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Customer Value of Shared Mobility Services -  
Comparing the main value drivers across two different  
sharing models and public transport

THM-Hochschulschriften Band 19



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## 1 Introduction

“Ownership is no longer the ultimate expression of consumer desire” (Bardhi & Eckhardt 2012, p. 1). In recent years, the importance of "owning" has declined and been partly replaced by temporary access to goods (Lamberton & Goldsmith, 2020). The sharing economy (SE) is driven by major developments, especially by growing environmental concerns and the rise of advanced information and communication technologies that enable the efficient matching of supply and demand (Cohen & Kietzmann, 2014). A well-known example of such a network is the platform Airbnb, where hosts can rent out their bedrooms, apartments, and houses. Sharing platforms have become serious competitors of traditional companies and are evolving in many different sectors, such as media and entertainment, accommodation and transportation. In total, the global market size of the SE is estimated to rise to over 330 billion US dollars until 2025 (Statista, 2020).

Aside from the accommodation sector, sharing is increasingly evolving in the mobility sector. Still growing urbanization and, thus, limited capabilities of traffic and public transport systems motivate new mobility solutions such as bike, car and ridesharing or – in general – "more collaborative approaches to transport" (Dewalska-Opitek, 2017, p. 1). A recent study from "Bundesverband Carsharing e.V." (2021) shows that the number of registered car sharing users has more than doubled from 2016 to 2020 – from 1.2 to almost 2.9 million. Sharing in the context of mobility is not a niche concept anymore and consumers can pick between various different solutions. On a general level, available mobility services can be classified as either a peer-to-peer (P2P) or a business-to-customer (B2C) service. When using a P2P service, consumers share their own resources; in B2C services, companies provide the resources that are going to be shared by the consumers (Behrendt, Henseling, and Scholl, 2019). Ridesharing platforms like BlaBlaCar can be seen as classical P2P services, whereas platforms like Share Now represent B2C services.

Overall, there is only scarce empirical evidence on the values of sharing models from a consumer perspective in general and of P2P vs. B2C models specifically (Eckhardt et al., 2019). Studies can be found on the motivation to use sharing systems and on the perceived service quality (Maruvada & Bellamkonda, 2017)

of sharing services in the context of mobility, but there are only a few empirical studies that concentrate on the value customers gain from these services. In order to understand how to create value in the SE, companies have to be aware of what consumers appreciate in a service (Ravald & Grönroos, 1996). Common drivers of consumer value might have different influences in access-based consumption models than in traditional consumption models. Moreover, additional distinctions might exist depending on the specific type of sharing model. Therefore, this study focuses on the comparison of the two forms of sharing models, namely P2P (ridesharing) and B2C (car sharing). Furthermore, an additional comparison is drawn by integrating the public transport mode FlixBus in the empirical study.

Therefore, the objective of this research is to firstly identify the main value components of (sharing) mobility services. Secondly, we will analyse the relevance of the value components for overall perceived value, customer satisfaction and loyalty. Thirdly, this research aims to illustrate how these factors differ between P2P and B2C service providers and public transport.

We will first outline the foundations of the SE and characterize different business models. In the next subchapter, perceived value and its components are conceptualized and integrated into our research model that includes satisfaction and loyalty as key outcomes. Next, we apply descriptive and multivariate analysis to survey data on three exemplary mobility services, namely on BlaBlaCar (P2P sharing), Share Now (B2C) and FlixBus (public transport). Finally, we derive conclusions for mobility service providers.

## 2 Sharing in the Mobility Market

### 2.1 The Sharing Economy and Access-Based Consumption

Despite the relative novelty of academic interest in the SE, multiple definitions do already exist. For example, Habibi, Kim and Laroche (2016, p. 277) delineate it as "an economic system in which assets or services are shared between private individuals, either for free or for a fee, typically by means of the internet". Bardhi and Eckhardt (2012) emphasize the lack of ownership and the market mediation of transactions. Based on an extensive literature review, Eckhardt et al. (2019) identify five key characteristics of the SE and its offerings:

- Temporary access (instead of ownership)
- Transfer of economic value (monetary or non-monetary compensation)
- Platform mediation, i.e. for matching supply and demand
- Expanded consumer role, e.g. as resource providers
- Crowdsourced supply

Correspondingly, a holistic definition of the SE as "a scalable socio-economic system that employs technology-enabled platforms to provide users with temporary access to tangible and intangible resources that may be crowdsourced" (Eckhardt et al., 2019) is derived. In addition, they point out that reputation systems and peer-to-peer exchanges are typical to SE firms, but can also be found in more traditional non-sharing offerings. Along these characteristics or dimensions, business models can be categorized from being an archetypical representation of a SE firm to company types that only integrate some SE characteristics (also see table 1 in chapter 2.3).

Moreover, due to the central role of "access" instead of "purchase" or "ownership", the term access-based consumption has been coined – also to provide a distinction to the more "communal" concept of sharing in its original sense. According to Belk (2007, p. 126) sharing represents "the act and process of distributing what is ours to others for their use, and/or the act and process of receiving or taking something from others for our own use". Sharing often bears connotations such as shared sense of ownership or joint ownership and altruistic and prosocial motives, like in interfamilial sharing (Bardhi & Eckhardt, 2012). However, in access-based consumption models, the consumption objects are often provided by companies and not by the consumers. As a result, access-



based consumption can be defined as "transactions that may be market mediated in which no transfer of ownership takes place" (Bardhi & Eckhardt, 2012).

It is commonly acknowledged that access is gained through either economic transactions or quid pro quo exchanges (e.g., Arvidsson, 2018; Botsman, 2013; Habibi et al., 2016). Thus, the SE that relies primarily on access-based consumption entails economically motivated access (Eckhardt & Bardhi, 2016) rather than socially motivated sharing (Belk, 2010). Still, it has to be noted that in comparison to traditional rentals, recent access-based business models tend to be more collaborative, especially in P2P-models. Moreover, they typically require more self-service – also due to a higher reliance on digital technologies (Botsman & Rogers, 2010).

## **2.2 Shared Mobility Services: Trends and Target Groups**

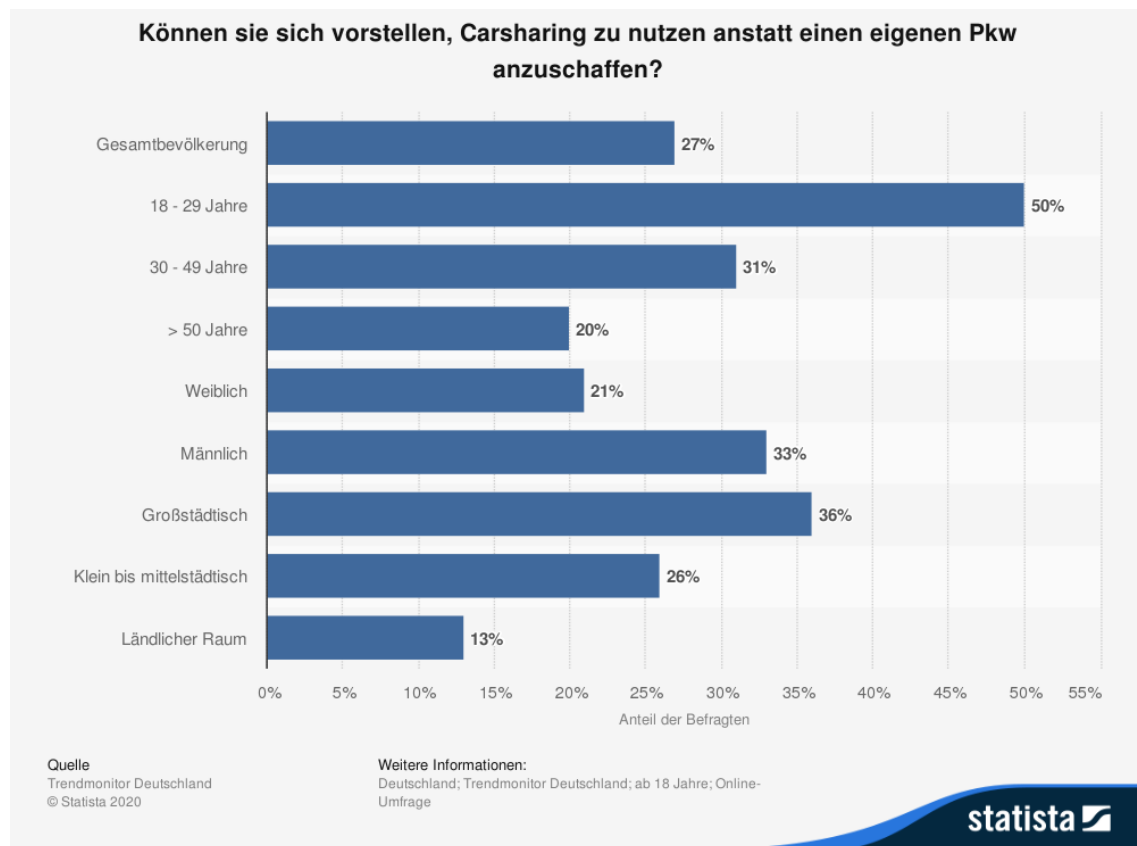
Mobility can easily be seen as one of the key markets for shared or access-based services. According to a study by YouGov (2019), mobility was mentioned by the highest percentage of the German respondents with regard to actual usage and usage intention. 67% of the respondents claimed that they already used shared mobility services, followed by 61% for accommodation/hospitality and 44% for fashion. 84% of the respondents stated that they would be willing to use sharing offers for mobility more often in the future. In 2020 interest in carsharing showed a slightly negative trend (IfD Allensbach, 2020), what can be explained by the Covid-crisis.

Young, urban customers are especially open towards sharing offers. The so-called Generation Y (Millennials), which includes people born between 1980 and the late 1990s, is the largest group of users of shared mobility services (Figure 2). This generation has been shaped by technology from a very young age and, thus, is more open towards technical innovations than older generations. It has also been suggested that Millennials tend to limit their consumption and instead show a higher likelihood compared to older generations to re-use products rather than buy new ones (Dewalska-Opitek, 2017). This is reflected in the relatively high interest in shared (mobility) services and a lower perceived relevance of possessing an own car. In this particular study by Trendmonitor (2018), half of all respondents in the age of 18-29 could imagine to solely rely on car sharing instead of driving an own car. In other words, this particular target group is more

interested in access than buying, which means there is no need for their own car, as long as other transportation modes provide similar flexibility and availability (Dewalska-Opitek, 2017). It is notable that also in the other age groups a certain willingness to forego an own car in favor of car sharing can be observed. After all, more than a quarter agree with the respective statement with an even higher share for males and for urban users (see Figure 1).

### Figure 1

*Users of online mobility services by age groups in Germany in 2018 (Statista, 2020)*



Today offerings in the mobility sector include various car-based option including ridesharing (BlaBlaCar), renting of private cars (Drivy, Croove), on-demand-services (Uber), and sharing of parking space (Parkonaut). Additionally, there are several platforms for sharing other means of transport like sharing bikes (Call a Bike), campers (Paulcamper) and e-scooters (Lime). It is a very dynamic market because new companies are emerging quickly as the e-scooters in 2019. Established mobility companies like BMW and Daimler (Share Now) and VW (Moia) have entered the market, too (Behrendt et al., 2019, p. 14; Saal, 2019).

### **2.3 Peer-to-Peer versus Business-to-Customer Shared Mobility Services**

This study focuses on ridesharing and car sharing concepts representing one P2P (BlaBlaCar) and one B2C mobility service (Share Now). Behrendt et al. (2019, p. 11) describe P2P sharing as the "act of sharing material things among private persons mediated by a third-party". As such, P2P sharing systems consist of a peer provider and a peer customer. Typically, the task of the company, which is involved in P2P sharing, is acting as an intermediate by matching peer provider and peer customer through a platform.

The P2P service ridesharing typically involves grouping travelers in private cars. (carpooling) (Chan & Shaheen, 2012). This model allows passengers to use a cheaper form of transportation while drivers can fill up empty seats in their cars. Furthermore, most of the time, it is short-term oriented and requires a registration (Scholl & Gossen, 2019). Short-term orientation means that the majority of P2P providers offer their trips some days before the planned trip of the customer.

In contrast, in B2C car sharing, vehicles are provided by the company and not by peers. Two major business models exist, with a key differentiation in the parking position of the car. In the stationary model, the car has to be picked up and dropped off at the same location, whereas in the free-floating model the car can be picked up and dropped off wherever suitable for the driver within a pre-defined area (Bocken, Jonca, Södergren and Palm, 2020).

Especially for P2P services, a main challenge is to establish trust among the different involved parties as the platforms can only partially control the quality of the offered services. Reputation systems, where peer customers can rate the peer providers and insurances for potential risks like damaging the shared resource, are attempts of platform providers to establish a consistent service quality and trust (Eckhardt et al., 2019, p. 9f). However, since also in B2C car sharing the vehicles are used by multiple customers, quality issues – such as lack of cleanliness – can arise.

Referring back to the characteristics of the SE as illustrated in chapter 2.1, it can be concluded, that P2P services like BlaBlaCar embody all of the outlined characteristics (see table 1) of the SE. B2C services, such as Share Now, have

four defining characteristics: Access oriented, economically substantive, technology-based matching platform, and enhanced customer role. Also, FlixBus, as a more “traditional” public transportation service meets three criteria: Access oriented, economically substantive, and technology-based matching platform. Therefore, it can be concluded that the distinctions are not clear-cut and that sharing and non-sharing options have some elements in common.

**Table 1**

*Sharing and non-sharing business models for mobility services*

	Archetypical Sharing Economy		→	→	→	Non-sharing Economy
	Ridesharing (e.g. BlaBlaCar)	Uber with Consumer's Car	Uber with Uber-Owned Car	Subscription Car Access (e.g., Share Now)	Rental Car	Loaning Car to Friends or Family
<b>Defining Characteristics</b>						
Access-oriented	✓	✓	✓	✓	✓	✓
Economically substantive	✓	✓	✓	✓	✓	
Technologically-based matching platform	✓	✓	✓	✓		
Enhanced customer role	✓	✓	✓	✓		
Crowdsourced supply	✓	✓				
<b>Typical Characteristics</b>						
Reliance on reputation system	✓	✓	✓			
Customer and owner are peers	✓	✓				✓

## **2.4 Case Companies: BlaBlaCar, Share Now and FlixBus**

BlaBlaCar was established in France in 2006 and operates with 80 million users in 22 countries worldwide. They present themselves as being an online matching platform for ridesharing services with unique community character. The company underlines its ability to create trustworthiness among users by implementing rating and verifying systems in combination with an insurance. All users of the service are registered with personal information like, e.g., a profile picture or a description (BlaBlaCar, 2020). In 2018 the company changed its revenue generation model from charging a service fee per ride to a subscription model. Users have the choice between a weekly subscription and a monthly subscription (Jensen, 2018). Today, it is the leading provider of ridesharing services in Germany (Kunst, 2019).

Share Now is a joint venture established by Mercedes-Benz and BMW in 2019. The two companies merged their car sharing services Car2go and Drive Now. They are operating with 20.500 cars in 27 cities in 14 different countries and have by far the largest customer-base in Germany compared to other car sharing companies (Ahlsweide, 2019a). Besides 3.200 electric cars, Share Now offers vehicles from Mercedes-Benz, BMW, Mini, and Smart. The sharing service is based on the concept of free-floating, which means that the car can be picked up and parked anywhere within the operating area (Jordan, 2019; Presseportal, 2019). In order to book a shared car, an online registration via the Share Now app is necessary. In general, the costs are depending on the type of car that is chosen. A Smart costs 0.19€/min, a Mini 0.28€/min, a Mercedes 0.31€/min and a BMW 0.31€/min. Furthermore, there are tariffs calculated per hour and per day (Share Now, 2021).

As a representative of the more traditional public transport market, FlixBus is included in this study. FlixBus was established in Munich in 2013 and is part of FlixBus Mobility. Their stated goal is to make traveling sustainable, comfortable, and affordable. The company presents itself as a technology-driven company offering innovative solutions for making traveling as easy as possible. The core of the company is an online platform where people can find and book different routes. FlixBus does not own any buses but operates together with regional bus service providers. For booking a trip, it is not necessary to create an account. Tickets can

be purchased online via the website or app and offline via FlixShop or local official ticket seller (FlixBus, 2019). Since the liberalization of the long-distance bus market in Germany, FlixBus strengthened its market position by acquiring MeinFernbus in 2015 and Postbus in 2016 and became the leading long-distance bus provider in Germany (Ahlsweide, 2019b). With a market share of 95%, the company managed to establish a monopoly-like position.

### **3 Customer Value in Shared Mobility Services**

#### **3.1 Perceived value and service quality**

Perceived value has been acknowledged as being an essential requirement for creating a competitive advantage and influencing the purchase and repurchase intention of customers, customer loyalty and customer satisfaction (Kungumapriya & Malarmathi, 2018; McDougall & Levesque, 2000; Parasuraman & Grewal, 2000; Petrick, 2002; Sharma, 2019). Additionally, it has been shown to be positively related to profitability (McDougall & Levesque, 2000, p. 403).

Zeithaml (1988, p. 14) defines the construct as the "customers' overall evaluation of the usefulness of a product or service based on the perception of what is obtained and what is provided". This frequently cited definition represents a uni-dimensional understanding of perceived value, which describes the benefits and sacrifices of a product or service. Kuo, Wu and Deng (2009) point out that service quality elements and utility can describe the benefits, whereas the sacrifices include monetary costs required to use the service. Huber, Herrmann and Henneberg (2007) represent a similar view as they state that value can be characterized as net utility, meaning the subtraction of the negative utility from the positive utility. If the outcome is positive, there is a positive service value for the customer. The evaluation process and, thus, the outcome is subjective and depends on a consumer's attitudes, needs, expectations etc. (Hernández-Ortega & Franco, 2019).

To better understand the elements of value, another stream of research is dedicated to a multidimensional conceptualization of perceived value. In this view the perspective of perceived value as simply being a trade-off between quality and price is criticized as too narrow and simplistic (e.g., Boksberger & Melsen, 2011; Sánchez-Fernandéz & Iniesta-Bonillo, 2007; Stollery & Jun, 2017). Typically, consumers take several different attributes of a service or product into account and do not only consider price and quality aspects. In service contexts, the benefits do not only include cognitive elements represented by service quality but also affective elements – and the sacrifices do not only include monetary costs, but also non-monetary costs like risks, effort, and time (Sánchez-Fernandéz & Iniesta-Bonillo, 2007). Boksberger and Melsen (2011) offer a systematic overview of value dimensions and found that the most common

dimensions of perceived (service) value are functional value, emotional value, and social value. Broadly based on this categorization, the value dimensions used in this study are going to be derived in chapter 3.2. Next to research on perceived value, we also reviewed research on service quality and its dimensions as input for (functional) value types. Lastly, research on consumer motives related to mobility was also analysed since they can explain which value types consumer seek when travelling (Zhou & Zhang, 2019). As such, we sought to develop an integrated model of value types for shared mobility services which determines the overall perceived value in this context and is informed by different research streams.

### **3.2 Types of perceived value of mobility services**

Based on our literature review, this research focuses on the following value components: Functional value, economic value, emotional value, social value, and, in addition, environmental value. Similar to the findings of Huber et al. (2007), this study further divides the service transaction and experience into two parts: Booking and travelling experience.

The first and most complex value dimension in our study context is the **functional value**. Sweeney and Soutar (2001, p. 211) describe functional value as "the utility derived from the perceived quality and extended performance of a product". In general, this value dimension has a significant influence on consumers' choices and often integrates quality, reliability, and durability (Gallarza & Gil Saura, 2006; Petrick, 2002). Based on the SERVQUAL dimensions of Parasuraman, Berry and Zeithaml (1988), quality can be divided into tangibles, reliability, responsiveness, assurance, and empathy. In the context of (shared) mobility services, the major functional value resides in the offering of **travel experience (TX)**, i.e., being transported from A to B, as value for the user. In this dimension, reliability contains for instance punctuality and accuracy. Tangibles mean the condition of the physical facilities of the services, like the cars or the busses. Responsiveness refers to an accurate and reliable customer service that provides trust, whereas empathy contains the personalized approach of the service by addressing the individual needs and wants of the customer. The ability of drivers and other staff to demonstrate confidence and convey trust is captured by the assurance dimension. This dimension is especially relevant in the SE since providers often



operate via online platforms without physical contact with the customers. Consequently, it is harder to provide a feeling of safety (Yang, Song, Chen and Xia, 2017). Further aspects of functional value are adapted from the dimensions used in other studies investigating the concept of perceived value, such as convenience (Gallarza & Saura, 2006). Travel time is another influential factor as well as flexibility (Hoffmann, 2010). Moreover, the availability of the places of departure and the comfort of the vehicle can be seen as influencing components (Hoffmann, 2010). Another aspect is the effort needed to gain information about the journey or the place of departure (Maruvada & Bellamkonda, 2017). The mentioned aspects will be considered when measuring the **functional value of the travel experience**.

Second, functional value can also be delivered by a positive **booking experience (BX)**. This value is the result of the experiences people have while booking a ride via website, app or local ticket office. Following the findings of Huber et al. (2007), this pre-travel service experience is also a valuable component of the total value. For instance, customers might have a positive booking experience, when the SE platforms offer a reliable and convenient booking process.

In our study, we will focus on online service quality as a theoretical foundation of functional value in this pre-travel stage, because only FlixBus tickets can also be purchased offline. According to Parasuraman, Zeithaml and Malhotra (2005), the traditional service quality dimensions have to be adapted in order to fit the non-tangible characteristics of online service platforms. The newly developed electronic service quality (e-SQ) is defined as "the extent to which a Web site facilitates efficient and effective shopping, purchasing and delivery" (Parasuraman et al., 2005, p. 5). Their findings suggest that efficiency and fulfilment are the most critical dimensions of this form of service quality. Efficiency refers to the ease of use and the system's virtual presence and organization, whereas fulfilment is about the back-end infrastructure, including fast and easy ticket order and delivery. Performance seems to be another essential factor that covers the performance of the booking system in terms of stability and the number of crashes. Surprisingly, the dimension of safety is only the fourth important influencing factor. In the context of online service platforms, safety refers to privacy, which is about protecting the personal data needed for

assessing the booking platform and completing the booking process (Parasuraman et al., 2005). Additionally, McLean, Al-Nabhani and Wilson (2018) found out that the level of customization has a significant influence on the quality of (online) booking systems. Customization represents the individualization of the service and its content to customers' needs and preferences. In the context of (shared) mobility services customization includes providing frequently used routes, favorite destinations, and travel times to fasten the selection process. Thus, to measure the pre-travel functional value related to the **booking experience**, the following aspects were integrated: Ease of use, personalization, effort, safety, and performance (Devi Prasad & Raja Shekhar, 2010; Parasuraman et al., 2005; Petrick, 2002). Other value dimensions, such as social or emotional value, could not be identified for the booking experience.

Third, according to Sweeney and Soutar (2001, p. 211), **emotional value** is "the utility derived from the feelings or affective states that a product generates". Shao, Guo and Ge (2019, p. 934) tailor this definition to services and they state that it is "the utility derived from the feelings or affective states that a product or service generates, such as enjoyment and elevated moods perceived by the user". In the context of (shared) mobility services, emotional value refers to feelings such as pleasure and enjoyment – or their absence – a customer might experience while travelling.

Fourth, **symbolic value** refers to the "person's need to favourably manage one's social and psychological environment - esteem, social identification and self-fulfilment" (Vázquez et al., 2002, p. 30). In particular, this dimension allows consumers to express their personal values and beliefs and helps them to communicate with others in order to link to certain social groups, values and personal features. This symbolic value can be divided into two sub-categories, namely self-concept and relational value. For instance, a product or service offers value to consumers, when it is able to enhance the individual's social self-concept (Sweeney & Soutar, 2001). Therefore, this type of social value focuses on the symbolic functions of using a particular service as a way of expressing a consumer's personal values and tastes (Smith & Colgate, 2007). For example, the conscious decision against an own car – and using a bike and sharing and public transport services instead – can be viewed as an expression of personal

values, especially related to sustainability. Furthermore, the relational component represents feelings of affiliation or connectedness to a community of like-minded people (Yang & Jolly, 2006; Zhang, Guo, Hu and Liu, 2017). In the SE, many concepts were built based on the idea of creating a network of relationships and a community structure. Besides the access of under-used assets such as a car or a flat, connecting with people sharing similar mindsets was made possible via sharing platforms. For instance, BlablaCar even mentions on its website, that their platform offers a network for transport and efficiency, but also a more social travelling (BlablaCar, 2020).

Fifth, Shao et al. (2019, p. 935) define **economic value** as "the utility derived from using a product or service due to the reduction of its perceived costs". In other words, economic value compares the benefits received from the service with the monetary price paid for the service. This dimension is operationalized as whether or not the money paid for the service was considered appropriate. This perception is highly subjective, because some people are more price-sensitive than others (Petrick, 2003). For mobility services, a high economic value means that from a customer's point of view, a relatively low price has to be paid to reach a destination conveniently.

Finally, **environmental value** means "the utility derived from using a product or service due to the reduction of environmental pollution" (Shao et al., 2019, p. 935). This dimension was added to the traditional four value dimensions presented by Sweeney and Soutar (2001) due to the increasing importance of sustainable consumption. Environmental-related concerns have a growing impact on the decision making of consumers. Today, consumers care more about the environment and are searching for ways to live a more sustainable lifestyle. As a result, the consumption behavior starts to shift towards environmentally friendly consumption models (Koller, Floh and Zauner, 2011). Shared mobility services are seen as a more sustainable mode of transportation than the use of the own car and can, thus, be assumed to be crucial for the overall perceived value (Shao et al., 2019).

### **3.3 Satisfaction and loyalty as consequences of perceived value**

Among researchers, satisfaction and value are often seen as similar constructs (Huber et al., 2007). However, Sweeney and Soutar (2001) state that perceived

value happens at different stages of the purchase process, whereas satisfaction typically occurs at the post-purchase stage. This is in line with Leroi-Werelds, Streukens, Brady and Swinnen (2014, p. 431), who claim that "real value only emerges during use", whereas satisfaction represents an outcome variable of the customer experience. It can be seen as transaction-specific and cumulative (Kuo et al., 2009). Transaction specific means that the level of satisfaction refers to the recent experience with the service. On the contrary, cumulative means that the level of satisfaction refers to all the experiences a customer has had with a service. According to Kuo et al. (2009), the cumulative perspective is the most significant evaluation of the service performance.

As a result, satisfaction can be defined as "consumer's post-purchase evaluation and affective response to the overall product or service experience" (Kungumapriya & Malarmathi, 2018, p. 74). As such, it integrates affective and cognitive aspects and can be viewed as an overall assessment of the service (McDougall & Levesque, 2000). Even though diverging views exist, perceived value – and also perceived quality – are often defined as key antecedents of customer satisfaction (Gallarza & Gil Saura, 2006; Kuo et al., 2009; Leroi-Werelds et al., 2014; McDougall & Levesque, 2000). Gallarza and Gil Saura (2006), McDougall and Levesque (2000) and Williams and Soutar (2009) also view perceived value as a holistic determinant of satisfaction since it combines more cognitive and affective components than, e.g., service quality.

Further, both perceived value (e.g., Bolton & Drew, 1991; Leroi-Werelds et al., 2014) and satisfaction (Gallarza & Gil Saura, 2006; Kungumapriya & Malarmathi, 2018; Shao et al., 2019) have been identified and validated as important determinants of customer loyalty that typically measures consumers' future intentions in terms of reuse/repurchase and positive word-of-mouth. As shown by Bolton and Drew (1991), customers are more likely to return to a service provider when they perceive the service as being valuable. The importance of the relationship between service value and future intentions is also supported by McDougall and Levesque (2000). However, this relationship is fully mediated by satisfaction. According to Gallarza and Gil Saura (2006), the construct of quality, value, satisfaction, and repurchase intention can be brought into a chain model: Quality is an input of value, value of satisfaction and satisfaction of loyalty (Figure

6). We will follow this conceptualization. However, since there is also evidence of direct effects of perceived value on behavioral intentions (Cronin, Brady and Hult, 2000), we will additionally test possible direct effects and other possible relationships between the value components, overall perceived value, satisfaction and, finally, loyalty.

### 3.4 Research hypotheses

We integrated the identified variables and their relationships into a proposed research model. Correspondingly, the hypotheses are listed in the Table 2 below.

**Table 2**

*List of hypotheses*

<b>Hypotheses</b>	
H <sub>1</sub> :	<i>The functional value of the travel experience has a positive effect on perceived value.</i>
H <sub>2</sub> :	<i>The emotional value of the travel experience has a positive effect on perceived value.</i>
H <sub>3</sub> :	<i>The symbolic value of the travel experience has a positive effect on perceived value.</i>
H <sub>4</sub> :	<i>The economic value of the travel experience has a positive effect on perceived value.</i>
H <sub>5</sub> :	<i>The environmental value of the travel experience has a positive effect on perceived value.</i>
H <sub>6</sub> :	<i>The functional value of the booking experience has a positive effect on perceived value.</i>
H <sub>7</sub> :	<i>Perceived value has a positive effect on satisfaction.</i>
H <sub>8</sub> :	<i>Satisfaction has a positive effect on customer loyalty.</i>

## 4 Empirical Study

### 4.1 Research Design and Data Collection

To analyze the influence of the value drivers on consumers' perceived value and further business relevant outcomes such as satisfaction and loyalty, we recruited 210 respondents to take part in an online survey in Germany from December 2019 to January 2020. Overall, 69% of the sample were female, with a mean age of 27 years. Regarding the mobility status, almost all participants had a driver's license (98%), while only 44% had an own car. This might be due to the fact that the majority lives in big cities with more than 100.000 inhabitants (57%) in which the use of an own car is not needed due to public transport systems and sharing services. One quarter (26%) of the respondents had a "BahnCard" of the public railway provider Deutsche Bahn, which also indicates that a significant share of the sample are frequent users of public transport.

As our survey focused on shared economy users, we started the survey with a filter question and divided users and non-users. Thereby, we defined users as people who have used one of the three services (BlaBlaCar, Share Now, FlixBus) at least once during the last year. According to their choice, respondents were assigned to the service they have used. This resulted in the largest subsample for Flixbus (n=94) followed by BlaBlaCar (n=79) and finally for Share Now (n=37). Non-users were excluded from the survey.

To measure the particular constructs, we used multi-item measures with 7-pt Likert scales for our latent variables from the extant literature and adapted them to our study context. All variables are depicted in Appendix 1.<sup>1</sup> The questions concerning the different services were divided into four parts: Travel experience, booking experience, overall evaluation of the service, and further descriptive and sociodemographic data. The first section concerning the driving experience is mainly based on the customer value and service quality dimensions by Shao et al. (2019) and Sweeney and Soutar (2001). Participants were asked about their perceptions regarding the different value dimensions with a total number of 49 items. In the second part, participants rated their booking experience on 14 items roughly based on the dimensions by Parasuraman et al. (2005). The third section

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<sup>1</sup> *The full questionnaire can be provided upon request.*

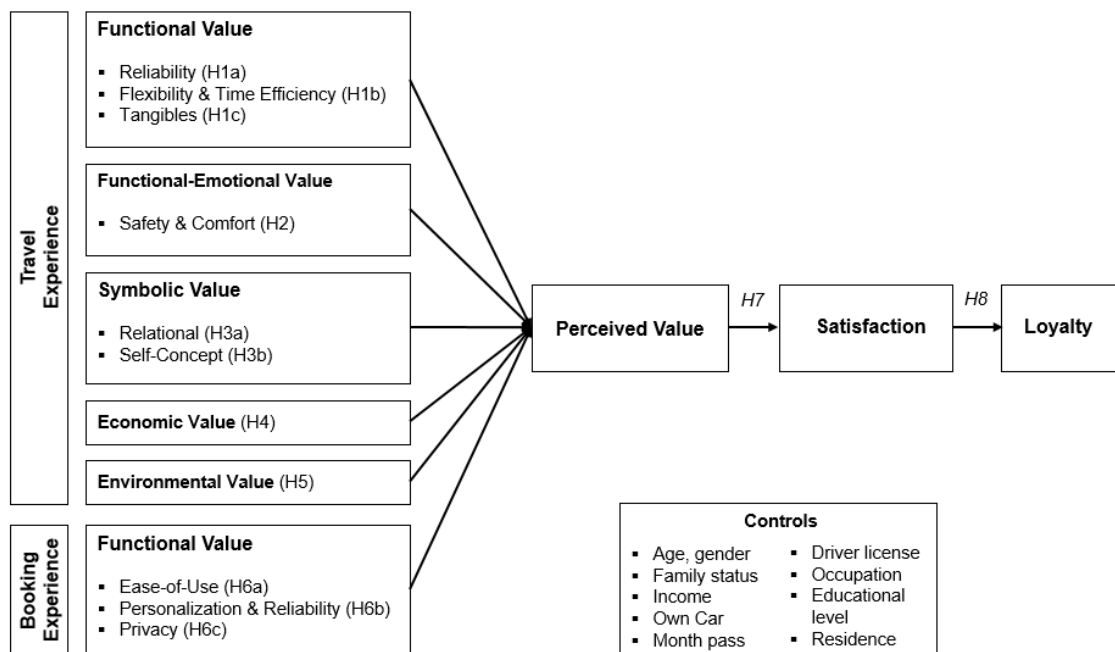
contained the overall evaluation of the experience regarding the relevant outcome variables: Perceived value, satisfaction, and customer loyalty.

## 4.2 Factor Analysis and Final Research Model

To analyze our measurement model and the structure of the major value drivers, we conducted factor analyses for the mentioned value components and the three outcome variables. The results indicated that the value components had to be divided further; for instance, the functional value of travel experience was divided into three factors. This was not surprising, since the functional value embraces many different aspects. Also, a factor was created that represents both emotional and functional items related to safety and comfort and corresponding feelings. The final value components and items are depicted in Figure 2; the hypotheses were adapted accordingly to capture the effects of the newly configured value types (i.e., divided for instance in H<sub>1a</sub> and H<sub>1b</sub> etc. for different functional value types related to the travel experience).

**Figure 2**

*Research model (own illustration)*



Psychometric properties were all well above the recommended levels. In particular, Cronbach's Alpha measures are above the cut-off value of .7, indicating construct-level reliability (Hulland et al., 2018). Furthermore, each

multiple-item construct offered an average variance extracted (AVE) above .50, indicating suitable convergent validity (Fornell & Larcker, 1981).

### **4.3 Multivariate Regression**

#### **4.3.1 Test of Hypotheses**

We used IBM SPSS 25 to assess the proposed relationships. In particular, we ran a multivariate regression with the value components as our independent variables and overall perceived value as the dependent variable. At first, the effect was measured across all three service providers, followed by a separate analysis of the dimensions for the three different service providers (see chapter 4.4).

Our results showed a significant general effect of the components on perceived value ( $F(13,147) = 24.997, p < .001$ ). The value components explain 69% of the variance of perceived value. The analysis revealed differing impacts of the single value dimensions on perceived value. In descending order, the factors “economic value (functional value (FV))” ( $\beta = .29$ ), “safety & comfort (functional-emotional value (FEV))” ( $\beta = .25$ ), the booking system’s “ease of use (FV)” ( $\beta = .24$ ) as well as “flexibility and time efficiency (FV)” ( $\beta = .23$ ) and “environmental value” ( $\beta = .17$ ) were the strongest predictors among all measured variables. Furthermore, “reliability (FV)” ( $\beta=.11$ ) and the symbolic value (SV) “self-concept” ( $\beta=.11$ ) of sharing were found to be marginally significant influencing factors.

We controlled for respondent’ own mobility possibilities or prerequisites, namely whether they have a driver’s license and an own car. Both control factors had no impact on value perceptions ( $p > .10$ ).



**Table 3***Effects of value components on overall perceived value*

<b>Value Components</b>	<b>Effect sizes (stand. <math>\beta</math>)</b>
Economic Value (H <sub>4</sub> )	0,29**
Functional-emotional Value TX – Safety & Comfort (H <sub>2</sub> )	0,25**
Functional Value BX – Ease of Use (H <sub>6a</sub> )	0,24**
Functional Value TX – Flexibility & Time (H <sub>1b</sub> )	0,23**
Environmental Value (H <sub>5</sub> )	0,17**
Symbolic Value – Self-Concept (H <sub>3b</sub> )	0,11*
Functional Value TX – Reliability (H <sub>1a</sub> )	0,11*
Symbolic Value – Relational (H <sub>3a</sub> )	-0,09*
Functional Value TX – Tangibles (H <sub>1c</sub> )	n.s.
Functional Value BX – Personalization & Reliability (H <sub>6b</sub> )	n.s.
Functional Value BX – Privacy (H <sub>6c</sub> )	n.s.

Note: \*: sig <.10, \*\*: sig <.05; TX = travel experience; BX = booking experience

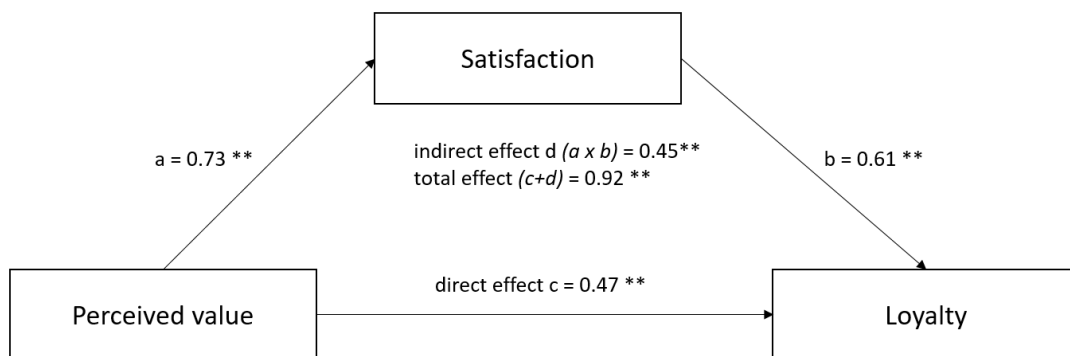
Regarding the functional value types, H<sub>1a</sub> (reliability) and H<sub>1b</sub> (flexibility and time) as well as H<sub>6a</sub> (ease of use) can be supported; these also represent three out of the four most relevant value drivers. The combined functional-emotional value component (comfort & safety) is also highly relevant; thus, H<sub>2</sub> is also supported. The symbolic value of self-concept has a marginally positive effect on perceived value, but – surprisingly – the relational value shows a marginally negative effect. Therefore, only H<sub>3b</sub> is confirmed. Finally, both economic and environmental values drive the overall value perceptions supporting H<sub>4</sub> and H<sub>5</sub>.

Second, we analyzed the impact of perceived value on more business-relevant measures like customer satisfaction and loyalty. Therefore, we ran two additional regression analyses with perceived value as independent variable and satisfaction and loyalty as dependent variables. Results showed, that perceived value is a strong predictor of both satisfaction ( $F(1,210)=218.80$ ,  $\beta=.71$   $p <.001$ ), and loyalty ( $F(1,210)=195.02$ ,  $\beta=.70$   $p <.001$ ). In sum, both H<sub>7</sub> and H<sub>8</sub> were supported.

Finally, we assessed, whether satisfaction mediates the relationship between perceived value and customer loyalty using the Process analysis by Hayes (2018), in particular model 4 for mediation. The results are depicted in Figure 3. We found significant direct and indirect effects. More precisely, satisfaction is indeed a partial mediator, which means that perceived value influences loyalty not only directly (path c in Figure 3), but also indirectly via satisfaction (paths a and b).

**Figure 3**

*Mediation effect of satisfaction on relationship between perceived value and loyalty*



#### 4.3.2 Additional Analyses of Total Effects of Value Components

Our analyses so far considered effects from a) the value components on overall perceived value as well as b) the relationships between overall perceived value, satisfaction and loyalty. To investigate the link between the value components and the downstream concepts of satisfaction and loyalty, we ran further mediation analysis in PROCESS in addition.

As shown in Table 4 the importance ranking based on total effect sizes with regard to the “final” construct in the causal chain, loyalty, only partly mirrors the ranking of effect sizes related to overall perceived value (Table 3). Notably, the economic value, which is the most important driver of overall value perceptions, does not significantly influence satisfaction and has the smallest total effect on loyalty. On the contrary, the functional-emotional value of safety and comfort shows the highest overall effect (partly mediated by satisfaction). Satisfaction is

particularly driven by functional and emotional values related to the actual travel experiences, whereas more general value perceptions, such as environmental value, are more closely linked to loyalty. Values delivered by the booking system are also relevant with the remarkable exception of privacy which did not have a significant effect in any regression we ran.

**Table 4**

*Effects of value components on satisfaction and loyalty*

Value Components (ordered by size of total effect)	Direct effect on		Total effect on Loyalty
	Satisfaction	Loyalty	
Functional-Emotional Value TX: Safety & Conf.	✓	✓	0,76
Functional Value TX: Reliability	✓	(✓)	0,60
Symbolic Value: Self-Concept	✓	✓	0,58
Functional Value BX: Ease of Use	✓	—	0,56
Functional Value TX: Flexibility & Time Eff.	(✓)	✓	0,54
Functional Value TX: Tangibles	✓	✓	0,53
Functional Value BX: Personalization & Reliability	✓	—	0,50
Symbolic Values: Relational	—	✓	0,34
Environmental Value	—	✓	0,33
Functional Value BX: Privacy	—	—	0,31
Economic Value	—	✓	0,30

Note: ✓ = significant effect on 5%-level; (✓) significant effect on 10%-level; — no significant effect  
TX = travel experience; BX = booking experience

#### 4.4 Comparison across Mobility Services

To dive deeper into the specific mobility types, we ran regressions for the three services (FlixBus, BlaBlaCar, Share Now) separately. Results showed that the impact of different components differed between the three mobility providers (see Table 5). First, for respondents of the BlaBlaCar offer, the booking system's ease of use and the self-concept value (SV) were highly relevant, followed by reliability (FV) and the economic value. Interestingly, tangibles (FV) had a negative significant effect. This effect seems counterintuitive. Possibly, users of BlaBlaCar

appreciate an authentic travelling experience and not a perfectly designed service environment.

Second, regarding Share Now as another example for a car sharing offer, the economic value was most relevant, followed by the functional-emotional value of safety & comfort and lastly the environmental aspect which had a marginally significant effect. Relational value as part of the symbolic value showed a negative impact, which might indicate that users of Share Now are seeking privacy (instead of social exchange with another traveler or driver) when travelling and, thus, rather the opposite from the social aspects of other sharing models.

Third, the functional value of flexibility & time was the most important value driver for FlixBus, closely followed by economic value and the booking system's ease of use. Interestingly, other value components did not significantly influence perceived value.

In sum, this analysis yielded some unexpected results. Despite offering the same core service, namely transportation, consumers emphasize different value types across the three provider types. While economic value was important among all offers, time flexibility was only a significant value component for FlixBus whereas reliability and the symbolic self-concept value were only relevant for BlaBlaCar. In addition, even though all three offers are sought to decrease environmental impact, this aspect was only (marginally) significant for the Share Now offer.

**Table 5**

*Means of value types and their effect on overall perceived value across mobility services*

Value Components		BlaBlaCar		Share Now		FlixBus	
		Effect size	Mean	Effect size	Mean	Effect size	Mean
Travel Experience	Reliability	<b>0,28**</b>	<b>5,20</b>	0,15	5,5	0,05	4,4
	Time Flexibility & Time Efficiency	0,13	5,1	0,08	5,5	<b>0,29**</b>	<b>3,6</b>
	Tangibles	<b>-0,23**</b>	<b>4,6</b>	0,12	5,8	-0,02	4,7
	Safety & Comfort	0,13	6,1	<b>0,27*</b>	<b>6,5</b>	0,15	5,1
	Symbolic Value Relational	-0,06	3,8	<b>-0,25**</b>	<b>2</b>	-0,15	2,4
	Symbolic Value Self-Concept	<b>0,34**</b>	<b>4,8</b>	0,08	4,8	0,11	3,9
	Economic	<b>0,21**</b>	<b>5,5</b>	<b>0,40**</b>	<b>4,2</b>	<b>0,27**</b>	<b>5,9</b>
Environmental	0,1	5,2	<b>0,22*</b>	<b>4</b>	0,13	5,3	
Booking Experience	Ease of Use	<b>0,38**</b>	<b>5,8</b>	0,04	5,9	<b>0,27**</b>	<b>6</b>
	Personalization & Reliability	-0,21	5,2	-0,1	5,4	0,09	5,3
	Privacy	-0,09	4,5	0,09	4,3	0,02	4,4

Note: \*: sig <.1, \*\*: sig <.05

Finally, to understand to which extent the three mobility services deliver the different value types, we compared their means. Our results (Table 5) showed that respondents assigned different performance levels (means) to the service providers with regard to the types of value, and most values ranked above the scale midpoint (4) on the 7-point Likert scales.

In particular, BlaBlaCar and Share Now received higher ratings (vs. FlixBus) for the functional values reliability (FV), flexibility & time (FV), safety & comfort (FEV) and self-concept value (SV). As second scheme, tangibles (FV) were rated higher for Share Now vs. the other providers; while the relational value (SV) as well as the economic and environmental value were rated over 1 scale point lower for Share Now. This makes sense due to the “private” use of the car compared to a common or shared use in case of public transport or ridesharing. The functional value components related to the booking experience were rated quite equally among the three providers with averages around 5.9 (ease of use), 5.3 (efficacy) and 4.4 (privacy).

Regarding the outcomes BlaBlaCar and Share Now were rated overall more positive/positively than FlixBus. FlixBus received the lowest scores per outcome, namely perceived value ( $M_{\text{BlaBlaCar}} = 5,8$ ;  $M_{\text{ShareNow}} = 5,5$ ;  $\text{Mean}_{\text{FlixBus}} = 5,3$ ), satisfaction ( $M_{\text{BlaBlaCar}} = 5,8$ ;  $M_{\text{ShareNow}} = 5,8$ ;  $\text{Mean}_{\text{FlixBus}} = 5,2$ ) and loyalty ( $M_{\text{BlaBlaCar}} = 5,8$ ;  $M_{\text{ShareNow}} = 5,4$ ;  $\text{Mean}_{\text{FlixBus}} = 4,6$ ). Overall, BlaBlaCar respondents stated the highest level of perceived value, satisfaction and loyalty. This result is interesting, as BlaBlaCar received the highest rating for only one value dimension (privacy). Share Now, which scored highest in many value categories, was rated second best. However, it has to be noted that only the differences between BlaBlaCar and FlixBus were significant, as additional post-hoc tests showed.

## 5 Conclusion and Limitations

Given the huge market potential and the tough competition, shared mobility service providers need to know the major value drivers of their offerings, and optimize them accordingly. The aim of this research is to contribute to the understanding of perceived value within the SE and to support managerial decisions across the major service dimensions.

To the best of our knowledge, this study is among the first to view a holistic and differentiated perspective of value types in the context of shared and public transport. Based on previous research this study examined the influence of major value components on the overall perceived value, satisfaction and loyalty. In line with related studies, our empirical findings showed that economic value is the most relevant driver of perceived value, followed by feeling safe. In addition, the pre-travel experience with the booking system contributes significantly to the perceived value, namely with the booking system's ease of use, which can also be classified as a functional value. Furthermore, respondents seem to acknowledge and appreciate that sharing offers are more environmentally friendly mobility alternatives.

Even though being one of the five most important value drivers in the total sample, environmental value had a smaller impact on perceived value than expected. In particular, it was not even a significant driver for the providers BlaBlaCar and FlixBus. Nevertheless, this might change in the future due to a rising consciousness for sustainable ways of traveling and transportation. Curiously, the relational symbolic value does not seem to contribute favorably to the perceived value with a marginally significant negative effect in the total sample, which can be explained by a substantial negative effect in the Share Now subsample. Still, it would be too shortsighted to 'cancel' the community aspect from mobility services design and positioning. When looking at the effects of the relational value on loyalty instead of overall perceived value, the effect turns positive. In other words, while social aspects seem to be detrimental to value perceptions, they can directly enhance loyalty and, thus, overcompensate the negative effects on perceived value.

The impact of the symbolic self-concept value as well as the functional value of reliability had a marginally significant impact on perceived value in the total

sample, but evolved as major drivers of value for ridesharing (BlaBlaCar). Only the economic value represents a highly relevant value component across all three service providers. Safety & comfort, which combines functional and emotional aspects, was identified as particularly important for car sharing (Share Now). Further, the absence of social interactions – and thus the impersonal, private character of car sharing – seems also to contribute to a highly valued travel experience. Interestingly, even though car sharing was considered the least sustainable mobility solution in our study, the environmental value still had the biggest impact on value perceptions for car sharing versus ridesharing and public transport. This could be explained by the likely implicit comparison to possessing and driving an own car. Finally, the perceived value of using public transport (in our case FlixBus) seems to be dominated by economic aspects as well as the functional value of flexibility and time efficiency.

When looking at the performance levels (means), it can be found that there is still room for improvement. BlaBlaCar should find ways to increase the self-concept value, e.g. by highlighting the symbolic dimension of its service in their positioning. For instance, BlaBlaCar might use testimonials or advertising to promote positive aspects such as being a smart person using shared resources and living a modern and responsible lifestyle.

For Share Now the priority should be placed on the economic (e.g., by promotions) and environmental value (e.g., by offering transparent comparisons to alternative mobility solutions that people consider as substitutes). FlixBus probably faces the toughest challenge, since travelers appreciate flexibility and timesavings, which is rated on a very mediocre level and difficult to improve due to congested infrastructure and need for cost-efficient schedules and routes. FlixBus could therefore consider to implement a flexible ticket which can be used for different time slots or routes. Besides, investigating the most popular routes and strengthen routes where trains and cars are not faster on average could be beneficial.

However, the analysis also revealed that the importance of value components for overall perceived value cannot be directly transferred to satisfaction and loyalty. Even though we only analyzed these more complex effects for the total sample, so far, it can be stated, that other value components become more crucial when

assessing the satisfaction with the whole experience and customer loyalty. Providing a safe and comfortable travel environment seems to be of particular relevance. It can be concluded that mobility service providers need to deliver a well-balanced mix of values to ensure a satisfied and loyal customer. Only focusing on functional values, such as reliability or time efficiency, surely increases perceived value, but need to be complemented by emotional and symbolic values (esp. related to the self-concept). The often-highlighted values related to the environment and price-value do not seem to be as relevant for building long-lasting relationships with the customers as expected.

This study also adds to the literature around platform businesses, because it includes platform-related value drivers next to the traditional travel-related value drivers – and expands the viewpoint beyond the provided core service. Our results acknowledge that especially the ease of use of the booking system or platform (i.e., booking app) have a substantial impact on the overall value perception and should receive careful consideration. Surprisingly, perceived privacy did not show any effect – neither on any of the integrated dependent variables, nor in any of the subsamples. For reliability and personalization of the booking system, the results are mixed; this value type seems to be most crucial for driving user satisfaction.

As in all research, this study contains some limitations. First, the study was conducted in Germany with a specific sample, which consisted mainly young respondents. Correspondingly, the results are not representative for the population of different countries and target respondents. Second, particularly for Share Now, the sample size is relatively small. A larger and more diverse sample would enhance the generalizability of our findings. In addition, it is hard to reach significant results with small sample sizes meaning that some effects, which have been found to be non-significant in our study, might turn to be significant with a larger sample size. Furthermore, our results reveal that the majority of participants have used the evaluated service only 1-5 times during the last year and cannot be seen as heavy users. This might have produced less reliable results especially if part of the users did not remember details about their experience. Experimental studies and online reviews should be conducted to validate our results. A broader generalization could also be achieved by



incorporating and comparing additional service providers and types of travels (e.g., short vs. long distance) next to different target groups.

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## Appendix: Factor Analysis including Factor Loadings

Factors	Factor Loadings (EFA)
<b>Value Components related to TX (AVE = .78)</b>	
<b>Functional Value TX – Reliability (<math>\alpha = .92</math>)</b>	
'Serviceanbieter' ist zuverlässig. ( <i>'Service provide' is reliable.</i> )	.84
'Serviceanbieter' ist für mich ein verlässliches Transportmittel. ( <i>'Service Provider' is a reliable form of transport.</i> )	.70
Wenn ich Probleme während meiner aktuellen Reise habe, dann zeigt 'Service-anbieter' ein ernsthaftes Interesse daran, diese zu lösen. ( <i>When you have a problem with the actual ride, 'Service Provider' shows a sincere interest in solving it.</i> )	.75
Nur bei Share Now: Mit Share Now komme ich in der Regel pünktlich zu meinem Ziel. / Nur bei FlixBus und BlaBlaCar: 'Serviceanbieter' ist pünktlich. ( <i>Only for Share Now: In most cases, I reach my destination punctual with Share Now. / Only for FlixBus and BlaBlaCar: 'Service Provider' is punctual.</i> )	.77
Insgesamt funktioniert 'Serviceanbieter' fehlerfrei. ( <i>'Service Provider' works flawlessly.</i> )	.84
<b>Functional Value TX – Flexibility &amp; Time Efficiency (<math>\alpha = .88</math>)</b>	
Die Nutzung von 'Serviceanbieter' spart mir Zeit. ( <i>'Service Provider' saves me time.</i> )	.75
'Serviceanbieter' ist ein deutlich schnelleres Verkehrsmittel im Gegensatz zu anderen Verkehrsmitteln. ( <i>'Service Provider' is a significantly faster transport in comparison to other transport modes.</i> )	.69
Normalerweise hilft 'Serviceanbieter' mir, schnell mein Ziel zu erreichen. ( <i>Normally, 'Service Provider' helps me to reach my destination quickly.</i> )	.74
'Serviceanbieter' ermöglicht mir mehr Flexibilität. ( <i>'Service Provider' enables my flexibility.</i> )	.78
'Serviceanbieter' macht mich unabhängiger (z.B. vom eigenen Auto oder anderen Verkehrs-mitteln). ( <i>'Service Provider' reduces my dependency (e.g. on an own car or other transportation modes).</i> )	.71
'Serviceanbieter' ist ein flexibles Verkehrsmittel. ( <i>'Service Provider' is a flexible transport mode.</i> )	.74
<b>Functional Value TX – Tangibles (<math>\alpha = .91</math>)</b>	
Die Fahrzeuge von 'Serviceanbieter' sind in der Regel modern ausgestattet. ( <i>'Service Provider' has up-to-date vehicles.</i> )	.74
Die Fahrzeuge von 'Serviceanbieter' sind in der Regel optisch ansprechend. ( <i>The vehicles of 'Service Provider' are visually appealing.</i> )	.89
Die Fahrzeuge von 'Serviceanbieter' sind in der Regel sauber/hygienisch. ( <i>In most cases, the vehicles of 'Service Provider' are clean and hygienic.</i> )	.68

<b>Functional-emotional Value TX - Safety &amp; Comfort</b> ( $\alpha = .91$ )	
Während der Fahrten mit 'Serviceanbieter' fühle ich mich sicher. ( <i>I feel safe during the ride with 'Service Provider'.</i> )	.59
'Serviceanbieter' ist ein sicheres Verkehrsmittel. ( <i>'Service Provider' is a safe transport mode.</i> )	.58
'Serviceanbieter' ist ein bequemes Verkehrsmittel. ( <i>'Service Provider' is a comfortable transport mode.</i> )	.68
Wenn ich 'Serviceanbieter' benutze, fühle ich mich gut. ( <i>I feel good when I use 'Service Provider'.</i> )	.75
Ich finde es interessant 'Serviceanbieter' zu benutzen. ( <i>Using 'Service Provider' is interesting.</i> )	.65
Ich bin entspannt, wenn ich 'Serviceanbieter' benutze. ( <i>I am relaxed using 'Service Provider'.</i> )	.73
Während der Fahrt mit 'Serviceanbieter' habe ich meistens positive Gefühle. ( <i>I have positive feelings during the ride with 'Service Provider'.</i> )	.78
<b>Symbolic Value – Relational</b> ( $\alpha = .83$ )	
Die Nutzung von 'Serviceanbieter' gibt mir das Gefühl einer Community anzugehören. ( <i>Using 'Service Provider' makes me feel like I belong to a community.</i> )	.80
Die Nutzung von 'Serviceanbieter' ermöglicht es mir, positive soziale Kontakte zu knüpfen. ( <i>Using 'Service Provider' allows me to make new positive contacts.</i> )	.84
<b>Symbolic Value– Self-Concept</b> ( $\alpha = .91$ )	
Die Nutzung von 'Serviceanbieter' steht im Einklang mit meinen persönlichen Werten. ( <i>The use of 'Service Provider' is in line with my personal values.</i> )	.69
Meine persönlichen Überzeugungen werden durch die Nutzung von 'Serviceanbieter' bestätigt. ( <i>My personal beliefs are confirmed during the use of 'Service Provider'.</i> )	.68
Die Nutzung von 'Serviceanbieter' ist im Einklang mit meinem Selbstbild. ( <i>The use of 'Service Provider' is in line with my self-image.</i> )	.77
<b>Economic Value</b> ( $\alpha = .90$ )	
Die Nutzung von 'Serviceanbieter' ist kostengünstig. ( <i>The use of 'Service Provider' is unexpensive.</i> )	.91
Die Nutzung von 'Serviceanbieter' bietet ein gutes Preis-Leistungs-Verhältnis. ( <i>The use of 'Service Provider' offers good value for money.</i> )	.93
Die Nutzung von 'Serviceanbieter' ist sein Geld wert. ( <i>The use of 'Service Provider' is worth the money.</i> )	.87
Die Preise von 'Serviceanbieter' sind fair. ( <i>The prices from 'Service Provider' are fair.</i> )	.88
<b>Environmental Value</b> ( $\alpha = .88$ )	
Die Nutzung von 'Serviceanbieter' hilft mir, natürliche Ressourcen zu sparen. ( <i>The use of 'Service Provider' helps me to save resources.</i> )	.83
Die Nutzung von 'Serviceanbieter' ist eine nachhaltige Art des Konsums. ( <i>The use of 'Service Provider' is a sustainable mode of consumption.</i> )	.90
Die Nutzung von 'Serviceanbieter' ist umweltfreundlich. ( <i>The use of 'Service Provider' is environmentally friendly.</i> )	.84

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<b>Value Components related to BX (AVE = 0.67):</b>	
<b>Functional Value BX – Ease of Use (<math>\alpha = .93</math>)</b>	
Das 'Serviceanbieter' Buchungssystem ist übersichtlich aufgebaut und strukturiert. ( <i>The booking system of 'Service Provider' is well organized.</i> )	.77
Der Inhalt des 'Serviceanbieter' Buchungssystem ist verständlich und klar. ( <i>Information provided in the booking system is understandable and clear.</i> )	.82
Das 'Serviceanbieter' Buchungssystem is einfach zu benutzen. ( <i>The booking system of 'Service Provider' is easy to use.</i> )	.79
Das Buchen einer Fahrt über das 'Serviceanbieter' Buchungssystem ist einfach. ( <i>Booking a ride with the 'Service Provider' booking system is easy.</i> )	.78
Das Buchen von Fahrten über das 'Serviceanbieter' Buchungssystem läuft reibungslos. ( <i>Booking a ride with the 'Service Provider' booking system is seamless.</i> )	.61
Es geht meistens schnell eine Fahrt über das 'Serviceanbieter' Buchungssystem zu buchen. ( <i>In most cases booking a ride with the 'Service Provider' booking system is fast.</i> )	.68
<hr/>	
<b>Functional Value BX – Personalization &amp; Reliability (<math>\alpha = .71</math>)</b>	
Das 'Serviceanbieter' Buchungssystem hebt Inhalte die für mich relevant sind hervor. ( <i>The booking system of 'Service Provider' highlights content that is relevant to me.</i> )	.69
Ich glaube, dass das 'Serviceanbieter' Buchungssystem an meine Bedürfnisse angepasst ist. ( <i>I believe that the booking system of 'Service Provider' is customized to my needs.</i> )	.74
Die Seiten innerhalb des 'Serviceanbieter' Buchungssystems laden schnell. ( <i>The booking system of 'Service Provider' loads its pages fast.</i> )	.72
Das 'Serviceanbieter' Buchungssystem stürzt nicht ab. ( <i>The booking system of 'Service Provider' does not crash.</i> )	.72
<hr/>	
<b>Functional Value BX – Privacy (<math>\alpha = .92</math>)</b>	
Ich vertraue dem 'Serviceanbieter' Buchungssystem hinsichtlich des Datenschutzes. ( <i>I trust the booking system of 'Service Provider' concerning data protection and privacy.</i> )	.87
Das 'Serviceanbieter' Buchungssystem schützt Informationen über mein Reiseverhalten. ( <i>The booking system of 'Service Provider' protects information about my travel behavior.</i> )	.88
Das 'Serviceanbieter' Buchungssystem gibt meine persönlichen Daten nicht an Dritte weiter. ( <i>The booking system of 'Service Provider' does not share my personal information with other sites.</i> )	.86
<hr/>	
<b>Dependent Variables (AVE = .82)</b>	
<b>Perceived Value (<math>\alpha = .85</math>)</b>	
Alles in allem bietet 'Serviceanbieter' einen hohen Nutzen. ( <i>Overall 'Service Provider' offers a great benefit.</i> )	.67
Gemessen an den Kosten (Zeit, Geld, Aufwand) bietet 'Serviceanbieter' einen angemessenen Nutzen. ( <i>Measured by costs (time, money, effort), 'Service Provider' offers a reasonable benefit.</i> )	.76
Wenn ich Nutzen und Kosten (Zeit, Geld, Aufwand) der Nutzung von 'Serviceanbieter' vergleiche, überwiegt klar der Nutzen. ( <i>Comparing benefit and costs (time, money, effort) of the use of 'Service Provider', the benefits clearly outweigh the costs.</i> )	.87
<hr/>	
<b>Satisfaction (<math>\alpha = .93</math>)</b>	
Insgesamt war ich mit der Nutzung von 'Serviceanbieter' zufrieden. ( <i>Overall, the use of 'Service Provider' was satisfying.</i> )	.79
Insgesamt war die Nutzung von 'Serviceanbieter' positiv. ( <i>Overall, the use of 'Service Provider' was positive.</i> )	.84
Die Nutzung von 'Serviceanbieter' entspricht genau meinen Erwartungen. ( <i>The use of 'Service Provider' completely meets my expectations.</i> )	.80

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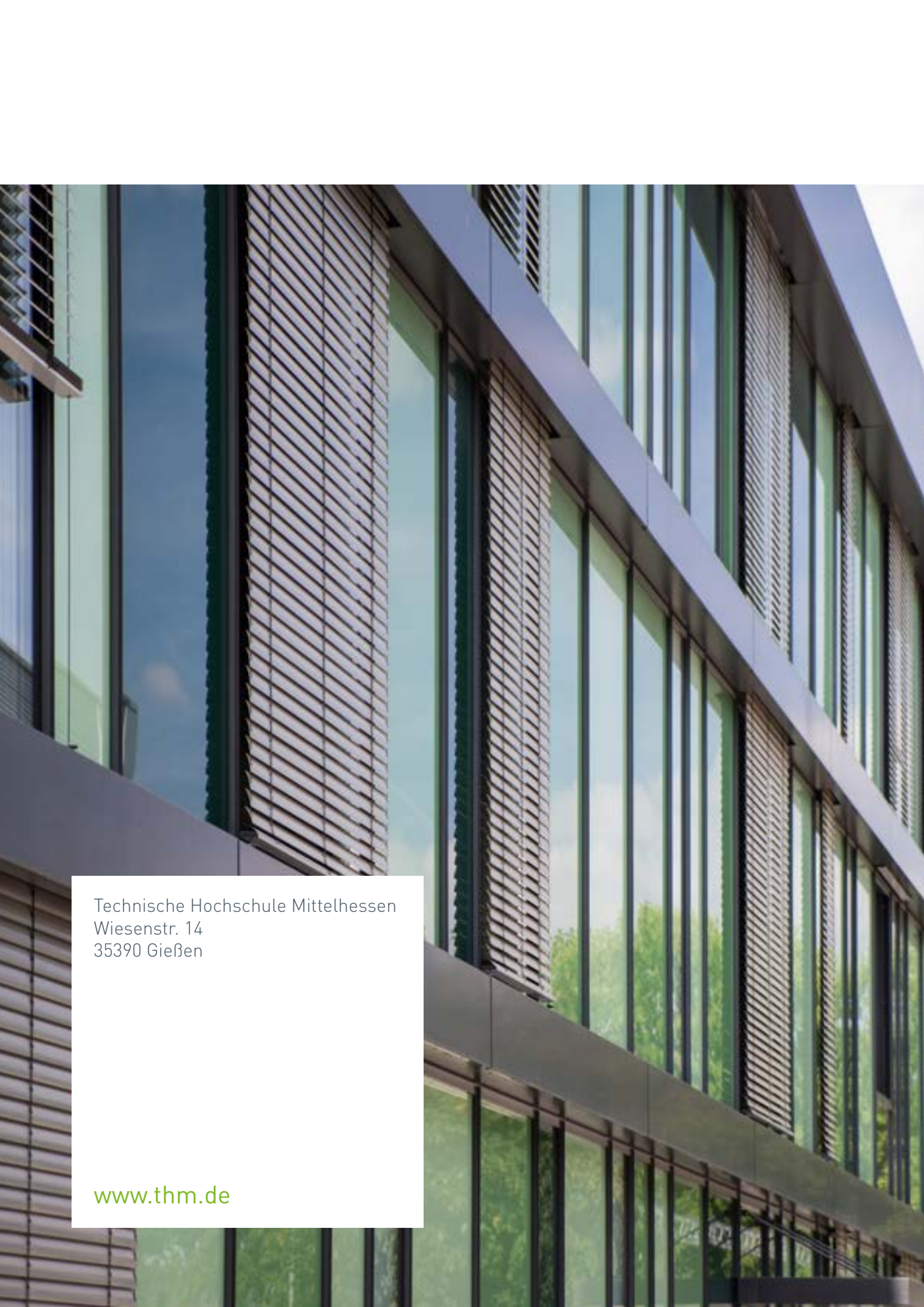
<b>Loyalty (<math>\alpha = .90</math>)</b>	
Aufgrund der Nutzung von 'Serviceanbieter' erzähle ich anderen Leuten positive Dinge über 'Serviceanbieter'. ( <i>Due to the experience with 'Service Provider' I say positive things about 'Service Provider' to other people.</i> )	.85
Ich würde die Nutzung von 'Serviceanbieter' anderen Leuten empfehlen. ( <i>I would recommend the use of 'Service Provider' to others.</i> )	.78
Ich ermutige Freunde und Verwandte 'Serviceanbieter' zu benutzen. ( <i>I encourage friends and relatives to use 'Service Provider'.</i> )	.87
Ich plane 'Serviceanbieter' erneut zu benutzen. ( <i>I plan to use 'Service Provider' again.</i> )	.63

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Notes: AVE: average variance extracted, CR: composite reliability. Values were measured on 7pt Likert-type scales.





A photograph of a modern building facade featuring large glass windows and brickwork. The windows reflect the sky and surrounding greenery. The brickwork is a light color with a grid pattern. The building has a clean, architectural design with dark window frames and horizontal metallic accents.

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