale is that relational bonds, which are composed of economic- or emotion-related marketing activities, may improve customers' hedonic value perceptions. When consumers perceive high value from these relational bonds, they are more likely to experience a higher level of satisfaction as well.

2.6.1 Financial bond and customers perceived value

Financial linkages made between providers and customers are the channels that are widely referred to as those that could enhance utilitarian value perceived by customers. For example, Adiwijaya (2014) discusses that one of the factors contributing in the shifting tendency of bank's customers is the utilitarian value provided through financial incentives. Similarly, Purwanto (2013) concluded that customers' switching behavior in bank is impacted by their utilitarian value perception created by monetary opportunities. Additionally, Chandon (2000) and Ailawadi (2001) argue that utilitarian value perceived in a relationship could be improved through financial bonds.

2.6.2 Structural bond and customers perceived value

According to Berry (1995), Structural links are the stage on which providers try to increase the level of value perceived by customers on the other end of the relationship in order to have them more satisfied through providing them with services that is targeted to specific customers and could not be easily found being rendered by other providers. For instance, Dibb (2001) discusses that in banking industry, reciprocation of information is exploited to construct structural bonds with customers in order to increase their both utilitarian and hedonic value perception.

2.6.3 Social bond and customers perceived value

Social bonds are broadly referred to as intangible links between providers and customers that influence customers through psychosocial factors and influence their value perception hedonically. For instance, Chiu (2002) mentions that the feelings attached to an experience are important factors in determining hedonic value perceived. Based on Chandon (2000), hedonic values mirror emotional and experiential perceptions of an experience that could be affected by social bonds.

2.7 Customer-to-customer interaction and Hedonic perceived value

As it is extensively discussed and mentioned, customer-to-customer interaction is a form of social links which has not been taken into account as a part of social bonds in the context of relational bonds and is a complementary element which including that provides a more holistic

approach towards relationship marketing and relational bonds as a whole and social bonds in particular. In this sense and other words, it is widely discussed that CCI is a missing part of the social bonds in the context of relational bonds. Additionally, as mentioned above, social bonds have a direct influence on hedonic perceived value. That is, CCI is put forward as an underlooked part of social bonds in this study and similar to social bonds effect on HPV, it is projected that CCI also has direct impact on hedonic perceived value.

2.8 Dependency orientation and its moderating effects between CCI and HPV

Based on self-construal theory introduced by Markus (1991), individuals hold an outstandingly diverse construal of themselves emanating culturally. In other words, this theory suggests that people have markedly different interpretation, perception, comprehension and understanding of milieu in which they are found at, particularly in terms of interactions and behaviors take place in the environment around them. This theory goes beyond this fact and asserts that these differences in persons' construal does not only affect the experiences they have in the respected-setting emotionally, perceptually and it terms of their value comprehended, but also in various cases governs them. Put differently, the grave importance of these self-construal, their difference among individuals and how powerfully they influence one's understanding of an experience in a milieu is greatly and deeply discussed in this theory. Additionally, this theory has divided self-construal into "Independent" and "Interdependent" categories, and argued each person could land anywhere on the spectrum of totally independent to totally interdependent. That is, each individual would have their own dependency orientation in this sense. According to this theory, the concept of self-construal was sourced from differences in cultural perceptions and explains to what extent one is defined independent or interdependent. In the same context and according to Singelis (1994), there are two major understandings of self which is rooted in and varies among different types of cultures. In other word and generally discussing, while in non-Western societies, connectedness and relations are the reflection of respected culture, that are often mentioned as collectivistic, in Western societies, separateness and uniqueness of an individual is emphasized, that often are referred to as individualistic. Similarly, Markus (1991) argued that people in West have independent understanding of themselves that focuses on personal features, uniqueness and separateness whilst majority of non-Western people have an interdependent picture of themselves that emphasizes on social context, relationships and connectedness. In the

same context, there has been plethora of researches and studies in individualism and collectivism types of cultures. More specifically arguing, individualism-collectivism is a cultural variable which is primarily focused on the relation of an individual to a group, while independent-interdependent is an individual difference variable. It means, whilst individualism-collectivism's focal stress is to whether prioritize personal aims over in-collective aims or not, independent-interdependent emphasizes on individuals' orientation rather than cultural ones in this regard. Simply discussing, while individualism-collectivism concept judges a culture as a whole, independent-interdependent concept looks at people as an individuals and judges them accordingly regardless of the larger group of culture that they might be living at. For instance, it assists to determine individuals with interdependent orientation who might be living in a larger individualistic culture or independent ones who live in a larger collectivistic culture.

In addition to Markus (1991) emphasize on one's dependency orientation's impact on their perception of an experience and based on Overby (2005), the value of a service for a customer is highly influenced by culture and describes culture as a perceptual lens that customers view everything through that. Accordingly, since culture and individual dependency orientation of customers play an immense role on their perception of values rendered to them, it is expected that the level of customers' dependency and interdependency could either weaken or strengthen the level of their perception of value created through either direct or indirect interactions among customers which is seen as a missing part of social bonds under the context of relational bonds. Thereafter, in 1994, Singelis founded and tested a scale which based upon the dependency orientation of one could be determined with high validity and reliability as following.

Table 2.6. Interdependency Scale

Interdependency Scale
• I have respect for the authority figures with whom I interact • It is important for me to maintain harmony with my group • My happiness depends on the happiness of those around me • I would offer my seat in a bus to my professor • I respect people who are modest about themselves • I will sacrifice my self-interest for the benefit of the group I am in • I often have the feeling that my relationships with others are more important than my own accomplishments • I should take into consideration my parents' advice when making education/career plans • It is important to me to respect decisions made by the group • I will stay in a group if they need me , even when I'm not happy with the group • If my brother or sister fails, I feel responsible • Even when I strongly disagree with group members, I avoid an argument.

Source : Singelis (1994)

Table 2.7. Independency Scale

Independency Scale
• I'd rather say "No" directly, than risk being misunderstood. • Speaking out during a class is not a problem for me • Having a lively imagination is important to me • I am comfortable with being singled out for praised or rewards • I am the same person at home that I am at school • Being able to take care of myself is a primary concern for me • I act the same way no matter who I am with • I feel comfortable using someone's first name soon after I meet them, even when they are much older than I am • I prefer to be direct and forthright when dealing with people I've just met • I enjoy being unique and different from others in many respects • My personal identity independent of others, is very important to me • I value being in good health above everything

Source : Singelis (1994)

3. RESEARCH METHODOLOGY

3.1 Experimental method

Experimental methods are believed to be the best fit for researches where the final goal of the study is to test a causative relationship. In addition, it functions effectively where there are well defined independent variables that could be either controlled or manipulated. There are two ways to conduct experimental research, at artificial (laboratory) or real (field) settings (Campbell and Stanley, 1963). Field experiments are applied in environments such as in real companies and organizations and have both high internal and external validity. However, these experiments are conducted rarely due to barriers attached to controlling and manipulating various forms of causative relationships called “treatments” in the field setting. On the other hand, laboratory or artificial experiments are conducted in controlled setting which provides a high internal validity while there is a chance that it might not mirror the real world and could not be generalized (Morrison, 2003).

In order to identify research design there are some considerations that should be paid attention to. In this context, if a research is expecting a cause-effect relationship and there are exogenous variables to be manipulated, experimental researches are to be used. Experimental research in hypothetical form of it is a type of research in which researchers try to utilize procedures standardized in order to keep all variables in an environment fixed, excluding the one upon which they are interested to see how its changes in that environment, which is also known as experimental or independent variable, is going to affect the dependent variable, which are known as various “treatment.” In other words, the main characteristic which differentiates experimental research from other forms of research is that researchers have the liberty to manipulate the independent variable under various treatments to see its sole impact on dependent variable while other variables are kept constant (Creswell, 2002)..

Experimental researches are utilized when a cause-effect relation between just the independent and dependent variables is probable. Put differently, using this method, it is tried to control all variables that impact the outcome expect experimental (independent) variables. That is, under the circumstances of controlled experiment, when dependent variable is solely affected by independent ones, it could be concluded that changes at independent variables under different

“treatments” cause or probably cause the changes at dependent variables and it is a basic of a probable cause and effect establishment (Huss, 1987).

Experimental researches have had an evolutionary course since the first time started up until today. Through this journey, to improve the researches and meet new challenges, a number of key features have been added to the concept firstly introduced. First one is “Random Assignment” of individuals to groups which provides control over extraneous features that may impact the outcome. Through randomization, personal characteristics’ bias of individuals involved in treatments would be spread between groups in an equal order in an attempt to equate groups through randomly assigned participants that distribute their variability between groups. Additionally, it should be mentioned that this bias can never be totally controlled. All experiments will have random error which could be reduced by taking control over extraneous variables to possible extent. Next is adding “comparing group” procedure establishment in which each participant is given a score based on means and variances obtained from various treatments and compared which were followed by advancing in “Statistical” procedure in order to evaluate the significance of differences, creating various “experimental designs” and assessing them in regards to their “threats to validity” (Godet, 2006).

3.2 Basic Concept of Experimental Design

Treatment, treatment group and control group

Conducting an experimental research, participants are subjected to one or more stimulus called *treatment* at *treatment groups* while *Control group* includes those participants who are not given any stimulus.

Treatment Manipulation

The feature that separates experimental design from other types of experiments is treatment. Manipulating treatments in causative relationships provides the ability to control the “Cause” which the validity of the experiment is practically based on this treatment manipulation. Through manipulation, independent variables are manipulated in one or more levels named treatments which their effects on dependent variable are aimed to be compared against control group where participants have not received the treatments.

Internal Validity

Internal validity is a benchmark that evaluates whether changes detected in dependent variable is truly sourced from a corresponding alternation in experimental (independent) variable and not by any other variable in the context of the study. Since in scenario based experimental design all variable are kept constant except independent ones in different treatments, internal validity of this type of design is high and is of advantages of this form of experiment.

External Validity

External validity is a reference to assess how detected correspondence between cause and effect in a relationship could be generalized and evaluates the level of association generalizability of the observed relation between independent and dependent variables.

Randomization

Randomization is referred to a process where participant of an experimental study are randomly assigned to either experimental or control groups. This is a procedure which assures subjects of the study put to experimental groups are similar to one another and to control group before applying treatments. Through randomization the internal validity increases.

Generally discussing, when data of a research come from a wide range of organizations, companies and individuals, such as in survey researches, the result of study could be generalized more broadly compared to artificial experiments where treatment are produced and a rigorous control over variables is imposed in comparison with real life encounter where there is no control over variables.

Field vs. Laboratory experiments

Due to inability of independent variables (Causes) manipulation in field experiments the level of internal validity of this type of experiments in low. Put differently, in causative relationships, it could not strongly be stated that the only element that created the effect on dependent variable is independent variable. However, they are more reliable in terms of external validity which means that their result could be generalized in a relatively better sense.

On the other hand, in laboratory experiments, since independent variable (Cause) could be manipulated through various treatments and the impact of dependent variable could be observed whilst all other variables excluding independent ones are rigorously controlled and kept constant, it definitely has higher internal validity in comparison with other methods which its external validity is not as strong as field experiments.

3.3 Experimental research in Social Science context

Experimental researches have a long history as methodology employed to advance causal knowledge in variety sorts of science. In the words of Heijden (1996), scenarios were expanded into social context by the help of Kahn (Wright, 2005), who is widely known as the “modern day scenario’s father” after being introduced as a military strategy in World War II. According to Falk (2009), in social context, although this employment of method has not been as common as other types, the exploitation of experimental method in the context of social science has remarkably increased in recent years. In this sense, Falk discusses that there have been controversial arguments among researches regarding the outcome validity of this methodology when it comes down to high probability of significant difference in people’s behavior under experiment and real life. Similarly, Bardsley (2005) argued that artificiality of experimental researches at social science lab lacks the richness of real-life behavior. In addition, List (2007) points out that the behavior of individuals is linked to the circumstances and it makes it unrealistic to generalize behavior to the field. In the same vein and according to Masini (2000), Scenarios are thought of as means for decision making in conditions of quick social shifts complex social interaction. In contrast, many researches who exploit experimental methods, like scenario-based research designs, discuss that there are several measures implemented that provide environment where variables are controlled and manipulated which guarantees research’s validity. For instance, Tybout (1981) argues that precise projection of outcome is expected whilst experiment is controlled and all variables except experimental ones are kept constant.

Taken from another point of view, there are several other reasons that support using experimental research rather than field research in the service context. For instance, Tetreault (1990) puts forward barriers such as inclusion of monetary and time expenses in the process, lack of managerial tendency to impose intentional service failures to evaluate its effect along with

ethical matters. As a matter of fact, one of the reasons that critical incident technology (CIT), where participants are asked to remember their previous incidents with a service and answer questions based on their memory of a real incident, have been exploited is overcoming above-mentioned difficulties. To take one for example, it could be referred to Brown (1998) study in the concept of relationship marketing where participants were asked to write their complaints regarding their past service failure experiences. However, there are downsides to CIT method, which in some cases is mentioned to be answering challenges that limit researches to use field experiments in service context. In Wilkes (1996) study, customers were requested to recall the most unpleasant experience that they could most clearly that produced flaws because of recall bias. In addition, based on Robert (1995) due to the gap between the time describing the incident and its occurrence, its interpretation might not be accurate. As a consequence, in the context of service setting and social science, since conducting a field-experiment in a real-life is faced by unbearable barriers and other methods such as CIT have grave flaws to be covered, the best approach to design researches in this context is experimental design. In this sense, however there are some concerns attached to experimental designs. Reality is of major downsides of this research design. In this method, participants are required to answer some questions based on their feeling and perception regarding concepts such as value or satisfaction after reading a hypothetical scenario describing a service setting. Since the nature of situation is hypothetical, participants might have difficulty constructing a strong emotional link to the situation. In spite of this disadvantage of using experimental design and in order to cope with it, Bolton (1998) used a real and recent experience of customers with a situation at a service setting to create a hypothetical scenario-based experiment to increase the element of “Realism”. In another attempt, Woodside (1996) utilized a method in which the order of steps that makes up a service encounter was followed to create a hypothetical situation integrated with CIT and made comparison with empirical study of customers’ assessment. Although efforts have been made to overcome the hesitation of using scenario-based methods, there has been still the question of whether outcomes from real-life behavioral experiments mirror or could project responses obtained from hypothetical scenarios. In the same vein, according to Kim (2014), in the context of service marketing, in order to be able to support reliability and the generalization of experimental designs, especially scenario-based designs, to the real-life setting correspondence comparison of

hypothetical and non-hypothetical responses in service dominant setting, such as restaurant in Kim's study, are needed.

There are some successful studies in service dominant industries where scenarios have been applied and made a difference. To pick one, Ahn (2002) utilized this method to develop the process of telecommunication through understanding uncertainties involved in the future of technological environment. In the same vein and service industry context researches, Kiely (2004) conducted a comparative study among 14 main service firms with respects to their future service encounters. More specifically, this study created short scenarios around major influential variables such as monetary, time and technological features in order to put forward business strategies in each service sector. In terms of exploiting scenarios in these service companies, Kiely discusses that once dramatic change in technology's focus to personalizing service rendered coincides with the changing nature of services using scenarios as strategic planning to have a more comprehensive of future possibilities is a perfect fit (Meuter, 2000). Another successful example of using scenarios in service industry is Moyer's study in 1996, where British Airways is taken as a case study to produce strategic business plan.

During last two decades, there have been some comparative studies between experimental researches in hypothetical and non-hypothetical situations to see whether there is a consistency between outcomes. In 2002, Hutchings explored the impact of political advertising while racial cue was independent variables that would change between experimental and control group in scenario-based design which shows that although there were some discrepancies between two methods, a relatively high consistency between hypothetical scenario and real-life outcomes was shown. Similarly, in 2008, Griffin's research on MBA students in both scenario-based and real-life regarding their feelings showed a high laboratory-field correspondence. In the same sense and more recently, in 2011, Barsky conducted an experimental research under laboratory simulation and field work to assess the impacts on unethical work behavior which was reported to have similar outcomes from both studies. Likely, in 2011, Mazursky compared the effect of social factors on sniping behavior in both field and simulated scenario (hypothetical) that resulted in a support of the social factors' influence on dependent variable, sniping behavior, in both studies.

Apart from comparative studies which clearly show scenarios based researches overcome the barriers of similar methods and has been utilized widely in service marketing, one of the other reasons that hypothetical experimental researches are of importance in social science is their outstandingly higher internal validity. In other words, given the fact that in cause-effect type of study the stress is to explore the possible impact of a cause on dependent variable along with complexity in nature of individuals' behavior and response in service encounter, it is essential to be confident that cause-effect statement as outcome of a research is precise and accurate and no other variable rather than independent one has caused the effect on dependent variable. In scenario based research, the study environment provides a situation in which all variables except experimental variable (independent variable) are kept constant and this controllability of service encounter guarantees the validity of outcome causative statement and provides the chance of precise prediction emanated from a model to be evaluated.

Practically discussing, in spite of significant reluctance between researches to get benefit from this methodology, various comparative studies in social science in terms of outcomes' comparison among experimental studies in lab and field and high validity rate of outcome statement have made their conduction in service marketing highly advised (Kim, 2014).

Hence, scenario based experiment is seen to be the best fit to be conducted in this study.

3.4 Different types of experimental design

There are several approaches to design an experiment. Two major ways in experimental design are called "Within-Subjects Design" and "Between-Subject Design". Although both have advantages and disadvantages, generally discussing, "Between-Subject Design" is considered to be the more conservative approach (Charness, 2012).

3.4.1 Between Subject Design

This design is referred to an approach where various groups of subjects are exposed to different experimental treatments. In other words, although all groups are treated exactly the same, each group of participants is going under different treatment and given different tasks.

On the downside, the major issue with between subjects design is "Individual differences". Put differently, participants in different groups are individually different from one another that could

affect the result. On major step to fade this effect is random assignment of participants that alleviate the possible negative effects.

On the positive side, since all participants in different groups are exposed to just one treatment, there is no history effect, which is also called psychological effects caused by multiple treatments exposure on one another.

3.4.2 Within Subject Design

In this approach, unlike between subject designs, all participants undergo the same treatments at all levels of independent variable. In other words, all participants are repeatedly given same treatments at different levels and that's the reason they are usually called "Repeated Measure".

On the exact opposite side of between design, in within design approach, since are participants participate in all level of treatments, they are their own control group which make the effects of individual differences unimportant which is an paramount importance since subjects differ greatly from each other. In addition to this advantage of within subject design over between subject designs, there is a less number of subjects required to perform this experiment since all subjects participate in all levels of treatments.

On the downside, since all participants undergo multiple treatments, the effect of previous treatment on the following ones, which is also called history effect, psychological effect or carryover effect, could cause serious concerns.

Practically discussing, as mentioned above, although both approaches have merits, between subject design is a more conservative way to conduct experimental studies. It is worth mentioning that, in some cases this method suffers from confounds made through individual differences and in some other cases the only way to perform the experiment might be within subject design that benefits from various fronts.

There are various forms of experimental design. In this research, under the scope of "Between Subject Design" and "Within Subject Design", five major of them, which are more commonly used in experiments, mentioned in literature and are seen to be applicable to our study are briefly reviewed and compared before the design of this study is opted. Under between subject design,

“Quasi-Experiment”, “True Experiment” and “Factorial design” are discussed while under within group design “Time Series” and “Repeated Measures” are put forward.

Table 3.1. Different types of experimental design

Between Subject Design			Within Subject Design	
Quasi-Experiment	True Experiment	Factorial design	Time Series	Repeated Measures

Quasi-Experiment Design

This type of design is most applicable when there is either no chance to practice random assignment to treatments or it is not plausible to do so such as school-based researches where classes are shaped at the beginning of the academic year (Morrison, 2003). Similarly, according to (Creswell, 2012, p.309), in the context of education, majority of experiments need to examine the cause of their independent variable on dependent while the group being treated in intact which could be either due to respondents availability or settings which forbid artificial groups. In this design there must be at least two or more groups of individuals to be able to conduct a comparison between, one of them is called “Experimental Group” and the other one is “Control Group”. This type of research design is so common in social science and the most important part of this researches to be paid attention to is to ensure different groups that receive various treatments are as equal as possible which requires pretesting and analysis of participants at each group to equivalency establishment. In other words, groups that received treatment should be similar before manipulation of independent variables. Under group equivalency circumstances, the effect on dependent variables caused by independent ones can be evaluated and generalized. These designs make comparisons between groups, that through pre-intervention attempts, are tried to be as similar as possible the treatment group with respect to their main characteristics. In the context of positive and negative sides, although this type of design is convenient and relatively more convenient to practice, its reduced validity is of concern. It is worth mentioning that each participant is subjected to just one treatment.

True Experiment

Similar to Quasi-experiment, at “True experiments” design at least two groups of participants are needed, experimental and controlling. The meaningful difference here is that at True experiment design all groups receiving treatments are equated by the help of random assignment which makes this type of design strong and rigorous. Put differently, in this form of design participants are randomly assigned to various conditions of independent (experimental) variables manipulated to evaluate their effects on dependent variable. This design is ideal to maximize validity of the experiment as result of this random assignment. In this experiment, although, same as “Quasi-experiment”, each individual is subjected to just one treatment, unlike “Quasi-experiment” all of these assignments are randomly.

Factorial Design

This form of design is exploited in some experimental researches where just assessing the effect of independent variable on dependent variable is not sufficient. In type of researches where there are two or more different independent variables involved and the researcher is interested not only to see the effect of each independent variable, which is called the main effect, but the simultaneous impact of them, which is called interaction effect, on dependent variable in order to be able to make a more comprehensive statement on outcome. Put differently, factorial design is used when there are two or more categories of experimental variable at various levels are the subject of the study. In this research, each experimental design (independent) is called a “Factor”, and each possibility of sub-division of it is called a “Level”. Generally discussing, factorial designs include at least two independent variables which each has two levels “2 x 2”. In other words, this design provides researchers with the opportunity to put the combined involvement of experimental (independent) variables or factors at different levels to get a more holistic understanding of outcome of the experiment. That is, it is suggested that this design should not include more than three independent variables. On the downside of this approach, differentiating the role of each separated independent variable on the result and clearing the role of each in the cause-effect equation is difficult.

Time Series

This type of design is used when searcher has a chance to study just one group of individuals and could study them in a period of time. In this type of study researcher conduct multiple tests on one group over time and is ideal to detect change in a system as a whole. It includes comparing outcomes of treatment and depicts them on a series of time to detect any possible pattern.

Repeated Measures

Similar to “Time Series”, one of the advantages is that in this type of design only one group of individuals are employed. There are multiple sequences of experimental treatments which all are conducted on one single group once at a time. Put differently, treatments are administered to all participants and the result of each treatment is compared with others under different conditions in which all variable are constant except independent (experimental variable) variable. One major drawback of this form of experimental design is that treatments take place one after another which results in influencing a treatment on the next one which creates the need to conduct treatments as distinct as possible. While this type of design in comparison with other types has carryout effect or history threats to its validity, there is just one group involved which means the experimental group is the control group.

Considering argued rationales behind various types of experimental designs, their advantages and disadvantages, “True Experiment Design” of “Between Subjects Design” is believed to be the best fit and in accordance with the context of our study.

Table. 3.2. Comparison between four major forms of experimental methods

<i>Experimental Methods</i>	Groups needed	Random Assignment	Dependent variable measured
<i>Quasi-Experiment Design</i>	At least two	NO	ONE TIME
<i>True Experiment Design</i>	At least two	YES	ONE TIME
<i>Factorial Design</i>	At least four	YES	After Each Treatment
<i>Time Series Design</i>	One	NO	ONE TIME
<i>Repeated Measure Design</i>	One	NO	After Each Treatment

3.5 Scenario Development

Capturing a more comprehensive notion of business ambiance is of valuable keys to success. According to Varum (2010), companies' ability to cope with uncertainties in business environment along with prompt adaptation to its major changes has turned out to be an essential element of success for business owners. Therefore, an incrementing need to get a more holistic comprehension of various versions of business environment is demanded. In addition, as a result of constant increase in complexity and uncertainty of business environment, Schoemaker (1993) explains why many companies have become inclined to use scenario planning which is seen to be an effective tool to test, evaluate and assess uncertainties. Particularly discussing, based on Heijden (1996), the part that differentiates scenario planning from other types of traditional methodologies is the process of this form which comprises a search for "evolutionary" or

“optimal” strategy among all strategies. Additionally, Schoemaker (1995), mentions that scenarios are strategic tools to enrich decision making process where uncertainty is needed to be dealt with. Furthermore, while considering the fact that there is no scenario that describe what to come precisely, exploiting scenarios is rooted in the basic fact that business environments are not predictable whilst some specific events could be determined primarily through pointing out the most possible and likely situations to encounter. Roubelat (2000) believes that scenario planning is a method which provides firms with the opportunity to represent alternative version of business environments and challenges them to look into all external and internal hindrances. In other words, constructing a scenario basically means envisioning alternative possible results for situations.

There have been different definitions of scenario. However, the one that has been extensively cited is put forward by Weiner and Kahn (1967) in the book called “The year 2000”. In this context, scenario is defined as “A hypothetical sequence of events structured put the focus and attention on casual processes and decision points”. In this sense, it is widely believed that scenarios analysis is an incrementing famous approach to assess the environment of businesses. Through many years, the belief had been that the best possibility to gain precise understanding of businesses was in developing quantitative and complex models. In spite of this belief, and to take Makridakis (1982) study as a comparative example, it is proved that accuracy of these types of models is no more in comparison with much more basic ways. That is, this shift in model perspectives has provided a ground for more scenario analysis. Additionally, Schnaars (1987) discusses that since scenarios could depict more than one possible environment for businesses rather than single possibility that quantitative models rely on; the interest in exploiting scenario analysis has increased. There are two major reasons to pick and utilize scenarios analysis over other approaches. First, in this form of analysis often rather than looking for a numerical preciseness of one possibility, well-studied description of environment in probable context and qualitative form is used. Second, scenario analysis puts forward a group of possibilities which their happening is sensible. Put differently, providing more than one plausible possibility in narrative form in the future of business environment rather than putting all the focus to project what will occur has made scenario analysis a more reasonable approach.

Developing scenario is fairly a qualitative process. Although it takes benefit from inclusion of quantitative model outcomes, it is a calculated assumption that incorporates various elements of environment which could be readily comprehended by thinking about a problem (Schnaars, 1987).

Scenario analysis is best fit with circumstances where outcome is believed to be affected by factors which rarely have precedential history. Whilst quantitative methods are mostly based on historical patterns, scenarios analysis is focused on those various versions of situations with factors that might not have had any pattern in the past. In other words, scenario analysis is more about on-going business situations and environments rather than its history which, generally speaking, due to major unprecedented occurrences in current business environment and the ability of this method to carefully consider various versions of possibilities seems to be of more value than so-called precision of single computational models. According to Huss (1987), under complex and uncertain business environments, scenarios are tools to project plausible possibilities. Scenarios provide groups of conditions and simulated environment to structure more effective strategic plans. They are most suited for industries where significant decisions of investment under notorious uncertainty are made. To name a few, it could be referred to Kloss (1999) study in health information management, Gordon (2006) research in transport, Drieskens (1996) work on small business market and Randall (1997) study on internet.

Regarding the information that scenarios need to include, since the fundamental task of these scenarios is to overcome various possible situations that a provider might face, scenarios ought to comprise various versions of probable environments. As a consequence of that, firms could prepare themselves accordingly. In addition, it is discussed that the content of scenarios should correspond with the place where uncertainties might occur. It also is advised that scenarios should be practiced where there are not too many elements involved, but in places where just a number of essential factors are involved.

In terms of the number of scenarios should be created, the number of crucial factors or variables which are projected to have effect on outcome of the study determine the number of scenarios needed, taking into account that in each scenario just one of essential variables vary and others are kept constant.

There are different categories of scenarios. According to Godet (2000), two main groups of them are discussed more often. First one is called “Exploratory” which begins from present and past tendencies and is guided to possible futures. The second one is called “Anticipatory” which is structured based upon feared or desired versions of situation.

In terms of scenario development, generally discussing, its process contains a relatively rigorous steps such as identifying the scope and environment, clarifying key elements and predominant factors, constructing the narrative and scenarios and applying the strategic alternatives (Kapsalis, 2001). In the same sense, there are number of studies suggesting similar, however, different steps. Specifically arguing, Schoemaker (1991) introduced some steps to construct scenarios which were developed further in 1993 and 1995. As following, some of those steps he concluded in 1995 are presented:

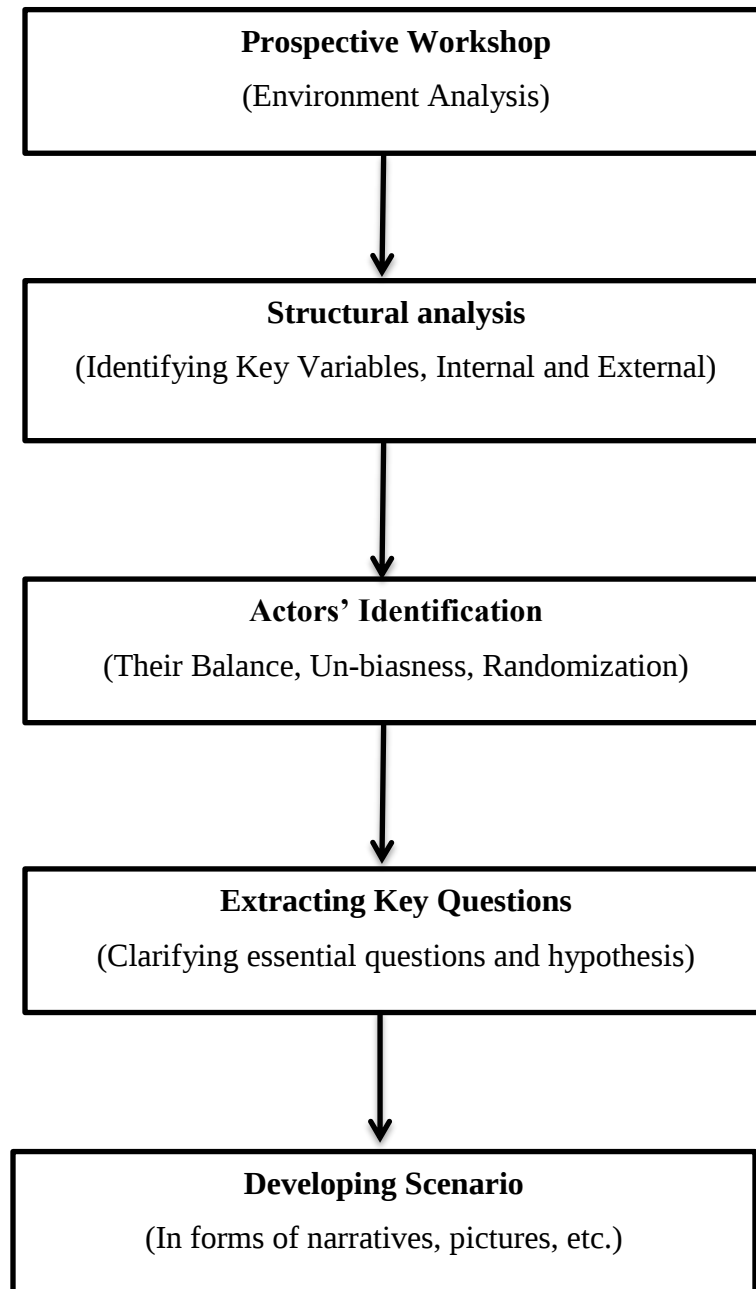
- 1- Defining the scope of the study (Regarding product, service, and market).
- 2- Identifying major stakeholders (Who will be affected)
- 3- Identifying Basic trend (Which industry)
- 4- Identifying key uncertainties (Most importantly independent variable)
- 5- Constructing initial scenario theme (extreme extent of positive and negative elements involved)
- 6- Control consistency and plausibility (Checking whether the story line is compatible with environment)
- 7- Develop learning scenarios (Couple of scenarios which are strategically relevant to be chosen from)
- 8- Construct and evolve scenario (finalizing scenarios chosen from learning scenarios and fixing their downsides)

Likely, Masini (2000) puts these steps forward to develop scenarios:

- 1- Identifying the environment of the scenario.
- 2- Identifying issues emanating from the environment and group them into problems or opportunities.
- 3- Identifying key variables of issues.
- 4- Identifying actors in terms of each key variable.

- 5- Provide relevant questions and hypotheses for each scenario.
- 6- Develop scenarios around key variables and actors.

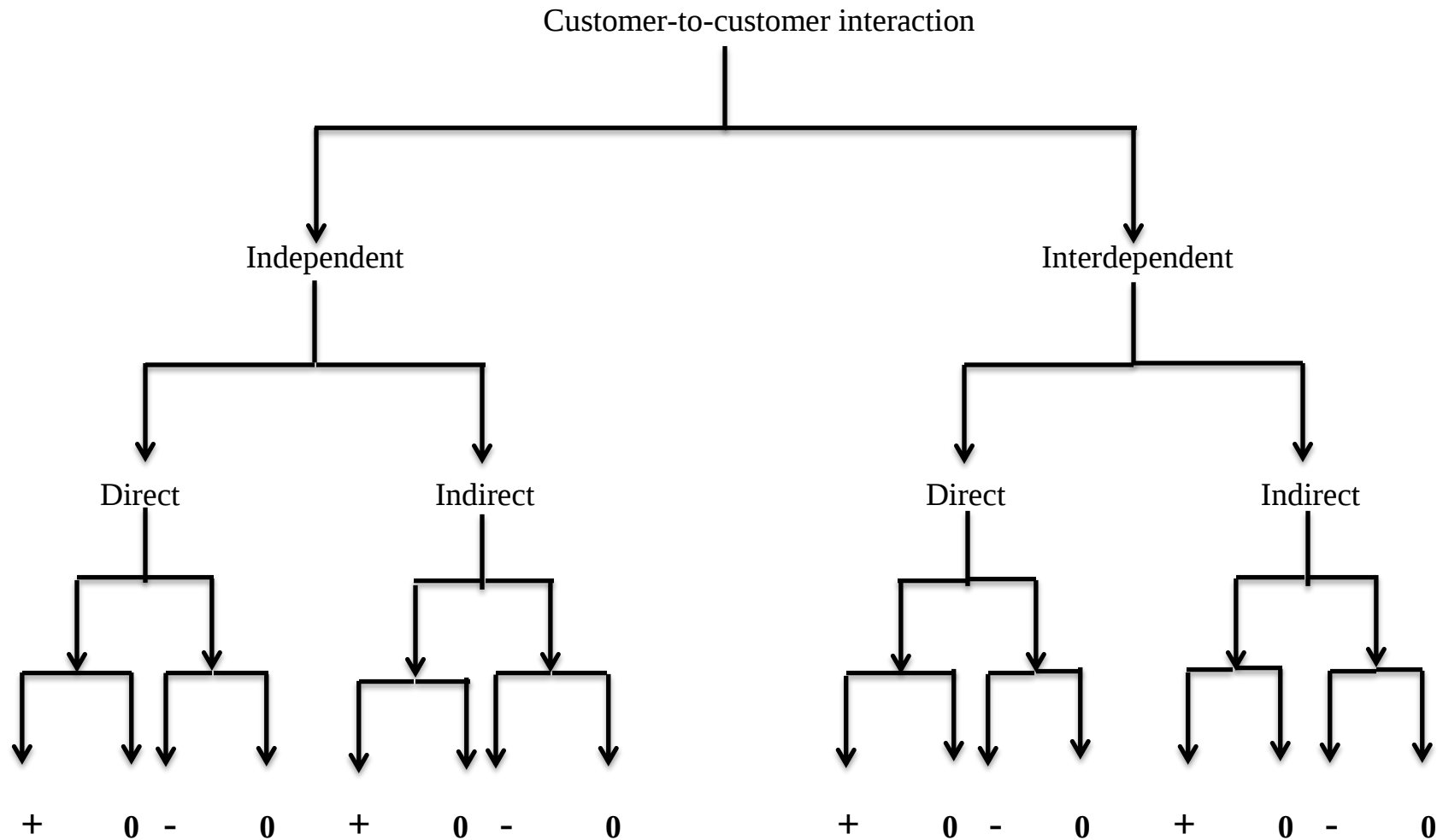
Similarly and alternatively, Godet (2006), in his book called” *Creating Futures, Scenario Planning as a Strategic Management Tool*” has demonstrated a graphical process to scenario development as following:



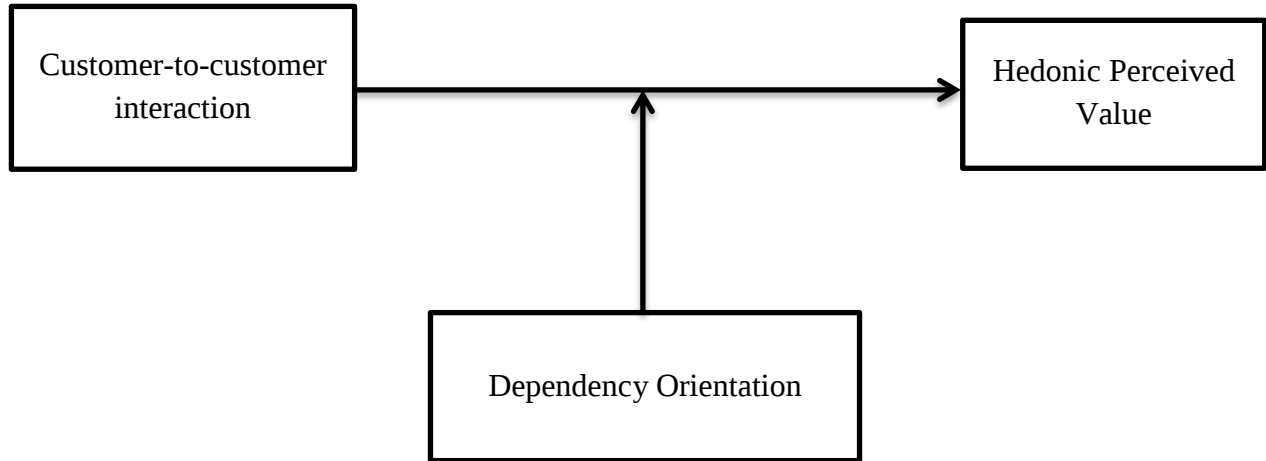
In addition, Masini continues that, as far as scenarios are concerned, there is neither only one way to conduct scenarios nor could the same method be utilized in various studies. It is also discussed that the fundament of creating scenarios should be fairly flexible in case there is a need to modify a variation throughout the process. Creating scenarios, it should be paid attention to the fact that in spite of intuitive fundament of scenarios, they should not be speculative of ideas. In other words, they should abide with the process which assures reliability and credibility of reasoning, questions and interests of the study.

3.6 Research Design from dependency orientation perspective

Taken from another angle, participants are categorized based on their dependency orientation. Those who are interdependently oriented and are exposed to both direct and indirect forms of interaction in positive, negative and no interaction nature in comparison to independently oriented ones.



3.7 Proposed Model



In the model of the study depicted above, customer-to-customer interaction is divided into two categories, Direct CCI and Indirect CCI, which in turn each category has three levels, namely positive, negative and neutral. In addition, dependency orientation is categorized into two groups of independent and interdependent. In order to put these relations into test, our experimental study is designed and hypothesizes are defined as following.

3.8 Hypotheses

Based on the previously discussed literature, the hypotheses of the research are constructed as below:

H1: Direct and positive CCI increases customers' hedonic perceived value.

H2: Direct and negative CCI decreases customers' hedonic perceived value.

H3: Indirect and positive CCI increases customers' hedonic perceived value.

H4: Indirect and negative CCI decreases customers' hedonic perceived value.

H5: For interdependent customers, *Direct and positive* CCI increases HPV more than *Indirect and Positive* CCI.

H6: For interdependent customers, *Direct and negative* CCI decreases HPV more than *Indirect and negative* CCI.

H7: For independent customers, *Indirect and positive* CCI increases HPV more than *Direct and positive* CCI.

H8: For independent customers, *Indirect and negative* CCI decreases HPV more than *Direct and negative* CCI.

3.9 Treatment construction

In order to run experiments and evaluate the effect of changes on independent (experimental) variables, which are "Perspective in interaction" (Direct vs. Indirect) and "valence of Interaction" (Positive vs. Negative), on dependent variable, which is "HPV", through "Repeated Measure" design, there are four different scenarios defined. In order to define these scenarios, which their primary focus is on keeping all variables involved constant except independent variables along with creating the environment of interest, the scenario construction process of Godet (2006) is followed.

First step is "perspective Workshop" or "Environment Analysis". In this step, the context upon which the study is designed, which is in service industry is taken into account. Additionally, since our study is focused on the interaction, and as discussed before the chances of its happening and impact is determined more effectively in "High Involvement service settings", a "coffee house" which meets both needs of service industry and involvement is picked.

Second step to construct a scenario is “Structural Analysis”. In this step, key variables of the study are identified. In our study, variables which need to be manipulated are “Direct and Indirect form of Customer-to-customer interaction” which is our first independent variable and their “Valence or their Positivity and negativity” which is the second independent variable. In order to develop narratives, the definition of “Direct and Indirect” customer-to-customer interaction from Brocato (2012) which focuses on “Similarity”, “Physical Appearances” and “Suitable Behavior” along with their sub-scales is utilized.

Third step is “Actors’ identification” or “Participant Arrangement”. In this step, the focus is on making sure that all participants are given equal chance of each treatment and there is no bias which might hurt or skew the study. In our case, since “Repeated measure” is used as a design, all participants are going to be the subjects of all four treatments sourced from “2x2” independent variables which means there is no chance of bias assignment.

The fourth step is “Identifying hypotheses and question”. In this step, the focus is on making sure that variables identified and worked on are clarified and are truly those that need to be manipulated.

The fifth and last step is “Developing the scenarios”. In this step, after following necessary steps aforementioned, their respected narratives are formed.

In order to form interaction scenarios, Brocato et al (2012) scale is benefited as following in three different dimensions, namely "Similarity", "Physical Appearances" and "Suitable Behaviors".

Table. 3.3. Factors used to form scenarios

Similarity	Physical Appearance	Suitable Behavior
• I could identify with the other customers in the facility. • I am similar to the other customers in the facility. • The other customers are like me. • The other customers come from a similar background to myself. • I fit right in with the other customers.	• I liked the appearance of the other customers. • The other customers dress appropriately. • The other customers look nice. • The other customers look like they are my type of people.	• The behavior of the other customers is appropriate for the setting. • The other customers are friendly towards me. • I find that the other customers behave well. • The other customers' behavior is pleasant.

Source: Brocato et al (2012), Journal of Retailing

After determining the dependency orientation of participants involved and based on the chart of the study there are six different treatments needed to be able to compare differences between hedonic perceived value of participants, which will be shown further.

4. ANALYSIS AND FINDINGS

As following data collection process and socio-demographic features of participants are shown.

4.1 Data collection

In order to put above mentioned hypothesizes to test and discover the relationship between various parts of model designed, “True Experiment” of experimental design with the help of relevant scenarios along with structured questionnaire is believed to be the most appropriate method to collect data required.

That is, a paper-based survey was designed and conducted. Since there are three levels to both direct and indirect forms of CCI, as the independent variable in this study, six different versions of the survey was utilized while all variables were kept exactly the same for all parts of the surveys, except the scenario part which was specifically defined for each level of the independent variable separately.

Data was collected from university students in Eskisehir, Turkey. Students were fully informed about the purposes of the research, given a brief introduction and asked to fill the hard-copy paper based form of the survey attentively. In addition, answers to all questions were demanded so that there would be no missing data.

714 university students participated in this study. To make sure of the quality of the data collected, after scenario part in all forms of the survey, an open-ended control question was asked to determine whether participants have genuinely comprehended the essence of the experiment where they would need to very briefly write what they have understood of the scenario read. After collecting the surveys, they were meticulously cleaned through eliminating unrelated or irrelevant responses to control questions. That is, a total number of 688 participants were filtered and included in the experiment. Demographic profiles of the respondents along with their distribution into different treatments are given below:

Table 4.1 *Participants' gender*

Gender	Frequency	Percent (%)
Male	361	52.4
Female	327	47.6
Total	688	100.0

As reported at the table above, the percentage of male participants is slightly more than females with 52.4 % for males against 47.6 % for females.

Table 4.2 *Participants' education*

Education Level	Frequency	Percent (%)
Bachelor	574	83.4
Master	86	12.5
Doctorate	28	4.1
Total	688	100.0

As shown at the table above, students at bachelor level makes up the majority of participants up to 83.4 % while master and doctorate level participants' fractions of whole has been 12.5 % and 4.1 %, respectively.

Table 4.3 *Participants' marital status*

Marital Status	Frequency	Percent (%)
Married	25	3.6
Single	579	84.1
Other	84	12.3
Total	688	100.0

Based on the above table, 84.1 % of all participants have been single whereas 3.6 % that has been married and 12.3% are under other category.

Table 4.4 *Participants' household average monthly income*

Household average monthly income	Frequency	Percent (%)
2000 TL and less	34	4.9
2001-4000 TL	207	30
4001-6000 TL	344	50
6001-8000 TL	69	10.2
8.001 TL and above	34	4.9
Total	688	100.0

As it is depicted above, whilst the majority of participants' average household monthly income has been between "4001-6000 TL" and "2001-4000 TL" with 50 % and 30 % respectively, "6001-8000 TL", "8.001 TL and above" and "2000 TL and less" have followed them with 10.2 %, 4.9 % and 4.9 %, respectively.

Table 4.5 *Participants' distribution under each treatment*

Participants' distribution	Frequency	Percent (%)
A1	121	17.5
A2	124	18
A3	111	16.1
B1	112	16.2
B2	113	16.4
B3	107	15.8
Total	688	100.0

4.2 Direct Interaction

Out of 688 participants a total number of 356 have been exposed to direct interaction treatments. As follows, treatments of three different levels of customer-to-customer direct interaction along with their statistics and findings are discussed.

4.2.1 Direct Interaction' treatments

Treatment 1: Direct and positive

You go to a coffee house to meet a group of your friends. Once you go to their table, you notice that there are not enough seats at table for all of you. Looking around, you find an empty seat at the next table and go to see whether you can take it. When you ask the other customer sitting at that table for the seat, he smiles, says of course and respectfully offers you the empty seat. You take the seat, go back to your table and continue chatting with your friends. After chatting with your friends with tea/coffee, you leave the café.

Treatment 2: Direct and Negative

You go to a coffee house to meet a group of your friends. Once you go at their table, you notice that there are not enough seats at table for all of you. Looking around, you find an empty seat at the next table and go to see whether you can take it. When you ask the other customer sitting at that table for the seat, he scowls, says No and disrespectfully pulls the seat towards himself. Getting back to your table, you find another seat and continue chatting with your friends. After chatting with your friends with tea/coffee, you leave the café.

Treatment 3: Neutral Treatment: No Direct Interaction

You go to a coffee house to meet a group of your friends. Once you go to their table, you notice that there are not enough seats at table for all of you. Looking around, you find an empty seat at the next table. You go, take the empty seat and continue chatting with your friends. After chatting with your friends with tea/coffee, you leave the café.

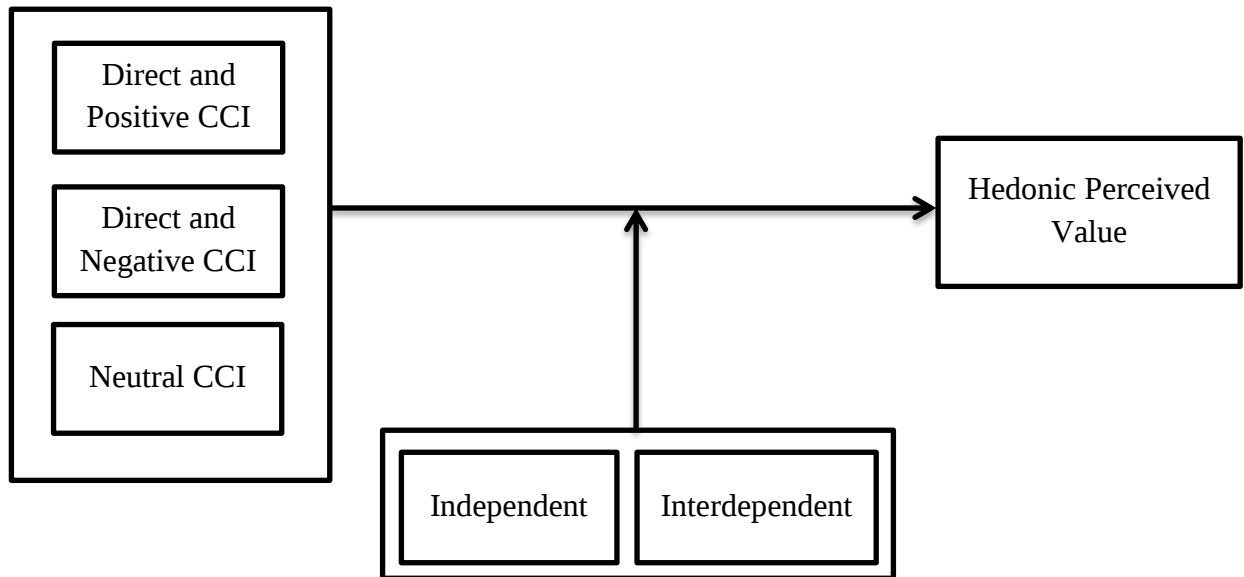


Figure 4.1. Direct Interaction

4.2.2 Findings on Direct Interactions

Participants' features of those exposed to direct interaction treatments

The frequency and the percentage of the participants who were exposed to direct interaction treatments of the study is shown based on their gender, education level, marital status and their household's average monthly income which are depicted as following:

Table 4.6 *Participants' gender of those exposed to direct interaction treatments*

Gender	Frequency	Percent (%)
Male	216	60.6
Female	140	39.4
Total	356	100.0

As it could be seen in the table above, the percentage of male participants is slightly more than females with 60.6 % for males against 39.4 % for females.

Table 4.7 *Participants' education level of those exposed to direct interaction treatments*

Education Level	Frequency	Percent (%)
Bachelor	299	84
Master	44	12.4
Doctorate	13	3.6
Total	356	100.0

As shown at the table above, students at bachelor level makes up the majority of participants up to 84 % while master and doctorate level participants' fractions of whole has been 12.4 % and 3.6 %, respectively.

Table 4.8 *Participants' marital status of those exposed to direct interaction treatments*

Marital Status	Frequency	Percent (%)
Married	17	4.8
Single	302	84.8
Other	37	10.4
Total	356	100.0

Based on the above table, 84.8 % of all participants exposed to direct interaction treatments have been single whereas 4.8 % has been married and 10.4% are under other category.

Table 4.9 *Participants' household average monthly income of those exposed to direct interaction treatments*

Household average monthly income	Frequency	Percent (%)
2000 TL and less	21	5.8
2001-4000 TL	112	31.5
4001-6000 TL	171	48.0
6001-8000 TL	34	9.6
8.001 TL and above	18	5.1
Total	356	100.0

As it is depicted above, whilst the majority of participants' average household monthly income has been between "4001-6000 TL" and "2001-4000 TL" with 48.0 % and 31.5 % respectively, "6001-8000 TL", "8.001 TL and above" and "2000 TL and less" have followed them with 9.6 %, 5.1 % and 5.8 %, respectively.

4.2.3 Independent variable

There are three levels to the direct interaction treatments as shown in figure 4.1 which requires three different treatments and subsequently three different groups of participants that were randomly allocated to each category. The first group was exposed to the first treatment called "Direct and Positive CCI" labeled as "A1" whilst the second one was treated with "Direct and Negative CCI" labeled as "A2" and third one was undergone the third treatment called "No direct CCI" labeled as "A3".

Table 4.10 *Participants' distribution of those exposed to direct interaction under each treatment*

Participants' distribution	Frequency	Percent (%)
A1	121	34.0
A2	124	34.8
A3	111	31.2
Total	356	100.0

Out of 356 participants exposed to direct CCI, while 124 were the subjects of "Direct and Negative CCI", 121 to "Direct and Positive CCI", and 111 to "Neutral CCI". As it could be seen, the number of participants in each cell is fairly equal to one another.

Table 4.11 *Test of Homogeneity of Variances between A1,A2 and A3*

Levene Statistic	df1	df2	Sig.
1.818	2	353	.164

Above Levene's test with significance of 0.164 shows difference of variances between A1, A2 and A3 are of the same nature and non-significant and therefore the ANOVA analysis between CCI and HPV is statistically interpretable.

Table 4.12 *ANOVA*

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	153.108	2	76.554	2333.023	.001
Within Groups	115.970	353	.329		
Total	269.078	355			

Based on afore-depicted table and ANOVA test (Sig=0.001), multiple levels of CCI have statistically different effects on HPV, main effect without considering the moderating variable.

4.2.4 Moderating Variable

As discussed in previous chapters and depicted in the study model, dependency orientation of participants is considered as the moderating variable. It is believed that participants' dependency orientation could strengthen or weaken the effects of various levels of CCI on dependent variable, namely HPV. In this study, participants are categorized as either interdependent labeled as "INT" or independent labeled as "IN" through a series of measures in the survey.

4.2.5 Categorizing participants based on their dependency orientation

In order to categorize participants of the study exposed to direct interaction under each treatment into two groups of "Interdependent" and "Independent", cluster analysis in SPSS is used. In this analysis, each participant has answered a series of questions assessing various measures of both interdependency and independency consisting of 12 interdependency and 12 independency criteria which are used to determine dependency orientation of each participant. A summary of the analysis in the "Direct Interaction" is depicted as following:

Table 4.13 Final Cluster Centers

	Cluster	
	1	2
INT1	2.38	3.58
INT2	2.45	3.63
INT3	2.37	3.58
INT4	2.45	3.60
INT5	2.56	3.60
INT6	2.42	3.68
INT7	2.44	3.63
INT8	2.32	3.65
INT9	2.36	3.53
INT10	2.43	3.65
INT11	2.64	3.54
INT12	2.48	3.54
IN1	3.59	2.41
IN2	3.62	2.37
IN3	3.52	2.40
IN4	3.64	2.41
IN5	3.74	2.46
IN6	3.55	2.49
IN7	3.58	2.39
IN8	3.51	2.46
IN9	3.49	2.35
IN10	3.63	2.50
IN11	3.80	2.38
IN12	3.64	2.33

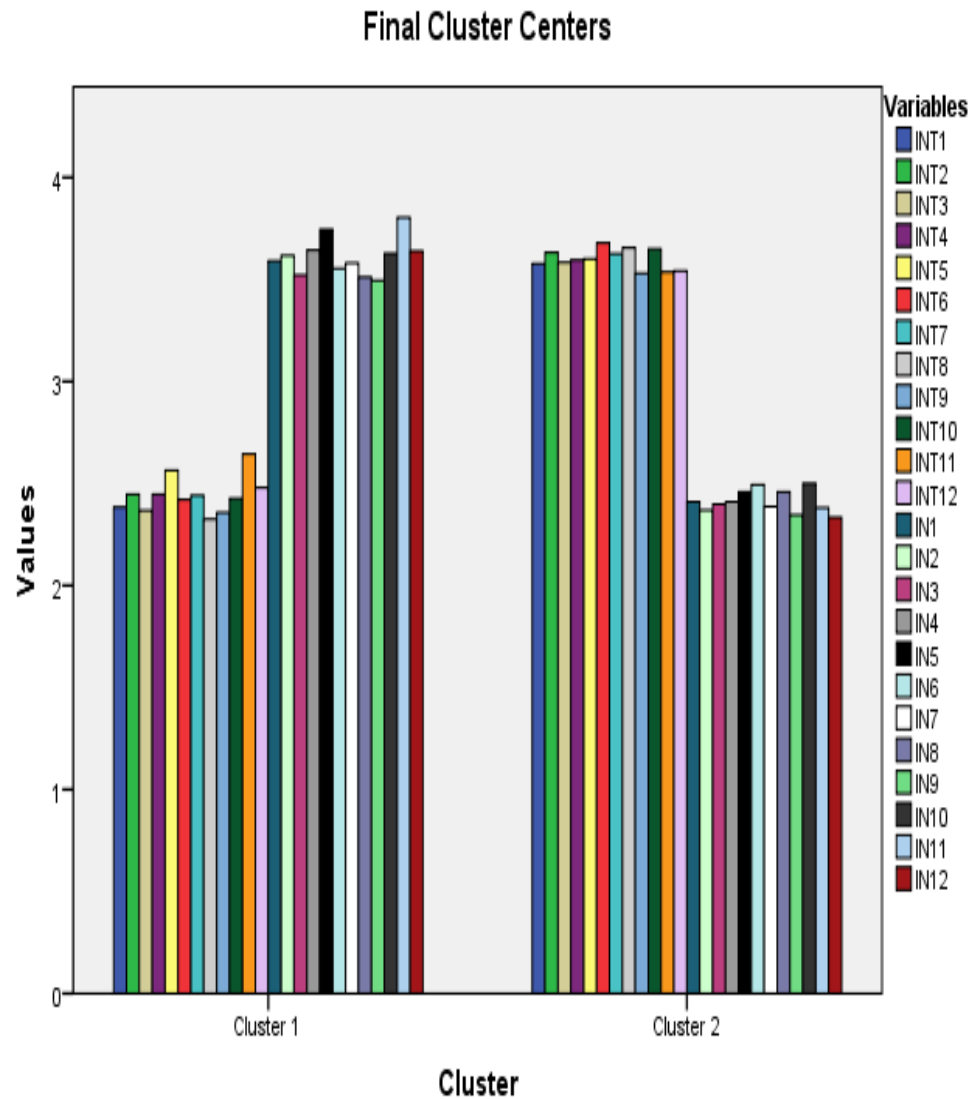


Figure 4.2 Final Cluster Center

Participants' dependency orientation of those exposed to direct interaction treatments is determined through cluster analysis. As shown above, cluster 1 has the lowest scores on interdependent variables while its independent variables carry the highest scores which makes up the independently oriented category and vice versa for cluster 2 which makes up the interdependently oriented category.

Table 4.14 *Participants' dependency orientation of those exposed to direct interaction treatments*

Dependency Orientation	Frequency	Percent (%)
INT	168	47.2
IN	188	52.8
Total	356	100.0

As shown above, among those participants who were exposed to direct interaction treatments, 52.8 % of subjects were independently oriented labeled as "IN" whereas 47.2 % of them were interdependently oriented labeled as "INT".

4.2.6 Determining the possibility of variables needed to be controlled

In order to make sure that the changes on the dependent variable "HPV" are solely sourced from either the independent variable "CCI" or moderating variable "Dependency Orientation" and to control any other possible variables that might be significantly affecting HPV, correlation analysis is conducted.

Table 4.15 *Correlation analysis table to determine possible control variables (CV)*

	Gender	Education Level	Age	Marital Status	Household Average Monthly Income	CCI	Dependency Orientation	HPV
Gender		.001	.001	.412	.805	.343	.133	.337
Education Level	.001		.001	.022	.155	.132	.048	.509
Age	.001	.001		.001	.277	.153	.010	.522
Marital Status	.412	.022	.001		.670	.026	.608	.016
Household Average Monthly Income	.805	.155	.277	.670		.100	.206	.146
CCI	.343	.132	.153	.026	.100		.138	.001
Dependency Orientation	.133	.048	.010	.608	.206	.138		.068
HPV	.337	.509	.522	.016	.146	.001	.068	

As depicted above, apart from different levels of independent variable CCI which statistically has significant correlations with the dependent variable HPV with .001 significance, marital status statistically correlates with HPV in a significant sense of .016. That is, marital status needs to be controlled. Put differently, HPV significantly shifts as participants are exposed to three different levels of CCI as independent variable.

4.2.7 Main and interaction effects analysis of those exposed to direct interaction treatments

Univariate analysis in SPSS is conducted to detect the main and interaction effects of independent and moderating variables on dependent variable.

Table 4.16 *Description of Tests of Between-Subjects factors of those exposed to direct interaction treatments*

		Value Label	N
Direct CCI	1	A1	121
	2	A2	124
	3	A3	111
Dependency Orientation	1	INT	168
	2	IN	188

There are three different treatments among those exposed to direct customer-to-customer interaction treatments as A1 (direct and positive CCI), A2 (direct and negative CCI), and A3 (no direct CCI) shown as following:

Table 4.17 *Direct customer-to-customer interaction's average HPV under each treatment*

Dependent Variable: Hedonic Perceived Value

Direct CCI	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
A1	3.476	.049	3.381	3.572
A2	1.945	.048	1.851	2.039
A3	2.414	.052	2.313	2.516

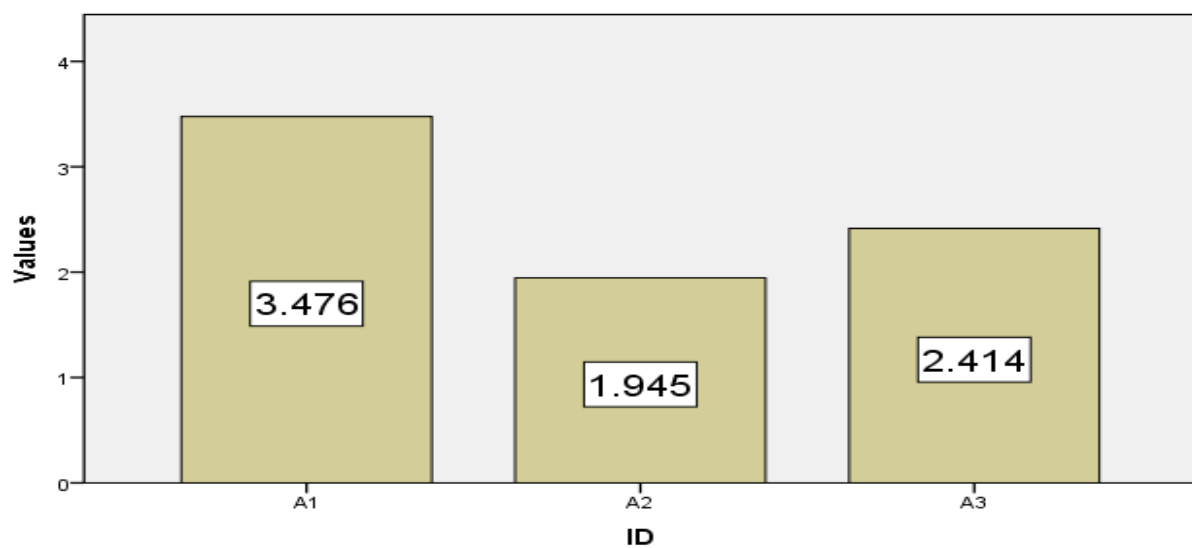


Figure 4.3 *HPV of those exposed to direct interaction treatments*

As the figures shown on table 4.17 and depicted on figure 4.3 reveal, the group of participants exposed to the direct and positive CCI treatment have had a mean score of 3.476 in their perceived hedonic value on a scale of one to five, while those exposed to direct and negative CCI and no direct interaction treatments are reported to have had 1.945 and 2.414, respectfully. Having that shown, it could be clearly seen that those who have undergone positive treatment perceived the highest level of hedonic value in comparison to those who experienced the negative treatment that have expressed the lowest level of HPV, whilst those who have been exposed to no direct treatment have shown to take the middle ground in this regard.

Table 4.18 *Tests of Between-Subjects Effects of those exposed to direct interaction treatments*

Dependent Variable: Hedonic Perceived Variable

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	170.176	6	28.363	100.085	.001
Intercept	452.034	1	452.034	1595.122	.001
Marital Status	.624	1	.624	2.202	.139
CCI	148.366	2	74.183	261.775	.001
Dependency Orientation	1.798	1	1.798	6.346	.012
CCI * Dependency Orientation	14.609	2	7.304	25.776	.001
Error	98.901	349	.283		
Total	2689.438	356			
Corrected Total	269.078	355			

Shown above, the independent variable (CCI) has a statistically significant effect on dependent variable HPV (Sig=.001). Explained differently, changes in CCI, applying multiple treatments of direct CCI, creates statistically significant differences in hedonic perceived value of the participants. It means, subjects to the "Direct and positive CCI" ended up having different hedonic perception in comparison to those who were exposed to "Direct and Negative CCI", or "No direct CCI".

On the other hand, not only HPV, alone, has statistically significant correlation with dependency orientation (Sig=0.012), but also participants' dependency orientation interactively considered along with direct CCI treatments shows a significant impact on HPV (Sig=0.001). In other words, it is shown that dependency orientation not only by itself is a determinant factor to HPV (Sig=.012), but also when interacted with multiple levels of direct CCI, proves to be a statistically significant moderating element between CCI and HPV. That is, along with significant main effect of CCI on HPV, dependency orientation is also proved to have an interaction effect on HPV in addition to its main effect. Additionally, marital status has no impact on HPV of participants (Sig=0.139).

More clearly discussing, firstly, participants have significantly different hedonic value perceived if they undergo different treatments of direct CCI ("A1", "A2" or "A3"). Secondly, in connection with the treatments of direct CCI that participants have experienced, there is a statistical difference between their HPV evaluated. Thirdly, considering participants dependency orientation inside each level of direct CCI (Interaction effect), HPV statistically differs. Lastly, there is no statistically important effect of marital status on HPV.

In order to interpret the results shown in the Table 4.12 in tests of between-subjects effects of those exposed to direct interaction treatments further, Post Hoc Test is conducted. Since the number of samples in each treatments of independent variable is not equal, Scheffe is picked to run the Post Hoc Test. Through this test, the statistically significant main and interaction effects detailed in the aforementioned table can be traced back into its origin. In the other words, in order to determine the roots of the statistically significant main and interaction effect, Post Hoc Test is undertaken and reported as following:

Multiple Comparisons

Table 4.19 Post Hoc Test on Main effect – "Direct Interaction"

Dependent Variable: Hedonic Perceived Value

(I) CCI	(J) CCI	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
A1	A2	1.5420*	.06814	.001	1.3745	1.7095
	A3	1.0936*	.07008	.001	.9214	1.2659
A2	A1	-1.5420*	.06814	.001	-1.7095	-1.3745
	A3	-.4483*	.06968	.001	-.6196	-.2771
A3	A1	-1.0936*	.07008	.001	-1.2659	-.9214
	A2	.4483*	.06968	.001	.2771	.6196

As far as main effect in the customer-to-customer direct interaction is concerned, it could be seen that the detected statistically significant main effect of different treatments of independent variable on hedonic perceived value is sourced from the differences between both "A1 & A3" and "A2 & A3". Put differently, the differences between hedonic perceived value of those exposed to "Direct and Positive" treatment and those with "No Interaction" treatment significantly contribute to the differences detected in the main effect reported to be significant in Table 4.12. Based on the Post Hoc Test, same statement applies for the "Direct and Negative" and "No Interaction" treatment.

In regards with analyzing "Main Effect" in direct interactions, based on statistical analysis and the related results, on a scale of one to five and as depicted at figure 4.3, whilst the hedonic perceived value of neutral treatment, considered as the comparison basis for the other two treatments, was 2.414, it was 3.476 for the positive CCI and 1.945 for the negative CCI. Since these differences are statistically significant based on the analysis shown at Table 4.12, it could clearly be seen that *Direct and positive CCI* increases customers' hedonic perceived value, whereas *Direct and negative CCI* decreases it. Therefore, hypothesizes one and two are supported.

4.2.8 Statistics on Moderating Variable "Dependency Orientation"

Table 4.20 *Dependency Orientation of those exposed to direct interaction treatments*

Dependent Variable: Hedonic Perceived Value

Dependency Orientation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
INT	2.684	.042	2.602	2.765
IN	2.540	.039	2.464	2.617

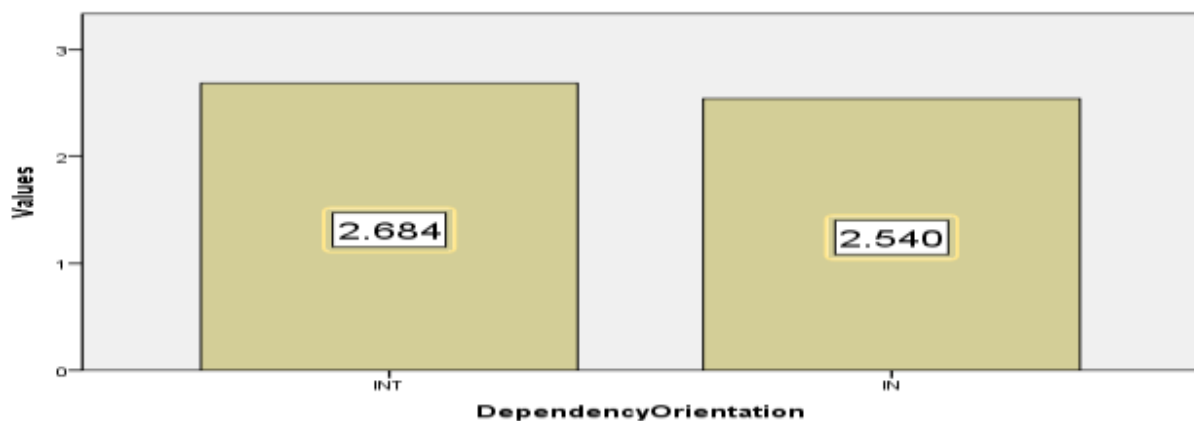


Figure 4.4 *HPV of those exposed to direct interaction treatments based on their dependency orientation*

As detailed at table 4.20 and illustrated in figure 4.4, of all participants undergone direct interaction treatments in its multiple forms of positive, negative and neutral one, the mean score of HPV for independently and interdependently oriented subjects are reported to be 2.540 and 2.684 on a scale of one to five, respectively.

4.2.9 Statistics on interaction effect between direct CCI and Dependency Orientation

Table 4.21 *CCI * Dependency Orientation*

Dependent Variable: Hedonic Perceived Value

CCI	Dependency Orientation	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
A1	INT	3.783	.068	3.648	3.917
	IN	3.170	.069	3.034	3.305
A2	INT	1.764	.068	1.631	1.897
	IN	2.126	.068	1.993	2.259
A3	INT	2.504	.079	2.348	2.660
	IN	2.325	.066	2.196	2.454

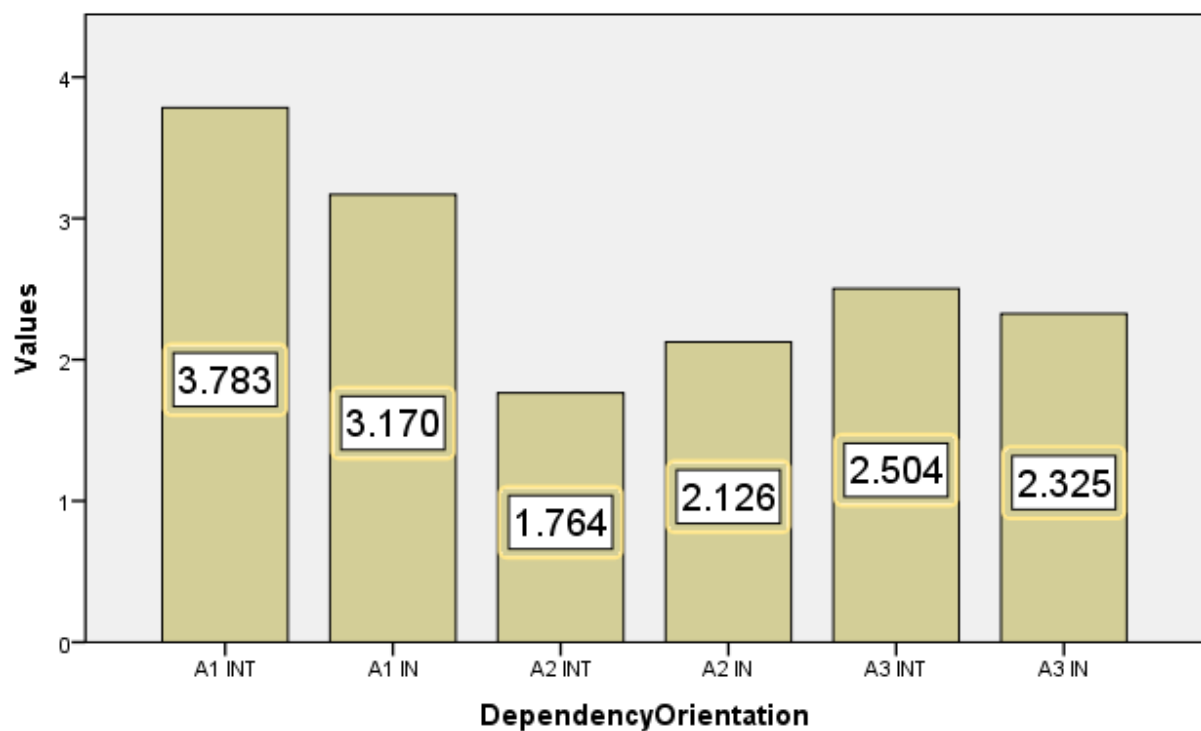


Figure 4.5 HPV of interaction effect between direct CCI and dependency orientation

After looking at participants' HPV undergone only "Direct Interaction" treatments (A1,A2, and A3) that they have been exposed to (Figure 4.3) on one hand, and just their dependency orientations (INT and IN) (Figure 4.4) separately on the other hand, a more detailed approach

towards categorizing participants' HPV is taken into account. As information given at table 4.21 and figure 4.5 depicts, an interactive grouping of subjects where the HPV of both independently and interdependently oriented participants (INT and IN) who have been exposed to positive, negative and neutral forms (A1, A2, and A3) is determined. In other words, after determining the dependency orientations (IN and INT) of participants in each treatment (A1, A2, and A3), their HPV is calculated. That is, of those exposed to the direct and positive treatment; HPV of interdependently oriented subjects (A1 and INT) is reported to be 3.783 compared to 3.170 for those who were independently oriented (A1 and IN). As far as subjects exposed to direct and negative treatment are concerned, the average HPV for interdependently oriented ones (A2 and INT) was 1.764 as opposed to 2.126 for independently oriented participants. Regarding neutral treatment where there is no direct interaction, interdependently oriented subjects (A3 and INT) are observed to have 2.504 as their mean of HPV in comparison to 2.325 for independently oriented ones (A3 and IN).

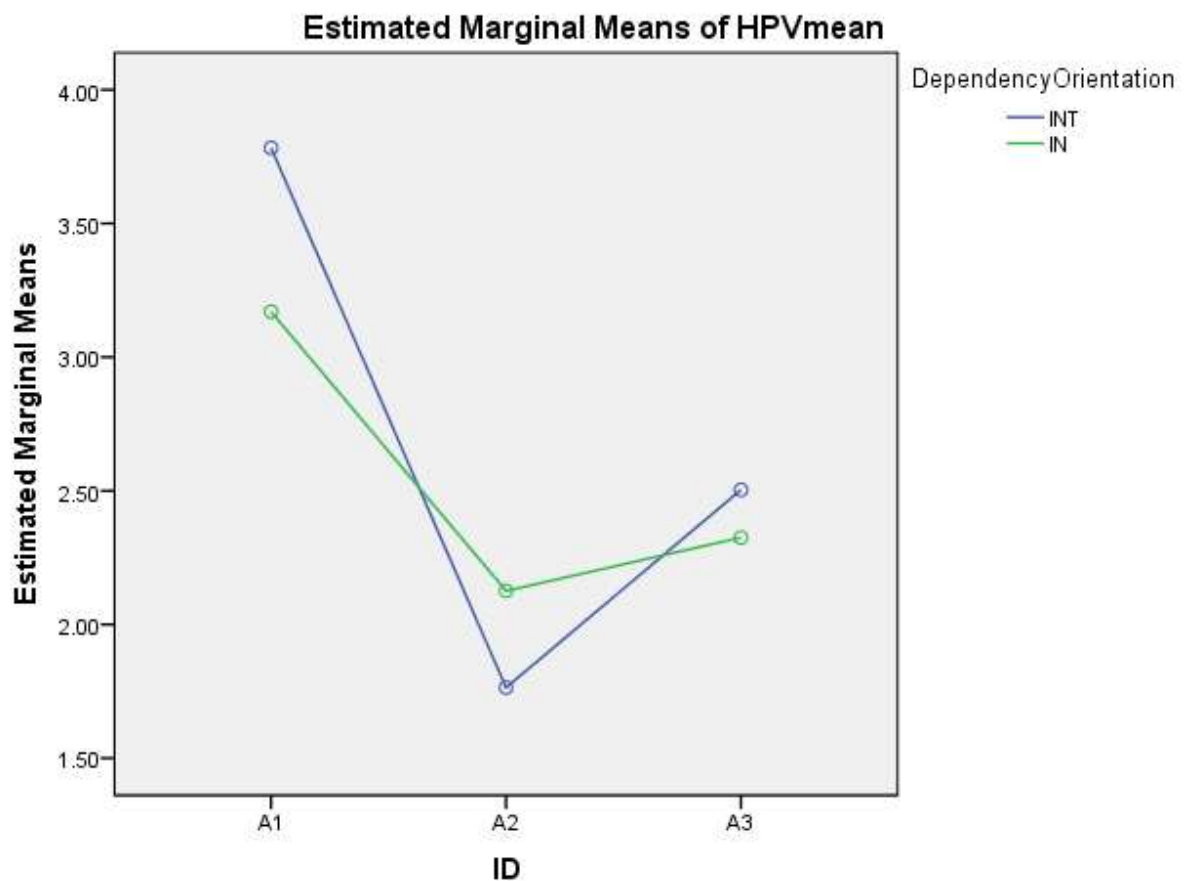


Figure 4.6 line graph of interaction effect between direct CCI and dependency orientation

Line graphs depicted in figure 4.6 compare HPV of interdependently and independently oriented participants who have been treated with three types of scenarios describing three forms of "Direct Interaction", namely positive, negative and no direct interaction representing by A1,A2 and A3, respectively. As illustrated, the difference between HPV of A1 and A2 in the direct interaction treatments is markedly greater among interdependently oriented individuals compared to independently oriented ones. Furthermore, whilst participants are treated with no direct interaction scenario (A3), the difference between HPV of independently and interdependently oriented subjects is less than when they are treated with positive (A1) or negative (A2) interaction scenarios. Put differently, dependency orientation of individuals is of less significant factor when individuals have had no direct interactions with others at a given service setting in comparison to when they have experienced either positive (A1) or negative (A2) interaction experience.

4.3 Indirect Interaction

Out of 688 participants a total number of 332 have been exposed to indirect interaction treatments. As follows, treatments of three different levels of customer-to-customer indirect interaction along with their statistics and findings are discussed.

4.3.1 Indirect Interaction' treatments

Treatment 4: Indirect and Positive

You go to a coffee house to meet a group of your friends. Once you get in, you feel that you are like other customers and they are like your type of people. While being there, you get the feeling that other customers around you look nice and are dressed properly. In addition to that, you feel that their behavior is appropriate for the setting and you like their appearances as well. After chatting with your friends with tea/coffee, you leave the café.

Treatment 5: Indirect and Negative

You go to a coffee house to meet a group of your friends. Once you get in, you feel that you are not like other customers and they are not like your type of people. While being there, you get the feeling that other customers around you do not look nice and are not dressed properly. In addition to that, you feel that their behavior is not appropriate for the setting and you do not like their appearances either. After chatting with your friends with tea/coffee, you leave the café.

Treatment 6: Neutral Treatment: No Indirect Interaction

You go to a coffee house to meet a group of your friends. You get in the cafe and sit with your friends. Café is a regular type and has a very normal ambiance. While being there, you do not think anything about the café or other customers present at the café. After chatting with your friends with tea/coffee, you leave the café.

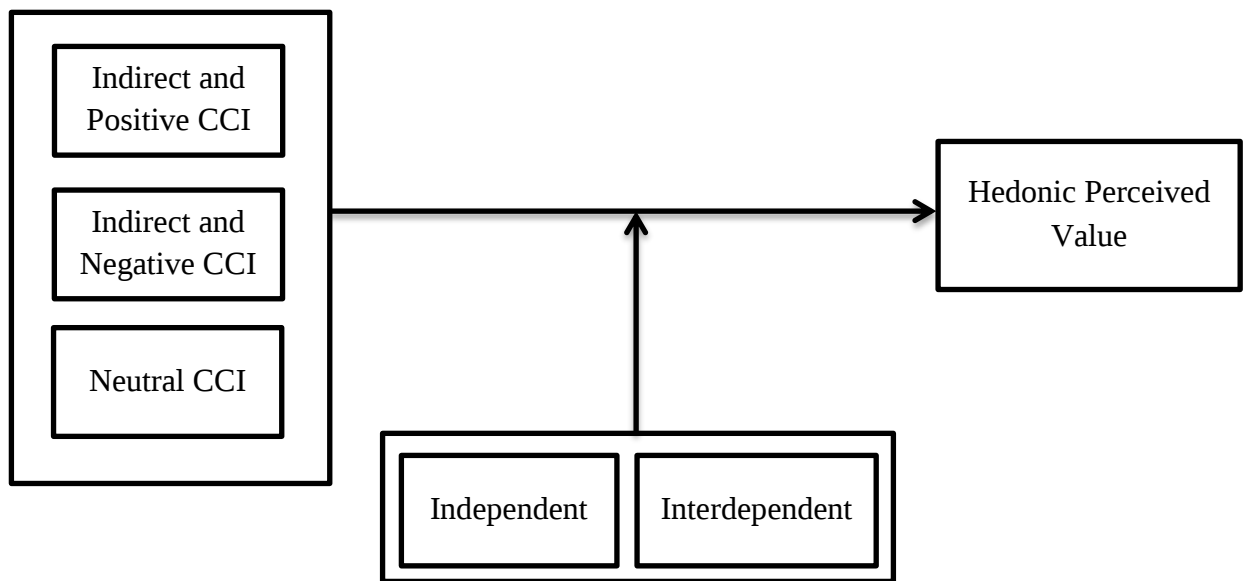


Figure 4.7. Indirect Interaction

4.3.2 Findings on Indirect Interactions

Participants' features of those exposed to indirect interaction treatments

The frequency and the percentage of the participants of the study is shown based on their gender, education level, marital status and their household's average monthly income which are depicted as following:

Table 4.22 *Participants' gender of those exposed to indirect interaction treatments*

Gender	Frequency	Percent (%)
Female	145	43.7
Male	187	56.3
Total	332	100.0

As it could be seen in the table above, the percentage of male participants is slightly more than females with 56.3 % male against 43.7 % for female.

Table 4.23 *Participants' education level of those exposed to indirect interaction treatments*

Education Level	Frequency	Percent (%)
Bachelor	275	82.8
Master	42	12.7
Doctorate	15	4.5
Total	332	100.0

As shown at the table above, students at bachelor level makes up the majority of participants up to 82.8 % while master and doctorate level participants' fractions of whole has been 12.7 % and 4.5 % respectively.

Table 4.24 *Participants' marital status of those exposed to indirect interaction treatments*

Marital Status	Frequency	Percent (%)
Married	8	2.4
Single	277	83.4
Other	47	14.2
Total	332	100.0

Based on the above table, 83.4 % of all participants exposed to Indirect Interaction treatments have been single whereas 2.4 % has been married are 14.2 % are under other category.

Table 4.25 *Participants' household average monthly income of those exposed to indirect interaction treatments*

Average monthly income	Frequency	Percent (%)
2000 TL and less	13	3.9
2001-4000 TL	95	28.6
4001-6000 TL	173	52.1
6001-8000 TL	35	10.5
8.001 TL and above	16	4.8
Total	332	100.0

As it is depicted above, whilst the majority of participants' average household monthly income has been between "4001-6000 TL" and "2001-4000 TL" with 52.1 % and 28.6 % respectively, "6001-8000 TL", "8.001 TL and above" and "2000 TL and less" have followed them with 10.5 %, 4.8 % and 3.9 % respectively.

4.3.3 Independent variable

There are three levels to the indirect interaction treatments as shown in the model of first study which requires three different treatments and subsequently three different groups of participants that were randomly allocated to each category. The first group was exposed to the first treatment called "Indirect and Positive CCI" labeled as "B1" whilst the second one was treated with "Indirect and Negative CCI" labeled as "B2" and third one was undergone the third treatment called "Neutral CCI" labeled as "B3".

Table 4.26 *Participants' distribution of those exposed to direct interaction under each treatment*

Participants' distribution	Frequency	Percent (%)
B1	112	33.7
B2	113	34.0
B3	107	32.2
Total	332	100.0

Out of 332 participants exposed to indirect CCI, while 112 were the subjects of "Indirect and Positive CCI" or "B1", "Indirect and Negative CCI" or "B2" and "Neutral CCI" or "B3" each had 113 and 107 subjects respectively. As it could be seen, the number of participants in each cell is fairly equal to one another.

Table 4.27 *Test of Homogeneity of Variances*

Levene Statistic	df1	df2	Sig.
1.536	2	329	.217

Above Levene's test with significance of 0.217 shows difference of variances between groups are of the same nature and non-significant and therefore the ANOVA analysis is between IV and DV is statistically interpretable.

Table 4.28 *ANOVA*

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	122.119	2	61.060	154.989	.001
Within Groups	129.613	329	.394		
Total	251.732	331			

Based on afore-depicted table and ANOVA test (Sig=0.001), multiple levels of ID have statistically different effects on HPV as DV- Main effect without considering the moderating variable.

4.3.4 Moderating Variable

As discussed in previous chapters and depicted in the study model, dependency orientation of participants is considered as the moderating variable. It is believed that participants' dependency orientation could strengthen or weaken the effects of various levels of CCI on dependent variable, namely HPV. In this study, participants are categorized as either Interdependent labeled as "INT" or Independent labeled as "IN" through a series of measures in the survey.

4.3.5 Categorizing participants based on their dependency orientation

In order to categorize participants of the study exposed to indirect interaction under each treatment into two groups of "Interdependent" and "Independent", cluster analysis in SPSS is used. In this analysis, each participant has answered a series of questions assessing various measures of both interdependency and independency consisting of 12 interdependency and 12 independency criteria which are used to determine dependency orientation of each participant. A summary of the analysis in the "Indirect Interaction" is depicted as following:

Table 4.29 Final Cluster Centers

	Cluster	
	1	2
INT1	3.65	2.38
INT2	3.66	2.46
INT3	3.67	2.46
INT4	3.52	2.38
INT5	3.56	2.31
INT6	3.60	2.37
INT7	3.54	2.47
INT8	3.68	2.33
INT9	3.64	2.33
INT10	3.48	2.38
INT11	3.57	2.46
INT12	3.49	2.52
IN1	2.47	3.59
IN2	2.38	3.61
IN3	2.50	3.57
IN4	2.30	3.56
IN5	2.42	3.54
IN6	2.38	3.55
IN7	2.36	3.60
IN8	2.53	3.51
IN9	2.47	3.51
IN10	2.32	3.60
IN11	2.35	3.63
IN12	2.33	3.69

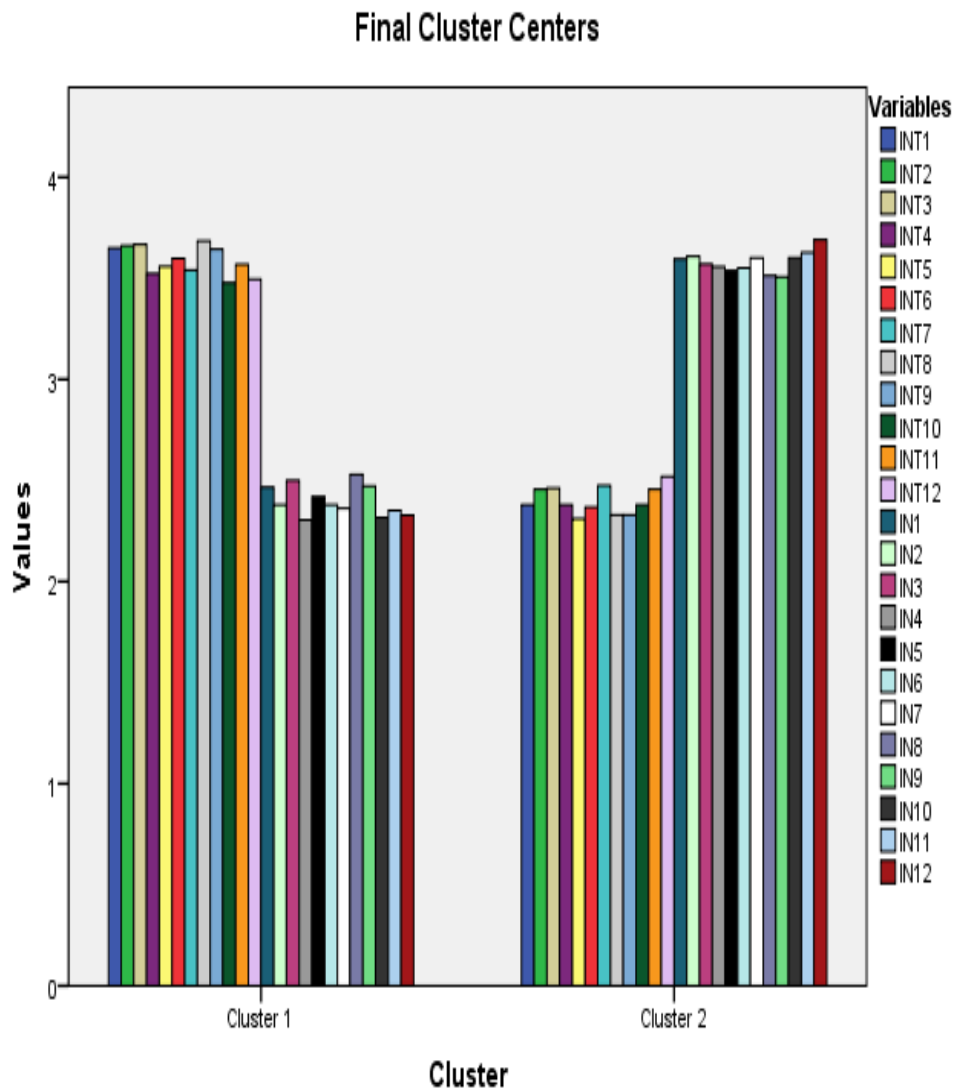


Figure 4.8 Final Cluster Center

Participants' dependency orientation of those exposed to indirect interaction treatments is determined through cluster analysis. As shown above, cluster 2 has the lowest scores on interdependent variables while its independent variables carry the highest scores which makes up the independently oriented category and vice versa for cluster 1 which makes up the interdependently oriented category.

Table 4.30 *Participants' dependency orientation of those exposed to direct interaction treatments*

Dependency Orientation	Frequency	Percent (%)
INT	174	52.4
IN	158	47.6
Total	332	100.0

As shown above, in the first study, 47.6 % of subjects were independently oriented labeled as "IN" whereas 52.4 % of them were interdependently oriented labeled as "INT".

4.3.6 Determining the possibility of variables needed to be controlled

In order to make sure that the changes on the dependent variable "HPV" are solely sourced from either the independent variable "CCI" or moderating variable "Dependency Orientation" and to control any other possible variables that might be significantly affecting the DV, correlation analysis is conducted.

Table 4.31 *Correlation analysis table to determine possible control variables (CV)*

	Gender	Education Level	Age	Marital Status	Household Average Monthly Income	CCI	Dependency Orientation	HPV
Gender		.001	.001	.393	.333	.182	.826	.626
Education Level	.001		.001	.001	.502	.435	.557	.042
Age	.001	.001		.001	.991	.948	.344	.197
Marital Status	.393	.001	.001		.754	.094	.821	.182
Household Average Monthly Income	.333	.502	.991	.754		.925	.727	.664
CCI	.182	.435	.948	.573	.925		.724	.001
Dependency Orientation	.826	.557	.344	.821	.727	.724		.325
HPV	.626	.042	.197	.182	.664	.001	.325	

As depicted above, in addition to different levels of independent variable CCI which has statistically significant correlation with the dependent variable "HPV" with .001 significance, education level is significantly correlated with HPV with (Sig=.042) respectively and needs to be controlled subsequently. Put differently, HPV significantly shifts as participants are exposed to three different levels of CCI as independent variable.

4.3.7 Main and interaction effects analysis of those exposed to indirect interaction treatments

Univariate analysis in SPSS is conducted to detect the main and interaction effects of independent and moderating variables on dependent variable.

Table 4.32 *Description of Tests of Between-Subjects factors of those exposed to direct interaction treatments*

		Value Label	N
Indirect CCI	1	B1	112
	2	B2	113
	3	B3	107
Dependency Orientation	1	INT	174
	2	IN	158

There are three different treatments among those exposed to indirect customer-to-customer interaction treatments as B1 (indirect and positive CCI), B2 (indirect and negative CCI), and B3 (no direct CCI) shown as following:

Table 4.33 *Indirect customer-to-customer interaction's average HPV under each treatment*

Dependent Variable: Hedonic Perceived Value

Indirect CCI	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
B1	3.462	.056	3.352	3.571
B2	1.905	.057	1.792	2.018
B3	2.854	.057	2.743	2.965

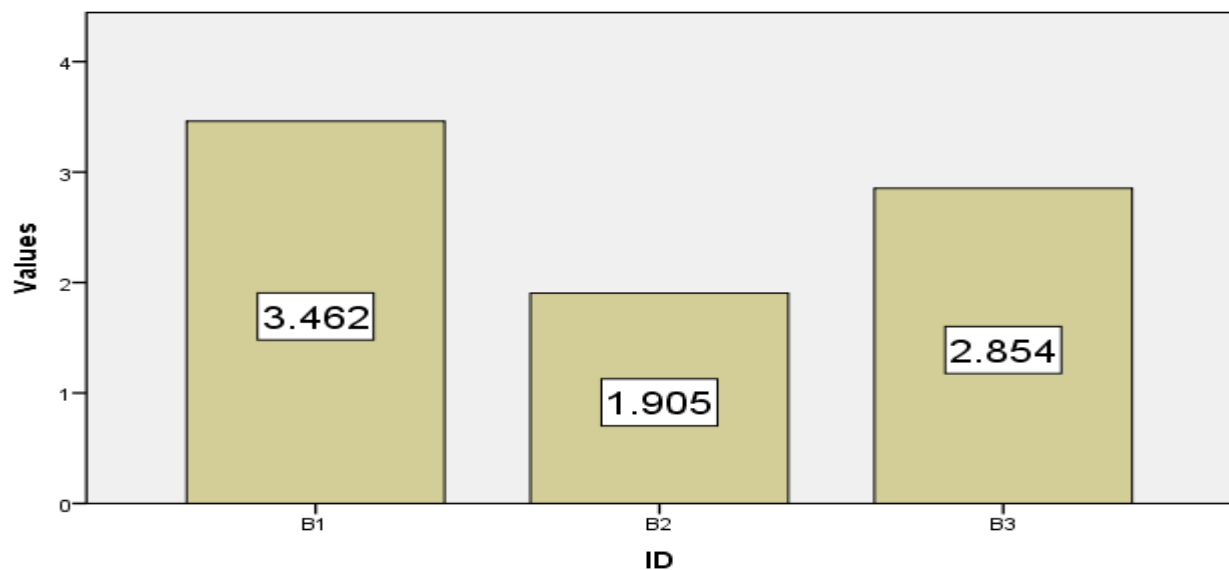


Figure 4.9 *HPV of those exposed to indirect interaction treatments*

As the figures shown on table 4.33 and depicted on figure 4.9 reveal, the group of participants exposed to the indirect and positive CCI treatment have had a mean score of 3.462 in their perceived hedonic value on a scale of one to five, while those exposed to indirect and negative CCI and neutral treatments are reported to have had 1.905 and 2.854, respectfully. Having that shown, it could be clearly seen that those who have undergone positive treatment perceived the highest level of hedonic value in comparison to those who experienced the negative treatment that have expressed the lowest level of HPV, whilst those who have been exposed to neutral treatment have shown to take the middle ground in this regard.

Table 4.34 *Tests of Between-Subjects Effects of those exposed to direct interaction treatments*
Dependent Variable: Hedonic Perceived Value

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	140.360	6	23.393	68.265	.001
Intercept	344.924	1	344.924	1006.534	.001
Education Level	.522	1	.522	1.524	.218
CCI	131.414	2	65.707	191.742	.001
Dependency Orientation	.916	1	.916	2.673	.103
CCI * Dependency Orientation	16.132	2	8.066	23.537	.001
Error	111.372	325	.343		
Total	2808.063	332			
Corrected Total	251.732	331			

Shown above, the independent variable which is "CCI" has a statistically significant effect on dependent variable which is "HPV" (Sig=.001). Explained differently, changes in CCI, applying multiple treatments of indirect CCI, creates statistically significant differences in hedonic perceived value of the participants. It means, subjects to the "Indirect and positive CCI" ended up having different hedonic perception in comparison to those who were exposed to "Indirect and Negative CCI" or "No indirect CCI".

On the other hand, although HPV, alone and in general, has no statistically significant correlation with dependency orientation (Sig=.103), participants independency or interdependency, considered along with independent variable, it shows an interactive and significant impact (Sig=0.001). In other words, it is shown that dependency orientation solely is not a determinant factor to HPV (Sig=.103), however, when interacted with multiple levels of CCI, it turns out to be a statistically significant element which moderates the main effect of CCI on HPV. That is, in spite of significant main effect of CCI on HPV, Dependency Orientation is proved to have no main effect on HPV while the interaction effect of CCI and Dependency Orientation is put forward. In addition, Education Level has no impact on HPV of participants (Sig=0.218).

More clearly discussing, firstly, participants have significantly different hedonic value perceived if they undergo different types of CCI ("B1", "B2" or "B3"). Secondly, regardless of which type of CCI that participants have experienced, there is no statistical difference between their HPV evaluated just based on their dependency orientation. Thirdly, considering participants dependency orientation inside each level of CCI (Interaction effect), HPV statistically differs.

In order to interpret the results shown in the Table 4.34 in tests of between-subjects effects further, Post Hoc Test is conducted. Since the number of samples in each treatment of independent variable is not equal, Scheffe is picked to run the Post Hoc Test. Through this test, the statistically significant main and interaction effects detailed in the aforementioned table can be traced back into its origin. In the other words, in order to determine the roots of the statistically significant main and interaction effect, Post Hoc Test is undertaken and reported as following:

Multiple Comparisons

Table 4.35 Post Hoc Test on Main effect – "Indirect Interactions"

Dependent Variable: Hedonic Perceived Value

(I) CCI	(J) CCI	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
B1	B2	1.4666*	.07812	.001	1.2745	1.6586
	B3	.6112*	.07920	.001	.4164	.8059
B2	B1	-1.4666*	.07812	.001	-1.6586	-1.2745
	B3	-.8554*	.07903	.001	-1.0497	-.6611
B3	B1	-.6112*	.07920	.001	-.8059	-.4164
	B2	.8554*	.07903	.001	.6611	1.0497

As far as main effect in the second approach is concerned, it could be seen that the detected statistically significant main effect of different levels of independent variable on hedonic perceived value is sourced from the differences between both "B1 & B3" and "B2 & B3". Put differently, the differences between hedonic perceived value of those exposed to "Indirect and Positive" treatment and those with "No Interaction" treatment significantly contribute to the differences detected in the main effect reported to be significant in Table 4.34. Based on the Post Hoc Test, same statement applies for the "Indirect and Negative" and "No Interaction" treatment.

In regards with analyzing "Main Effect" in indirect interactions, based on statistical analysis and the related results, on a scale of one to five and as depicted at figure 4.9, whilst the hedonic perceived value of neutral treatment, considered as the comparison basis for the other two treatments, was 2.854, it was 3.462 for the positive CCI and 1.905 for the negative CCI. Since these differences are statistically significant based on the analysis shown at Table 4.34, it could clearly be seen that *Indirect and positive CCI* increases customers' hedonic perceived value whilst *Indirect and negative CCI* decreases it. Therefore, hypothesizes three and four are supported.

4.3.8 Statistics on Moderating Variable "Dependency Orientation"

Table 4.36 *Dependency orientation of those exposed to indirect interaction treatments*

Dependent Variable: Hedonic Perceived Value

Dependency Orientation	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
INT	2.794	.045	2.705	2.882
IN	2.687	.047	2.594	2.780

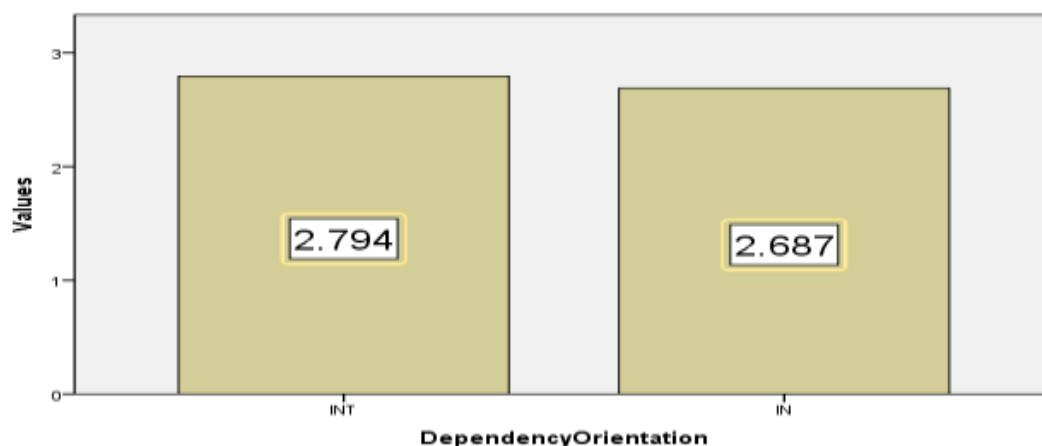


Figure 4.10 *HPV of those exposed to indirect interaction treatments based on their dependency orientation*

As detailed at table 4.36 and illustrated in figure 4.10, of all participants undergone indirect interactions in its multiple forms of positive, negative and neutral one, the mean score of HPV for independently and interdependently oriented subjects are reported to be 2.687 and 2.794 on a scale of one to five, respectively.

4.3.9 Statistics on interaction effect between indirect CCI and Dependency Orientation

Table 4.37 *CCI * Dependency Orientation*

Dependent Variable: Hedonic Perceived Value

CCI	Dependency Orientation	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
B1	INT	3.394	.082	3.233	3.555
	IN	3.529	.075	3.382	3.677
B2	INT	2.276	.069	2.141	2.412
	IN	1.534	.092	1.353	1.714
B3	INT	2.711	.082	2.549	2.872
	IN	2.997	.078	2.843	3.151

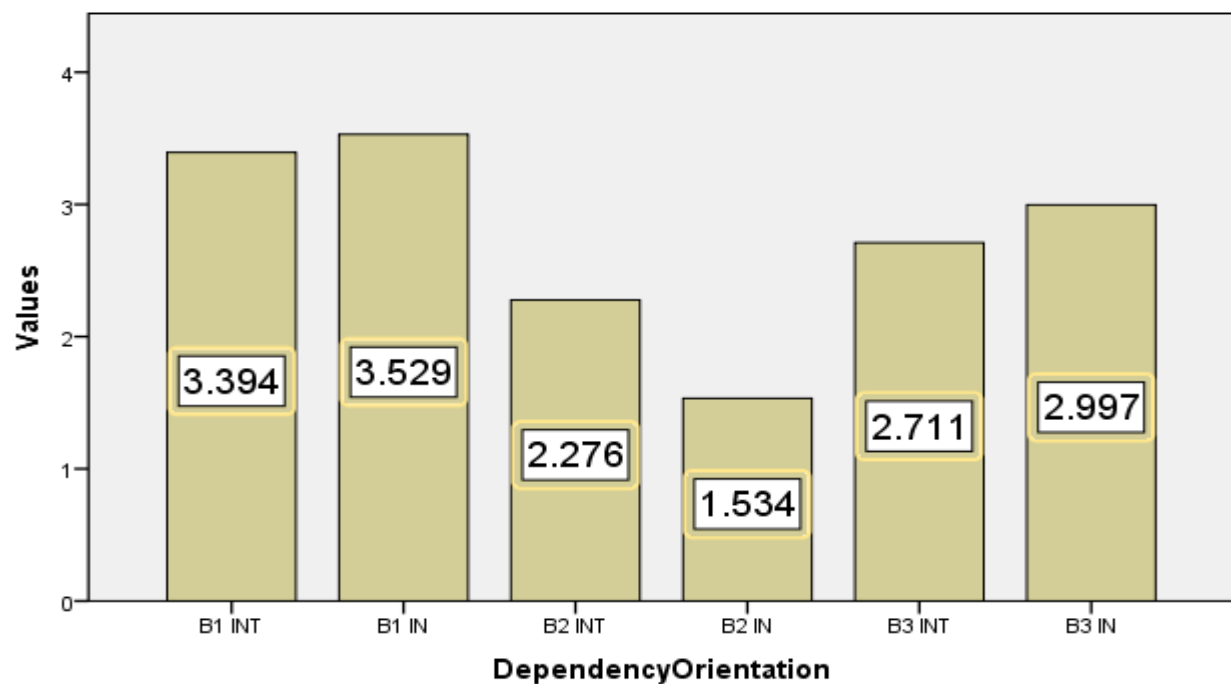


Figure 4.11 *HPV of interaction effect between indirect CCI and dependency orientation*

After looking at participants' HPV undergone only "Indirect Interaction" treatments (B1,B2, and B3) that they have been exposed to (Figure 4.9) on one hand, and just their dependency orientations (INT and IN) (Figure 4.10) separately on the other hand, a more detailed approach towards categorizing participants' HPV is taken into account. As information given at table 4.37 and figure 4.11 depicts, an interactive grouping of subjects where the HPV of both independently and interdependently oriented participants (INT and IN) who have been exposed to positive, negative and neutral forms (B1, B2, and B3) is determined. In other words, after determining the dependency orientations (IN and INT) of participants in each treatment (B1, B2, and B3), their HPV is calculated. That is, of those exposed to the indirect and positive treatment; HPV of interdependently oriented subjects (B1 and INT) is reported to be 3.394 compared to 3.529 for those who were independently oriented (B1 and IN). As far as subjects exposed to indirect and negative treatment are concerned, the average HPV for interdependently oriented ones (B2 and INT) was 2.276 as opposed to 1.536 for independently oriented participants. Regarding neutral treatment where there is no indirect interaction, interdependently oriented subjects (B3 and INT) are observed to have 2.711 as their mean of HPV in comparison to 2.997 for independently oriented ones (B3 and IN).

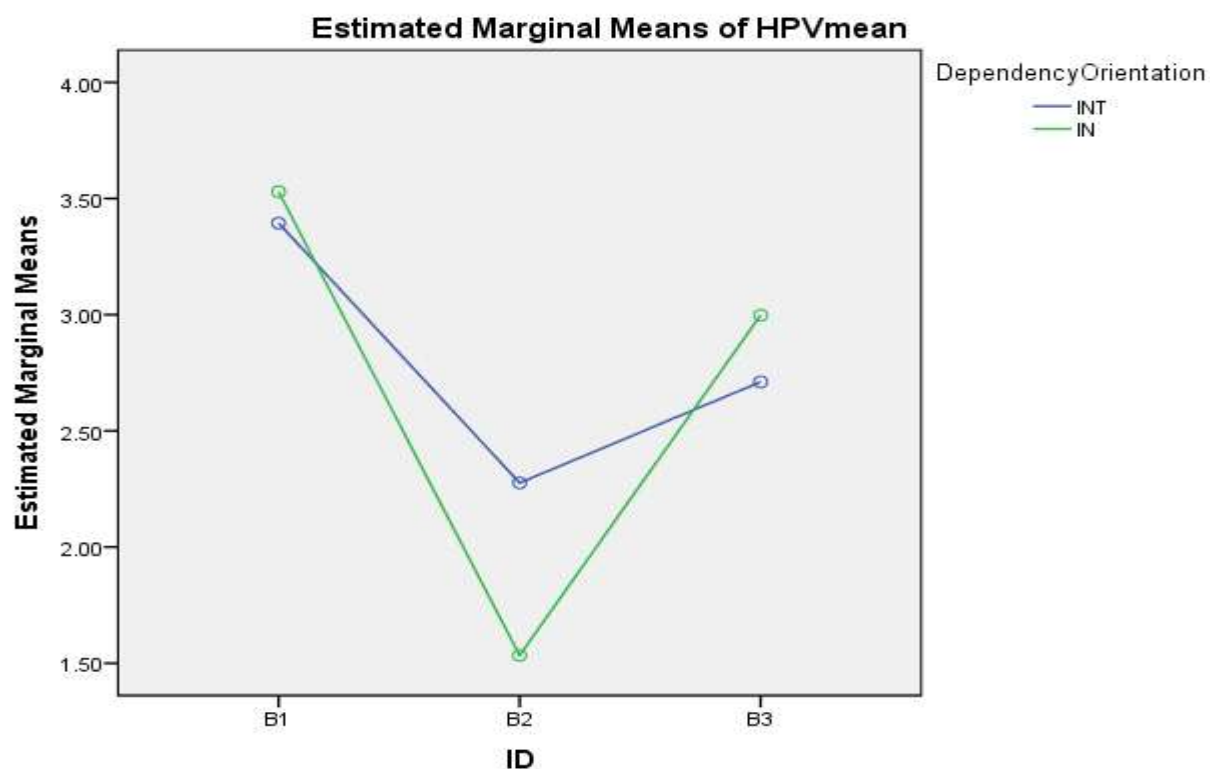


Figure 4.12 line graph of interaction effect between indirect CCI and dependency orientation

Line graphs depicted in figure 4.12 compare HPV of interdependently and independently oriented participants who have been treated with three types of scenarios describing three forms of "Indirect Interaction", namely positive, negative and no indirect interaction representing by B1,B2 and B3, respectively. As illustrated above, the difference between HPV of B1 and B2 in the indirect interaction treatments, unlike direct interaction treatments, is markedly greater among independently oriented individuals compared to interdependently oriented ones. Furthermore, whilst participants are treated with indirect and positive interaction scenario (B1), the difference between HPV of independently and interdependently oriented subjects is less than when they are treated with negative (B1) or no indirect (B3) interaction scenarios. Put differently, dependency orientation of individuals is of less significant factor when individuals have had indirect and positive interactions (B1) with others at a given service setting in comparison to when they have experienced either negative (B1) or no indirect (B3) interaction experience.

4.4 Dependency Orientation

Taken from another point of view and in addition to solely considering the main effects of customer-to-customer interactions on customers' hedonic value perception, their dependency orientation, which is categorized as "Independent" or "Interdependent" and determined through cluster analysis, is taken into account and its moderating effect is put to test.

Table 4.38 HPV of participants exposed to all treatments broken down based on their dependency orientation

Dependency Orientation	CCI	HPV	Std. Error
INT	A1	3.783	.068
	A2	1.764	.068
	A3	2.504	.079
	B1	3.394	.082
	B2	2.276	.069
	B3	2.711	.082
IN	A1	3.170	.069
	A2	2.126	.068
	A3	2.325	.066
	B1	3.529	.075
	B2	1.534	.092
	B3	2.997	.078

In both direct and indirect customer-customer interaction treatments, under same experimental conditions and nature of interactions in positive, negative or neutral forms, with scenarios prepared using literature-drawn measures under the bow of experimental design, participants' dependency orientation interactively coincided with various forms of direct interactions is included into equation where "Interaction Effect" between CCI and dependency orientation on hedonic perceived value of participants is investigated.

In order to see whether participants' dependency orientation truly makes any statistically significant difference on customers' perception of value exposed to positive and negative customer-to-customer interactions, participants are, firstly, grouped into "Interdependently" and "Independently" oriented individuals where thereafter comparisons between HPV of participants treated with various treatments are made.

Approaching from participants' dependency orientation angle, for interdependently oriented individuals who have gone under positive and negative treatments in both direct and indirect natures, the following is reported. As far as hypothesizes are concerned, the table 4.33 reveals that the statistically significant interaction-effect among interdependently oriented individuals could be sourced from those who have been treated positively in both direct and indirect forms although increase on HPV is reported to be more when the interaction is direct. In the same sense, interaction-effect among this type of interdependent individuals is reported to be rooted in negative interactions in direct and indirect forms although the decrease on HPV is reported to be more when the interaction is direct. Explained differently, among interdependent participants who have been treated positively or negatively, there is a statistically significant difference on HPV between their direct and indirect forms.

Multiple Comparisons

Table 4.39 Post Hoc Test on Interaction effect – Interdependently oriented

Dependent Variable: HPV mean

(I) ID	(J) ID	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
A1	A2	2.0289*	.09368	.001	1.7652	2.2926
	B1	.3988*	.09856	.001	.1213	.6763
	B2	1.5132*	.09040	.001	1.2587	1.7677
A2	A1	-2.0289*	.09368	.001	-2.2926	-1.7652
	B1	-1.6301*	.09820	.001	-1.9065	-1.3536
	B2	-.5157*	.09000	.001	-.7691	-.2623
B1	A1	-.3988*	.09856	.001	-.6763	-.1213
	A2	1.6301*	.09820	.001	1.3536	1.9065
	B2	1.1144*	.09507	.001	.8467	1.3820
B2	A1	-1.5132*	.09040	.001	-1.7677	-1.2587
	A2	.5157*	.09000	.001	.2623	.7691
	B1	-1.1144*	.09507	.001	-1.3820	-.8467

Similarly and in addition to interdependently oriented participants, for independently oriented ones who have gone under positive and negative treatments in both direct and indirect natures, the following is reported. As far as hypothesizes are concerned, the table 4.39 reveals that the statistically significant interaction-effect among independently oriented individuals could be sourced from those who have been treated positively in both direct and indirect forms although increase on HPV is reported to be more when the interaction is direct. In the same sense, interaction-effect among this type of independent individuals is reported to be rooted in negative interactions in direct and indirect forms although the decrease on HPV is reported to be more when the interaction is indirect. Explained differently, among independent participants who have been treated positively or negatively, there is a statistically significant difference on HPV between their direct and indirect forms.

Multiple Comparisons

Table 4.40 Post Hoc Test on Interaction effect – Independently Oriented

Dependent Variable: HPV mean

(I) ID	(J) ID	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
A1	A2	1.0500*	.10553	.001	.7527	1.3473
	B1	-.3619*	.10596	.010	-.6604	-.0634
	B2	1.6506*	.11808	.001	1.3179	1.9833
A2	A1	-1.0500*	.10553	.001	-1.3473	-.7527
	B1	-1.4119*	.10509	.001	-1.7080	-1.1158
	B2	.6006*	.11730	.001	.2701	.9311
B1	A1	.3619*	.10596	.010	.0634	.6604
	A2	1.4119*	.10509	.001	1.1158	1.7080
	B2	2.0125*	.11769	.001	1.6809	2.3440
B2	A1	-1.6506*	.11808	.001	-1.9833	-1.3179
	A2	-.6006*	.11730	.001	-.9311	-.2701
	B1	-2.0125*	.11769	.001	-2.3440	-1.6809

5. RESULTS, DISCUSSION AND RECOMMENDATIONS

5.1 Results and Discussion

In the light of need to major changes in the structure of constructing business strategies to gain constant competitive advantages along with its consistency with paradigm shift towards relationship marketing, and in particular social relationships in the context of service dominant setting, CCI has become an inevitable part of marketing practices and has drawn lots of attention to itself as a type of under-attended social bond as an untapped source of value creation through strategies need applying using links, bonds and networks among customers themselves. Moreover, one's dependency orientation is suggested as a possible moderating element that ought to be looked at in order to have more precise understanding while laying down marketing strategies.

In this research, treatments are conducted in two major sections, namely "Direct Interactions" and "Indirect Interactions". In all forms, using "Experimental Design" as our methodology and forming related scenarios accordingly taking into account customer-to-customer interaction's measures adopted from Brocato (2012), it has been made sure of the fact that observed differences on hedonic perceived value of customers as dependent variable is solely sourced from changes on targeted independent variable whilst other elements involved as contributing factors are strictly kept fixed. In other words, through constructing proper experimental conditions, reliability of the experiment is assured. Additionally, since "Dependency Orientation" of participants is believed to have a moderating impact on the way value of the experience perceived hedonically, determining this orientation ought to have been done attentively. Additionally, Kwon in 2016 in a study that focused on the role of customer's perceived similarity argued that in order to have a better understanding of shoppers' experience other aspects of shoppers rather than just their similarity to one another such as self-construal factors ought to be looked at moderating agents. Similarly, Escalas in 2005 compares how interdependent individuals evaluate a setting through their links with the surroundings and their collective-self approach as opposed to independent ones which shows how individuals with more interdependency traits tend to be socially more responsive compared to their counterparts.

That is, all participants answered a series of close-ended questions measuring their orientation towards either "Independency" or "Interdependency". In order to statistically categorize participants under these two groups, "Cluster Analysis" method is used. In all treatments, after categorizing participants based on their "Dependency Orientation", using "Cluster Analysis", the moderating effect of this factor is put to test. Based on the questions of this research and hypotheses formed and detailed upon before, each approach of this study has investigated two types of effect. The first type of effect focused on has been the "Main Effect" of interactions among customers, either in its direct or indirect forms, regardless of customers' dependency orientation, whereas the second type which takes customers' dependency orientation into account along with the type of interactions taken place between customers called "Interaction effects" as following:

First four hypotheses have a more general view towards participants and are made based on the main effects of the CCI on HPV regardless of their dependency orientation, whereas the last four are put forward according to the interaction effects where moderating impact of participants' Dependency Orientation is taken into consideration and has more specific approach.

H1 and H2:

H1: Direct and positive CCI increases customers' hedonic perceived value.

H2: Direct and negative CCI decreases customers' hedonic perceived value.

The first approach is designed to only investigate the effects of "Direct" Customer-to-customer interaction on HPV. These interactions could be positive, negative or neutral in nature. That is, for each type of "Direct" interaction a scenario under the bow of experimental design is prepared using literature-drawn measures. In order to detect the "Main Effect" of these forms of interactions, which exclude participants' "Dependency Orientation", hedonic perceived value of customers undergone each form of the interaction is measured through literature-sourced close-ended questions scale. The hedonic perceived value created through "Direct" and neutral customer-to-customer interaction is set as the benchmark based upon which the HPV generated through "Direct" and positive and negative interactions are compared to see whether these positive and negative Customer-to-customer interaction truly make any statistically significant difference on customers' perception of value.

H3 and H4:

H3: Indirect and positive CCI increases customers' hedonic perceived value.

H4: Indirect and negative CCI decreases customers' hedonic perceived value.

The second approach is designed to only investigate the effects of "Indirect" Customer-to-customer interaction on HPV. These interactions could be positive, negative or neutral in nature. That is, for each type of "Indirect" interaction a scenario under the bow of experimental design is prepared using literature-drawn measures. In order to detect the "Main Effect" of these forms of interactions, which exclude participants' "Dependency Orientation", hedonic perceived value of customers undergone each form of the interaction is measured through literature-sourced close-ended questions scale. The hedonic perceived value created through "Indirect" and neutral customer-to-customer interaction is set as the benchmark based upon which the HPV generated through "Indirect" and positive and negative interactions are compared to see whether these positive and negative Customer-to-customer interaction truly make any statistically significant difference on customers' perception of value.

H5 and H6:

H5: For interdependent customers, *Direct and positive* CCI increases HPV more than *Indirect and Positive* CCI.

H6: For interdependent customers, *Direct and negative* CCI decreases HPV more than *Indirect and negative* CCI.

In regards with analyzing customers identified as "Interdependently Oriented" and their "Interaction Effect", while in "Direct" interactions and based on statistical analysis and the related results on a scale of one to five depicted at figure 4.5 the hedonic perceived value of neutral treatment, considered as the comparison basis for the other two treatments, was 2.504, it was 3.783 for the positive CCI and 1.764 for the negative CCI, in "Indirect" interaction as illustrated at figure 4.11 the hedonic perceived value of neutral treatment, considered as the comparison basis for the other two treatments, was 2.711, 3.394 for the positive CCI and 2.276 for the negative CCI. As shown at Table 4.12 and 4.27, the "Interaction Effects" in both "Direct" and "Indirect" customer and customer interactions are statistically significant.

Hypotheses five and six are formed based on "Interdependent Customers" interactively engaged in both "Direct" and "Indirect" interactions. These hypotheses are formulated and calculated as following:

For interdependent customers (INT):

$$\text{H5: } ((\text{HPV}, \text{A1}) - (\text{HPV}, \text{A3})) > ((\text{HPV}, \text{B1}) - (\text{HPV}, \text{B3}))$$

$$\text{H5: } ((3.783) - (2.504)) > ((3.394) - (2.711)) = 1.279 > 0.683$$

$$\text{H6: } ((\text{HPV}, \text{A2}) - (\text{HPV}, \text{A3})) < ((\text{HPV}, \text{B2}) - (\text{HPV}, \text{B3}))$$

$$\text{H6: } ((1.764) - (2.504)) < ((2.276) - (2.711)) = -0.740 < -0.435$$

As it could be clearly seen, although both hypothesizes are proved to be correct, the difference uncovered in hypothesize 5 is markedly more than what is being observed in hypothesize 6 which means for interdependent customers the increase on HPV which is created by a positive and direct CCI compared to indirect one is considerably more than the decrease which is created by negative and direct CCI in comparison to indirect one. In other words, the positive effect of direct interaction compared to indirect one on interdependent customers is much more than the negative effect of direct interaction in comparison to indirect one.

Conceptually discussing, since interdependent characters tend to be naturally more open and welcoming to direct form of interaction rather than indirect form of it, it is believed and supported by these hypothesizes that positivity and negativity of direct interactions affect interdependent individuals' HPV more than indirect interactions. In other words, it is safe to discuss that the because of natural features of interdependently oriented people they are more sensitive to direct type of interactions in comparison to indirect type.

H7 and H8:

H7: For independent customers, *Indirect and positive* CCI increases HPV more than *Direct and positive* CCI.

H8: For independent customers, *Indirect and negative* CCI decreases HPV more than *Direct and negative* CCI.

In regards with analyzing customers identified as "Independently Oriented" and their "Interaction Effect", while in "Direct" interactions and based on statistical analysis and the related results on a scale of one to five depicted at figure 4.5 the hedonic perceived value of neutral treatment, considered as the comparison basis for the other two treatments, was 2.325, it was 3.170 for the positive CCI and 2.126 for the negative CCI, in "Indirect" interaction as illustrated at figure 4.11 the hedonic perceived value of neutral treatment, considered as the comparison basis for the other two treatments, was 2.997, 3.529 for the positive CCI and 1.534 for the negative CCI. As shown at Table 4.12 and 4.27, the "Interaction Effects" in both "Direct" and "Indirect" customer and customer interactions are statistically significant.

Hypotheses seven and eight are formed based on "Independent Customers" interactively engaged in both "Direct" and "Indirect" interactions. These hypotheses are formulated and calculated as following:

For independent customers (IN):

$$\text{H7: } ((\text{HPV}, \text{B1}) - (\text{HPV}, \text{B3})) > ((\text{HPV}, \text{A1}) - (\text{HPV}, \text{A3}))$$



$$\text{H7: } ((3.529) - (2.997)) > ((3.170) - (2.325)) = 0.532 > 0.848$$

$$\text{H8: } ((\text{HPV}, \text{B2}) - (\text{HPV}, \text{B3})) < ((\text{HPV}, \text{A2}) - (\text{HPV}, \text{A3}))$$

$$\text{H8: } ((1.534) - (2.997)) < ((2.126) - (2.325)) = -1.463 < -0.199$$

As calculated above, although hypothesis 7 is rejected, the difference reported is relatively not a great one. Put differently, even if a customer is independently oriented, he/she would still favor "Direct and positive" type of interaction over "Indirect and positive" interaction and perceive more value from "Direct and Positive" interaction rather than "Indirect and Positive" although the difference between the value perceived from both types of the interactions is relatively insignificant. On the other hand, hypothesis 8 is proved to be correct while the difference detected is fairly large. It means that an independently oriented character is outstandingly more sensitive to "Indirect and Negative" interactions in comparison to "Direct and Negative" ones and their HPV in a service setting significantly drops as a result of "Indirect and Negative" interactions with other customers compared to "Direct and Negative" interactions' decrease.

Conceptually discussing, since negative and direct form of interactions are not normally expected in a service milieu and could come as an unpleasant surprise to people, it is safe to argue that individuals with any extent of dependency orientation are affected by these negative and direct interactions more than their indirect form. On the other hand, as independent characters tend to be naturally keep it to themselves and be open and welcoming to indirect form of interaction rather than direct form of it, it is believed and supported that positivity of indirect interactions affect independent individuals' HPV more than direct interactions. In other words, it is safe to discuss that because of natural features of independently oriented people they are more sensitive to indirect type of positive interactions in comparison to their direct type while similar to interdependent individuals they are also more sensitive to negative and direct interactions compared to their indirect types.

Interpretation of Hypotheses 5 and 7:

Considering hypotheses 5 and 7, it can vividly be seen that regardless of one's dependency orientation, *direct and positive CCI* increases HPV although this increase is markedly felt more in the case where one is interdependent compared to where he/she is independent.

In other words, if a customer is interdependently oriented, increase in his/her hedonic perceived value resulted from a direct and positive interaction with other customers goes up significantly more compared to a customer who is independently oriented.

Interpretation of Hypotheses 6 and 8:

Taking hypotheses 6 and 8 into account, it can be reported that independently oriented individuals experience a considerably more decrease in their level of HPV from a negative and indirect CCI than what interdependently oriented individuals experience from a negative and direct CCI. Put differently, the negative effect of indirect and negative CCI on independent individuals is much greater than what direct and negative CCI has on interdependent individuals.

5.2 Practical Implications

As it is extensively discussed, in a service dominant setting, creating value can be through multiple channels. In this sense, links and relationships that could be formed among all elements present in a given service dominant setting, their network generating value and its synergistic impact on hedonic perceived value of customers involved in that setting are considered as the key factors in the context of social interaction and relationship marketing that could assist business owners and managers, in particular service providers, to gain competitive advantage over their competitors and edge out through tapping to this networked source of co-creation value with proper and effective strategies and management.

This research includes customers and all forms of interactions among them that could occur in various natures as the missing part of the equation when social bonds are studied and practiced upon. The fact of this inclusion expands previous approach towards literature and takes it a step further from its incompleteness to a more complete whole, particularly in a service dominant context.

As far as interaction's concept in its holistic approach beyond traditionally known definition as one individual's interaction with another one is concerned, it is widely acknowledged that interactions of all forms and natures among customers themselves ought to be the focus of attention for practitioners as well as academicians rather than overly scrutinized provider-customer dyad interactions since it would be the source of so many untapped value unexploited which could provide the edge over others and establish the foundation of sustainable and long-lasting relations with customers. In the same sense and based on Nicholls (2010), meticulously designed CCI could be looked at as of key sources to create value.

Taken from another point of view, this research contributes to the literature exists through shedding light on individuals' dependency orientation as a key factor to be considered while laying out social relation strategies. Put alternatively, insights on how customers' dependency orientation along with the nature of their interactions could eventuate in their perception of value of a service rendered. In the same spirit, Cai in 2018 in a study on customer misbehavior's effect on other present customers' overall service experience suggested that even though negatively perceived behaviors of some customers in a service setting might not directly come from provider, customers still believe it originally stems from the provider and put the blame on them as they fail to have prevented that negative interaction from happening in the first place. Similarly, in 2016, Kähr discussed that customers undervalue their relationships with service providers even when are not directly interacting with them and feel threatened or disrespected by other customers. That is, it is highly advised that service providers ought to think ahead and take necessary actions that could reduce the chances of negative interactions happening among customers in advance.

In regards to must-take actions in its practical sense by business owners or managers, there are various discussions. Since it is pointed at customer-to-customer interaction of all forms and natures as the source of value co-creation and proven that these interactions among customers themselves could either enhance or weaken one's experience in terms of their hedonic perceived value, for one, managers must provide physical settings from customer-to-customer interaction's point of view, for instance, through designing physical setting in which chances of negative interactions, either in its direct form or indirect one, is removed or minimized while positive interactions of desire are facilitated. In other words, facilities ought to be designed in such a way that would lead customers to positively interact with one another and lessens the chances of undesired interactions of any form.

As proved in this study, one's dependency orientation could modify the level of their hedonic value perceived of an experience in a service dominant setting. In order to enhance Customer-to-customer interactions' quality, atmosphere of the setting should be managed in such a way that could meet underlying needs of customers with a wide-range of dependency orientation rather than trying to satisfy a narrow range of them. For example, in case of a coffee house, layout could be optimally designed to answer the desires of independently and interdependently oriented customers through providing areas and tables that could host just one person or just a few ones for the formers in comparison to large places and tables that

could have a larger number of individuals around them for the latter. In other words, physical atmosphere could be designed in such a way that could provide more privacy for those who feel themselves more independent in comparison to various seating arrangements for those who feel themselves more interdependent and would like to be around others. Furthermore, placement of these tables in a setting should be purposefully aimed and investigated to meet certain needs of multiple categorized customers, for instance either in corners or more central places of the area, so that it could keep up with the underlying needs of customers with different dependency orientations, preferences and eventually create more value.

In addition, concern party in a service providing setting needs to consciously put effort in order to increase the quality of customer-to-customer interaction through arrangement of a right crowd-combination. According to Herrington (1994), being able to arrange a right level of crowd, which is a relative concept, is believed to be of factors enriching the quality of customer-to-customer interaction.

Additionally, Linda (1995) discussed that providers should try to set forward targeted promotional offers to encourage customers into invite their friends, families or acquaintances in order to improve the quality of CCI when one of the customers is acquainted.

Furthermore, compatibility of customers in a service dominant setting is another angle that practitioners need to be conscious about and is regarded as a factor that could boost the quality of interactions among neighboring customers. Simply put, compatibility management is referred to as drawing similar customers to a service setting and managing their interactions. In the same spirit to our research, Martin (1989) argues that since creating as many positive interactions as possible along with bringing down the chances of negative interactions is vital to increase one's experience quality in a service setting, customers compatibility management should be used as practicing strategies. In other words, service providers ought to manage a supervised setting where compatibility of customers is relatively provided that could bring about a higher chance of desired interactions and have the network of customers participate in creating value for one another.

In 1996, Martin takes the matter in hand further and suggests that interactions among customers in a service setting need to be carefully observed and assessed by provider and a set of wise responses to them, such as intervening or not, should be prepared.

More recently, in 2018, Cai argued that companies in tourism industry as a service dominant one ought to bring down the possible inconsistency of their customers' behavior and take actions such as underlining the necessity of respect towards other customers and show how misbehavior could ruin one's experience of a service. It is also added that an assessment of the level and extent of incongruency among customers present in service setting and its impact on others' service experience should be performed in order to set out precautionary regulations and strategies.

It is strongly believed that raising awareness of customers regarding the importance of customer-to-customer interaction and their role in others' experience of a service setting is of necessary strategies that managers and service providers need to invest on.

As far as direct interactions are concerned, in order to increase the chances of positive interactions among customers and decrease negative ones, we suggest that communication materials must be paid attention to. In this sense, right customer-to-customer dialogue materials in which positive communications, such as humorous ones, rather than negative communications, such as didactic ones, ought to be encouraged among customers to avoid or reduce misbehaviors among customers. In other words, since conversations take place between customers in a service setting is of direct CCI forms that could have both positive and negative nature, and in this study we have shown that these positivity and negativity could both enrich and weaken HPV of other customers, it is necessary that right communication materials are brought up to customers and encouraged frequently.

Regarding indirect interactions among customers and in consistent with previously mentioned researches, we highly suggest having more attention and effort on compatibility management practices among customer in any given service setting. With respect to the industry or the sector in which a service dominant setting exists in, appropriate strategies that increase the possibilities of having more indirect and positive interactions among customers as opposed to indirect and negative ones should be outlined. For instance, if seen suitable and applicable for the context of a service setting, membership practices or even dress codes could be applied.

5.3 Research Limitation and Recommendation

Since in our study high involvement service setting, where the possibility of having various types of interactions was expected, was picked to be a coffee house, young individuals and in particular students were selected to be the target of our sampling. However, in future studies an environment where all ranges of socio-demographic of individuals are involved could be taken into consideration where the result of the research could be interpretable in a more generalized sense. That is, generalizing the result of this study to all types of service settings would be one of the limitations of our work which opens a path and chance for academicians and practitioners for further researches and discoveries where larger and more comprehensive demographics of society are targeted. For instances, more complex service dominant settings where individuals with more variety of cultures such as aircrafts or airport spend time together could of an interest. In another case, hospitals where the reason that individuals come together is of different nature than cafes, airports etc. could be studied to see if the effects of various types of interaction in positive and negative forms result in different results than our study.

Our work is conducted just in Turkey which limits it in a way, however, in a wider and more comprehensive view, under controlled circumstances where the fundamental conditions of experimental design is respected, selecting similar or same service settings from multiple countries where wide range of various cultures and norms are involved would put forward an invaluable insight which could be of immense assist to internationally service providers in order to be able to adjust their service environment accordingly to increase the level of their international customers' HPV.

This research is conducted in an artificially prepared environment that strictly controls independent variables in order to make sure that changes made on dependent variables are solely sourced from changes on independent variables which secures a high internal validity. Though, it lacks in terms of higher external validity where rather than artificially simulated environment, experiments in field environments could provide that mirror real world results. Therefore, in future studies of such, designing field experiments could go beyond artificially made ambiance and provide results that are more relatable to the real world.

This study has introduced CCI as a missing part of relational bonds in the concept of relationship marketing and has tried to make comparison between HPV generated from

multiple forms and natures of CCI; however, there is no comparison between values that could be created by other relational bonds such as financial and structural bonds. In the future studies, rather than just focusing on the impact of social bonds and in particular CCI, experiments where comparisons between values that could be created by all forms of relational bonds could be designed to see how and up to what level customers' perceived value is related various bonds.

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7- APPENDIX- Scales, Scenarios and author's CV

Customer-to-customer interaction, Brocato 2012
Similarity • I could identify with the other customers in the facility. • I am similar to the other customers in the facility. • The other customers are like me. • The other customers come from a similar background to myself. • I fit right in with the other customers. Physical Appearance • I liked the appearance of the other customers. • The other customers dress appropriately. • The other customers look nice. • The other customers look like they are my type of people. Suitable Behavior • The behavior of the other customers is appropriate for the setting. • The other customers are friendly towards me. • I find that the other customers behave well. • The other customers' behavior is pleasant.

Hedonic Perceived Value, Crowley (1992)
• nice/awful • happy/sad • agreeable/disagreeable • pleasant/unpleasant

Interdependent Scale Singelis, (1994)
• I have respect for the authority figures with whom I interact • It is important for me to maintain harmony with my group • My happiness depends on the happiness of those around me • I would offer my seat in a bus to my professor • I respect people who are modest about themselves • I will sacrifice my self-interest for the benefit of the group I am in • I often have the feeling that my relationships with others are more important than my own accomplishments • I should take into consideration my parents' advice when making education/career plans • It is important to me to respect decisions made by the group • I will stay in a group if they need me , even when I'm not happy with the group • If my brother or sister fails, I feel responsible • Even when I strongly disagree with group members, I avoid an argument.

Independent Scale Singelis (1994)
• I'd rather say "No" directly, than risk being misunderstood. • Speaking out during a class is not a problem for me • Having a lively imagination is important to me • I am comfortable with being singled out for praised or rewards • I am the same person at home that I am at school • Being able to take care of myself is a primary concern for me • I act the same way no matter who I am with • I feel comfortable using someone's first name soon after I meet them, even when they are much older than I am • I prefer to be direct and forthright when dealing with people I've just met • I enjoy being unique and different from others in many respects • My personal identity independent of others, is very important to me • I value being in good health above everything

Scenarios:

First Experiment:

Direct and Positive CCI, "A1":

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. Kafede arkadaşlarınızın olduğu masaya geldiğinizde sizin için sandalye olmadığını görüyorsunuz. Etrafınıza baktığınızda yan masada boş bir sandalye olduğunu görüp, alıp alamayacağınızı sormak için masaya yaklaşıyorsunuz. Masada oturan bir müşteriye “sandalyeyi alabilir miyim?” diye sorduğunuzda size gülümseyerek saygılı bir tavırla “tabi ki” diyor. Sandalyeyi alıp masanıza dönüyorsunuz ve arkadaşlarınızla sohbete devam ediyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

Direct and Negative CCI, "A2":

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. Kafede arkadaşlarınızın olduğu masaya geldiğinizde sizin için sandalye olmadığını görüyorsunuz. Etrafınıza baktığınızda yan masada boş bir sandalye olduğunu görüp, alıp alamayacağınızı sormak için masaya yaklaşıyorsunuz. Masada oturan bir müşteriye “sandalyeyi alabilir miyim?” diye sorduğunuzda sandalyeyi kendisine doğru çekerek size kaba bir tavırla “hayır” diyor. Masanıza dönerken başka boş bir sandalye bulup arkadaşlarınızla sohbete devam ediyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

Neutral Treatment, "A3":

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. Kafede arkadaşlarınızın olduğu masaya geldiğinizde sizin için sandalye olmadığını görüyorsunuz. Etrafınıza baktığınızda yan masada boş bir sandalye olduğunu görüyorsunuz. Gidip boş sandalyeyi alıp masanıza dönüyorsunuz ve arkadaşlarınızla sohbete devam ediyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

Second Experiment:

Indirect and Positive CCI, "B1":

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. İçeri girdiğinizde kendinizin oradaki diğer müşterilere benzer olduğunu ve diğer müşterilerin de sizin gibi insanlar olduğunu düşünüyorsunuz. Kafede oturduğunuz sürede etrafınızdaki diğer müşterilerin düzgün görüldüğünü ve ortama uygun giyindiğini görüyorsunuz. Ayrıca kafedeki davranışlarının/tavırlarının ortama uygun olduğunu ve bu müşterilerin görünüşlerini beğendiğinizi düşünüyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

Indirect and Negative CCI, "B2":

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. İçeri girdiğinizde kendinizin oradaki diğer müşterilerden farklı olduğunu ve diğer müşterilerin de size benzemeyen insanlar olduğunu düşünüyorsunuz. Kafede oturduğunuz sürede etrafınızdaki diğer müşterilerin düzgün görünmediğini ve ortama uygun giyinmediğini görüyorsunuz. Ayrıca kafedeki davranışlarının/tavırlarının ortama uygun olmadığını ve bu müşterilerin görünüşlerini beğenmediğini düşünüyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

Neutral Treatment, "B3":

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. İçeri girip arkadaşlarınızın oturduğu masayı buluyorsunuz. Kafe normal bir ortama sahiptir ve orada oturduğunuz sürede ortam ya da kafedeki diğer müşterilerin hakkında bir şey düşünmüyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

Direct and Positive CCI Survey "A1"

Değerli Katılımcı,

Aşağıdaki senaryo ve soru formu “Müşteriler Arası Etkileşimin Müşterinin Algıladığı Değer Üzerindeki Etkisi” konulu doktora tez çalışmada veri sağlamak amacıyla oluşturulmuştur. Senaryoyu dikkatle okumanız ve izleyen soruları samimiyetle ve eksiksiz yanıtlamanız araştırmamın sonuçları açısından çok önem taşımaktadır. Araştırmada kimlik bilgileri istenmemektedir ve verilen yanıtlar kişi bazında değil toplu olarak değerlendirilecektir. Ayırdığınız zaman ve gösterdiğiniz ilgi için çok teşekkür eder, iyi günler dilerim.

Afshin Mirzaei

Anadolu Üniversitesi/ Pazarlama programı doktora öğrencisi

- ❖ Lütfen aşağıdaki paragrafta tasvir edilen senaryoyu okuyup izleyen soruları bu senaryonun sizde yarattığı duygu/düşünceye göre yanıtlayınız.

"Bir grup arkadaşınızla buluşmak için bir kafeye gidiyorsunuz. Kafede arkadaşlarınızın olduğu masaya geldiğinizde sizin için sandalye olmadığını görüyorsunuz. Etrafınıza baktığınızda yan masada boş bir sandalye olduğunu görüp, alıp alamayacağınızı sormak için masaya yaklaşıyorsunuz. Masada oturan bir müşteriye “sandalyeyi alabilir miyim?” diye sorduğunuzda size gülümseyerek saygılı bir tavırla “tabi ki” diyor. Sandalyeyi alıp masanıza dönüyorsunuz ve arkadaşlarınızla sohbete devam ediyorsunuz. Arkadaşlarınızla çay-kahve eşliğinde sohbet ettikten sonra kafeden ayrılıyorsunuz."

- ❖ Yukarıdaki senaryodan ne anladığınızı kendi kelimelerinizle kısaca anlatın?

.....

- ❖ Bu kafede yaşadığınız deneyimi düşünerek hislerinizi en iyi ifade eden sayıyı işaretleyiniz.

-						+
kötüydü	1	2	3	4	5	İyiydi
Keyifsizdi	1	2	3	4	5	Keyifliydi
Mutsuzdum	1	2	3	4	5	Mutluydum
Nahoştu	1	2	3	4	5	Hoştu

1=Kesinlikle katılmıyorum, 2=Katılmıyorum, 3= Ne katılıyorum, Ne katılmıyorum, 4= Katılıyorum 5= Kesinlikle katılıyorum

Bu kafe hakkında etrafıma olumlu şeyler anlatırım	1	2	3	4	5
Bu kafeyi başkalarına tavsiye ederim	1	2	3	4	5
Arkadaşlarımın ve yakınlarımların bu kafeye gitmelerini teşvik ederim	1	2	3	4	5
Bu kafeye gelecekte tekrar gitmek isterim	1	2	3	4	5
Bu kafeden memnun oldum	1	2	3	4	5

- ❖ Aşağıdaki ölçekte yer alan her bir ifadeye katılma durumunuzu 1'den 5'e kadar bir sayı seçerek işaretleyiniz.

1=Kesinlikle katılmıyorum, 2=Katılmıyorum, 3= Ne katılıyorum, Ne katılmıyorum, 4= Katılıyorum 5= Kesinlikle katılıyorum

İlişkide bulunduğum otoriteye saygı duyarım	1	2	3	4	5
Grubum içindeki uyumu muhafaza etmek benim için önemlidir	1	2	3	4	5
Mutluluğum çevremdekilerin mutluluğuna bağlıdır	1	2	3	4	5
Otobüste bir hocama/öğretmenime yer veririm	1	2	3	4	5
Alçakgönüllü insanlara saygı duyarım	1	2	3	4	5
İçinde bulunduğum grubun menfaati için kişisel çıkarlarımı feda ederim	1	2	3	4	5
Çoğunlukla başkalarıyla olan ilişkilerimi, şahsi başarılarımdan daha önemlidir	1	2	3	4	5
Eğitimim ve kariyerimle ilgili plan yaparken anne-babamın tavsiyelerini göz önünde bulundurmam gerekir	1	2	3	4	5
Grup içinde verilen kararlara saygı duymak benim için önemlidir	1	2	3	4	5
Mutlu olmasam bile eğer bir grubun bana ihtiyacı varsa grupta kalırım	1	2	3	4	5
Kardeşim başarısız olsa kendimi sorumlu hissederim	1	2	3	4	5
Grubun üyelerine hiç katılmasam bile tartışmadan kaçınırım	1	2	3	4	5
Yanlış anlaşılırsa, doğrudan “hayır” demeyi tercih ederim	1	2	3	4	5
Bir toplantı sırasında fikirlerimi beyan etmek benim için sorun değildir	1	2	3	4	5
Yaşam dolu bir hayal gücüne sahip olmak benim için önemlidir	1	2	3	4	5
Ödüllendirildiğim veya övüldüğüm zamanlarda kendimi rahat hissederim	1	2	3	4	5
Evde ve okulda aynı şekilde davranırım	1	2	3	4	5
Benim için öncelikli olan şey kendi başımın çaresine bakabilmektir	1	2	3	4	5

Kiminle olursam olayım, aynı şekilde davranırım	1	2	3	4	5
Benden yaşça büyük olsa bile, biriyle tanıştıktan kısa süre sonra ona ilk ismiyle hitap etmekten çekinmem	1	2	3	4	5
Yeni tanıştığım kişilere karşı açık olmayı tercih ederim	1	2	3	4	5
Birçok yönden benzersiz ve başkalarından farklı olmaktan hoşlanırım	1	2	3	4	5
Diğer insanlardan bağımsız bir kimliğe sahip olmak benim için önemlidir	1	2	3	4	5
Sağlığımın iyi olmasına herşeyden çok değer veririm	1	2	3	4	5

- **Cinsiyet:** ☐ Erkek ☐ Kadın
- **Eğitim düzeyi:** En son tamamladığınız eğitim düzeyi (şayet öğrenci iseniz devam etmekte olduğunuz eğitim düzeyi)
- **Yaş :**.....
- **Medeni Durumunuz :** ☐ Evli ☐ Bekar ☐ Diğer
- **Aylık ortalama evinize giren gelir :**
☐ 2000 TL ve aşağısı ☐ 2001-4000 TL ☐ 4001- 6000 TL
☐ 6001-8000 TL ☐ 8.001 TL'den fazla