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Persuasive design and the web: How Cialdini Principles are used in online successful companies.

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SID: 3305160002

SCHOOL OF SCIENCE & TECHNOLOGY

A thesis submitted for the degree of

Master of Science (MSc) in E-Business and Digital marketing

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Abstract

This dissertation was written as a part of the MSc in E-Business and Digital marketing at the International Hellenic University. As part of the new era, more and more people are buying products online, such organizations should persuade potential customers to purchase from their online shop all the goods and/or services they may need, and not from another vendor. To gain insight in which way the most successful online shops can enhance the persuasiveness of their website design by applying some motivator factors to a different extent, this study aims to understand to what extent and in which manner thirty successful online shops make use of the six principles identified by Cialdini in their website.

Keywords: Persuasion, Motivator Factors, Cialdini Principles, Website Design.

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2 Introduction

The rapid growth of the Internet has led to an equal growth of the development of e-commerce. However, while internet has enormously reduced the cost of a platform and consequently acts faster for both consumers and business, it has increased the awareness of the importance of customer satisfaction. Hence, by making the transaction easier, it has enabled to change the focus of enterprises from sales to a new way to experience the way consumers see their company and also the competition has moved to a different path. Therefore, customer satisfaction is one of the most important factors when it comes to e-commerce, and a consumer could be unsatisfied with the e-commerce site when they feel frustrated because they are lost in the web site or if the experience is unsatisfactory.

For many E-businesses, functionality factors are catching their attention, because the aesthetics design of the website is very important nowadays if enterprises want to increase the persuasiveness of the site, to convert those (potential) customers' visits into actual purchases and loyal customers.

When companies are looking at what makes a good quality Website Design, it is important that the website should reflect the value proposition and trying to address and satisfy the customer needs, to ensure repeat visits, to ensure customer loyalty. In this environment, companies should persuade their prospects, to make this situation happen. Persuasion can be defined as an attempt to shape, reinforce or change attitudes or behaviours (without using coercion or deception) (Cialdini, 2007). Literature shows that different factors play an important role in website design, to ensure its success. For example, informativeness, usability and visual engagement of the website design appear to be necessary for the success of online shops. However, since these are applied extensively among several sites, they are not considered persuasive. These hygiene factors do not contribute to increase the persuasiveness of the website, but the absence of them, decrease the persuasiveness of the site.

According to Fogg (2003), captology is a term he adopted that applies to persuasive design and persuasive technology. Where he argued that designing for factors such as functionality and usability are, nowadays, not enough to increase persuasiveness of a website or technology. Therefore, the factors that lead to persuade people in the web

changed and the trend is in the motivator factors of individuals. The presence of these factors increases the persuasiveness of a website.

2.1 Research question and research goal

To gain insight in which way online successful shops can enhance the persuasiveness of their website design by applying motivator factors to a different extent and/or in different manners, this study aims to understand to what extent and in which manner successful online shops in the make use of the six principles identified by Cialdini (i.e., reciprocity, commitment, liking, social proof, authority, and scarcity) in their website design. The main research question during this research is therefore:

To what extent and in which manner do the ten successful the successful online shops make use of the six principles identified by Cialdini in their website design?

3 Literature Review

3.1 Current state of extant literature

It is interesting to note the little existence of research that has been conducted, examining the relation between *persuasion* and *website design* (Gretzel & Fesenmaier, 2006; Kim & R. Fesenmaier, 2008; Fogg, 2003; Cialdini, 2001). Therefore, it is going to be drawn a correlation in the extant literature, between persuasion and website design, to define what is a persuasive web design.

According to Fogg persuasion is “an attempt to change attitudes or behaviors or both”, but without using coercion or deception. The difference between persuasion and coercion is that the former does not use force to persuade the message recipient and he/she takes the decision voluntarily, but the latter implies force to try and change behaviors. In the same way, persuasion and deception could be confused. The latter tries to accomplish a certain target behaviour by deception and not using persuasion, e.g. when an add appears and says (“A virus has been detected in your computer. Click here to eliminate it!”). Hence, for the purpose of this research, deception and coercion are not going to be studied in the online environment because they are not dependant or not use persuasion. With this in mind, persuasion has three possible outcomes: (1) a shaped outcome which refers to the behavioural target of the message recipient who will be persuaded to mold their actual behavior to reach a desired outcome, (2) a reinforced outcome which refers to reinforce their current behavior (3) a changed outcome which refers to change their actual behavior to the desired outcome designed by the online company (Price Dillard & Pfau, 2002). Since the goal of the organization is to increase profit through their online presence, they are going to need to design a persuasive website, by applying persuasion techniques and trying to reinforce, shape or change certain behaviors or attitudes to elicit the desired target behavior.

The Elaboration Likelihood Model (ELM) explains how the information processing occurs and how the persuasive message goes through the central or peripheral route. Since first formulated back in 1979, it was mainly focused on consumer behavior, but with the irruption of internet and online transaction, the ELM has become widely studied and

applied to the online persuasion environment. The message recipient will process the message through the central route when his/her motivation concerning the matter is high, and the person has the ability to process the message, which means he/her is in a high involvement environment. Thus, when the individual is navigating through the website, he/her will be highly motivated to process and have a high elaboration of every relevant and strong argument that is presented in the website. On the other hand, the message recipient will process the information through the peripheral route, when individuals are unmotivated to process relevant arguments or are unable to have a high elaboration of them. Therefore, they are keener to pay attention to peripheral cues, which they are formed by positive or negative signals. These peripheral cues, are not related so much to the specific object of the involvement but to the context of the persuasion process and message.

Since the design of a website does not persuade by itself (Harjumaa & Oinas-Kukkonen), but the intention of persuasion is made by the user (in this case is the organization), the focus of this study is to analyse how companies use persuasion in their website design, to persuade and attract (potential) customers. According to (Harjumaa & Oinas-Kukkonen), there are three kinds of human-computer persuasion and there are slight differences between them: interpersonal persuasion, computer-mediated persuasion and human-computer persuasion. Interpersonal persuasion takes place when two or more people collaborate with each other. Interpersonal communication includes personal interaction between the persuader and the persuadee where the former elicits a desired outcome from the latter. Moreover, people may persuade via e-mail, or other computer technologies which it would be computer-mediated persuasion. Social scientists have been studying how other computer technologies affects social behaviour, i.e. when someone reads a blog and is persuaded by its arguments (McDowell, Wilson, & Jr, 2016).

Considering all that have been said in the last three paragraphs, it can be concluded that a persuasive website design of a e-shop is a website that is designed to reinforce, change or shape attitudes of (potential) customer so that they will purchase from the e-store and hold favorable attitudes towards buying products/services from the shop.

3.2 Hygiene factors of Web Design on E-commerce

The factors that could determine the minimum degree of acceptance of the websites have been widely studied from different perspectives. In agreement with Cato (2001), designing is “the process of creating an artefact with structure of form which is planned, artistic, coherent, purposeful, and useful”. What’s more, on the consumer point of view, a website must have all those features to elicit the desired state of mind and enhance their purchase intention and re-visits. In the e-commerce environment, there have been some improvement with the pass of time, where also the key factors of the web design success have evolved. Hence, we encounter with the term *Usability* of a website, such term is defined as the ease of use of a website in a broader concept. Moreover, this term is also known as a tool to measure the quality of a website and it is one of the most important for designers, as well to customers. Thus, a well-designed website should have high level of usability, which elicit positive emotion on the user. Furthermore, if to this factor we add a good aesthetic, this would elicit feeling of pleasure in the use of the website. When applying this to the e-commerce transactions, users relate the beauty of a product with high quality which implies high level of usability. Hence, we can say that usability and web design are highly correlated (Flavian, et al., 2009).

In the matter of the relationship between the terms of usability and web design, a study accomplished by Kekker in 1997 cited in (Flavian, et al., 2009) proposed different guidelines to improve the usability of the website and enhance the user experience. He carried out some assumptions on a well-known group of online firms to identify the main aspects and to recommend changes regarding the content on websites (i.e. Use of media, information, sound, graphics, images, etc.), the usability, promotion of content, content related to media and the affective response of the consumer. This research also stated that the existence of a customer-vendor feedback and a website with media richness and interactivity that would be customizable are important factors that elicit success of a website.

Multiple authors have concluded that to increase customer satisfaction and the conversion rate, the web appearance, image elements in a virtual store, usability, a good design of web environment are the key factors that determine the success of a website (Flavian, et al., 2009). Enhancing Web design and website experience through functionality factors, psychological factor and content factors.

To enhance the web user’s experience through a persuasive web design, it is mandatory to have some elements of vital importance for most users when they want to buy online.

Such factors are usability and trust plus the factors that are discussed above, as a combination as to address at the same time all the online consumer's needs in their different stages of the buying process.

3.3 Functionality Factors

3.3.1 Usability

Nah and Davis in 2002 cited in (Constantinides, 2004) defined Web Usability as “the ability to find one's way around the Web, to locate desired information, to know what to do next, and, very importantly, to do so with minimal effort. Central to this idea of usability are the important concepts of ease of navigation and search”. Knowing the needs and the characteristics of potential customers are important factors that should not be isolated from Usability, friendly-user interface, etc.

The different elements of Usability are:

- **Convenience:** Customers relate convenience with easy and fast information browsing, easy shopping and settling of the online transaction. In this sense, web designers must know how their clients will react to these characteristics and being able to adapt accordingly.
- **Site navigation, information architecture and search facilities:** Search engines in commercial websites must be fast and provide the desired information to the client.
- **Site findability and accessibility:** Potential customers use different browsers and web designers must test the websites in all of them, to guarantee a consistent search engine strategy.
- **Site speed:** Web designers must keep in mind that online customers' expectations regarding velocity is high. Furthermore, the amount of time that they spend per page is very low and it is decreasing over time.
- **Ordering/payment processes:** Online customers expect a secure and simple to use process of ordering and payment where it is not interrupted or slow

3.3.2 Interactivity

Interactivity has two of the most known elements of the internet revolution, which are Networking and personalization. Hence, interactivity allows Online vendors to approach more to their online customers and also, allowing their online customers to interact with others and what's more to share experience and suggestion, and rating the products or services (Constantinides, 2004).

Networking and the possibility for users to interact with others (chat's forum, bulletin boards, chat rooms) by means of passive or active interface, it also enhances interactivity.

Interactivity elements are divided into two categories:

1. Interactivity with the online vendor

In this category, we can find the after-sale service, where the online customer wants to maintain a contact with the online vendor if something happens to his product or service. Web Designers and Marketers must focus on having efficient reverse logistics, quick response to e-mail complaints and good organized helpdesk as well as the offline.

2. Interactivity with other web users

As mentioned before, here we can find Bulletin Boards, Chatrooms, User's Forums and guest Books, but literature says that as basic Web experience these elements are rather limited and further research on this is needed, to enhance the interactivity with other web users.

3.4 Psychological Elements: Online Trust.

Online trust is a relevant and also one of the most important issues when it comes to online sales. The majority of online users are very aware and concerned about the usage of personal data to perform online scams, hacks, fraud and spam. Moreover, big firms with a high reputation have more advantage over start-ups companies. Online users are also keener to trust those companies with physical presence and they are willing to buy from the e-store without any certification of security (Constantinides, 2004)

In Online trust there are some elements:

Secure transactions and customer data safety are the main issues that online customers have in mind when purchasing products or services online: Online firms are always vigilant on not having service disruptions, hacking into online vendor's databases and trading of customer data on clandestine Websites.

Online transactions will be handled with more confidence if the online vendor has a clear ordering, payment and refunding process, as well as detailed customer policies. Online vendors can get more online customers that trust their online transactions by offering multiple payment alternatives, something that is not always practical when you vendors have customers overseas.

Customer data abuse: a critical and important question, regarding privacy is the use of private data that online firms would use without the knowledge of the users. This concern is growing exponentially since online scam, spam and hacking are a daily concern. Hence, online vendors should clarify since the beginning how, what and when are they going to use their client's data and looking for the possibility to use it in the future.

Guarantees and return policies: To increase vendor's credibility, they have to set up clear and detailed guarantees and return policies, specifying in product returning procedures (reverse logistics), in case of dissatisfaction; such clear policies will lead to gain competitive advantage and clients' trust.

Uncertainty reducing elements: this is usually related with Frequently Asked Question (FAQ) and conflict-resolution policies. Having a good platform with clear policies and access for online customers will reduce their inquiries.

3.5 Content Elements

Content elements are divided into two categories: Aesthetics and Marketing mix.

3.5.1 Aesthetics

Web Designers must pay special attention to the aesthetics of the website if they want to have a first good impression from online visitors (Kim & R. Fesenmaier, 2008). Furthermore, E-retailers know the atmosphere and the environment in the website should be very pleasant, hence first visitors would be keener to stay. Recently, the role of aesthetics in the field of Human-Computer Interaction has been discovered (Cai, et al.,

2008). Then, researchers started to think about the website's aesthetics, which relates to the use of colours, fonts, graphics, images, etc. the experience of aesthetics is closely connected to attention, emotion, and understanding. That is, a well formed website, with a good aesthetic interface not only take the (potential) customer's attention and engage them, but also gives a clear image of the interface and the company. More recent research discovered a multi-dimensional aesthetics, referring to the impressions it makes to the users. People indentify two high-level aesthetics dimensions. The first dimension, *classical aesthetics* refers to the basics in design and the impression of people of it, such concepts as *clean, pleasant, and symmetrical*. The second dimension, *expressive aesthetics*, is perceived by users as a more deep experience, which concepts and such, they define as *creative, original, sophisticated, and fascinating*. This last dimension and factor, capture user's perception of the creativity and originality of the web site's design.

Research suggest that Aesthetics influence equally both online shoppers and traditional shoppers, underlying the importance of having good aesthetics in the website.

Design and style of website are components decisive when enhancing the web experience and the online buying process. As aforementioned, online shoppers and traditional shoppers are affected by aesthetics in the same way. But what is more, online shoppers spend less time in e-shops than traditional shoppers, so the design and style of the website must attract the customer's attention in a matter of seconds due to the low time spend. Furthermore, a website with good aesthetics can increase the website's credibility, leading to increase customers' trust.

3.5.2 Marketing Mix

Researchers have found out that Marketing Mix plays an important role on the web users' behaviour when searching for a product/service online. Furthermore, studies have shown that the marketing mix's 4ps, including fulfilment are crucial for enhancing the web experience.

The elements from marketing mix that literature present are:

Communication: studies and literature define this term as to refer to the quality of information provided by the firm, about the product's description, clarity on selling

conditions and the delivery terms. Proper information reduces consumer's uncertainty and somehow compensate the lack of physical place.

Fulfilment: Order tracking, fast delivery, alternative payment methods, flexible delivery options are the most usual elements of the fulfilment process. The way that online vendor follows up orders and delivers products have an impact on the willingness of customers to order, and the possibility for them to return and buy again in the future.

Product Placement and features: Online vendors can enhance the shopping web experience by using 3D models of products or other high-tech features.

3.5.3 Stimuli factors for a persuasive web design

For this paper, it is going to be studied how online enterprises apply the six Cialdini's principles of persuasion, and how they use them.

According to (Cialdini, 2001) there are six principles of persuasion that could be used within an organization, these principles or techniques, are named reciprocation, commitment and consistency, social proof, liking, authority, and scarcity. These techniques are used in a wide variety of fields, especially in marketing (Cialdini R. B., 2001).

3.5.4 Reciprocation Principle

As stated by (Cialdini) in the reciprocation principle, you "Give what you want to receive." If you want to receive a favour, you do a strange, disliked or unwelcome favour that others can enhance or have the chance to comply with one of our further requests (Cialdini R. B., 2007). This kind of reciprocation is used when people with power, for example, when the employer makes a strange favour to an employee. On the other hand, another way to trigger this principle, is when an individual is doing an uninvited favour to another person, it sets in motion the feeling of indebtedness. Moreover, the social purpose of the reciprocity principle is to stablish reciprocal relationships between individuals so that one person can initiate such a relationship without the fear of loss. However, there is not an obligation to repay but to receive which makes the principle much easier to use. Because the ability to receive unwanted, and uninvited favour is high,

then the feeling to repay increases. Moreover, a person could violate the reciprocity rule by accepting the favour without the attempt to give anything in return, is actively disliked in the social environment. The exception to this is when the individual is unable from repayment by reasons of ability or circumstance.

The reciprocation principle also has mutual concessions, which mean, that instead to make a favour just to elicit reciprocity, you could start by granting a smaller request. Then, it might encourage the concession of the receiver, which my turn into beneficial relationships. Moreover, by giving concessions you could also trigger the feeling of indebtedness, and using the rejection-then-retreat technique by (Cialdini, 2007) which means that you first give a big request which will be rejected and then you present a smaller request, that generally will be accepted, e.g. “Would you like to buy 19 books for you and your family? No? Then, what about just one for you?”. Even though, the example is rather funny, when a company is trying to reach out the (potential) customer, its request should be reasonable, so that the reciprocation principle could be applied.

According to (Cialdini), customers are more willing to repay in form of purchase when they feel that the gift they are receiving is unexpected, meaningful and customized. Therefore, when enterprises want to take advantage of this principle in their e-shops, they should present gifts that are unexpected, meaningful and customized, to elicit the reciprocity principle.

Companies could benefit from this principle by granting a favour without expecting nothing in return, so that the (potential) customer would feel obligated to repay in form of purchase of products/services. Another way for the company to use this principle, is to use the rejection-then-retreat technique, by asking a big request from their (potential) customer that will be refused, and then a smaller one which will be accepted. Moreover, if we take this principle into the Website design and how it could be improved by using it. Then, the designers and marketers should, in their design process of their website, apply all the forms that are in this principle, for example, by giving free and meaningful information to their customers, such as blogs, articles, etc., free tools, gift cards, etc.

Research Question 1: To what extent and in which manner, e-commerce companies make use of the reciprocity principle in their website design?

3.5.5 Commitment and Consistency Principle

Commitment and consistency as the second principle is, first, about people's thoughts, feelings and beliefs, being consistent with their actions (Cialdini R. B.) e.g. if someone is undecided whether to buy or not a product, they will feel better with their decision after they bought the product (Cialdini R. B., 2007). Moreover, past actions will affect people's criteria to buy a product (Ibrahim, Shiratuddin, & Wong, 2013). I.e. when the customer is asking for a product's advice, the seller would present a few suitable products. In return, the person feels obligated to buy at least one of the offered products. This is due to human's desire to show they are consistent in what they think and do (Ibrahim, Shiratuddin, & Wong). Consistency is highly appreciated in the social environment. It is said that a person or in this case, a company is consistent it is related with personal and intellectual strength; as well as logic, rational, stable and honest. Thus, the image of a company is affected positively or negatively by its consistency. Furthermore, consistency is triggered by commitment. When an individual commits himself to behave in a certain way, then he should be consistent and act accordingly, every day. In the same way, a (potential) customer could also commits himself to buy a product, and in result he should be consistent with his initial behavior and realize that he made a good decision.

Organization can take advantage of the commitment and consistency principle by letting the customer make a commitment (they need products or services) and be consistent (buy the products or services they need). The way that a company could make use of this principle in their website design, it would be by facilitating them information or the use of platforms where they would commit to write what product(s) or service(s) they need, and then behave consistently with it and buying them. For example, by allowing them to write in a public post, thread, blog, etc, the products they need, or the goals they want to achieve. Furthermore, the company would remind the (potential) customer, when they have the product, so they would buy it (be consistent). With all this in mind, the commitment and consistency principle is discussed here that it could be applied in the website design, e.g. by reminding the customer their last product visited.

Research question 2: To what extent and in which manner, e-commerce companies make use of the commitment and consistency principle in their website design?

3.5.6 Social Proof Principle

In the Social Proof principle, “People follow the lead of similar others” (Cialdini, 2001). Humans are social creatures, and we like those who are similar to us. When it comes to take a decision, whether it is for shopping, voting, charity, etc. we first want to know what others (similar to us) think and/or did in matters to the same situation. And this circumstance could be more obvious when the individual is unsecure about buying a product, and uncertainty is around the corner, then he would look at and accept the actions of others as correct.

Companies can take advantage of the social proof principle by knowing under which condition it works better. First, when people are uncertain about buying a product, they will look at and do what others did and they will accept those actions as correct (Cialdini, 2007). Second, people will follow similarity, which means they will do exactly what other similar to them did. When applying this principle into the website design, there are several techniques that could be applied. For instance, when designing a website, they could add the option “People that looked this product, also viewed this”, or “The most wanted product”.

Research question 3: To what extent and in which manner, e-commerce companies make use of the social proof principle in their website design?

3.5.7 Liking Principle

In the liking principle, “people like those who like them” (Cialdini, 2001). In other words: we are keener to say “yes” to people we like. The application of this principle is to offer genuine praise and mask real similarities with the (potential) customers. These similarities could be in the area of personality traits, background, life-style or opinions. It has been proved that we like more people that dress similar to us, or have the same background as us.

Attractive people have social advantage, and it is proof that automate response that people have towards attractive individuals, it is called the Halo Effect; we automatically assign to good-looking people such favourable characteristics as kindness, talent, honesty and intelligence. This halo effect occurs when a positive attribute of a person dominates the

way that person it is perceived by others. And the proof says that physical attractiveness is often such an attribute. Furthermore, we make this judgement without even knowing if it is real, we just assign this attributes to good-looking people (Cialdini, 2007).

Companies can take advantage of this principle by letting their salesperson create a bond with the (potential) customer, by letting them know that they share many things in common, so that the (potential) customer will feel more comfortable with the salesman and increase his likeability and the likelihood of the (potential) customer to purchase from the company. Furthermore, in the website design, a company can use the liking principle by showing attractive people using their products and/or services.

Research question 4: To what extent and in which manner, e-commerce companies make use of the liking principle in their website design?

3.5.8 Authority Principle

In the authority principle people trust what experts say, and the way a company can make a fruitful use of this principle is by showing their expertise to the public and not assuming it is self-evident (Cialdini, 2001). It is proven that an individual's title, it would impact another person's opinion when discussing about a subject, or when the former wants the latter to believe in something. Research has shown that there are three kind of symbols that in the absence of someone with authority, we tend to follow them: titles, clothing and trappings (e.g. Cars, Jewellery).

In this sense, according to (Cialdini, 2007) an authority does not need to be only an expert but also reliable. Therefore, a company could take advantage of this principle by using a person with authority to sell a product, implying expertise and trustworthiness. Moreover, in the online environment, organization can apply such techniques in their website design, by implying authority through known experts.

Research question 5: To what extent and in which manner, e-commerce companies make use of the authority principle in their website design?

3.5.9 Scarcity Principle

When there is something people can have less of, they would want it more (Cialdini, 2001). The way to apply this principle is by giving exclusive information and highlighting exclusive features. Research has proven that the less available an opportunity it is, the more valuable is perceived by people. The most usual way to trigger the scarcity principle is by using the organizational equivalents of limited-time, limited supply, and one-of-a-kind offers. When it comes to limited supply and limited-time offers in companies, people would perceived the product(s) as more valuable when the deadline of the offer is almost to be accomplished; and also they add more positive characteristics to the product, just to justify their liking and the reason why they bought it.

Companies can also take advantage of this principle by two ways. The first one is by putting an item as scarce that it was not before, rather than an item that always have been scarce. Thus, (potential) customers will feel more desire to buy that product. The second one is that the item has become scarce because of the demand, rather than because of an error. Moreover, in the online environment, companies could use the scarcity principle in their website design, by for example, displaying a limited quantity of the product.

Research question 6: To what extent and in which manner, e-commerce companies make use of the scarcity principle in their website design?

4 Methodology

To discover to what degree and in which way successful online shops apply the six Cialdini principles in their web design, it was necessary to carry out a content analysis method. Content analysis is a research technique used to put in context and making replicable the available data (Kim & Kuljis, 2010). This research techniques could be used in qualitative and/or quantitative studies. But here, due to the nature of the hypotheses and the data, it is going to be needed both quantitative and qualitative methods.

This methodology is good for this research, because the phenomenon can be studied without interfering with the data. Therefore, the outcome may be less biased than other type of methodologies such as interviews, etc. Its benefits, according to what researchers have found, are: • It is not obtrusive • It has no structure • It can cope with a large quantity of data due to its nature of being context sensitive. Another advantage is that using the content analysis in a research, it could be cheap and simple, when compared with other methods. Nevertheless, it also has some disadvantages, such as: • It can also bereft of theoretical basis since it only focuses on what is measurable or not. It is to note here that, in the coding scheme in the procedure, all was made after a careful drawing from the extant literature on the Cialdini Principles and persuasion. • It needs support from other methodologies such as questionnaires, experiments, etc. because the provided answers could be dependent on the researcher and be speculative.

4.1 Database

Based on E-marketer (2016), that ranked the 'top 50 U.S. Retailers (ranked by online sales)', where only 30 online shops were included in the current study (see table 1):

Name of retail shop	Website of the retail shop
Amazon	www.amazon.com
Apple	www.apple.com
Walmart	www.walmart.com

Macy's inc	www.macysinc.com
Costco	www.costco.com
QVC	www.qvc.com
Nordstrom	www.nordstrom.com
Kohl's Corp	www.kohlsCorp.com
Nike	www.nike.com
HSN	www.hsn.com
Jcpenney	www.jcpenney.com
Neiman Marcus	www.neimanMarcus.com
Urban outfitters Inc	www.urbanoutfitters.com
Land's End	www.landsEnd.com
Foot's Locker	www.footsLocker.com
Dick's sporting goods	www.dickssportinggoods.com
J. Crew	www.jCrew.com
Abercrombie & Fitch co	www.abercrombie.com
American Eagle Outfitters	www.ae.com
Cabela's	www.cabelas.com
Under Armour	www.underArmour.com
Ralph Lauren	www.ralphLauren.com
Lululemon Athletica	shop.lululemon.com
Carter's Inc.	www.cartersInc..com
Express	www.express.com
Ulta Beauty	www.ulta.com
Dillard's	www.dillards.com
Belk	www.belk.com
The Children's Place	www.thechildrensplace.com
Finish Line	www.finishLine.com

As the report made by E-marketer, there are 50 e-shops that are successful and have had high income sales during the last 12 months. Nevertheless, they included also some websites that offer services. But for this paper, it was only considered those e-shops that sell goods through their websites.

4.1.1 Procedure

To perform the content analysis, it was necessary to follow the next steps:

1. Formulating research questions
2. Identifying variables
3. Defining Categories and units of measurements
4. Creating coding scheme
5. Sampling
6. Data Collection
7. Data Validation
8. Data Analysis

Table 2| Defining the Six Cialdini Principles

Principle	Definition
Reciprocity 1 Techniques	The different manners in which the online shop offers prospects a favour that is meaningful, unexpected and/or customized without expecting something in return.
Commitment and Consistency 2 Techniques	The different manners in which prospects are given the opportunity to make (voluntary, actively, openly and/or with a lot of effort) a commitment, consistency programs are used, (potential) customers are reminded of an existing commitment and/or suggestion based on a previous commitment of the (potential) customers are shown. All these activities should result in consistent beliefs, feelings and behaviour of the (potential) customers.

Social proof 3 Techniques	The different manners in which information about the belief(s), feeling(s) and/or behaviour(s) of (an)other customer(s) are provided and used.
Liking 4 Techniques	The different manners in which one or more persons with whom prospects does not necessary have to identify with (i.e., celebrities and/or attractive people) and/or likeable cues are used in order to create positive associations with one or more product(s) offered by the online shop.
Authority 5 Techniques	The different manners in which authoritative sources that are not customers (by means of authoritative cues that imply trustworthiness, goodness and/or expertise) are used and/or authoritative cues
Scarcity 6 techniques	The different manners in which the (possible) loses of certain product(s)) is emphasized and/or the limitedness and/or exclusiveness of (an) advantage(s) and/or action(s) (related to gaining certain product(s)) and/or certain product(s) is emphasized.

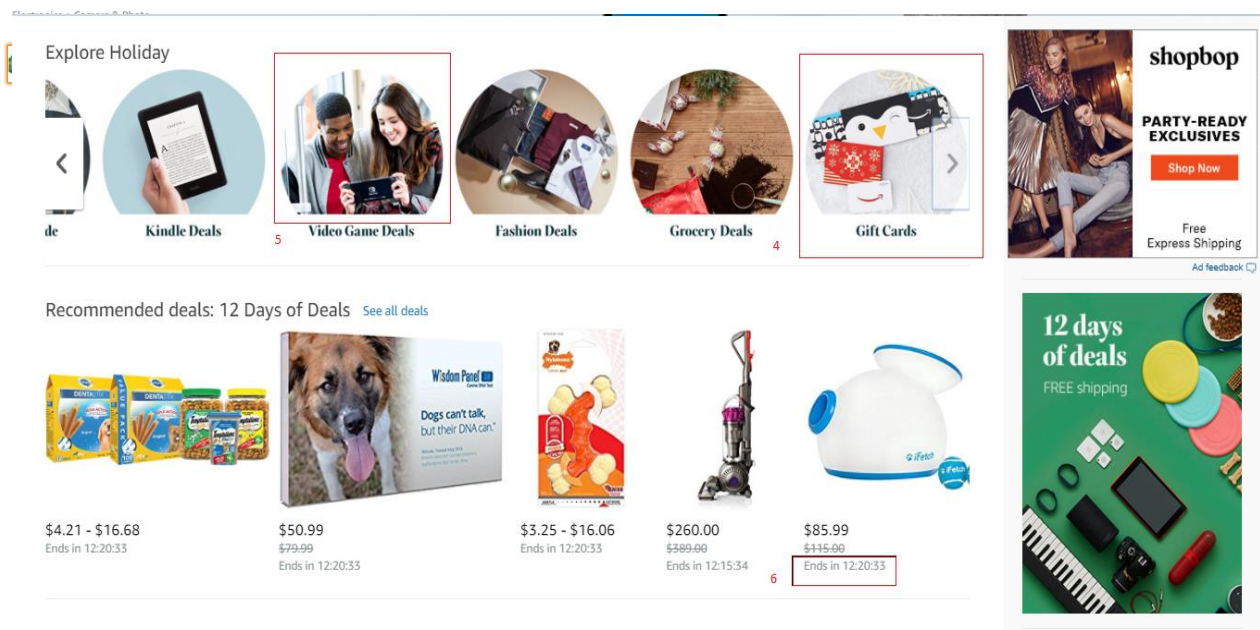
The first two steps (1), (2), were done in the literature review. Hence, the research questions were made in advance. The Variables (2) are the six Cialdini Principles (see table 2), that were properly defined within the context of web design. Moreover, it was necessary to code each principle to define the variables to be used, by means of *unique techniques* and *total techniques* (See appendix 1-6), as units for measurement (3). After the creation of the *code book* (4) containing the categories and such, the next step was to determine the size of the sample (5). For reasons of simplicity it was chosen for the present analysis, to use the *landing page* and the *product page* of 30 successful online companies (6). Furthermore, to validate the data (7) it was chosen a master student of E-business and Digital Marketing, who is familiar with the principles of Cialdini, to perform the same analysis within the same 30 websites (see appendix 7). And finally, the data analysis (8) which is further in this project (See chapter 6).

To show in a broad sense, how this Cialdini Principles are applied by Amazon's website, and as an example, it was taken a screenshot of a part of the product page (see image 1) and it can be seen three techniques *social proof* (1), *commitment and consistency* (2), and

authority. Moreover, it was taken a screenshot of a part of the landing page (see image 2), and it can be seen the rest of the techniques: *reciprocity* (4), *liking* (5), and *scarcity*. It is interesting to note how different each web site is using the Cialdini Principles, like in this example, *Amazon* is combining more than one technique in the same product and/or categories. In the landing page (see image 2) *Amazon* is using a unique combination between the *scarcity* and *social proof* by means of displaying the recommended deals and adding a deadline as a plus to intensify the impact of the techniques. However, future research could investigate this.

Image 1 | Product Page (Amazon.com)

Image 2 | Landing page (Amazon.com)



5 Results

5.1 General Results

Of the 77 Cialdini's techniques that were found the online shops use, on average, the 30 websites make use of 38,53 (SD = 15,91) unique Cialdini techniques and a total of 54,16

(SD = 22,1). Unique Cialdini techniques are the number of different techniques applied without counting the repetitions in an online shop. In the total Cialdini techniques, repetitions of the same techniques per different type of page of the online shop are.

5.1.1 Differences between the online shops in applying the Cialdini principles

The online shops differ from each other in applying unique and total Cialdini techniques. (See table 2)

Table 2/ The Number of Techniques applied regarding the different Cialdini Principles per Online Shop

Website		Commitment and Social							Total
		Reciprocity	Consistency	Commitment	Liking	Authority	Scarcity		
Amazon	<i>Unique</i>	15	18	12	6	5	6	62	
	Total	24	23	18	10	9	10	94	
Apple	<i>Unique</i>	5	6	2	7	9	0	29	
	Total	6	11	2	11	12	0	42	
Walmart	<i>Unique</i>	14	30	18	5	15	8	90	
	Total	16	41	41	8	17	12	135	
Macy's inc	<i>Unique</i>	4	27	19	2	1	3	56	
	Total	10	35	22	5	4	5	81	
Costco	<i>Unique</i>	8	15	6	6	5	13	53	
	Total	11	17	8	7	6	15	64	
QVC	<i>Unique</i>	15	20	9	10	8	5	67	
	Total	17	25	11	12	9	7	81	
Nordstrom	<i>Unique</i>	8	10	8	5	7	1	39	
	Total	9	15	10	12	7	1	54	
Kohl's Corp	<i>Unique</i>	7	9	15	7	3	5	46	
	Total	7	10	19	7	3	10	56	
Nike	<i>Unique</i>	5	10	10	2	4	0	31	

	Total	6	11	15	6	5	0	43
HSN	<i>Unique</i>	9	8	12	6	15	10	60
	Total	16	10	15	8	17	15	81
jcpenny	<i>Unique</i>	5	5	7	2	3	6	28
	Total	13	8	9	4	4	18	56
Neiman								
Marcus	<i>Unique</i>	7	4	2	3	3	2	21
	Total	9	6	2	3	3	2	25
Urban								
outfitters								
Inc	<i>Unique</i>	8	10	4	5	3	3	33
	Total	9	15	4	18	3	3	52
Land's								
End	<i>Unique</i>	10	9	5	7	3	2	36
	Total	12	11	6	10	3	2	44
Foot								
Locker	<i>Unique</i>	10	11	1	4	7	2	35
	Total	16	14	3	6	14	4	57
Dick's								
sporting								
goods	<i>Unique</i>	16	7	6	3	5	6	43
	Total	20	9	8	3	7	8	55
J.Crew	<i>Unique</i>	6	3	6	2	4	1	22
	Total	10	4	9	10	8	3	44
Abercrom								
bie &								
Fitch Co	<i>Unique</i>	7	3	2	3	2	3	20
	Total	14	4	2	6	2	4	32

American Eagle Outfitters								
	<i>Unique</i>	9	12	2	6	2	4	35
	Total	11	15	2	8	4	4	44
Cabela's								
	<i>Unique</i>	12	5	6	1	3	4	31
	Total	26	5	6	1	4	4	46
Under Armour								
	<i>Unique</i>	12	5	3	5	3	3	31
	Total	12	7	4	9	4	5	41
Ralph Lauren								
	<i>Unique</i>	6	2	0	3	6	2	19
	Total	14	2	0	9	6	2	33
Lululemon Athletica								
	<i>Unique</i>	6	7	2	7	5	0	27
	Total	9	7	2	16	5	0	39
Carter's Inc.								
	<i>Unique</i>	5	10	4	6	7	6	38
	Total	5	14	7	12	7	10	55
Express								
	<i>Unique</i>	6	5	4	4	2	3	24
	Total	10	5	4	11	2	3	35
Ulta Beauty								
	<i>Unique</i>	12	5	7	3	5	9	41
	Total	17	5	7	3	6	9	47
Dillard's								
	<i>Unique</i>	3	7	5	5	4	3	27
	Total	6	8	6	10	7	3	40
Belk								
	<i>Unique</i>	7	9	4	3	8	6	37
	Total	10	14	4	14	8	10	60
The Children's place								
	<i>Unique</i>	4	10	4	3	2	8	31

	Total	7	13	4	4	2	8	38
Finish								
Line	Unique	8	9	4	3	6	9	39
	Total	12	14	4	3	9	9	51
								115
Total	Unique	249	291	189	134	155	133	1
								162
	Total	364	378	254	246	197	186	5

The consistency and commitment, liking, and authority principles are applied by all thirty online shops. Six online shops apply at least one social proof technique, and the reciprocity principle is used by all online shops. Only two online shops do not use the scarcity principle.

6 Discussion and conclusion

6.1 General Discussion

Most successful online shops make, in general, use of the seven Cialdini principles. Using these principles, it might elicit the success of the online shops. (Ibrahim, et al., 2013) Found evidence that (potential) customers increased their intention to buy products or services from an online shop, when the website design contains a mix of different persuasive element, counting among them: reciprocity, commitment and consistency, liking, authority, social proof and scarcity, rather than the website design does not make use of these principles.

There is an explanation that there are different individuals react different to each Cialdini principle, so that the website design must contain a combination of all of them to contribute to the success of the online shop. For example, some people will be more easily be persuaded by means of a social proof principle rather than by a commitment and consistency principle, because they would follow the lead of what others have said or done rather to the way the company reminds them the product(s) they have visited or seen. Thus, by applying more Cialdini principles in the website design of the online shop

it is more likely that a technique used in the website design could elicit the purchase from (potential) customer. However, future research should verify this.

Based on this, it can be argued that nevertheless some of the Cialdini principles were not used at all, by some of the successful online shops, this does not mean that these principles are less persuasive. Those two of the thirty analysed online shops, although do not make use of the scarcity principle can be explained in that the website designers of these online shops are less willing to invest in this principle, due probably to the nature and/or reputation of the business itself. Moreover, there are some companies, as said before, that make not use of all the principles because it may cost more money to make, for example a favour that is meaningful, customized and unexpected than applying one of the other principles. Moreover, it is still not clear what an online shop will earn, directly by applying that principle. For example, Walmart's most used technique is Social Proof. And this is because they know how their clients behave, and that sometimes they have doubts when they want to buy a product, so they go and see what others did to know what they will do next. Moreover, Amazon's most used technique is Commitment and Consistency. As the most successful online shop, Amazon's strategy is very simple: they want their (potential) customers behave the way they intend to, and to buy what they went to the online shop to look for, thus they have a more persuasive website. However, in the case of the liking principle it might be the case that it may not longer be persuasive but necessary and it has become hygiene factor, such as some others have become over the years. Subsequently, research have found that over the years some motivator factors have become hygiene factors (Ibrahim, et al., 2013). The commitment and consistency principle is the most used between the six, followed by reciprocity, social proof, liking, authority and scarcity. The results show that the authority principle is more uniquely applied than the rest of the principles when compared to the total of each principle. Therefore, and having in mind what is, it could be the case that some of the authority techniques are no longer persuasive but necessary. Future studies should investigate this. Of the 77 Cialdini's techniques that were found the online shops use, on average, the 30 websites make use of 38,53 unique Cialdini techniques and a total of 54,16. Only two websites were above those numbers in applying Cialdini principles: Walmart is the online shop who uses more Cialdini techniques than the others, and the following is Amazon. Both have in common that their web designer used the commitment and consistency principle as their main technique. Even though Walmart has physical stores and Amazon

is only online, and the former uses more techniques than the latter, it does not mean that it is more persuasive, or it will be converted into purchases from (potential) customers. Future studies should investigate this.

6.1.1 Limitations

The limitations of this study are, for example, it could be the case that online shops might have made use of A/B tests during the analysis of their website design, therefore it would mean that there were analysed different versions of the same page. A/B testing is a method in which the online shop puts to test two different version of the same page, to compare and determine which website design version performs the best. And because of this, it could be the case that the techniques applied at the non-analysed version have contributed at the success of the online shop, instead of the analysed version. Nevertheless, since it is likely to think that the online shop makes use of their best website design, results of the A/B testing and such, this influence will not have a huge impact on this study. However, this possible influence should be study in future researches.

6.1.2 Future Work

Since there has been some suggestions in the previous sections, there will be no repetition in this part. It will only be mentioned the most important. Moreover, as for future investigation in the field is referred, it must be suggested that it should be measured whether the Cialdini principles and their correspondent techniques are persuasive in the website design. Having this is mind, it could be also suggested that by means of quantitative research, it also would be measure whether the Cialdini principles and their correspondent techniques are persuasive in the website design, doing a comparison between them, and analysing them to further develop KPI, to enhance the online organization's performance. As this study only used the most successful online companies, for future work, it is suggested to investigate about unsuccessful online companies and analyse whether the Cialdini principles and their correspondent techniques are persuasive in the website design.

6.1.3 Conclusion

It is believed that this dissertation has provided some insight to what extent and in which manner successful online shops used the six Cialdini principles (i.e., reciprocity, consistency and commitment, liking, social proof, authority, and scarcity) in their website design. The successful online shops as aforementioned, make use of different unique techniques underlined in the Cialdini principle's theory. Although the successful online organizations make use, in general, of the six Cialdini principles, there are some that do not make use of all the six principles. Specifically, the most used principles are Commitment and consistency as the most used, followed by Reciprocity and social proof, being Scarcity, the least principle used among the six. Generally, the successful online shops make use of different and unique Cialdini techniques in different ways, underlying to the six Cialdini principles. Moreover, managers and web designers can understand to what extent and which techniques are applied the most by the leaders of the online commerce. The reasons behind being those principles the most used are because they are easy to use, but also, they elicit the desired outcome from the customers and has a bigger engagement than the others. They want (potential) customers to feel the company they are just like them (liking principle), also the online company want them to be consistent with the way they think, by allowing them to make use of the website's tool to find what they want, and latter on by means of e-mail, reminding them the items they have either seen, or left in the basket (commitment and consistency principle). Moreover, because the company's goal is to increase sales, they grant favours in form of gift cards, free and meaningful information, and unexpected gifts, etc (reciprocity). Furthermore, the way the company applies the Cialdini principles should be aligned with their goals, and also they should be innovative and make use of the different techniques and mix them to enhance the effect of the persuasive element.

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7 Appendix

7.1 Coding schemes per Cialdini principle

Appendix 1 | Reciprocity Principle

Number	Name	Definition
1	Free information and/or entertainment	A. Website The website provides free information by means of content without asking for personal information
		B. Social Media The website provides free information by means of content without asking for personal information, via social media
		C. Application The website provides free information by means of content without asking for personal information, via application
2	Free Products	A. Coupons/Vouchers The website gifts online visitors with coupons or vouchers to redeem with online sales without any sale condition and without asking personal information
		B. Deals/discounts The website gifts online visitors with sale deals or discounts without any sale

			condition and without asking personal information
		C. Samples	The website gifts online visitors with free samples without asking personal information
3	Information about product policy	A. Website	The website provides all information related to shipping rates, return policies, return and replacement and tracking orders
4	Product(s) Information	A. General Information	The website offers online visitors, general information about the product(s) without asking for personal information.
		B. Specific Information	The Website offers online visitors, specific information about the product(s) (e.g. pros and cons, videos about usage of the product(s)) without asking for personal information.
5	Contact possibility	A. Email	The online shop allows online visitors to contact the organization via email
		B. Appointment	The online shop allows online visitors to contact the organization via appointment
		C. Live Chat	The online shop allows online visitors to contact the organization via live chat

		D. Call	The online shop allows online visitors to contact the organization via call
		E. Social Media	The online shop allows online visitors to contact the organization via social media
6	Tips, advices, questions and more	A. Social Media	The online shop gives the chance to online visitors to follow the organization's social media to search and/or read their tips, advices and to make questions and more, without asking for personal information
		B. Email	The online shop gives the chance to online visitors to subscribe to their email list to receive and/or read their tips, advices and to make questions and more

Appendix 2 | Commitment and consistency principle

Number	Name	Definition
1	Sharing Social Media	The website offers online visitors, the possibility to share information about product(s) via social channels, without asking for personal information

			the website offers online visitors, the possibility to share information about product(s) via e-mail, without asking for personal information
		E-mail	
2	Publishing		
	A. Publishing question(s) and/or comment(s) about a product(s)	A. Question	The website offers online visitors, the possibility to publish a question about a product(s) offered by the site
		B. Comment	The website offers online visitors, the possibility to publish a comment about a product(s) offered by the site
	B. Publishing review(s) about a product (s)	A. With Recommendation	The website allows online visitors to publish a review about a product(s) with recommendation
		B. With Rating	The website allows online visitors to publish a review about a product(s) with rating
	C. Publishing	A. Review with picture	The website allows online visitors to publish a review with recommendation and rating about a product(s) with the possibility to add pictures
3	Personalized recommendation	A. Website	The website offers online visitors the possibility to have personalized content and/or product recommendation in the website, by registering.
		B. Email	The website offers online visitors the possibility to have personalized content and/or

product recommendation in their email, by registering.

4	Suggestions		
	A. Suggestions with familiar products	A. Products	(A) similar product(s) is(are) suggested by the website, without asking for personal information
	B. Suggestions with complementary products	A. Products	(A) product(s) with favourable conditions is(are) suggested by the website, without asking for personal information
4	Buying options		
	A. Financing	A. Products	The company allows the (potential) customer to finance the desired product
	B. Loyalty Card	A. Products	The company allows the (potential) customer to join a loyalty program to enjoy company's benefits
5	Loyalty Programs		
	A. Reminder		
		A. Saved Products	A reminder of the saved product(s) is/are shown.
		B. Recently viewed products	The recently viewed product(s) of the visitor is/are shown
	Customize recommendation	A. Sign up	The website gives the (potential) customer, personalized recommendation after Signing up
7			
		B. Personalized recommendation	The website gives the (potential) customer, personalized recommendation without giving personal information

8	Feedback	A. Products	The online shops allows online visitors to give feedback about a product(s)
		B. Online shop	The online shops allows online visitors to give about the online shop

Appendix 3 | Social Proof Principle

Number	Name		Definition	
1	Individual Reviews		An individual review about a product(s), with rating but without recommendation	
		A. Product	A. With Rating	
			B. Recommendation	With recommendation but without rating
			C. Both	An individual review about a product(s), with both recommendation and rating
		B. Online shop	A. With Rating	An individual review about the online shop, with rating but without recommendation
			B. Recommendation	With recommendation but without rating
2	Numbers	C. Both	An individual review about the online shop, with both recommendation and rating	

A. Recommendations	A. Product(s)	The number of clients who recommended the product(s)
	B. Online Shop	The number of clients who recommended the Online Shop
B. Positive Ratings	A. Product(s)	The number of clients who gave a positive rating about a product(s)
	B. Online Shop	The number of clients who gave a positive rating about the online shop
C. Helpful Reviews	A. Product(s)	The number of helpful reviews from clients about a product(s)
D. Shares	A. Product(s)	The number of shares about a product(s)
E. Likes	A. Product(s)	The number of likes about a product(s)
	B. Online Shop	The number of likes of the online shop
F. social Media Followers		The number of Social Media Followers of the online shop is shown
G. Subscribers		The number of subscribers of the online shop is shown
H. Readers		The number of readers of the online shop is shown
3 Search or buying behaviour	A. One Product	The website shows that other people were searching/buying for the same product

			The website shows that other people were
		B. More than one Product	searching/buying for the same line of products
4	Product popularity	A. One Product	The website displays the most popular product from each category of products
		B. More than one Product	The website displays the most popular products from each category of products

Appendix 4 | Liking Principle

Number	Name		Definition
1	People using the product(s)	A. Attractive People	The website shows attractive people using the product(s)
		B. Famous People	The website shows famous people using the product(s)
2	Inviting friends	A. E-mail	The online shop will give a discount to the online visitor if he refers the online shop to a friend(s) via E-mail
		B. Social Media	The online shop will give a discount to the online visitor if he refers the online shop to a friend(s) via Social Media
3	Advantage	A. Product	The online shop displays one or more advantage(s) of the product
		B. More than one product	The online shop displays one or more advantage(s) of more than one product

Appendix 5 | Scarcity Principle

Number	Name	Definition
1	Deadline	<p>An deadline and/or period without countdown that applies to one product (category) is shown. After this deadline and/or period, the product (category) is (temporarily) unavailable or only available under less favourable conditions (e.g., higher prices and a shorter warranty period).</p> <p>A. Without Product (Category)</p> <p>B. More Product(s) (Categories)</p> <p>An deadline and/or period without countdown that applies to more than one product (category) at the same time is shown. After this deadline, the products are (temporarily) unavailable or only available under less favourable conditions.</p> <p>A. One Product (Category)</p> <p>B. With Countdown (Category)</p> <p>An deadline with countdown that applies to ((an) advantage(s) and/or action(s) related to gaining) one product (category) is shown. After this deadline, the product is (temporarily) unavailable or only available under less favourable conditions.</p> <p>A. One Product (Category)</p> <p>B. More Product(s) (Categories)</p> <p>An deadline with countdown that applies to more than one product (category) at the same time is shown. After this deadline, the products are (temporarily) unavailable or only available under less favourable conditions.</p> <p>A. One Product (Category)</p>
2	Stocks	<p>An additional element that implies that one product (category) offered by the online shop is limited in stock is shown.</p>

	A. Limited			
	Stock	– B	More	An additional element that implies that more
	Without	Product(s)		than one product (category) offered by the
	Urgency	(Categories)		online shop is limited in stock is shown.
				Both an additional element that implies that
	A.	One		one product (category) offered by the online
	Stock	Product		shop is limited in stock and an urgency
3	Information	(Category)		element are shown.
	A. Limited			Both an additional element that implies that
	Stock	– B	More	more than one product (category) offered by
	With	Product(s)		the online shop is limited in stock and an
	Urgency	(Categories)		urgency element are shown.
				An additional element that implies that a
	B.			product (category) offered by the online shop
	Unavailable			is (temporary) sold out or (temporally)
	Stock			unavailable online is shown.

Appendix 6 | Authority Principle

Number	Name		Definition
1	Collaboration	A. Association	The association(s) where the online shops is a member, are shown in the website
		B. Charities	The charities with which the online shop works with, are displayed in the website
		C. Partners	The partners with which the online shop works with, are displayed in the website

			The Sponsors with which the online shop works with, are displayed in the website
		D. Sponsors	
2	By known Experts		
		A. Product	A known expert will appear recommending the product in the website
		B. More than one product	A known expert will appear recommending a line of products or products in the website
		C. Online shop	A known expert will appear recommending the online shop, in the website
3	Sponsored		
		A. Product	The website displays a sponsored product, similar to the one being displayed
		B. More than one product	The website displays more than one sponsored product, similar to the one being displayed

Appendix 7 | Data Validation

Website		Reciprocity	Commitment and consistency	Social proof	Liking	Authority	Scarcity
Amazon	Unique	13	16	12	4	6	6
	Total	18	20	17	9	10	9
Apple	Unique	4	7	2	5	7	0
	Total	5	10	2	10	11	0
Walmart	Unique	12	27	19	7	13	7
	Total	15	40	38	6	14	12
Macy's inc	Unique	5	29	23	3	3	2
	Total	7	38	24	4	5	4
Costco	Unique	9	13	8	5	4	10
	Total	10	15	10	6	5	13
QVC	Unique	13	18	10	7	6	7
	Total	15	22	12	9	8	10
Nordstrom	Unique	8	10	9	4	5	1
	Total	9	15	11	10	6	1
Kohl's Corp	Unique	6	10	13	7	2	6
	Total	7	11	18	7	3	9
Nike	Unique	7	9	11	3	3	0
	Total	8	10	15	6	4	0
HSN	Unique	8	10	13	5	16	10
	Total	15	11	14	7	18	15
jcpenny	Unique	7	7	6	3	3	8
	Total	10	8	8	5	4	17
Neiman Marcus	Unique	5	5	2	3	3	2
	Total	8	7	2	3	3	2
Urban outfitters Inc	Unique	9	11	5	6	4	2
	Total	10	12	6	15	5	2
Land's End	Unique	10	9	6	8	3	2
	Total	12	11	6	10	4	2
Foot Locker	Unique	11	12	2	5	8	1
	Total	15	13	3	6	12	3
Dick's sporting goods	Unique	17	7	6	3	5	6
	Total	18	9	8	3	7	8
J.Crew	Unique	5	4	5	3	3	1
	Total	9	5	10	9	7	3
Abercrombie & Fitch Co	Unique	8	2	2	4	2	2
	Total	13	3	2	5	2	4
American Eagle Outfitters	Unique	9	11	2	7	3	2
	Total	11	15	2	8	4	5
Cabela's	Unique	13	5	5	1	2	3
	Total	24	5	6	1	5	4
Under Armour	Unique	12	4	3	6	2	2
	Total	12	6	5	8	5	4
Ralph Lauren	Unique	7	2	0	4	6	2
	Total	13	2	0	7	6	2
Lululemon Athletica	Unique	7	5	2	8	5	0
	Total	8	7	2	14	5	0
Carter's Inc.	Unique	5	9	2	6	2	6
	Total	5	13	5	8	8	7
Express	Unique	4	3	5	5	4	3
	Total	8	4	5	10	4	3
Ulta Beauty	Unique	10	4	5	4	3	7
	Total	16	5	8	5	7	7
Dillard's	Unique	4	5	4	7	3	3
	Total	5	8	7	8	5	3
Belk	Unique	4	7	3	2	6	5
	Total	8	12	3	10	7	9
The Children's place	Unique	2	8	2	1	3	5
	Total	5	10	2	2	3	6
Finish Line	Unique	5	10	2	3	6	9
	Total	11	12	4	4	9	9