

MASTER

Loyalty in the automotive aftermarket industry

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Loyalty in the Automotive Aftermarket Industry

by

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Management Summary

This research focuses not only on what factors can lead to a successful (effective) loyalty program, but also on the question whether a supplier should stimulate loyalty in which step in the supply chain (in order to create more demand). A gap in literature can be found for business-to-business loyalty programs. To be more specific, those programs in a (service) supply chain setting are underexposed, since no programs were found that include indirect customers or both direct and indirect customers.

The main question for this research is:

- How can an effective business-to-business loyalty program be implemented in a supply chain setting?

In order to answer this to this question, two sub questions are developed:

- What are factors that can contribute to a successful (effective) loyalty program?
- For which stage of the supply chain (wholesalers and / or retailers) should a loyalty program be developed (in order to create more demand)?

As hypothesized, satisfaction has a positive effect on loyalty. Both trust as well as satisfaction influences each other in a positive way. Trust positively affects loyalty for wholesalers, but not for retailers. An explanation for this difference can be that retailers (garages) really work with a product (they mount it on the car), whereas wholesalers only sell the product. If a customer really uses or works with a product / brand, brand trust seems to more important than if they only sell the product / brand.

Another possible explanation can be found in literature; Busacca & Castaldo (2003) propose that in the first stages of a consumer-brand relationship loyalty is determined by brand satisfaction.

Subsequently, as the relationship is prolonged, satisfaction is replaced by trust (Garbarino & Johnson, 1999). For this specific case, this would indicate that the customer-brand relationship between

retailers and the supplier is in a further stage than the relationship between wholesalers and the supplier.

No significant relation could be found between loyalty and the intention to use a program. This leads to the question why customers, that consider themselves loyal to a brand, are not willing to participate in a loyalty program. The relationship can be examined in future research by finding other measures for the intention to use a loyalty program construct. Questions for measuring this construct can address the ease of use and content of a loyalty program. It is interesting to see whether this relationship can be found for both direct as well as indirect customers.

No cultural difference could be found for this relationship for Belgium or the Netherlands, nor could a customer difference be found between wholesalers and retailers.

The antecedent(s) of loyalty, brand satisfaction and brand trust, are no significant antecedent(s) of the intention to use a loyalty program. Brand loyalty and brand satisfaction can therefore not be seen as an indicator of whether a loyalty program will succeed.

The automotive industry in the Netherlands and Belgium is in need of a new loyalty program. Both wholesalers and retailers can be considered as loyal and seem to be interesting in gaining any advantage they can get. Incentives seem to be very effective.

It seems wise to include both wholesalers and retailers in a possible loyalty program for a couple of reasons; Wholesalers make their own decision whereas retailers let wholesalers influence their choice for a brand. Wholesalers are willing to ask for another brand if it is interesting for them. A brand preference established on wholesalers level, can be passed on to retailers.

On the field of promotions, COMPANY, the supplier in this research, can gain a lot on both customer levels. A loyalty program can contribute to this. It can help gaining customer knowledge and make communication with indirect customers easier.

A major obstruction is, however, the manually entering of codes. Manually entering these codes costs time and therefore also money. Entering these codes based on a bar code with a bar code reader could save a lot of time. For this specific case is this however not yet possible and it is the question whether this will ever be possible.

Considering the content of the loyalty program, training, free products and factory visits are very popular. Gifts, trips and marketing support are also welcome. Subscription to specialist magazine and industrial clothing can be left out of the program. Technical information and support are considered as very important for both target groups and is needed very much.

All in all, it is hard to conclude whether a business-to-business loyalty program in a (service) supply chain setting might be effective / successful for both direct as well as indirect customers, since no antecedents of one's intention to join a loyalty program could be found. The success of a program will probably depend on the content of the program and the ease of use.

Satisfaction is positive for loyalty, but trust may even be more important for loyalty. Content related it is important to include business-wise interest, but it also seems to be attractive to include incentives for personal interests, especially for smaller companies.

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For me, this journey has come to an end. I look back with great excitement on my master thesis project and, in particular, the period spent at COMPANY. It was a period of enjoyment and great learning. I learned a lot about the academic field of loyalty, about how to manage a project such as this, all the things involved, but mostly about how business is run in real life. All of this would not have been possible without the help of so many people.

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Chapter 1: Introduction

§1.1 Introduction

According to Uncles, Dowling & Hammond (2003), many firms have (re)adopted a customer focus. Due to recent advances in information technology, which offers tools to create a new generation of customer relationship management (CRM) tactics and enhances the possibilities to create a technology-based loyalty program, many want to establish a customer loyalty program. Liu & Yang (2009) define loyalty programs as “long-term-oriented programs that allow consumers to accumulate some form of program currency, which can be redeemed later for free rewards” (p. 94).

Leenheer & Bijmolt (2008) point out that retailers are aware that it pays off to invest in customer relationships. Individual customers can be identified by a loyalty program and their profitability can be determined. They can be differentiated by giving personalised incentives and rewards (e.g., through points schedules). Therefore, loyalty programs are being used as a mean to intensify relationships and to stimulate customer loyalty. Liu & Yang (2009) confirm that loyalty programs have become an important component of firms’ relationship management strategies.

Although a lot of literature exists about the role of loyalty programs, there are still some research gaps to fill. A lot of the literature has focused on a business-to-consumers (B2C) relationship, while little has focused on business-to-business (B2B) relationships. This is however interesting since there may be less customers compared to a business-to-consumer setting, while the order sizes may be a lot bigger. Another potential difference between B2C loyalty programs and B2B loyalty programs is the reason for joining a program. The users of a B2C loyalty program only have individual interests in joining a program, whereas for a B2B there will also be business-wise interests, depending on the size of a company. For small business or one man businesses the individual interests will probably more actively be present than for large companies.

Morris & Holman (1988) state that the reasons for being loyal, and possibly the degree of loyalty, would appear to be changing as the environments of customer organisations become more turbulent

and complex. Comparing a business-to-business and business-to-consumer setting, it is argued that business-to-business buyers make more of a commitment, and take more of a risk in vendor selection than is found in the average consumer purchase (Morris & Holman, 1988).

Another major issue is whether supplier loyalty programs should include indirect customers. Research has focused on the direct customers of a business, but their indirect customers are left out. Therefore, a supply chain setting will be taken into account, since in a supply chain a company (supplier) has both direct (like distributors) and indirect customers (like wholesalers and retailers). Loyalty programs in a supply chain setting are under exposed. No literature about business-to-business loyalty programs set up for, or including, indirect customers in this setting can be found. This leaves a very interesting gap.

This research will focus not only on what factors can lead to a successful (effective) loyalty program, but also on the question whether a supplier should stimulate loyalty in which step in the supply chain (in order to create more demand).

§1.2 Loyalty programs

Besides stimulating loyalty, loyalty programs can be used in order to reach several goals, such as retaining customers, increasing spending, and gaining customer insights (Nunes & Drèze, 2006).

Uncles et al. (2003) distinguish two aims of a customer loyalty program; increasing sales revenues by raising purchase/usage levels, and/or increasing the range of products bought from the supplier and another is to build a closer bond between the brand and current customers hoping to maintain the current customer base.

Palmatier, Scheer & Steenkamp (2007) showed that, in a business-to-business setting, relationship enhancing activities positively affect value received by the customer, salesperson-owned loyalty and loyalty to the selling firm. Loyalty to the selling firm positively affects the customer willingness to pay a price premium, but Palmatier et al. (2007) find that it has no impact on either sales growth to the customer or selling effectiveness. Salesperson-owned loyalty positively is found to not only positively

affect the customer's loyalty to the selling firm, but also positively affect the willingness to pay a price premium, selling effectiveness, and sales growth. Salesperson-owned loyalty also positively affects selling-firm latent financial risk (Palmatier et al, 200&).

After introducing a definition of a loyalty program by Sharp & Sharp (1997), marketing efforts which reward and, therefore, encourage loyal customer behavior in order to increase the profitability of stable customer relationships" (p. 474), one may notice that the key words in the aforementioned text are customer relationships (besides loyalty). These customer relationships are very important considering loyalty and a loyalty program. Therefore, it is interesting to take a look at a specific marketing activity that focuses on customer relationships; loyalty programs in a supply chain setting.

§1.3 Supply Chain and Customer Relationships

A definition of a supply chain by Christopher (1992) is that a supply chain is the network of organizations that are involved in the different processes and activities that produce value in the form of products and services delivered to the ultimate consumer, both upstream as well as downstream. A supply chain thus consists of multiple firms, both upstream (supply) and downstream (distribution), and the ultimate consumer.

Power (2005) states that planning, purchasing, manufacturing and distribution are the four functions of a supply chain. Within those functions information systems, inventory management, and supply chain relationships (management of relationships between trading partners) should exist (based on Handfield & Nichols, 1999). The basis of integration can be characterized by cooperation, collaboration, information sharing, trust, partnerships, shared technology, and a fundamental shift away from managing individual functional processes, to managing integrated chains of processes (Akkermans, Bogerd & Vos, 1999). Integration of the supply chain has the potential to improve profit potential and competitive position (Power, 2005; Wood, 1997). Kwon & Suh (2004) state that relationship management is a critical skill needed for supply chain integration since it requires knowledge of relationship-building skills. If any of the functions are not coordinated, these

inadequacies can be reflected in the overall performance. Following Power (2005), supply chain relationships can be considered as an important factor for overall performance.

The GSCF (Global Supply Chain Forum) consider (customer) relationship management as a key supply chain process (Lambert & Cooper, 2000), since customers or customer groups are critical to achieve business missions. In the article by Verhoef (2003), it is stated that supply chain revenues are not optimized without determinants as loyalty, satisfaction and anticipation of customer needs.

Lambert, Stock & Ellram (1998) suggest that customer relationship management is a key process in order to successfully implement supply chain management. According to Mentzer, DeWitt, Keebler, Min, Nix, Smith & Zacharia (2001), supply chain management requires partners to build and maintain long-term relationships, since effective supply chain management is made up of a series of partnerships (based on Cooper, Elram, Gardner & Hanks, 1997; Ellram & Cooper, 1990; Tyndall, Gopal, Partsch & Kamauff, 1998).

So, relationship management is important in a supply chain setting. It is considered as a means to keep customers loyal (Vavra, 1995). According to Coviello, Brodie, Danaher & Johnson (2002), relationship management activities happens on a large scale, particularly in service industries. Liu & Yang (2009) confirm that loyalty programs have become an important component of firms' relationship management strategies. Leenheer & Bijmolt (2008) consider a loyalty program as a best fit within the early stages of relationship management (based on Coviello et al., 2002; Day, 2000; Berry, 1995). Mithas, Krishnan & Fornell (2005) conclude that effective management of customer relationships is the key to managing customer satisfaction and customer loyalty.

Loyalty programs are an important customer relationship management tool (Liu, 2007; Liu & Yang, 2009; Lewis, 2004).

Therefore, it is very interesting to take a look at loyalty (programs) in a (service) supply chain setting. Especially since there is nothing known about indirect loyalty and one's intentions to use a loyalty program. There is no clarity whether wholesalers and retailers (indirect customers) are loyal to a supplier or whether a (supplier) loyalty program is also suitable for these indirect customers.

§1.4 Problem Formulation

As stated before, a gap can be found for business-to-business loyalty programs. To be more specific, those programs in a (service) supply chain setting are underexposed, since no programs were found that include indirect customers or both direct and indirect customers.

The main question for this research will therefore be:

- How can an effective business-to-business loyalty program be implemented in a supply chain setting?

In order to answer this question, two sub questions are developed:

- What are factors that can contribute to a successful (effective) loyalty program?
- For which stage of the supply chain (wholesalers and / or retailers) should a loyalty program be developed (in order to create more demand)?

For the first sub question, antecedents of loyalty will be examined. These factors might also influence one's intention to join a loyalty program. As stated before, the users of a business-to-business loyalty programs will have business-wise interests to join such a program, but also individual interests. The content of a program might therefore focus on business wise incentives, besides or even instead of personal incentives in order to set up a successful loyalty program.

The second sub question addresses the question whether business-to-business programs in a (service) supply chain setting should include indirect customers, direct customers or both. The specific question here is whether a loyalty program has more chances of success if it is set up for wholesalers, retailers or both. Wholesalers can be direct customers, but also indirect customers. Retailers are always indirect customers.

§1.5 Document Outline

As can be read in the introduction chapter of this report, it will focus on loyalty programs in a (service) supply setting. To be more specific, it will focus on loyalty in the automotive aftermarket industry. Chapter 2 deals with the concept of loyalty and loyalty programs. The supply chain (setting) will be discussed in chapter 3. In chapter 4 the reasoning behind the conceptual model is explained. The formed hypotheses can also be found in this chapter, as well as the contribution to literature. The research method can be found in chapter 5. A remark here has to be made that the steps described in this chapter were executed parallel to the development of the conceptual model in chapter 4. The final chapter is chapter 6, which deals with the data-analysis, the conclusions and recommendations.

Chapter 2: Loyalty & Loyalty programs

§2.1 Loyalty

According to Bolton, Kannan & Bramlett (2000), increased customer loyalty leads to increased usage levels, (Rust, Moorman & Dickson, 2002), it can increase secure future revenues, and it can minimize the likelihood of customer defection (Anderson & Sullivan, 1993; Mithas, Jones & Mitchell, 2002).

In order to talk about loyalty, it should first be clear how loyalty is defined. Table 1 gives an overview of several definitions of customer loyalty.

Definition	Definition by
Customer loyalty is viewed as the strength of the relationship between an individual's relative attitude and their repeat patronage	Dick & Basu (1994)
"A deeply held commitment to rebuy or re-patronize a preferred product/service in the future " (p. 34).	Oliver (1999)
A commitment to do business with a particular corporation and purchasing their goods and services repeatedly .	McIlroy & Barnett (2000)
"The customer's intention to perform a diverse set of behaviours that signal a motivation to maintain a relationship with the focal firm" (p. 20).	Sirdeshmukh, Singh & Sabol (2002)
"The intention of a buyer to continue the purchasing relationship with a supplier and to expand the quantity and volume of this relationship" (p. 38).	Homburg, Giering & Menon (2003)

Table 1: Definitions of Customer Loyalty

Yanamandream & White (2006) ask their respondents to define customer loyalty in a business context. Respondents mention several dimensions of loyalty, like **repurchasing** over an **extended period of time**, the development of confidence or trust, preferential treatment, value, **commitment** and **relationship**-specific investments. Long term is the key. Some respondents mentioned that being

recognized, and receiving useful current market information, and being made to feel as part of an industry network or family can influence their customer loyalty.

Based on the definitions and description, key words of customer loyalty are relationship, long term and an intention or, even better, a commitment to repurchase. The definition of Oliver (1999) captures the essence of these words. It captures the essence of loyalty which is repurchase a product of service and includes another essential aspect of loyalty, which is a long term focus. The word commitment suggests determination and is reminiscent of some form of a relationship. The definition of Oliver (1999) seems to be the most powerful one of all above mentioned definitions. Therefore, this definition of customer loyalty will be used in this thesis.

It is agreed on that loyalty consists of an attitudinal and a behavioral component (Dick & Basu, 1994; Cooil, Keiningham, Akosy & Hsu, 2007; Han, Kwortnik & Wang, 2008). In the article by Raimondo, Miceli & Costabile (2008), it is mentioned that the attitudinal dimension of loyalty consists of a favourable attitude toward a firm or a brand (relative to other firms offering the same product or service), where the behavioral dimension consists of repeated buying behaviour. Rundle-Thiele & Bennett (2001) distinguish behavioral and attitudinal loyalty in a way that behavioral loyalty deals with (brand) loyalty in terms of the actual purchases observed over a time period and attitudinal loyalty deals with stated preferences, commitment or purchase intentions. Chaudhuri & Holbrook (2001) describe it the following way: “Behavioral, or purchase, loyalty consists of repeated purchases of the brand, whereas attitudinal brand loyalty includes a degree of dispositional commitment in terms of some unique value associated with the brand (p. 82)”. Geyskens, Steenkamp & Kumar (1996) mention that attitudinal loyalty produces positive outcomes for organizations, because it gives rise to stronger and more stable relationships, reduces opportunism, and generates positive word of mouth. In marketing literature, attitudinal loyalty is often described as preference for the brand (Bennett & Rundle-Thiele, 2002). “Therefore, brand preference may in fact be regarded as a higher order construct in the sense that “preference” would likely be an outcome based upon customers’ expectations or experience (i.e. satisfaction)” (Keiningham, Cooil, Aksoy, Andreassen & Weiner,

2007, p. 364). Brand preference can be described as the degree to which consumers prefer specific brands relative to competing alternatives (Rundle-Thiele & Mackay, 2001).

The focus here will be on attitudinal loyalty, since indirect customers are taken into account. It is hard or even impossible to measure behavioral loyalty in this setting, since most of the times there are no data of the customers' past or current purchase behaviors.

Following Roehm, Bolman Pullins & Roehm Jr (2002), Yi & Jeon (2003), Bell & Lal (2002) en Mägi (2003), loyalty programs are able to stimulate both attitudinal loyalty and behavioral loyalty.

§2.2 Loyalty Programs

Several authors have defined what a loyalty program is. An overview can be found in table 2.

Definition	Definition by
“Marketing efforts which reward and, therefore, encourage loyal customer behavior in order to increase the profitability of stable customer relationships ” (p. 474).	Sharp & Sharp (1997)
“An integrated system of marketing actions, which aims to make member customers more loyal ” (p. 8)	Leenheer, Bijmolt, Van Heerde & Smidts (2002)
“Coordinated, membership based marketing activities designed to enhance the building of relational attitudes and behaviours among customers toward a particular brand or firm” (p. 243).	Lacey, Suh & Morgan (2007)
“A program that allows consumers to accumulate free rewards when they make repeated purchases with a firm. Such a program rarely benefits consumers in one purchase but is intended to foster customer loyalty over time ” (p. 20).	Liu (2007)
“ Long-term-oriented programs that allow consumers to accumulate some form of program currency, which can be redeemed later for free rewards” (p. 94).	Liu & Yang (2009)

Table 2: Definitions of Loyalty Programs

Looking at the given definitions of loyalty programs, it can be seen that these definitions are closely linked to the definitions of loyalty, since the key words of loyalty can also be found in the definition of a loyalty program. In short, a loyalty program is a program that enhances customer loyalty.

Looking at the definitions of Sharp & Sharp (1997) and Leenheer, Bijmolt, Van Heerde & Smidts (2002), a loyalty program encourages loyal customer behavior and aims at making program members (even) more loyal. It can be considered as a measure or method to create or encourage loyalty.

Customers are rewarded when purchasing goods or services of the firm. All above mentioned definitions of a loyalty program capture some important aspects. In order to come up with a more complete and extensive definition, the definitions of Sharp & Sharp (1997), Lacey, Suh & Morgan (2007) and Liu (2007) are combined into the following definition:

A loyalty program is a long-term-oriented program for encouraging loyal customer behavior or enhancing the building of relational attitudes and behaviours among customers toward a particular brand or firm by allowing customers to accumulate free rewards when they make repeated purchases with a firm.

§2.3 Goals of Loyalty Programs

The most general form of a goal of a loyalty program is mentioned earlier: a loyalty program should enhance loyalty or enhance sales or profit, or as Liu (2007, p. 19) states that a loyalty program increases customer loyalty by rewarding customers for doing business with the firm. However, more detailed descriptions can be found.

Sharp & Sharp (1997) state that a loyalty program can create a win-win situation for both the initiating company as its customers. “The customers receive monetary and non-monetary benefits for proven loyalty, which is supposed to increase their satisfaction and their inclination to engage in further loyal customer behaviour. The providers benefit from positive effects on turnover and profits of loyal business relationships” (Stauss, Schmidt & Schoeler, 2005, p. 231; from Sharp & Sharp, 1997). A side-effect is thus that a loyalty program increases a customer’s satisfaction.

Kivetz & Simonson (2002) add that a loyalty program stimulates customer purchase behavior by providing rewards to customers who sign up for the program. This introduces the repurchase aspect which can be found in the definitions of loyalty and loyalty programs.

Uncles et al. (2003) suggest that a loyalty program can increase sales revenues by raising purchase/usage levels and/or increase the range of products bought from the supplier, besides building a closer bond between the brand and current customers hoping to maintain the current customer base.

According to Stauss, Schmidt & Schoeler (2005), the goal of a loyalty program is to realize an economic benefit of long-term business relationships by rewarding loyal customer behaviour with special services or rebates and thereby at the same time promoting this loyal behaviour. In this goal, the long-term aspect is present.

Butscher (1998) mentions that a loyalty program can increase revenue, profit or market share, build a strong database, win new customers and enhance the communication between the company and the customers, increase visit, purchase and usage frequency or improve product, brand and company image. The first stage of relationship marketing of Coviello et al. (2002) is considered as database marketing. It uses technology-based tools in order to target and retain customers. A customer database can contain information about account status, back orders, product shipments, product returns, claims history and internal operating costs which all can contribute to a better understanding of the customer behavior (Injazz & Popvich, 2003). Leenheer & Bijmolt (2008) consider customer databases as crucial in order to obtain customer knowledge, especially in so called mass markets (based on Grönroos, 1999; Mulhern, 1997; Winer, 2001). In their article, it is mentioned that this customer knowledge can provide better customer-specific insights into product preferences, marketing-mix responses and other things. They furthermore believe that the enhancement of customer knowledge is, besides the enhancement of customer loyalty, a key potential benefit of a loyalty program. The customer insights are mentioned in the goal of a loyalty program by Nunes & Drèze (2006), which is that a loyalty program can retain customers, increase spending, and gain customer insights. According to Campbell (2003), customer knowledge is about understanding the needs and wishes of customers. This can be done on individual or segment level. Coviello et al. (2002) and Hogan, Lemon & Rust

(2002) acknowledge customer knowledge as an important tool to enhance customer loyalty in mass markets.

Research by Leenheer & Bijmolt (2008) confirms that customer knowledge, obtained through loyalty program data, enhances customer loyalty.

The study by Stauss, Chojnacki, Decker & Hoffman (2001) indicates that the membership in an automotive customer club has a remarkable positive impact on the customer's relationship satisfaction and retention.

§2.4 Loyalty Program Effectiveness

Liu & Yang (2009) propose three sets of factors that represent the main market entities involved in determining the success of a loyalty program: the focal loyalty program, the consumers (i.e., target market), and rival programs and firms (i.e., competition). "Program-related factors explain a firm's internal strategies that can contribute to the success of a loyalty program, whereas consumer and competition factors represent things in the external environment that are equally important to loyalty program performance" (p. 94).

§2.4.1 Program-Related Factors

Liu & Yang (2009) mention three key specifications for a loyalty program; participation requirements, point structure, and rewards.

Participation requirements involve the convenience and cost of participation. Distinctions made by Lin & Yang (2009) are voluntary versus automatic enrolment and free versus fee-based membership. Regarding the convenience aspect (effort), there are loyalty programs that automatically accumulate collected points, whereas other programs require more effort from consumers, like manually entering codes (O'Brien & Jones, 1995). O'Brien & Jones (1995) state that the convenience of participation can affect the appeal of a loyalty program.

Point structure “involves how reward points are issued, what the point thresholds are for redeeming rewards, and whether a tiered structure is used” (Liu & Yang, 2009, p. 96). According to Van Osselaer, Alba & Manchanda (2004), consumers’ choices are affected by the way reward points are issued over each purchase (ascending points versus same points per purchase). Lin & Yang (2009) suggests that point issuance should not be determined arbitrarily and it should not be a nuisance to consumers.

Regarding point threshold, the point threshold for a free reward should not be too high. Otherwise (average) customers will consider it as unobtainable and will then dismiss it as irrelevant. For the tiered structure aspect (e.g., gold and platinum memberships based on spending levels (Liu & Yang, 2009)), Kopalle, Neslin, Sun, Sun & Swaminathan (2007) find that “program tiers create a point pressure effect on purchases by both price-conscious and service-oriented consumers, whereas the frequency reward itself creates such an effect only for price-conscious consumers” (Liu & Yang, 2009, p. 96).

Choice and availability of rewards include, according to Liu & Yang (2000) reward value and cost, actual rewards offered, and compatibility with the brand. Considerations suggested by O’Brien and Jones (1995) are reward ratio, variety of reward redemption options, and aspirational value of rewards. Research on the aspirational value aspect by Kivetz & Simonson (2002) showed that its effects are moderated by effort requirement. When effort requirement is considered high, a more luxury reward is preferred, whereas a less aspirational necessity reward is preferred when effort requirement is low. Both Roehm, Pullis & Roehm Jr. (2002) and Yi & Jeon (2003) find that brand-congruent rewards are more effective than incongruent rewards. This effect is, however, moderated by factors such as consumer involvement and promotional reactance.

Kim, Shi & Srinivasan (2001) try to identify the optimal conditions for offering cash versus free products as rewards. They find, with the use of game theory, that offering cash is better if there are few price-sensitive heavy buyers, whereas offering free products is more effective when the heavy buyer group is large or not very price sensitive.

Research by Kivetz & Simonson (2002) shows that when program requirements are higher, consumers are more likely to favour luxury over necessity rewards. This effect will be stronger for

work-related consumption effort than for pleasure-related consumption effort. Furthermore, consumers are more likely to join a loyalty program offering a luxury reward, when program requirements are higher.

§2.4.2 Consumer Characteristics.

Liu & Yang (2009) state that the success of the loyalty program is determined by the reaction of the customers to the program.

Both Lal & Bell (2003) and Liu (2007) examine the moderating effect of consumers' usage levels.

The results of these studies show that the biggest increase in spending and purchase frequency happens among light buyers, in spite of the tradition believe of loyalty programs as a defence mechanism mainly for heavy buyers. Kivetz & Simonson (2003) examine the effect of perceived effort advantage and find that it is not the effort required, but the perceived effort advantage a consumer has over other consumers affects the likelihood of joining a program. This perceived effort advantage again can be driven by consumers' usage levels.

Liu & Yang (2009) point out that the effect of this (perceived) effort advantage may stimulate program joining decisions but may not carry over to what consumers do after they have joined a program.

Liu & Yang (2009) mention that other moderating effects of consumer characteristics, such as socio-demographics, shopping orientation, future orientation, variety seeking and price sensitivity have been researched by several researches, but that few of these factors have received empirical support. Only future orientation and price sensitivity have received some support.

Kopalle & Neslin (2003) state that loyalty programs are found to be more appealing to consumers who do not heavily discount future benefits, since loyalty programs reward consumers' current behaviour at some point in the future. Kopalle et al. (2007) find price sensitivity to moderate consumers' reactions to program design elements (Liu & Yang, 2009).

Liu & Yang (2009) point out that firm-specific behaviour and attitudes are better predictors of consumer reaction to a loyalty program.

§2.4.3 Competition-Related Factors.

Most loyalty programs face competition from competing programs that offer similar benefits, and enrolment in multiple programs is common.

Liu & Yang (2009) bring up that there are only four published studies that have considered loyalty programs in a competitive setting. “Two of these studies (Mägi, 2003; Meyer-Waarden, 2007) find that consumers’ holding loyalty program cards from competing chains reduces the share of wallet and customer lifetime for the focal chain. However, they do not consider the direct effect of competition on program performance, nor do they identify the reasons for competitive influence” (Liu & Yang, 2009, p. 97).

Studies by Nako (1992) and Kopalle & Neslin (2003) examine the competition of loyalty programs more specific and take into account the effect of firm-level factors in the research. “Nako (1992) analyzes travel records from three firms in the Philadelphia and Baltimore metropolitan areas. The results show that the value of a frequent-flier program increases with the airline’s share in a traveller’s main airport, suggesting the influence of a firm’s market position on the success of its loyalty program. Along similar lines, Kopalle and Neslin (2003) model loyalty program competition and demonstrate that free rewards offered by firms charging higher prices are valued more by consumers. However, this proposition is not empirically tested and is likely to be constrained by model assumptions about market conditions and consumer behaviour (Liu & Yang, 2009, p. 97).

Chapter 3: Supply Chain

It is very interesting to take a look at loyalty (programs) in a (service) supply chain setting. Especially since there is nothing known about indirect loyalty and one's intentions to use a loyalty program.

There is no clarity whether wholesalers and retailers are loyal to a supplier or whether a (supplier) loyalty program is also suitable for these indirect customers.

§3.1 Supply Chain

In the first chapter the definition of a supply chain of Christopher (1992) was given. This definition was chosen, since it is considered to be the most complete definition. Other definitions of a supply chain can be found in the following table:

Definition	Definition by
A supply chain is the network of organizations that are involved in the different processes and activities that produce value in the form of products and services delivered to the ultimate consumer, both upstream and downstream. A supply chain thus consists of multiple firms, both upstream (supply) and downstream (distribution), and the ultimate consumer.	Christopher (1992)
A set of firms that pass materials forward. These companies range from firms that are involved in the manufacturing of a product till a firm that places the product in the hands of the end user. One can think of raw material and component producers, product assemblers, wholesalers, retailer merchants and transportation companies.	La Londe & Masters (1994)
The alignment of firms that brings products or services to market.	Lambert, Stock & Ellram (1998)
"A set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer" (p. 4).	Mentzer, DeWitt, Keebler, Min, Nix, Smith & Zacharia (2001)

Table 3: Definitions of Supply Chain

Mentzer et al. (2001) distinguishes three levels of supply chain complexity: a 'direct supply chain', an 'extended supply chain', and an 'ultimate supply chain'.

“A direct supply chain consists of a company, a supplier, and a customer involved in the upstream and/or downstream flows of products, services, finances, and/or information. An extended supply chain includes suppliers of the immediate supplier and customers of the immediate customer, all involved in the upstream and/or downstream flows of products, services, finances, and/or information. An ultimate supply chain includes all the organizations involved in all the upstream and downstream flows of products, services, finances, and information from the ultimate supplier to the ultimate customer” (p. 4). Organisations can be part of several supply chains.

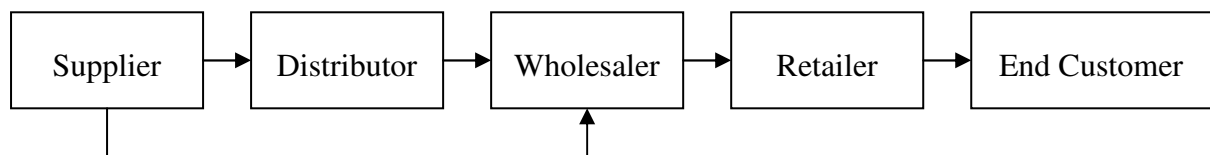


Figure 1: Overview of the Existing Supply Chain for this Research.

Cooper et al. (1997) address the importance to see the channel as an integrated whole and understand the channel as a true system, whereby each player in the channel can affect the other channels, directly or indirectly, as well as the ultimate, overall channel performance. An important factor for this overall performance is, according to Power (2005), supply chain relationships (management of relationships between trading partners). La Londe & Masters (1994) address that supply chain management can improve effectiveness and efficiency.

§3.2 Supply Chain Management

Mentzer et al. (2001) draw a distinction between supply chains as phenomena that exist in business and the management of those supply chains; a supply chain is simply something that exists (often also referred to as distribution channels), while supply chain management requires overt management efforts by the organizations within the supply chain (p. 4).

Definition	Definition by
Supply chain management deals “with the total flow of materials from suppliers through end users” (p. 97).	Jones & Riley (1985)
“An integrative philosophy to manage the total flow of a channel from earliest supplier of raw materials to the ultimate customer, and beyond, including the disposal process. (p. 68).	Cooper, Ellram, Gardner & Hanks (1997)
“Supply Chain Management is the integration of key business processes from end user through original suppliers that provides products, services, and information that add value for customers and other stakeholders (Lambert & Cooper, 2000, p. 66).	Global Supply Chain Forum ¹
“The management of multiple relationships across the supply chain” (p. 65)	Lambert & Cooper (2000)
"The management of upstream and downstream relationships with suppliers and customers to deliver superior customer value at less cost to the supply chain as a whole" (p. 5).	Christopher (2005)
“The integration of the flows of material, information and financing around three competitive priorities: price, delivery and quality” (p. 29)	Stading & Altay (2007)

Table 4: Definitions of Supply Chain Management

¹ a group of non-competing firms and a team of academic researchers with the objective to improve the theory and practice of Supply Chain Management.

Ballou, Gilbert & Mukherjee (2000) distinguish three dimensions of supply chain management: intra-functional coordination, coordination of inter-functional activities, and coordination of inter-organizational supply chain activities. The intra-functional coordination deals with the administration of the activities and processes within the logistics function of a firm. Coordination of inter-functional activities includes activities that take place among the functional areas of a firm, such as between logistics and finance, logistics and production, and logistics and marketing. Coordination of inter-organizational supply chain activities deals with activities that take place between legally separate firms within the product-flow channel, such as between a firm and its suppliers.

As mentioned in the introduction chapter, Verhoef (2003) state that supply chain revenues are not optimized without determinants as loyalty, satisfaction and anticipation of customer needs. The GSCF (Global Supply Chain Forum) consider (customer) relationship management as a key supply chain process (Lambert & Cooper, 2000). According to Handfield & Nichols (1999), one of the three principal elements of an integrated supply chain is supply chain relationships. Based on Power (2005) and Wood (1997), Handfield & Nichols (1999) conclude that integration of the supply chain has the potential to improve profit potential and competitive position. Kwon & Suh (2004) also emphasize that relationship management is important for supply chain integration. They furthermore state that supply chain management requires knowledge of relationship-building skills.

Lambert, Stock & Ellram (1998) suggest that customer relationship management is a key process in order to successfully implement supply chain management, since the focus is on meeting the customer's requirements. La Londe & Masters (1994) explain that the idea behind supply chain management is that to manage the movement of material (throughout a firm) in an organic and systemic way. This can improve both effectiveness and efficiency. Mentzer et al. (2001) state that supply chain management requires partners to build and maintain long-term relationships, since supply chain management is made up of a series of partnerships between buyers and suppliers in order to be effective (based on Cooper, Elram, Gardner & Hanks, 1997; Ellram & Cooper, 1990; Tyndall, Gopal, Partsch & Kamauff, 1998). These firms working together is about mutually sharing

information, risks, and rewards that yield a competitive advantage. Successful supply chain relies on forming strategic partnerships with long-term orientations.

In order to achieve improving effectiveness and efficiency by introducing supply chain management, La Londe & Masters (1994) mention several elements; a long-term understanding to do business with each other on mutually favorable terms and working on developing high levels of trust and commitment to the relationship. Although these elements are related to logistical integration, an overlap can be found with the loyalty concept.

Both the long-term element as well as the commitment element can be traced back to the definition of loyalty. Doing business over a long term suggests a relationship and can be translated to a repurchase intention, overseeing the logistic context. Delgado-Ballester & Munuera-Alemán (2001) let brand loyalty consist of customer commitment and brand repurchase intentions. According to Raimondo et al. (2008), trust is, together with satisfaction, the most studied determinant of loyalty.

A positive effect of trust on loyalty is generally supported by several studies (Singh & Sirdeshmukh, 2000; Chaudhuri & Holbrook, 2001; Harris & Goode, 2004; Han et al., 2008).

Garbarino & Johnson (1999), Chiou, Droge & Hanvanich (2002) Sanzo, Santos, Alvarez & Vazquez (2007) find trust to influence some sort of loyalty. Raimondo et al. (2008) mention that the most advanced forms of loyalty are significantly based on trust.

According to De Ruyter, Moorman & Lemmink (2001), Bansal, Irving & Taylor (2004) and Han et al. (2008), trust affects commitment. Sharma & Patterson (2000) state that trust is a strong predictor of commitment.

§3.3 Relationship Management

According to Vavra (1995), relationship management is highlighted as a means to keep customers loyal. Liu & Yang (2009) confirm that loyalty programs have become an important component of firms' relationship management strategies. Leenheer & Bijmolt (2008) consider a loyalty programs as a best fit within the early stages of relationship management. According to Coviello, Brodie, Danaher & Johnson (2002), relationship management activities happen on a large scale, particularly in service industries.

A relationship develops between a customer and an organisation when there are benefits to both parties from one or more exchanges (Bhattacharya & Bolton, 2000). Danaher, Conroy and McColl-Kennedy (2008) mention several reasons why firms want a relationship with their customers and the other way around. Firms can gather knowledge about their customers, which helps them to better understand their customers. What do their customers need and want? What are their interests and their changing values? A better understanding of their customers may contribute to the development of new products and services, more appropriate promotion, and more effective distribution strategies.

Furthermore, Bell, Auh & Smalley (2005) mention that the size and complexity of the transactions between the customer and the firm are likely to increase in long-term relationships. This can result in greater returns for the firm. A third reason comes from Gwinner, Gremler & Bitner (1998) and Bell et al. (2005). Gwinner et al. (1998) state that customers that are familiar with a firm (its processes and systems) are expected to have more realistic expectations of what the firm can achieve for the customer. Bell et al. (2005) add that such customers have a better understanding of what information they need to provide the firm (Danaher et al., 2008, p. 44).

Both Reinartz & Kumar (2003) and Rust, Lemon & Narayandas (2005) mention that customer capital is built up over time. Firms try to hold on to the customers that are more valuable to the firm than others because of their lifetime value. "If the relationship is a highly valued one by the customer, he or she is less likely to defect (Macintosh, Lockshin & Spawton 1997) and more likely to spread positive word of mouth (Priluck, 2003)" (Danaher et al., 2008, p. 44).

Confidence benefits (knowing what to expect from the service encounter and thereby reducing anxiety), social benefits (“such as being personally recognized by employees of the firm and perhaps developing friendships between customers and employees” (Danaher et al., 2008, p. 45)) and special treatment benefits (like a price discounts and faster or customized additional service) are three key relational benefits mentioned by Gwinner et al. (1998) why customers want to engage in a relationship with a firm.

Sheth & Parvatiyar (1995) mention an efficiency benefit for customers when they form a relationship with a single firm. Time and cognitive effort may be saved, since the customer’s choices are reduced. Danaher et al. (2008) explain: “This may seem at first to be counterintuitive, but having to constantly make decisions about where and what to buy from the myriad of available choices is tiresome, and busy people in particular may find this tedious” (p. 45).

As stated earlier, Leenheer & Bijmolt (2008) consider a loyalty programs as a best fit within the early stages of relationship management. This is based on articles by Coviello, Brodie, Danaher & Johnston (2002), Day (2000) and Berry (1995). Coviello et al. (2002) consider a customer database as the very first step. It uses technology-based tools in order to target and retain customers. Day (2000) notices a shift of firms from focusing on getting customers to keeping customers. To achieve this objective a deep understanding of their customers’ needs has to be developed. Their offerings should be as closely as possible to these needs, and by giving continuing incentives the customer is expected to concentrate most of their purchases with them. Berry (1995) classifies the first step in relational strategies as those that rely primarily on pricing incentives to secure customer loyalty. The focus of these three researches is on the creation of customer databases, the improvement of customer knowledge and customer value, and the enhancement of loyalty. Therefore, Leenheer & Bijmolt (2008) conclude that the benefits of loyalty programs fit very well with these relationship-management.

In the article by Lambert & Cooper (2000), the key supply chain processes identified by members of The GSCF (Global Supply Chain Forum) are mentioned. One of the key supply chain processes is (customer) relationship management. According to Mithas, Krishnan & Fornell (2005), customer relationship management applications (CRM) are likely to have an effect on customer satisfaction for (at least) three reasons. First, CRM applications help firms customize offerings to suit the individual tastes of customers by accumulating information. Customized offerings enhance the customers' perceived quality of products and services. Because perceived quality is a determinant of customer satisfaction, CRM applications indirectly affect customer satisfaction through their effect on perceived quality. Second, "CRM applications enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts. Both an improved ability to customize and a reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction" (p. 203). Third, CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, Krafft & Hoyer 2004). Mithas et al. (2005) conclude that effective management of customer relationships is the key to managing customer satisfaction and customer loyalty.

Liu & Yang (2009) consider loyalty programs as an important component of firms' relationship management strategies. Loyalty programs are an important customer relationship management tool (Liu, 2007; Liu & Yang, 2009; Lewis, 2004). "Although loyalty programs have been around for quite some time, consumer enthusiasm to embrace these programs has not abated but rather has rapidly grown over the recent years. Many firms have installed loyalty programs as a core component of their marketing strategy. This proliferation of loyalty programs reflects a changing market environment that is increasingly characterized by intense competition, more demanding and knowledgeable consumers, and a development toward relationship marketing and customer relationship management in marketing thinking and practice" (p. 93).

§3.4 After Sales Service

According to Levitt (1983), the initial sale of a product is a start of a seller–buyer relationship. A relation, or system contract, lasting over long periods of time is key to long-term profitability, and therefore is the after-sales function of a company considered as crucial.

As can be read, the long term part of loyalty and loyalty programs is also traceable to an after sales setting. Since this research addresses loyalty in the automotive aftermarket industry, this section will focus on an important part of this (service) supply chain setting. Saccani, Johansson & Perona (2007) considering the design of the after-sales supply chain of strategic value, since practitioners and researchers agree that after-sales services should cover a major role in manufacturing firms, for profitability and customer retention potential. This after-sales aspect might especially be important in developing relationships with indirect customers, since there is no contact with the customers during the initial sale of a product and therefore these after-sales service, together with the perception of (the quality) of a product, will determine whether the customers are satisfied and will buy the product again.

Considering the automotive setting, Devaraj et al. (2001) examine the effect of, among other things, after-sale service on consumers' intentions to repurchase vehicles (from the original dealer). After-sale service is expected to be a key determinant of consumers' purchase intentions (Taylor & Baker, 1994; Archer & Wesolowsky, 1996; Woodside, Frey & Daly, 1989; Bitner, 1990; Cronin & Taylor, 1992) Devaraj et al. (2001) hypothesize that, in the automotive industry, customer loyalty is affected not only by the image of the brand, but also by the quality of service received (of the dealership that sells the brand). Service quality is found to have a positive effect on service satisfaction, which in turn has a positive effect on self-reported repurchase intentions.

Saccani et al. (2007) mention several terms used in literature for what is called after-sales service; customer support, product support, technical support, and service (Goffin & New, 2001). Saccani et al. (2007) define after-sales services for manufactured goods as “the set of activities taking place after the purchase of the product, devoted to supporting customers in the usage and disposal of goods” (p.

54). According to Oliva & Kallenberg (2003), product manufacturers should integrate services into their core product offerings (based on e.g. Bowen, Siehl & Schneider, 1991; Gadish & Gilbert, 1998; Quinn, Doorley & Paquette (1990); Wise & Baumgartner, 1999). Three reasons are mentioned. First, there are economic arguments. Following Knecht, Leszinski & Weber (1993) and Potts (1988), “substantial revenue can be generated from an installed base of products with a long life cycle and in general, services have higher margins than products (Anderson, Fornell & Rust, 1997) and services provide a more stable source of revenue as they are resistant to the economic cycles that drive investment and equipment purchases (Quinn, 1992)” (Oliva & Kallenberg, 2003, p. 160). Bundschuh & Dezvane (2003) also address economic benefits of after-sales service in firms manufacturing and selling durable goods. It can contribute to a company’s profitability, customer retention and product development and are a relevant source of revenue, profit and competitive advantage in most manufacturing industries. Bundschuh & Dezvane (2003) also state that the after-sales service market has been found to be up to four or five times larger than the market for new products. Wise & Baumgartner (1999) mention that after-sales services and spare parts may generate more than three times the turnover of the original purchase during the product life-cycle. Alexander, Dayal, Dempsey & Vander Ark (2002) state that returning customers are the most profitable ones, since less marketing effort and relationship building is required. After-sales service acquires a critical role as a mean to achieve customer satisfaction and retention. Goffin (1999) and Goffin & New (2001) mention that after-sales activities may act as a lever to increase the success rate when introducing new products. As a second reason, it is mentioned that customers are demanding more services. Service outsourcing rises because of pressure to downsize firms in order to become or create more flexible firms and higher levels of specialization due to narrower definitions of core competencies and increasing technological complexity. As a third reason, a competitive argument is mentioned; Services are harder to imitate, since they are less visible and more labor dependent. Therefore, services can become a sustainable source of competitive advantage (Heskett, Sasser & Schlesinger, 1997).

Oliva & Kallenberg (2003) mention three hurdles a company should overcome in making a transition into services. The first one is that companies might not believe in the economic potential of the service component for a product. Second, even if the service market potential is taken into consideration, a company may decide that providing services is beyond the scope of their competencies. The last reason is that, if a company realizes the service market potential and decide to enter that market, it may fail in deploying a successful service strategy.

Research by Saccani et al. (2007) suggests that there is no one best way to configure the after-sales supply chain. “A contingency approach is adopted by companies, based on multiple factors, such as the product characteristics (substitutability, complexity, life-cycle), the company after-sales strategy (e.g. focus on differentiation, service quality or cost), the service characteristics (intensity and customization) and the product distribution supply chain. All the factors listed above determine the choice that would optimize a trade-off between cost and service performance“ (p. 63).

Armistead & Clark (1991) state that in-house control of the execution of (after-sales) activities may be suitable when the main mission is to sustain brand image, customer satisfaction and customer loyalty in the long term.

Hertz, Johansson & De Jager (2001) mention that for Volvo automobile company, where a shift was made towards becoming more customer-oriented, effective management of the process of after-sales care of customer leads to a high loyalty rate.

Chapter 4: Conceptual Model and Hypotheses

The goal of this section is to build a conceptual model that helps answering the problem formulation by testing the hypotheses of the underlying conceptual model. This model is based on established literature, but will be extended compared to existing and tested models.

The main question for this research is:

- How can an effective business-to-business loyalty program be implemented in a supply chain setting?

Two sub questions were developed in order to assess the main question:

- What are factors that can contribute to a successful (effective) loyalty program?
- For which stage of the supply chain (wholesalers and / or retailers) should a loyalty program be developed (in order to create more demand)?

Loyalty can be affected by several factors and can be measured in several ways.

Factors that are found to affect (some sort of) loyalty in either a business-to-consumer setting or a business-to-business setting are satisfaction (Lam, Shankar, Erramilli & Murthy, 2004; Raimondo et al., 2008), trust (Agustin & Singh, 2005), value (Sirdeshmukh et al., 2002), relational equity (“the customer perception of distributive justice within a continuous customer-provider relationship” (Raimondo et al., 2008, p. 142)), corporate image (Andreassen, 1999), commitment, service fairness, service quality, commercial friendship (Han et al., 2008), information exchanges between buyer and seller, working arrangements between buyer and seller and flexibility of the supplier (Homburg et al., 2003). Raimondo et al. (2008) mention that customer satisfaction and trust are the most studied determinants of customer loyalty.

§4.1 Brand Loyalty

In this research the focus is on brand loyalty, although it can be argued that there is a giant overlap with customer loyalty and supplier loyalty in this case; If a customer is loyal to a certain brand, it can be classified as brand satisfaction but also as customer loyalty. The supplier where this research is performed, does not really produce the products but delivers the goods to their direct customers. The indirect customers (wholesalers and retailers) will not see it that way, since the company does not deliver the products to them. Therefore, they can't evaluate the company as a supplier, but evaluate the products. Supplier loyalty therefore becomes brand loyalty for this research.

Brand loyalty consists, in the research of Delgado-Ballester & Munuera-Alemán (2001), of customer commitment and brand repurchase intentions. Oliver (1999) defines brand loyalty as “a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior” (p. 34). Oliver (1997) and Pritchard, Havitz & Howard (1999) point out that commitment is closely related to loyalty.

Earlier a distinction is made between behavioral and attitudinal loyalty. Chaudhuri & Holbrook (2001) make this distinction concerning brand loyalty. “Behavioral, or purchase, loyalty consists of repeated purchases of the brand, whereas attitudinal brand loyalty includes a degree of dispositional commitment in terms of some unique value associated with the brand” (p. 82).

Following the article of Raimondo et al. (2008), Assael (1995) notes that brand loyalty is manifested not simply by repeated purchases but also by a commitment to the brand arising from a favorable attitude. Furthermore, Chaudhuri & Holbrook (2001) claim that attitudinal loyalty is the level of commitment of the customer toward the brand and in the definition of Oliver (1999) of loyalty it is stated that loyalty consists of “a deeply held commitment.....” (p. 34). Based on this, Raimondo et al. (2008) conclude that the concept of commitment significantly overlaps with the loyalty domain (p. 144).

§4.2 Brand Satisfaction

Satisfaction in this research will be brand satisfaction. The same reasoning that was given in the brand loyalty section can be applied here.

Busacca & Castaldo (2003) propose that loyalty is determined in terms of brand satisfaction in the first stages of a consumer-brand relationship. This develops as a result of the consumer's positive experiences with the brand (Ha & Perks, 2005), it positively affects brand commitment and repurchase intentions (Fullerton, 2005), and it improves the brand's reputation (Selnes, 1993). The hypothesis of Russell-Bennett, McColl-Kennedy & Coote (2007), satisfaction with a preferred brand relates positively with attitudinal loyalty to the preferred brand for business services, is supported. This is supported by Sheth & Parvatiyar (1995). Kiel (1977) explains that the greater the customer satisfaction with past buying or consuming experiences, the lower the probability of searching for external information in future similar circumstances. Kahn & Louie (1990) and Rothschild & Gaidis (1981) have found that if consumers have been satisfied with a brand, their satisfaction is reinforcing and leads to an increase in the probability of choosing the brand again. According to Jones & Suh (2000) and Pritchard et al. (1999), satisfaction with previous purchase experiences is likely to play an important role in determining future purchase behaviors particularly as an effort-minimization strategy.

Esch, Langner, Schmitt & Geus (2006) define brand satisfaction as "a cognitive evaluation of whether or not the exchange relationship with the brand is rewarding" (p. 100). Ha & Perks (2005) find that customer satisfaction has a significant impact on brand trust. According to Horppu, Kuivalainen, Tarkiainen & Ellonen (2008), brand satisfaction is identified as an important antecedent of brand trust (Lau & Lee, 2000; Delgado-Ballester & Munuera-Alemán, 2001; Zboja & Voorhees, 2006). Research by Delgado-Ballester, Munuera-Alemán & Yague-Guillen (2003) shows that (brand) satisfaction positively influences brand trust. This result is also found by Delgado-Ballester & Munuera-Alemán (2001) and Delgado-Ballester & Munuera-Alemán (2005).

Regarding this relationship of trust with satisfaction, it is considered that brand trust evolves from past experience and prior interaction (Hedaa, 1993; Rempel, Holmes & Zanna, 1985; Ravald & Grönross,

1996). For Curran, Rosen & Surprenant (1988), brand trust is a state of being that develops over time, and Garbarino & Johnson (1999) view trust as a high order mental construct that summarize consumers' knowledge and experiences. Therefore, brand trust is influenced by the consumer's evaluation of any direct (e.g., trial, usage) and indirect contact (e.g., advertising, word of mouth) with the brand (Keller, 1993; Krishnan, 1996). Among all of these different contacts with the brand, the consumption experience gains more relevance and importance as a source of trust. This is because, according to Dwyer, Schurr & Oh (1987) and Krishnan (1996), "it generates associations, thoughts and inferences that are more self-relevant and held with more certainty. In this sense, it can be postulated that the overall satisfaction, as a general evaluation of the consumption experience with a brand, generates brand trust (Ganesan, 1994; Selnes, 1998)" (Delgado-Ballester et al., 2003, p. 24).

This leads to the following hypotheses:

- H1. Brand Satisfaction positively influences Brand Loyalty.
- H2. Brand Satisfaction positively influences Brand Trust.

§4.3 Brand Trust

A positive effect of trust, the consumer's feeling that the seller will fulfil promises (Morgan & Hunt, 1994), on loyalty is generally supported by empirical studies (Singh & Sirdeshmukh, 2000). Trust is defined by Garbarino & Johnson (1999) as a perception of confidence in the partner's reliability and trustworthiness. Homburg et al. (2003) define trust as the perceived credibility and benevolence of the supplier as viewed by the customer (p. 40).

Sirdeshmukh et al. (2002) explain that customers that trust a firm have the tendency to purchase products and services of that firm systematically because of evidence of reliability in delivering expected value over time. Chaudhuri & Holbrook (2001) and Sanzo et al. (2007) have argued and empirically demonstrated that trust positively influences attitudinal loyalty "because trust creates exchange relationships that are highly valued" (p. 83) (Raimondo et al., 2008, p. 146). This explanation is also given by Morgan & Hunt (1994) for the relationship between brand trust and brand

loyalty. Loyalty underlies the ongoing process of continuing and maintaining a valued and important relationship that has been created by trust.

Harris & Goode (2004) and Han et al. (2008) demonstrate the direct effect of trust on loyalty, but also the influence on loyalty through satisfaction. Chiou et al. (2002) find that trust directly and indirectly (via satisfaction) influences word of mouth and affected traditional loyalty (repurchase). The direct effect of trust on traditional loyalty (repurchase) is only found for one of the two distinguished groups in their research.

Research by Garbarino & Johnson (1999) shows that trust affects repurchase intentions and commitment (attitudinal loyalty), but this (direct) effect is also only found for one of the distinguished groups in the research. Raimondo et al. (2008) mention that the most advanced forms of loyalty are significantly based on trust.

The emphasis in this research will be on brand trust. The same “translation” from several dimensions of loyalty to brand loyalty is also applicable for trust to brand trust.

Chaudhuri & Holbrook (2001) define brand trust as “the willingness of the average consumer to rely on the ability of the brand to perform its stated function” (p. 82). Delgado-Ballester et al. (2003) define brand trust as “a feeling of security held by the consumer in his/her interaction with the brand, that it is based on the perceptions that the brand is reliable and responsible for the interests and welfare of the consumer” (p. 11).

Brand trust is considered as a key determinant of brand loyalty (Chaudhuri & Holbrook, 2001). Trusted brands are purchased more often and evoke a higher degree of (attitudinal) commitment, which is a form of loyalty. Morgan & Hunt (1994) state that brand trust leads to brand loyalty or commitment, because trust creates exchange relationships that are highly valued. Doney & Cannon (1997, p. 37) suggest that trust is based on the ability of an object or party (e.g., a brand) to continue to meet its obligations and on an estimation of the costs versus rewards of staying in the relationship. At the same time, Doney & Cannon (1997) point out that trust “involves an inference regarding the benevolence of the firm to act in the best interests of the customer based on shared goals and values. Thus, beliefs about reliability, safety, and honesty are all important facets of trust that people

incorporate in their operationalization of trust” (Chaudhuri & Holbrook, 2001, p. 81). One can imagine that if a customer considers a brand as reliable, safe and honest, (the probability that) he or she will buy this product again next time. So, higher levels of brand trust may lead to higher levels of brand loyalty. Or the other way around, if you don’t trust a brand and you consider it as unreliable, unsafe and not honest, you are more likely to switch to another brand.

Delgado-Ballester et al. (2003) show that brand trust has considerable influence on brand loyalty.

Delgado-Ballester & Munuera-Alemán (2005) support this positive effect. Ha (2004) posits that high levels of brand trust may turn a satisfied customer into a loyal one.

Delgado-Ballester et al. (2003) mention that brand trust will positively relate to (brand) satisfaction.

This is likely, because if a brand can be regarded as reliable, safe and fair, customers will be rather pleased with this mark. Or in other words, if a brand can be trusted, this will contribute to the satisfaction with the brand. Delgado-Ballester & Munuera-Alemán (2005) describe a trustworthy brand as a brand “that consistently keeps its promise of value to consumers through the way the product is developed, produced, sold, serviced and advertised” (p. 188). It is not hard to believe that if a product or a brand lives up to its expectation (in other words, the brand is trustworthy), this will positively influence one’s satisfaction with the brand.

H3. Brand Trust positively influences Brand Loyalty.

H4. Brand Trust positively influences Brand Satisfaction.

So far, this leads to the following intermediate conceptual model.

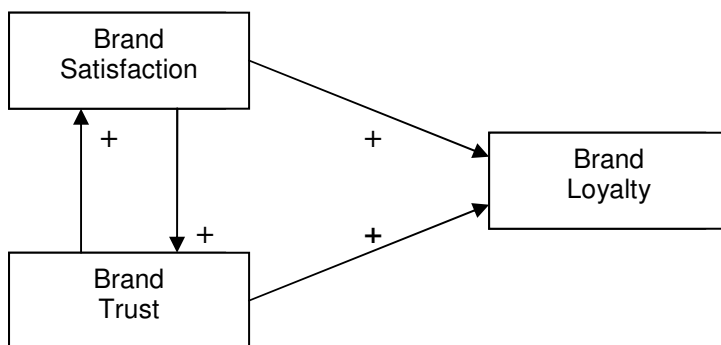


Figure 2: Intermediate Conceptual Model

Although these relationships have already been examined and supported for direct customers, it is interesting to see whether these relationships will stand for indirect customers in a supply chain setting.

Since this research examines whether a supplier loyalty program can be successful for indirect customers (wholesalers and / or retailers) this model should be elaborated with aspects regarding a loyalty program and the different types of customers (wholesalers and retailers).

§4.4 Intention to Use Loyalty Program

A new construct, Intention to Use Loyalty Program, is added to the model so far. It is chosen since respondents may regard themselves as (brand) loyal, but this may still prevent them to join a loyalty program. If one pronounces the intention to participate in a loyalty program, this is a step beyond the (brand) loyalty consideration. The success of a possible loyalty program depends of course if there is a loyalty at all, but also if a customer is intended to join a program. It is likely that customers that consider themselves loyal to a brand will rather participate in a loyalty program of that brand than customers that do not regard themselves as brand loyal. So, higher levels of brand loyalty will lead to higher levels of one's intention to use a loyalty program.

The studied antecedents of loyalty might also be antecedents of a customer's intention to use a program. It can be reasoned that satisfaction might have a direct effect on one's intention to join a loyalty program, since consumers' positive experiences with a brand (past buying or consuming experiences) will make a customer rather decide to join a loyalty program than bad experiences. This also has to do with the expectation that brand satisfaction is expected to lead to brand loyalty, since brand satisfaction is reinforcing and leads to an increase in the probability of choosing the brand again, and buying a brand again or the intention to buy a brand again will probably determine whether a customer wants to participate in a loyalty program. Brand satisfaction might, however, also have a direct effect, besides the expected indirect effect.

The same can be applied for brand trust; brand trust is expected to have an indirect effect on one's intention to use a loyalty program via brand loyalty, but it might also have a direct effect. It can be

reasoned that if a customer believes an object or party (e.g., a brand) is able to meet its obligations and can be considered as reliable, safe, and honesty, this will also count for a loyalty program this object or party (e.g., a brand) is setting up and therefore trust might have a direct effect on one's intention to join a loyalty program.

This leads to the following additional hypotheses:

- H5. Brand Satisfaction positively influences Intention to Use Loyalty Program.
- H6. Brand Trust positively influences Intention to Use Loyalty Program.
- H7. Brand Loyalty positively influences Intention to Use Loyalty Program.

Concerning the supply chain setting of this research, it is interesting to see if there are differences for the different customers (wholesalers and retailers, Dutch and Belgian customers) on the relationship between brand loyalty and intention to use loyalty program. Therefore, customer and cultural characteristics will come into play. If there are differences between the types of customers this could also be an indication on which customer level a loyalty program should be implemented in order to be successful.

§4.5 Price Consciousness

As stated earlier, it is interesting to see whether differences can be found in several customer groups. Therefore, customer (and later on cultural) characteristics will come into play. One interesting customer characteristic is price consciousness.

Homburg & Stock (2005) bring up that price consciousness is seen as an important element within the customer's decision-making process (e.g., Lichtenstein, Bloch & Black, 1988). Based on e.g. Monroe & Petroschius (1981), they define price consciousness as "the consideration of the price as a decision-making criterion (Homburg & Stock, 2005, p. 404). Price conscious customers compare prices on a regular base. A price increase would reduce their purchase volume.

It is mentioned that for a highly price conscious customer other criteria that may affect a purchasing decision (e.g., quality), will be less important to the customer. Therefore, the customer characteristic

price consciousness will also be included. Regarding the comment of Homburg & Stock (2005) that other criteria that may affect a purchasing decision (e.g., quality) will be less important to price conscious customers. Therefore, it is expected that price consciousness negatively moderates the relationship between brand trust and brand loyalty and the relationship between brand satisfaction and brand loyalty, since the price is very important to (highly) price conscious customers. The effect that brand satisfaction and brand trust are expected to have on brand loyalty will be lower for (highly) price conscious customers, since the price of a brand will influence their decision to (re)buy a certain brand more than brand satisfaction and / or brand trust. Therefore, a negative effect of price consciousness for these relationships is expected.

H8. Price Consciousness negatively moderates the relation between Brand Satisfaction and Brand Loyalty.

H9. Price Consciousness negatively moderates the relation between Brand Trust and Brand Loyalty.

§4.6 Customer Type

Concerning the supply chain setting of this research, it is interesting to see if there are differences for the different customer types (wholesalers and retailers) on the relationship between brand loyalty and intention to use loyalty program. If there are differences between the types of customers this could also be an indication on which customer level a loyalty program should be implemented in order to be successful. There is, however, no indication whether a difference is to be expected and what the effect of this difference may be (positive or negative). It is interesting to see whether the expected relationship between brand loyalty and one's intention to join a loyalty program is stronger for customers that stand closer to the supplier in the supply chain and thus also, whether the relationship is weaker for more indirect customers. That is why the following hypothesis is formulated this way;

H10. The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for wholesalers than for retailers.

§4.7 Country

It is also interesting to see if there is a (cultural) difference between the different countries in the in which this research will take place. Luxembourg is left out of this research, because of small (and statistically insignificant) amount of companies related to the automotive aftermarket industry.

Hofstede compares (a country's) culture on five dimensions; Power Distance Index, Individualism, Masculinity, Uncertainty Avoidance Index and Long-Term Orientation. Explanations of the several dimensions can be found in Appendix A.

Table 5 provides an overview of the score of Belgium and the Netherlands for these dimensions.

Country	PDI	IDV	MAS	UAI	LTO
Belgium	65	75	54	94	
Netherlands	38	80	14	53	44

Table 5: Overview of Hofstede scores of Belgium and The Netherlands

Derived from <http://www.geert-hofstede.com> (last accessed: 25 May 2009)

PDI: Power Distance Index

IDV: Individualism

MAS: Masculinity

UAI: Uncertainty Avoidance Index

LTO: Long-Term Orientation

As can be seen, there are differences for the two countries. Belgium scores higher on the Power Distance Index, Masculinity and Uncertainty Avoidance Index compared to the Netherlands. The score on the Individualism index is pretty much the same.

A higher score on the Power Distance Index indicates that it is accepted and expected that power is distributed unequally. This inequality is defined from below, not from above. Regarding the Masculinity dimension, a study by Hofstede reveals that women's values differ less among societies than men's values; in “feminine” countries women have the same modest, caring values as men, whereas in “masculine” countries they are somewhat assertive and competitive, but not as much as the men. The Uncertainty Avoidance Index indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures, and on the

philosophical and religious level. People in uncertainty avoiding countries are also more emotional, and motivated by inner nervous energy (<http://www.geert-hofstede.com>).

The differences for the different countries (the Netherlands or Belgium) on the Hofstede score might also come back in the relationship between brand loyalty and intention to use loyalty program.

The Masculinity score of Belgium indicates a certain level of competitiveness. Together with their high level of uncertainty avoidance, a loyalty program might be of more success in Belgium than in the Netherlands. Extras offered via a loyalty program might make a brand more attractive and thus more competitive. A loyalty program would also fit in their preference for structure and may reduce some uncertainty for the Belgium customers. The expected positive relationship between brand loyalty and intention to use loyalty program might be stronger for Belgium customers compared to Dutch customers.

H11. The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for Belgian customers than for Dutch customers.

§4.8 Conceptual Model and Hypotheses

Based on prior text, the following conceptual model is developed, which is an elaboration on the model of Delgado-Ballester, Munuera-Alemán & Yague-Guillen (2003).

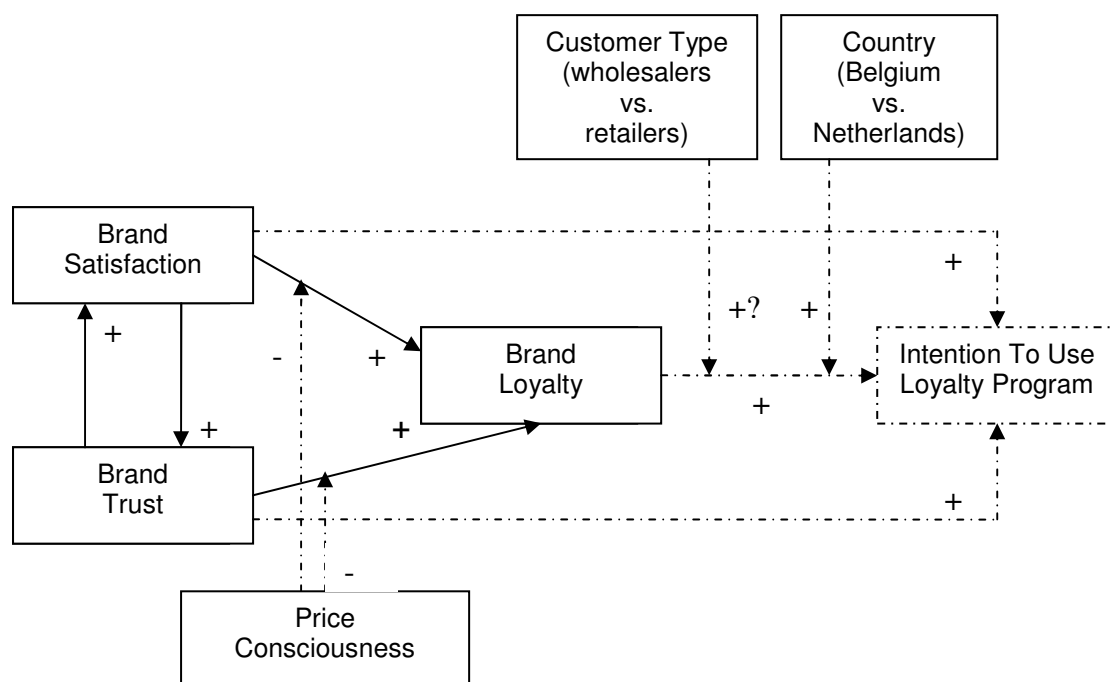


Figure 3: Conceptual Model

Based on this model, the following hypotheses and questions are developed:

- H1. Brand Satisfaction positively influences Brand Loyalty.
- H2. Brand Satisfaction positively influences Brand Trust.
- H3. Brand Trust positively influences Brand Loyalty.
- H4. Brand Trust positively influences Brand Satisfaction.
- H5. Brand Satisfaction positively influences Intention to Use Loyalty Program.
- H6. Brand Trust positively influences Intention to Use Loyalty Program.
- H7. Brand Loyalty positively influences Intention to Use Loyalty Program.
- H8. Price Consciousness negatively moderates the relation between Brand Satisfaction and Brand Loyalty.
- H9. Price Consciousness negatively moderates the relation between Brand Trust and Brand Loyalty.
- H10. The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for wholesalers than for retailers.
- H11. The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for Belgian customers than for Dutch customers.

As stated before, these expected relationships will be tested for indirect customers (wholesalers and retailers) of the supplier. All these hypotheses will be tested separately on wholesaler level (wholesalers model) and retailers level (retailers model), but also on a total level which includes both wholesalers and retailers (which will be referred to as the total model). Hypothesis 10 can, of course, only be tested in the total model.

For the practical part of setting up a successful (effective) loyalty program, preferences concerning the content of a loyalty program by the target populations will be asked in the questionnaires.

§4.9 Contribution to Literature

The dotted lines in the conceptual model indicate new, not previously examined, relationships and therefore mark the contribution of this research to the literature. The normal lines indicate relationships that have already been examined in other settings. However, even these lines can make a contribution since these relationships will be tested in a different setting and the model of the normal lines hasn't been tested as a whole before. For example, the research of Han et al. (2008) showed that trust positively influences satisfaction, which in turn positively influences loyalty. The research of Han et al. (2008) has a service context, which is also applicable for this research. In this research the focus is on brand loyalty, brand satisfaction and brand trust instead of customer loyalty customer satisfaction and customer trust, although it can be argued there is a giant overlap; if a customer is satisfied with a certain brand, it can be classified as brand satisfaction but also as customer satisfaction. Sanzo et al. (2007) confirm "the rest" of the model formed by the normal lines; satisfaction positively influences trust and trust positively influences (attitudinal) loyalty. The research of Sanzo et al. (2007) has a supplier context. This context is also applicable for this research, although the indirect customers will not see it that way, since the company where this research will take place, does not deliver the products to them. Therefore, they can't evaluate the company as a supplier, but evaluate the products. Supplier loyalty, supplier trust and supplier satisfaction therefore become brand loyalty, brand trust and brand satisfaction for this research.

The research that comes the closest to this research is the research by Delgado-Ballester et al. (2003). This research supports that brand satisfaction positively influences brand trust, brand trust on its turn positively influences brand satisfaction, and brand trust positively influences brand loyalty. "The missing link" if the research is compared to this conceptual model, is the positive relationship between brand satisfaction and brand loyalty. Thereby, it has to be noticed that Delgado-Ballester et al. (2003) mention that brand trust is positively related to brand satisfaction (p. 28), although this is not really tested.

It is interesting to see whether these relationships will also exist in the automotive aftermarket industry in times of economic crisis. Even more interesting is to see if these relationships also can be supported for indirect customers.

Chapter 5: Research Method

This research will be conducted at COMPANY.

§5.1 COMPANY and COMPANY Group

COMPANY (group) is an independent industrial group in the automotive industry.

§5.1.1 Project Background

The supply chain of COMPANY consists of distributors, wholesalers, retailers and the end customers.

Marketing activities are basically focused on distributors and sometimes wholesalers to support them in communicating to retailers (garages).

§5.1.2 Mission and Organization

COMPANY offers the market a comprehensive range of COMPANY products that are intended for car dealers, distributors of spare parts, and independent repairers in many countries around the world.

COMPANY always strives to maximize customer satisfaction, and therefore offers its customers a complete professional support on both the commercial and technical level. The innovative, efficient and rapid COMPANY is key to better sales and better service to your customers.

§5.2 Research Method

First of all, it is important to mention that the steps described in this section are executed parallel to the development of the conceptual model.

The research project is approached by following a process for the scientific testing of practical propositions, referred to as the reflective cycle (Van Aken; 2000). The reflective cycle consists of six steps. The fourth step, “Planning and implementing interventions”, is replaced by the regulative cycle of Van Strien (1997) that describes the process of this step in greater detail.² The steps of the research process used are described below.

- Problem: In order to conduct a research (with both a theoretical as well as a practical side), there has to be a situation that needs improvement or a problem that has to be solved or improved.

- Design method: a practical method is defined to provide a general solution to the class of problems. The method used for this research is described in this chapter.

- Choose case: The method needs to be translated in the context of a specific case, in this case the company and industry where this research will take place.

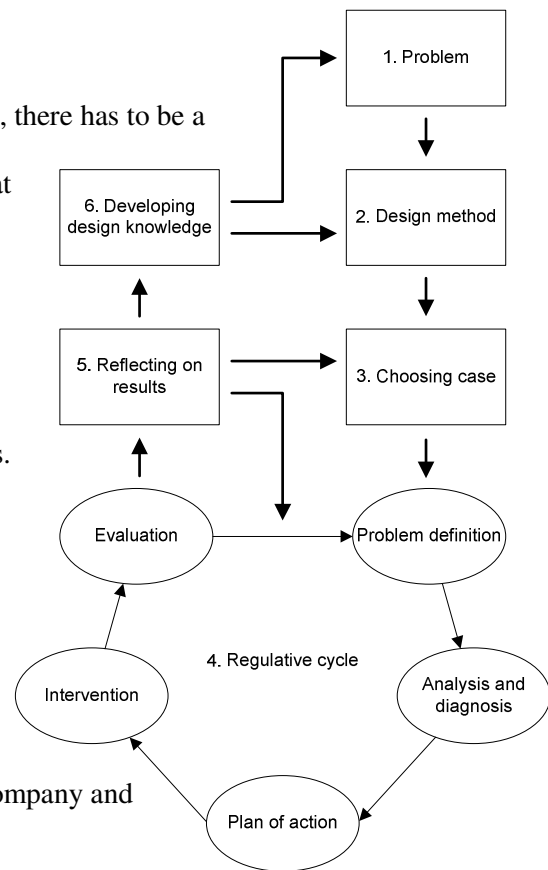


Figure 4: Reflective Cycle (Van Aken, 2000) & Regulative Cycle (Van Strien, 1997)

- Regulative cycle: the problem is described, after which it is analyzed and diagnosed. The following step is a proposed plan of action is proposed. In this research it is referred to as the conclusion along with additional recommendations. Both the intervention step and the evaluation step are outside the scope of this research.
- The next step is reflecting on results.
- The final step is the development of design knowledge. This design knowledge may lead to improvements in the method, to alterations in how we diagnose the class of situations, or to changes in the way the problem is defined.

In this section, all steps taken in the process will be described. As stated earlier, the steps described in this section were executed parallel to the development of the conceptual model.

§5.2.1 Interviews

At first, interviews (n=6) were held with employees of marketing (trade marketers) and customer service in order to get acquainted / become familiar with the company and the automotive market, but also to find out if they have some ideas and expectations about a loyalty program.

§5.2.2 Focus Group and Developing Questionnaires

A focus group has been composed, consisting of the manager, sales manager, a trade marketer and a sales representative. In total, the focus group consist of 5 people (n=5).

This group has been set up to give directions to the research and to do some brainstorming for the idea shaping for the questionnaire. As a results of the sessions held with this focus group, some interesting research areas (constructs) have been identified. Constructs and associated statements / questions have been looked up in the literature. A document with a lot of interesting constructs and associated statements / questions has been handed out to each member of the focus group. All members have read at this document separately from each other and have determine which constructs, but even which questions / statements are considered as interesting for the questionnaire.

Based on these results, a first version of a questionnaire has been made. This questionnaire has focused on relationships; the relationship between retailers & wholesalers and the relationship between wholesalers & distributors.

The questions have been translated from English to Dutch using a process of translation, back translation. "Back translation is the process of translating a document that has already been translated into a foreign language back to the original language, preferably by an independent translator. The nuances of translation are far-ranging. A literal word in one language, for example, may have no equivalent in another language, or could have a completely different "meaning" or effect in the translated language. No translation can be expected to convey perfectly the "meaning" of what consumers meant to convey in their own language.

Back translation can improve the reliability and validity of research in different languages by requiring that the quality of a translation is verified by an independent translator translating back into the original language. Original and back translated documents can then be compared”³.

Based on the feedback of the focus group, the questionnaire has been changed several times; attempts to shorten the questionnaire have been unsuccessful most of the time. Some constructs, statements and questions have been removed and other interesting things have been added.

After discussing the questionnaires with the general manager of COMPANY and consulting the supervisor of the university, the decision has made to change the questionnaire completely. Since these questionnaires focus on the relationship between retailers & wholesalers and the relationship between wholesalers & distributors, a conclusion about (the need for) a loyalty program for COMPANY would not be valid, since COMPANY was left out of the scope of the questionnaires.

The questionnaires therefore have been changed into questionnaires aiming at COMPANY.

Constructs and corresponding statements have been adapted from the literature and these questionnaires have also been translated from English to Dutch using translation, back translation.

The focus group has provided the necessary feedback and based on this feedback, the questionnaires have been adjusted, again.

Topics that have made it to the final questionnaires are of course the constructs used for the conceptual model and hypotheses; brand satisfaction, brand trust, brand loyalty, intention to use loyalty program and price consciousness, all related to COMPANY. Table 6 provides an overview of the references that are used for the questionnaires, sorted by constructs. If there are mentioned more references for one construct, this may mean that these different references have used the same questions in their research. In general, for each construct it is tried to use one and the same reference for all questions (or, as said before, multiple references with the same questions).

³ What is Back Translation? <http://www.asiamarketresearch.com/glossary/back-translation.htm>.
Last accessed: 12 June 2009

Construct	Adapted from / Reference
Brand Satisfaction	<ul style="list-style-type: none"> - Homburg, C., Giering, A. & Menon, A., (2003), Relationship Characteristics as Moderators of the Satisfaction-Loyalty Link: Findings in a Business-to-Business Context, <i>Journal of Business-to-Business Marketing</i>, 10, 35-62. - Zboja, J.J. & Voorhees, C.M., (2006) The impact of brand trust and satisfaction on retailer repurchase intentions, <i>Journal of Services Marketing</i>, 20, 5, 381–390. - Focus group COMPANY
Brand Trust	<ul style="list-style-type: none"> - Delgado-Ballester, E., Munuera-Aleman, J. & Yague-Guillen, M., (2003), Development and Validation of a Brand Trust Scale, <i>International Journal of Market Research</i>, 45, 1, 35-56. - Delgado-Ballester, E., (2004), Applicability of a brand trust scale across product categories: A multigroup invariance analysis, <i>European Journal of Marketing</i>, 2004, 38, 5, 573-592. - Esch, F-R., Langner, T., Schmitt, B.H. & Geus, P., (2006), Are brands forever? How brand knowledge and relationships affect current and future purchases, <i>Journal of Product & Brand Management</i>, 15, 2, 98–105. - Chaudhuri, A. & Holbrook, M.B., (2001), The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty, <i>Journal of Marketing</i>, 65, 81-93
Brand Loyalty	<ul style="list-style-type: none"> - Danaher, P.J., Conroy, D.M. & McColl-Kennedy, J.R., (2008), Who Wants a Relationship Anyway ? : Conditions When Consumers Expect a Relationship With Their Service Provider, <i>Journal of Service Research</i>, 11, 1, 43-62. - Chaudhuri, A. & Holbrook, M.B., (2001), The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty, <i>Journal of Marketing</i>, 65, 81-93.
Price Consciousness	<ul style="list-style-type: none"> - Homburg, C. & Stock, R.M., (2005), Exploring the Conditions Under Which Salesperson Work Satisfaction Can Lead to Customer Satisfaction, <i>Psychology & Marketing</i>, 22, 5, 393–420.
Intention to Use Loyalty Program	<ul style="list-style-type: none"> - Focus group COMPANY

Table 6: References of Questions for Constructs

There are also questions asked about a preference for the realization of a loyalty program (what kind of incentives are preferred) and whether there are things that COMPANY (or distributors) can do to make the work of wholesalers and retailers a bit easier.

Almost all statements can be answered on a 5 point Likert-scale. For the Intention to Use Loyalty Program factor and questions concerning incentives, a 3 point Likert Scale was used. Maurer & Pierce (1998) found that Likert-scale and traditional forms of measurement have similar reliability. A Likert-scale measure is essentially a combination of the two aspects of the traditional measurement. A response to a scale ranging from strongly agree to strongly disagree with a neutral response in the

middle may be practically equivalent to providing a yes or no and a confidence response. A response on the agree side of the scale may be equivalent to a yes response in the first aspect of a traditional measurement, whereas a response on the disagree side of the scale may be equivalent to a no response. The confidence, or strength, measurement in Likert-scale format is assessed as the distance away from the neutral response.

The final questionnaires have been tested by some wholesalers and retailers. This has been done in order to obtain an estimation of the time needed to fill in the questionnaire, but also to ask and see if all questions are clear and answered in the right way. Based on this test, a couple of little changes have been made.

§5.2.3 AutoVakRAI Visit

In the meanwhile, a visit has been paid to the AutoVakRAI in Amsterdam. AutoVakRAI is the national trade fair for the automotive industry. It is an innovative, dynamic and state-of-the-art environment where exhibitors and visitors can do business in a pleasant atmosphere.

The goal of this visit was to get to know the target population and to find out if there are things the target population really needs. It has also been an opportunity to see if there are already loyalty programs or loyalty aspects in the market.

However, the people did not say much. The answers they have been given, are pretty standard; there is a lot of need for training and educations and technical information is wanted very much. This is exactly what is already offered in the market, if one may believe so.

Only BOVAG (association of garage holders) stated that retailers (garages) need a better insight in the stocks of their suppliers, so they can have a better insight or better estimate delivery times.

BOVAG is a line organization of 11,000 entrepreneurs in the mobility sector. Companies which have specialized themselves in private cars, company cars and trucks, bikes, caravans, trailers, engine revision, car rent, carwash, driving instructions and filling station are welcome as a member.

Moreover, BOVAG is an employers' organization which deals with the policy on terms of employment, manpower services, working conditions and education. From:

<http://www.bovag.nl/smartsite.shtml?id=46277> (last accessed: 11 June 2009)

§5.2.4 Orientation of Marketing Activities in the Automotive Industry

For a good orientation about what is already offered in the automotive industry, (relevant) information of all kinds of companies in the automotive industry has been looked up via the internet. An overview of marketing activities offered in the automotive industry in the Netherlands and Belgium was made.

§5.2.5 Sampling and Surveying

After the questionnaires have been finalized, the lay-out has been done by a (external) marketing agency, which also has been taken care of translating the questionnaire from Dutch into French. The questionnaires have been printed and sent out.

The objective is to have at least 150 returned questionnaires, 75 for each type of customer (wholesalers and retailers). Hair, Black, Babin, Anderson & Tatham (2006) mention that a sample must have more observations than variables. The minimum absolute sample size should be 50 observations. Preferably the sample size should be 100 or larger. As a general rule, the minimum is to have at least five times as many observations as there are constructs. A more acceptable sample size would have a 10:1 ratio. For SEM models, models containing five or fewer construct, each with more than three items (observed variables) and with high communalities can be adequately estimated with samples as small as 100-150. If any communalities are modest, or the model, contains constructs with fewer than three items, then the required sample size is more on the order of 200. (Hair et al., 2006)

Since the size of the target population of wholesalers is many times smaller than the target population of retailers, the questionnaire for the wholesalers has been sent out in a separate envelope. This is done in order draw more attention to the questionnaire in the hope to attract more contributors. The questionnaire for retailers has been sent out with the magazine, an info bulletin of COMPANY.

In total 887 wholesalers questionnaires have been sent out and 25435 retailers questionnaires. A more detailed overview can be found in table 7. Regarding the large number of sent questionnaires for retailers, it was cheaper to send it out to all retailers that receive the Magazine than to send the questionnaire separately to fewer retailers due to postage costs.

<i>Type of Customer</i>	<i>Country</i>	<i>Language</i>	<i>Number of Questionnaires send</i>
Wholesalers	Netherlands	Dutch	584
Wholesalers	Belgium	Dutch	160
Wholesalers	Belgium	French	139
Wholesalers	Luxembourg	French	4
Retailers	Netherlands	Dutch	14124
Retailers	Belgium	Dutch	6519
Retailers	Belgium	French	4792

Table 7: Overview of Sent Questionnaires

Another reason for sending out this large number of questionnaires is that the expected response rate for both the two targets group will be extremely low. It is expected that both wholesalers and retailers are not interested in filling out questionnaires, since most of the time no advantages can be gained and they want to spend their time working instead of filling out questionnaires. Another reason that will contribute to a low response rate is that a lot of wholesalers and retailers might not even see the questionnaire, since they might think that the questionnaire is advertising mail and they will discard it immediately, without looking at it. So, in order to reach a level of returned questionnaires that will lead to statistical relevance (or power) of this research, many questionnaires were sent out. This, however, may lead to nonresponse error. “Nonresponse error occurs when the responses of participants differ in some systematic way from the response of nonparticipants” (Cooper & Schindler, 2003, p. 332).

Before the questionnaires and the Magazines were sent out, the lists with addresses had to be checked. This has proven to be an extensive task since many companies were listed several times with a slightly different spelling. About 30,000 addresses had to be compared.

After the questionnaires were sent out, some questionnaires returned to COMPANY.

These are all wholesalers-questionnaires since the envelopes are printed with the COMPANY address. The addresses of the returned questionnaires were checked. Some companies appeared to have moved or even been eliminated. These changes were immediately processed in the lists of addresses. The

retailers-questionnaires that return, will go to the company that sent the Magazine with the questionnaire.

There occurred to be a mix up in the address list of the Dutch speaking wholesalers in Belgium.

Therefore, these questionnaires have been sent again after 2 weeks. This, however, shortened the response time of these customers and therefore it is expected that there will be less questionnaires to be returned from Belgium.

Two weeks after the first batch of questionnaires were sent out, over 200 Dutch wholesalers were contacted by telephone. Random sampling of company size and geographic location was applied by contacting these wholesalers by alphabet. The wholesalers that were called were asked if they received the questionnaire and were willing to fill it out. Of these 210 companies, about 15 companies said they were working on the questionnaire. About 70 companies indicate that they were willing to take a look at the questionnaire if this was sent to them by email. This resulted in more than 30 extra filled out questionnaires.

A week after these phone calls 68 Dutch speaking Belgian customers were contacted by email. Of these customers a general email address was known.

The effective sample size and response rate for both target groups can be found in table 8.

<i>Type of customer</i>	<i>Number of questionnaires send</i>	<i>Effective sample size</i>	<i>Number of returned questionnaires (filled in)</i>	<i>Response Rate</i>
Wholesalers	887	847	95	11,22 %
Retailers	25435	25166*	120	0,48 %

Table 8: Effective Sample Size and Response Rate

(*this number is an estimation and does not have to be the exact number since there are still Magazine (and questionnaires) returning to the company that sent out the Magazine and questionnaires)

The difference between the response rates of wholesalers and retailers can be explained by calling over 200 Dutch wholesalers. On the phone, it was noticeable that a more personal approach leads to more response. A lot of people were more than willing to fill in a questionnaire. Some people were

sensitive to the fact that the questionnaires were for a graduation project, but especially the chance of winning a gift certificate or an iPod by filling in the questionnaire and sending it in, persuaded a lot of people to fill in the questionnaire.

It was a hopeless job to call the retailers for a couple of reasons; it would take a lot of time, since over 25,000 questionnaires were sent out to the retailers (and over 14,000 just in the Netherlands) and this time wasn't available, and most important, the phone numbers of the retailers were not known.

Of every questionnaire that has been filled in and returned, the responses were entered into a Microsoft Excel file and SPSS-file. Based on this database, analyses were made and reports were written. Everything concerning the data-analyses can be found in the next chapter.

In order to increase the response rate, every respondent was promised to receive a summary by email with basic information about the (results of the) questionnaires if they wanted this. Of the 95 returned wholesalers-questionnaires, 65 respondents have filled in their email address in order to receive a summary. For the population of retailers, this resulted in sending out 80 summaries to respondents of the total of 120 returned retailers-questionnaires. The summary included information about the respondents, the use of catalogs, the use of COMPANY products and reasons that were given for (not) participating in a loyalty program.

§5.3 Validity and Reliability

To ensure a high quality of the data collection, attention was paid to maximizing the validity and reliability aspects. Validity refers to “the extent to which differences found with a measuring tool reflects true differences among respondents being tested” (Cooper & Schindler, 2003, p. 231). There are several forms of validity.

Determination of content validity is judgmental and can be approached in several ways. To increase content validity, a lot of literature has been read about the topic of this research in order to come up with relevant questions for the questionnaire. In order to get more feeling with the automotive industry, several interviews have been held with employees of marketing (trade marketers) and customer service and a visit has been paid to the AutoVakRAI in Amsterdam in order to talk to the

target population. The focus group that has been composed, has also contributed to content validity, since the questionnaires have been based on what they feel is important to know of what is going on in the field and what may help in order to come up with an effective loyalty program (content-related). The questions that have made the final cut have been discussed as a group, but also separately in order to reach consensus. Also, the way the questions have been asked (construction), is discussed, in order to ensure (as far as it is possible) the target population understands what exactly is asked.

The sessions held with the focus group has also contributed to increased construct validity.

Most questions in the questionnaires have been adapted from literature and put in the context of this research. For some constructs, questions have been added that were “made up” by the focus group.

For the construct “Intention to Use Loyalty Program”, no questions have been found in the literature, since this is a new construct.

Testing the questionnaires by letting some wholesalers and retailers filling in the questionnaires and asking for feedback (Did they understand everything? Were there difficulties?) and analyzing the questionnaires whether everything is filled out correctly in the way it was intended, also contributed to validity, since it reduces the risk of misunderstanding.

Reliability has to do with the accuracy and precision of a measurement procedure (Cooper & Schindler, 2003). It refers to demonstrating that the operations of a study can be repeated, with the same results. The goal of reliability is to minimize the errors and biases in the study (Yin, 1994). If multiple measurements are taken, the reliable measures will all be consistent in their values. It differs from validity in that it relates not to what should be measured, but instead to how it is measured (Hair, Black, Babin, Anderson & Tatham, 2006).

In order to test validity and reliability, the following quality criteria will be examined:

AVE, Composite Reliability, R-Square and Cronbach's Alpha.

AVE :

Average Variance Extracted (AVE) is the variance in the indicators explained by the common factor.

AVE varies from 0 to 1, and it represents the ratio of the total variance that is due to the latent variable. AVE Values of 0.5 or more are considered satisfactory (Fornell & Larcker, 1981).

According to Dillon & Goldstein (1984) and Bagozzi (1991), a variance extracted of greater than 0.50 indicates that the (convergent) validity of both the construct and the individual variables is high.

Composite Reliability:

Composite reliability is described as the amount of scale score variance that is accounted for by all underlying factors; Composite reliability corresponds to the conventional notion of reliability in terms of classical test theory Composite reliability assesses the internal consistency of a measure (Fornell & Larcker, 1981). Values of 0.70 are considered adequate (Fornell & Larcker, 1981). Tseng, Dornyei & Schmitt (2006) suggest that composite reliability should be great than 0.60.

R-square:

SmartPLS provides only the R-squares for each dependent construct. The interpretation is identical to that of traditional regression.

Cronbach's Alpha:

Cronbach's Alpha is a "measure of reliability that ranges from 0 to 1, with values of 0.60 to 0.70 deemed the lower limit of acceptability" (Hair et al., 2006, p. 102).

Chapter 6: Data-Analysis, Conclusions and Recommendations

§6.1 Data-Analysis

All questionnaires that were returned and filled in properly (not too many missing data as far as the eye can see, not all neutral answers and no questionnaires with patterns of all the same answers), were entered into a SPSS-file and an Excel-file (open questions). In total, 95 wholesalers-questionnaires and 120 retailers-questionnaires were filled in and returned.

At first, a missing data analysis was performed. Hair et al. (2006) state that missing data under 10% for an individual case or observation can generally be ignored. This resulted in the deletion of 3 cases for both wholesalers and retailers, since they had more than 10% of missing data. After deleting the 6 questionnaires that had too much missing data, the wholesalers database (92 questionnaires) reported only 1.34 % of missing data for the questions used for the model. For the retailers database (117 questionnaires), this percentage was even less, 0.89%

The next step was the analysis of outliers. Since most of the questions had to be answered on a Likert-scale, only the open questions that had to be answered with a number were analyzed. The detected outliers were substituted for the mean value of that variable calculated from all valid responses. Mean substitution was also applied to fill in the missing data. Mean substitution is best used when there are relatively low levels of missing data (Hair et al., 2006). It is one of the most used methods since it is easily to implement and provides all cases with complete information. A disadvantage of this method is that it reduces the variance of the distribution.

Of the 92 wholesalers questionnaires, 72 were coming from the Netherlands (78.3%) and the resulting 20 came from Belgium (21.7%). The low percentage can be explained by two things: In total, there were send out 299 questionnaires to Belgium wholesalers. This number is much smaller than the 584 questionnaires that were sent out to Dutch wholesalers. And due to the mix up in the address file of the Belgium wholesalers, most of them received the questionnaire much later than the Dutch wholesalers and therefore that less time to fill it in and return it.

For the retailers, the division between Belgian and Dutch respondents was completely different. Of the 117 respondents, 63 were coming from the Netherlands (53.8%) and 54 came from Belgium (46.2%). This ratio is quite in line with the number of questionnaires that were sent out. In total, 14124 were sent out to Dutch retailers and 11311 to Belgian retailers.

The average number of employees is 16.9 for wholesalers against 7 for retailers.

On average, a wholesaler exists for 34 years, whereas a retailer exists for 35.3 year.

A wholesaler does business with their most important supplier for 21.2 years on average, a retailer for 20.2 years. The retailers are supplied 2.7 times a day, on average. 97.4% of the companies that have filled in the questionnaires have access to the Internet. 70% of the respondents (retailers) reported that their garage (retailer) is not part of a garage formula.

Some items on the questionnaire were reversed scaled, on purpose. This means that such an item is asked in the way that it would negatively contribute to a construct. It is often written down as a negation (includes the word 'not'). This was done in order to keep the respondents alert and as a mean to check whether they fill in the questionnaire in a consistent way and avoid patterns of the same answers. The scores on these questions were adjusted so that they have the proper scale and contribution to the construct.

With SPSS, the scores, percentage and standard deviation for all questions for all models were calculated.

As stated before, the answers were entered into a SPSS-file and an Excel-file (open questions). Since SPSS is not able to test a complete model, but only relationships between independent and dependent variables, the program SmartPLS was recommended to use to test the conceptual model. Therefore, the SPSS file was converted to a file suitable for SmartPLS.

About SmartPLS

Since SPSS is not able to test a complete model, but only relationships between independent and dependent variables, the program SmartPLS was recommended to use to test the conceptual model. Therefore, the SPSS file was converted to a file suitable for SmartPLS.

SmartPLS is a software application for (graphical) path modeling with latent variables (LVP). The partial least squares (PLS)-method is used for the LVP-analysis in this software. SmartPLS' team of developers is sited at the University of Hamburg (Germany), School of Business (Ringle, Wende, Will, (2005), <http://www.smartpls.de> , last accessed: 25 August 2009).

SmartPLS is, however, not capable to test a reciprocal relationship. This means two models have to be created for each model (total model which includes both wholesalers and retailers, the wholesalers model, and the retailers model), since it is hypothesized that there is a reciprocal relationship between brand trust and brand satisfaction.

PLS path models are formally defined by two sets of linear equations: the inner model and the outer model. The inner model specifies the relationships between unobserved or latent variables, whereas the outer model specifies the relationships between a latent variable and its observed or manifest variables. According to Henseler, Ringle & Sinkovics (2009) the popularity of PLS path modeling is rooted in four genuine characteristics: "First, the PLS path modeling algorithm allows the unrestricted computation of cause-effect relationship models that employ both reflective and formative measurement models (Diamantopoulos & Winklhofer, 2001). Second, PLS can be used to estimate path models when sample sizes are small (Chin & Newsted, 1999). Third, PLS path models can be very complex (i.e. consist of many latent and manifest variables) without leading to estimation problems (Wold, 1985). PLS path modeling is methodologically advantageous to CBSEM whenever improper or nonconvergent results are likely to occur. Furthermore, with more complex models, the number of latent and manifest variables may be high in relation to the number of observations. Fourth, PLS path modeling can be used when distributions are highly skewed (Bagozzi, 1994), or the independence of observations is not assured, because, as Fornell (1982, p. 443) has argued, "there are no distributional requirements" "(Henseler et al., 2009, p. 288-289). A (big) disadvantage of PLS path modeling is, that it does not provide any global goodness-of-fit criterion "(Henseler et al., 2009).

Temme, Kreis & Hildebrandt (2006) conclude that PLS path modeling software is, compared to programs for analysis of covariance structure models (*LISREL* approach), on equal footing regarding ease of use, but clearly lags behind in terms of methodological capabilities.

The first step in building the final model was finding if all variables make a significant contribution to the construct to which they belong for all three models (total model which includes both wholesalers and retailers, the wholesalers model, and the retailers model).

This resulted in the deletion of some variables (three for Brand Loyalty, two for Brand Satisfaction and one for Intention to Use Loyalty Program).

As a rule of thumb, any construct should at least have three variables. The bare minimum is two variables per construct. By deleting one variable of the construct Intention to Use Loyalty Program, this construct has only two variables. The other construct have three or more variables. An overview of the number of (significant) variables per construct can be found in table 9.

Construct	Number of (significant) variables per construct
Brand Loyalty	5
Brand Satisfaction	6
Brand Trust	3
Intention to Use Loyalty	2
Price Consciousness	4

Table 9: Number of (significant) Variables per Construct

All models contain the same variables, to keep it as consistent as possible. So, in each model the variables are removed that did not significantly contributed to the construct to which they belong.

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Brand Loyalty	0.46	0.76	0.54	0.64
Brand Satisfaction	0.43	0.81	0.64	0.74
Brand Trust	0.66	0.85	0.64	0.75
Intention to Use Loyalty Program	0.75	0.86	0.01	0.67
Price Consciousness	0.34	0.59		0.63

Table 10: Results PLS Analysis Total Model (Wholesalers and Retailers) (n = 209)

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Brand Loyalty	0.47	0.79	0.57	0.69
Brand Satisfaction	0.42	0.83	0.54	0.77
Brand Trust	0.58	0.80	0.54	0.65
Intention To Use Loyalty Program	0.76	0.86	0.00	0.76
Price Consciousness	0.49	0.78		0.70

Table 11: Results PLS Analysis Wholesalers Model (n = 92)

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Brand Loyalty	0.45	0.75	0.54	0.61
Brand Satisfaction	0.48	0.84	0.74	0.77
Brand Trust	0.74	0.89	0.74	0.82
Intention to Use Loyalty Program	0.68	0.81	0.02	0.60
Price Consciousness	0.30	0.43		0.58

Table 12: Results PLS Analysis Retailers Model (n = 117)

AVE :

Average Variance Extracted (AVE) is the variance in the indicators explained by the common factor.

AVE varies from 0 to 1, and it represents the ratio of the total variance that is due to the latent variable. AVE Values of 0.5 or more are considered satisfactory (Fornell & Larcker, 1981).

According to Dillon & Goldstein (1984) and Bagozzi (1991), a variance extracted of greater than 0.50 indicates that the (convergent) validity of both the construct and the individual variables is high.

Looking at the AVE scores of the three models, it can be concluded that the scores for the constructs Brand Trust and Intention to Use Loyalty Program are satisfactory. The scores for Brand Loyalty are close to 0.50. The score on Brand Satisfaction is a bit lower, although it approaches 0.50 for the retailers model. The scores for Price Consciousness are too low for the total model (wholesalers and retailers) and the wholesalers model, but for the retailers model it is almost 0.50. So, mixed results can be found on this measure.

Concerning discriminant validity, Hair et al. (2006) assess discriminant validity by comparing the variance-extracted estimates with the squared interconstruct correlations associated with that factor.

Or, the root square of AVE should be more than the correlation between LVs (Fornell & Larcker, 1981).

For the construct of Brand Trust and Intention to Use Loyalty Program, all variance-extracted estimates are greater than the corresponding interconstruct squared estimates, which is good. This also counts for most of values for Brand Satisfaction and Brand Loyalty. However, for Price Consciousness two values are below and two above.

In general, the discriminant validity is acceptable, except for Price Consciousness.

Composite Reliability:

Composite reliability is described as the amount of scale score variance that is accounted for by all underlying factors; Composite reliability corresponds to the conventional notion of reliability in terms of classical test theory. Composite reliability assesses the internal consistency of a measure (Fornell & Larcker, 1981). Values of 0.70 are considered adequate (Fornell & Larcker, 1981). Tseng, Dornyei & Schmitt (2006) suggest that composite reliability should be greater than 0.60.

For all models, the scores on this measure are very good, except for the Price Consciousness construct. For the retailers model this is very low (0.43), for the total model it is close to 0.60 and for the wholesalers model it is good (0.78).

R-square:

SmartPLS provides only the R-squares for each dependent construct. The interpretation is identical to that of traditional regression.

As can be seen, the level for the construct Intention to Use Loyalty Program is extremely low. So, very little variance is explained by this construct. This indicates that the construct probably should not be in the model.

All other values of the R-square are not extremely high, but acceptable.

Cronbach's Alpha:

Cronbach's Alpha is a "measure of reliability that ranges from 0 to 1, with values of 0.60 to 0.70 deemed the lower limit of acceptability" (Hair et al., 2006, p. 102).

The values for the constructs range from 0.58 to 0.82.

Except for the value of Price Consciousness for the retailers model, all values exceed 0.60, but the results are not fantastic. Brand Trust scores very high in the retailers model and Brand Satisfaction has an overall acceptable good score.

Based on this, it can be concluded that the validity and reliability is acceptable, but not great. Price Consciousness scores badly on all measures, which would indicate this factor has to be deleted. This means that hypotheses 8 (“Price Consciousness negatively moderates the relation between Brand Satisfaction and Brand Loyalty”) and 9 (“Price Consciousness negatively moderates the relation between Brand Trust and Brand Loyalty”) will not be included.

After the deleting the Price Consciousness construct, the quality criteria of all models have the following values:

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Brand Loyalty	0.46	0.77	0.53	0.64
Brand Satisfaction	0.43	0.81	0.64	0.74
Brand Trust	0.66	0.85	0.64	0.75
Intention to Use Loyalty Program	0.75	0.86	0.01	0.67

Table 13: Results PLS Analysis Total Model (Wholesalers and Retailers) after deleting Price Consciousness Construct (n = 209)

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Brand Loyalty	0.47	0.79	0.55	0.69
Brand Satisfaction	0.42	0.83	0.54	0.77
Brand Trust	0.58	0.80	0.54	0.65
Intention to Use Loyalty Program	0.75	0.85	0.003	0.76

Table 14: Results PLS Analysis Wholesalers Model after deleting Price Consciousness Construct (n = 92)

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Brand Loyalty	0.45	0.75	0.53	0.61
Brand Satisfaction	0.48	0.84	0.74	0.77
Brand Trust	0.74	0.89	0.74	0.82
Intention to Use Loyalty Program	0.68	0.81	0.02	0.60

Table 15: Results PLS Analysis Retailers Model after deleting Price Consciousness Construct (n = 117)

After this, the hypotheses were tested for each separate model. The level of alpha was set to 0.05.

Alpha (α) is the “significance level associated with the statistical testing of the differences between two or more groups. Typically, small values, such as 0.05 or 0.01, are specified to minimize the possibility of making a Type I error “(Hair et al., (2006).

An overview of the results of testing the hypotheses per model (significant or not), can be seen in Table 15.

Hypothesis	Total (wholesalers and retailers)	Wholesalers	Retailers
H1. Brand Satisfaction positively influences Brand Loyalty.	supported	supported	supported
H2. Brand Satisfaction positively influences Brand Trust.	supported	supported	supported
H3. Brand Trust positively influences Brand Loyalty.	not supported	not supported	supported
H4. Brand Trust positively influences Brand Satisfaction.	supported	supported	supported
H5. Brand Satisfaction positively influences Intention to Use Loyalty Program.	not supported	not supported	not supported
H6. Brand Trust positively influences Intention to Use Loyalty Program.	not supported	not supported	not supported
H7. Brand Loyalty positively influences Intention to Use Loyalty Program.	not supported	not supported	not supported
H10. The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for wholesalers than for retailers.	not supported	not supported	not supported
H11. The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for Belgian customers than for Dutch customers.	not supported	not supported	not supported

Table 16: Overview of Hypotheses and Results

§6.2 Conclusions

§6.2.1 Theoretical Conclusions

Based on the results of testing the hypotheses, the following final models can be drawn.

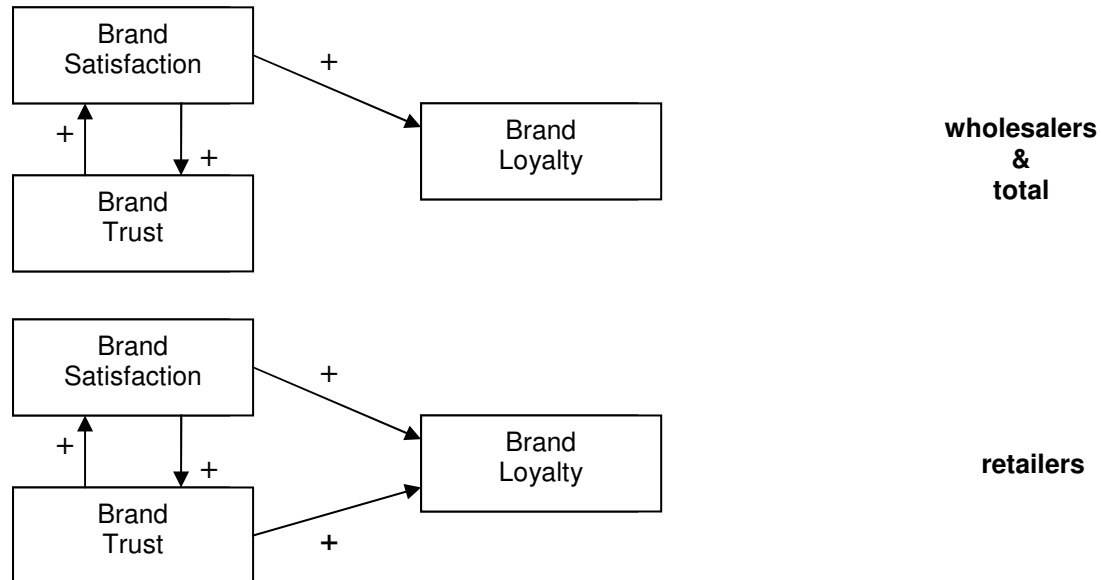


Figure 5: Final Models (Wholesalers, Retailers and Total (Wholesalers and Retailers))

As can be seen, the final wholesalers model corresponds with the final total model. The final retailers model differs from these models in the way that hypothesis 3 (“Brand Trust positively influences Brand Loyalty”) was supported for retailers, but couldn’t be supported for the wholesalers and the total model.

	Average score for wholesalers	Average score for retailers
Brand Loyalty	3.81	3.82
Brand Satisfaction	3.69	3.77
Brand Trust	3.75	3.82

Table 17: Average Score on the Brand Loyalty, Brand Satisfaction and Brand Trust constructs

As can be seen in table 17, the average scores on brand trust and brand satisfaction are a bit higher for retailers than for wholesalers, but the difference is not that big.

A possible explanation why a positive relation between brand trust and brand loyalty can be found on retailers level, but not on wholesalers level, can be that the retailers really work with the products, whereas wholesalers do not. Retailers mount the products in the car, while wholesalers only sell the product. For retailers is therefore important that components (and therefore the brand) can be trusted. If it turns out that they can trust a brand, this contributes to the (brand) satisfaction and both directly and indirectly to the brand loyalty.

For wholesalers, it is important that their customers are satisfied with a brand. If these customers are satisfied, this contributes to the (brand) satisfaction of the wholesaler, which on its turn will lead to (brand) loyalty of the wholesalers. Trusting a product contributes to satisfaction, but does not directly contribute to loyalty.

So, if a customer really uses or works with a product / brand, brand trust is more important than if they only sell the product / brand.

Another possible explanation is given in the article of Horppu et al. (2008). In their article, the article of Busacca & Castaldo (2003) is mentioned. Busacca & Castaldo (2003) propose that in the first stages of a consumer-brand relationship loyalty is determined by brand satisfaction. As consumers have positive experiences with the brand, it develops (Ha & Perks, 2005). It positively affects brand commitment and re-purchase intentions (Fullerton, 2005), and it improves the brand's reputation (Selnes, 1993). "Subsequently, as the relationship is prolonged, satisfaction is replaced by trust (Garbarino & Johnson, 1999). According to Berry (2000), trust is at the core of the value that a strong brand provides to its consumers because it enables them to understand the offering and to face the perceived risk associated with buying and consuming the product. A consumer who trusts in the brand is more willing to remain loyal to it, to pay a premium price for it, to buy new products introduced under it in the existing and in new categories, and to share some information about his or her tastes, preferences, and behaviour (Chaudhuri & Holbrook, 2001; Busacca & Castaldo, 2003)" (Horppu et al., 2008, p. 404).

Since the path weight from trust to satisfaction is higher for retailers (0.86) than for wholesalers (0.74) and the path weight from satisfaction to loyalty is lower for retailers (0.35) than for wholesalers (0.70), this theory could very good be true for this situation, which would indicate that the customer-

brand relationship between retailers and COMPANY is in a further stage than the relationship between wholesalers and COMPANY.

As what was expected, brand trust leads to brand satisfaction. This works also the other way around; brand satisfaction leads to brand trust. Brand satisfaction leads, on its turn, to satisfaction.

Although brand satisfaction is an antecedent of brand loyalty, it is not an antecedent of one's intention to use a loyalty program. Neither is brand trust, which is also an antecedent of loyalty for retailers.

Brand loyalty did also not significantly affect the intention to use a loyalty program.

The new construct Intention to Use Loyalty Program was added to the model, since it is interesting to see if respondents that regard themselves as (brand) loyal, also will join a loyalty program. If one pronounces the intention to participate in a loyalty program, this is a step beyond the (brand) loyalty consideration.

Since this is not the case, one may question why customers that are loyal to brand are not willing to participate in a loyalty program. This may have something to do that the questions addressing this construct may have been too focussed on COMPANY and how a possible loyalty program will be set up. Where the questions addressing the other constructs also had more general questions, the questions addressing the intention to use loyalty program construct were very specific for this case. Including more general questions may lead to other results.

A remark also has to be made that the intention to use loyalty program construct consisted only of two questions, after the deletion of one question. More questions might have been better and might have lead to different results. Although the quality criteria of this construct were acceptable, the very R-square value already indicated that the construct not really contributed to the model. The cross loadings tables of all models in appendix C shows that none of the other variables in the model loaded on the construct Intention to Use Loyalty Program. The highest value is 0,22 for one of the loyalty variable in the retailers models, but this value is still very low.

Another explanation why this relationship could not be supported and the construct Intention to Use Loyalty Program might be that customer can also decide whether they will join a loyalty program based on the content of a program and the ease of use of such a program.

The questionnaires addressed the content issue by asking them to list eight categories of incentives based on their own preferences. Providing the number one on the line before a category indicates that this respondent would prefer this category the most, the number eight represents the category of incentives the respondent wanted the least. This made it, however, not possible to see whether these incentives had some relationship with the Intention to Use Loyalty Program construct, since these preferences were not asked via a Likert-scale. Therefore, the measurement of the preferences regarding the incentives differs from the other questions in the questionnaires.

In order to let the Intention to Use Loyalty Program construct contribute to the model and let the relationship between Brand Loyalty and Intention to Use Loyalty Program be significant, questions regarding the ease of use of a program and content of a program, measured in a proper way, might do the trick. Since the loyalty program doesn't yet exist, other examples of loyalty programs might be shown in order to give an impression and to illustrate what is asked.

Hypothesis 11 (The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for Belgian customers than for Dutch customers) could also not be supported.

This hypothesis was formed based on the differences on Hofstede's dimension of masculinity combined with uncertainty avoidance.

Forgetting the non significance of the relationship for a moment, the moderating effect had a different sign for the different customer models. For the wholesalers model, it was a bit positive, were it was negative for retailers. However, since this moderating effect was found to be non significant, no conclusions can be drawn about whether a loyalty program would be more successful for Belgium or Dutch customers.

Hypothesis 10 (The relation between Brand Loyalty and Intention to Use Loyalty Program will be stronger for wholesalers than for retailers) was designed to see whether differences can be found for the different customer types (wholesalers and retailers) on the relationship between brand loyalty and intention to use loyalty program. If there are differences between the types of customers this could be an indication on which customer level a loyalty program should be implemented in order to be successful. This hypothesis could, of course, only be tested in the total model. Since the moderating effect was found to be non significant, no conclusions can be drawn about whether a loyalty program would be more successful for wholesalers or retailers. The non significant effect seems to be positive, however.

§6.2.2 Practical Conclusions

The practical conclusions are known by COMPANY and are left out of this report.

§6.2.3 In Answer to the Problem Formulation

This research focuses not only on what factors can lead to a successful (effective) loyalty program, but also on the question whether a supplier should stimulate loyalty in which step in the supply chain (in order to create more demand). A gap in literature can be found for business-to-business loyalty programs. To be more specific, those programs in a (service) supply chain setting are underexposed, since no programs were found that include indirect customers or both direct and indirect customers.

The main question for this research is:

- How can an effective business-to-business loyalty program be implemented in a supply chain setting?

In order to answer this to this question, two sub questions are developed:

- What are factors that can contribute to a successful (effective) loyalty program?
- For which stage of the supply chain (wholesalers and / or retailers) should a loyalty program be developed (in order to create more demand)?

As hypothesized, satisfaction has a positive effect on loyalty. Both trust as well as satisfaction influences each other in a positive way. Trust positively affects loyalty for wholesalers, but not for

retailers. An explanation for this difference can be that retailers really work with a product (they mount it on the car), whereas wholesalers only sell the product. If a customer really uses or works with a product / brand, brand trust seems to be more important than if they only sell the product / brand. Another possible explanation can be found in literature; Busacca & Castaldo (2003) propose that in the first stages of a consumer-brand relationship loyalty is determined by brand satisfaction. Subsequently, as the relationship is prolonged, satisfaction is replaced by trust (Garbarino & Johnson, 1999). For this specific case, this would indicate that the customer-brand relationship between retailers and the supplier is in a further stage than the relationship between wholesalers and the supplier.

No significant relation could be found between loyalty and the intention to use a program. This leads to the question why customers, that consider themselves loyal to a brand, are not willing to participate in a loyalty program. The relationship can be examined in future research by finding other measures for the intention to use a loyalty program construct. Questions for measuring this construct can address the ease of use and content of a loyalty program. It is interesting to see whether this relationship can be found for both direct as well as indirect customers.

No cultural difference could be found for this relationship for Belgium or the Netherlands, nor could a customer difference be found between wholesalers and retailers.

The antecedent(s) of loyalty, brand satisfaction and brand trust, are no significant antecedent(s) of the intention to use a loyalty program. Brand loyalty and brand satisfaction can therefore not be seen as an indicator of whether a loyalty program will succeed.

The automotive industry in the Netherlands and Belgium is in need of a new loyalty program. Both wholesalers and retailers can be considered as loyal and seem to be interesting in gaining any advantage they can get. Incentives seem to be very effective.

It seems wise to include both wholesalers and retailers in a possible loyalty program for a couple of reasons; Wholesalers make their own decision whereas retailers let wholesalers influence their choice for a brand. Wholesalers are willing to ask for another brand if it is interesting for them. A brand preference established on wholesalers level, can be passed on to retailers.

On the field of promotions, COMPANY, the supplier in this research, can gain a lot on both customer levels. A loyalty program can contribute to this. It can help gaining customer knowledge and make communication with indirect customers easier.

A major obstruction is, however, the manually entering of codes. Manually entering these codes costs time and therefore also money. Entering these codes based on a bar code with a bar code reader might save a lot of time. For this specific case is this however not yet possible and it is the question whether this will ever be possible.

Considering the content of the loyalty program, training, free products and factory visits are very popular. Gifts, trips and marketing support are also welcome. Subscription to specialist magazine and industrial clothing can be left out of the program. Technical information and support are considered as very important for both target groups and is needed very much.

All in all, it is hard to conclude whether a business-to-business loyalty program in a (service) supply chain setting might be effective / successful for both direct as well as indirect customers, since no antecedents of one's intention to join a loyalty program could be found. The success of a program will probably depend on the content of the program and the ease of use.

Satisfaction is positive for loyalty, but trust may even be more important for loyalty. Content related it is important to include business-wise interest, but it also seems to be attractive to include incentives for personal interests, especially for smaller companies.

§6.3 Recommendations

§6.3.1 Theoretical Recommendations

The most striking result discovered by this research is that brand trust positively influences brand loyalty for the retailers level, but not on wholesalers level. It is interesting to see if similarities can be found in other branches. Is it normal that trust leads to loyalty for customers that stand further from a company (supplier), while it does not for customers that are a bit closer to a company (supplier)? It is interesting to see whether this holds up for more extensive supply chains.

According to the article of Horppu et al. (2008), brand loyalty is first determined by brand satisfaction. As a relationship evolves, satisfaction is replaced by trust. This could be tested by repeating this research and adding the question how long they already use (or sell) COMPANY products. So, future research may include this question to test whether the explanation by Horppu et al. (2008) really holds up or whether it is the actual use of a brand that leads to this difference.

Another recommendation may lay in the construct Intention to Use Loyalty Program. No significant relationship between Brand Loyalty and this construct could be found. Also, the antecedent(s) of loyalty could not be distinguished as antecedent(s) of intention to use loyalty program. Also, the validity and the reliability of this construct seem to be adequate (except for the R-square), it might be too focused on the intended program for COMPANY, instead of being a bit general. Therefore, these relationships might not be significant for this case. It may, however, be interesting to see whether these relationships will be significant if a more general construct is chosen.

On the other hand, it could also be that the chosen variables were too general. The possible success of a loyalty program will probably depend on the ease of use of such a program and the content of the program. Statements or even illustrations will give the respondents a better idea of what is meant by the supplier, how the supplier sees such a program and this makes it more likely that respondents could indicate if they will join such a program.

It is also interesting to see whether the proposed relationships could be supported for direct customers. This research focuses on indirect customers.

No cultural difference could be found. A higher sample size may lead to significant results. It is also interesting to see whether all results will be the same if the sample size is higher. This may also reduce any nonresponse error.

This study focused on attitudinal loyalty because it included indirect customers of which no purchase data were available. It is interesting to see whether the results apply to behavioral loyalty. It will, however, be difficult to find a company in a supply chain setting that has all purchase data of their indirect customers.

§6.3.2 Practical Recommendations

The practical recommendations are known by COMPANY and are left out of this report.

Appendix A: Hofstede Dimensions

Power Distance Index (PDI) that is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. Power and inequality, of course, are extremely fundamental facts of any society and anybody with some international experience will be aware that 'all societies are unequal, but some are more unequal than others'.

Individualism (IDV) on the one side versus its opposite, collectivism, that is the degree to which individuals are integrated into groups. On the individualist side we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) which continue protecting them in exchange for unquestioning loyalty. The word 'collectivism' in this sense has no political meaning: it refers to the group, not to the state. Again, the issue addressed by this dimension is an extremely fundamental one, regarding all societies in the world.

Masculinity (MAS) versus its opposite, femininity, refers to the distribution of roles between the genders which is another fundamental issue for any society to which a range of solutions are found. The IBM studies revealed that (a) women's values differ less among societies than men's values; (b) men's values from one country to another contain a dimension from very assertive and competitive and maximally different from women's values on the one side, to modest and caring and similar to women's values on the other. The assertive pole has been called 'masculine' and the modest, caring pole 'feminine'. The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men's values and women's values.

Uncertainty Avoidance Index (UAI) deals with a society's tolerance for uncertainty and ambiguity; it ultimately refers to man's search for Truth. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures, and on the philosophical and religious level by a belief in absolute Truth; 'there can only be one Truth and we have it'. People in uncertainty avoiding countries are also more emotional, and motivated by inner nervous energy. The opposite type, uncertainty accepting cultures, are more tolerant of opinions different from what they are used to; they try to have as few rules as possible, and on the philosophical and religious level they are relativist and allow many currents to flow side by side. People within these cultures are more phlegmatic and contemplative, and not expected by their environment to express emotions.

Long-Term Orientation (LTO) versus short-term orientation: this fifth dimension was found in a study among students in 23 countries around the world, using a questionnaire designed by Chinese scholars. It can be said to deal with Virtue regardless of Truth. Values associated with Long Term Orientation are thrift and perseverance; values associated with Short Term Orientation are respect for tradition, fulfilling social obligations, and protecting one's 'face'. Both the positively and the negatively rated values of this dimension are found in the teachings of Confucius, the most influential Chinese philosopher who lived around 500 B.C.; however, the dimension also applies to countries without a Confucian heritage.

From: <http://www.geert-hofstede.com> (last accessed: 25 May 2009)

Appendix B: Automotive Industry in Times of an Economic Crisis: a (small) Selection of News Items (in Dutch)

Autoverkoop in Japan daalt met 32%

02-03-2009

[http://www.rtl.nl/\(/financien/rtlz/nieuws/\)/components/financien/rtlz/2009/weken_2009/10/0302_0715_autoverkooop_japan_daalt_32_procent.xml](http://www.rtl.nl/(/financien/rtlz/nieuws/)/components/financien/rtlz/2009/weken_2009/10/0302_0715_autoverkooop_japan_daalt_32_procent.xml)

Ook in Japan hebben de autoverkopen te lijden onder de economische crisis. Het aantal auto's dat in februari in Japan is verkocht, is met 32,4% gedaald ten opzichte van dezelfde maand een jaar eerder. De vereniging van dealers meldde maandag dat in februari 218.212 wagens werden verkocht. Een jaar eerder lag dat aantal nog op 322.613 auto's.

31,4% minder registraties

04-03-2009 <http://www.autokompas.nl/nieuws/2009/03/31-4--minder-registraties.html>

De registraties van nieuwe personenauto's is in februari 31,4 procent lager uitgevallen dan in dezelfde maand vorig jaar. In de eerste twee maanden van dit jaar zijn er nu 90.687 nieuwe auto's geregistreerd, wat 22 procent minder is dan in dezelfde periode vorig jaar. Dat blijkt uit cijfers van het RDC.

Toeleveranciers auto-industrie in een diepe crisis

10-03-2009

[http://www.rtl.nl/\(/financien/rtlz/nieuws/\)/components/financien/rtlz/2009/weken_2009/11/betten6615256.xml](http://www.rtl.nl/(/financien/rtlz/nieuws/)/components/financien/rtlz/2009/weken_2009/11/betten6615256.xml)

De toeleveranciers voor de auto-industrie hebben de omzetten wereldwijd met 20% tot 40% zien dalen. Daarmee bevindt de auto-industrie zich in de grootste crisis ooit, meldt strategisch adviesbureau Roland Berger. De marge daalde naar 3% in 2008, van 5,4% een jaar eerder, en zal naar verwachting dalen naar nul in 2009. Het adviesbureau verwacht dat toeleveranciers hierdoor niet meer aan hun betalingsverplichtingen zullen kunnen voldoen. Roland Berger denkt dat de markt pas in 2012 of 2013 zal zijn hersteld tot het niveau van 2007. De verkoop van personenauto's is in 2008 wereldwijd gedaald met 3%, met dalingen van 20% tot 30% in de VS, Europa en Japan.

Als gevolg van de klimaatdiscussie en veranderende behoeften van de consument, is met name ook het winstgevendste dure segment van de automarkt ingezakt, terwijl kleine, goedkopere auto's het marktaandeel zagen stijgen. Ook de vrachtwagenmarkt is ingestort, door afnemende handel wereldwijd en financieringsproblemen bij transporteurs.

Het adviesbureau zegt te verwachten dat de crisis de consolidatiegolf in de auto-industrie zal versterken, doordat goed presterende toeleveranciers noodlijdende concurrenten kunnen overnemen.

Consument wil geen nieuwe auto

11-03-2009 <http://www.autokompas.nl/nieuws/2009/03/Consument-wil-geen-nieuwe-auto.html>

Ruim één op de drie consumenten vindt het een slechte tijd om duurzame consumptiegoederen te kopen. Hoewel het percentage mensen dat deze mening is toegedaan sinds oktober 2008 flink is gedaald, is het duidelijk dat het een moeilijk jaar wordt voor de Nederlandse autobranche. Een lichtpuntje voor de branche is dat er eerder sprake lijkt te zijn van uitstel dan van afstel. En kleinere, groene auto's mogen zich op een toenemende belangstelling verheugen. Een en ander blijkt uit een onderzoek van TNS Nipo van het sentiment onder potentiële autokopers. In een dwarsdoorsnede van de belangrijkste autosegmenten op de Nederlandse markt is 19 procent van de autobezitters voornemens om in 2009 over te gaan tot de aanschaf van een nieuwe auto. Van deze groep heeft 17 procent de geplande aanschaf uitgesteld als direct gevolg van de crisis. 66 procent daarentegen geeft aan de plannen helemaal niet aan te passen als gevolg van het huidige economisch sentiment.

De eerste twee maanden van 2009 laten zien dat Nederlanders minder nieuwe auto's kopen dan vorig jaar, vooral van grote modellen. De kleinere modellen doen het ten opzichte van een jaar eerder in veel gevallen zelfs veel beter. Succesnummers in crisistijden zijn bijvoorbeeld de Fiat 500, de Ford Fiesta en de Mini. Als gevolg van de veranderende houding van consumenten ten aanzien van het milieu staan ook auto's met een milieuvriendelijk energielabel in de belangstelling. De in de statistieken zichtbare toename van de autoverkopen van deze modellen wordt gedeeltelijk aangejaagd door stringenter wet- en regelgeving op dit terrein. De consument voelt het financiële voordeel direct in de portemonnee. Naast hybride auto's zoals Toyota's Prius en de Honda Civic, mogen ook modellen die een facelift hebben ondergaan (zoals de Mazda 6) zich in een toenemende belangstelling van de autokoper verheugen. Dat geldt ook voor een aantal volledig nieuwe modellen als de Alfa Romeo Mito en modellen die een motorische aanpassing hebben ondergaan, waardoor zij in een zuiniger energielabelklasse terechtkomen (zoals de Audi A3 en de BMW 1-serie). Voor veel van deze modellen liggen de verkoopresultaten noemenswaardig hoger dan in dezelfde periode vorig jaar.

Autoverkoop EU -18,3 procent

13-03-2009 <http://www.autokompas.nl/nieuws/2009/03/Autoverkoop-EU--18-3-procent.html>

In februari zijn er in Europa 968,159 nieuwe personenauto's geregistreerd. Dat is 18,3 procent minder dan in dezelfde maand in 2008, die wel één werkdag meer telde. De afname kwam vooral op het conto van de nieuwe EU-lidstaten (-30,3 procent), terwijl in West-Europa de daling nog altijd 17,3 procent bedroeg. Dankzij de sloopregeling heeft de Duitse automarkt het gemiddelde nog iets omhoog gebracht. In de eerste twee maanden is de Europese markt voor personenauto's nu met 22,6 procent gekrompen vergeleken met vorig jaar. Een en ander blijkt uit ACEA-cijfers die vandaag bekend zijn gemaakt.

Duitsland kende dankzij een recente belastingmaatregel en de ingevoerde sloopregeling voor oudere auto's een groei van 21,5 procent. Het was daarmee met Luxemburg (+0,3 procent), het enige land in West-Europa dat een stijging in de registraties liet zien. Alle andere landen noteerden verliezen, variërend van 83,6 procent in IJsland tot 13,2 procent in Frankrijk, waar de daling ook werd verminderd door diverse initiatieven die het Franse wagenpark moeten verjongen. Belangrijke markten als de Britse (-21,9 procent), de Italiaanse (-24,4 procent) en de Spaanse (-48,8 procent) noteerden allemaal grote verliezen. In de eerste twee maanden van 2009 is het aantal registraties in West-Europa nu met 22,0 procent afgenomen. Alleen Duitsland heeft met +4,0 procent in die periode een groei laten zien. De Franse markt nam af met 10,6 procent, gevolgd door de Britse (-28,2 procent) Italiaanse (-28,5 procent) en Spaanse (-45,5 procent) markt.

In de nieuwe EU-lidstaten zijn de resultaten zeer verschillend. In Polen werden in februari 7,3 procent meer nieuwe personenauto's geregistreerd dan vorig jaar. Tsjechië daalde met 7,7 procent, Hongarije met 46,4 procent en Roemenië met liefst 66,5 procent. Over de eerste twee maanden van het jaar heeft Polen nu een plus van 0,7 procent ten opzichte van vorig jaar. Tsjechië (-10,0 procent), Hongarije (-31,4 procent) en Roemenië (-58,8 procent) volgen. Overall nam het aantal registraties in de nieuwe EU-lidstaten in de eerste twee maanden van 2009 af met 22,9 procent.

38,7% minder bedrijfswagens

25-03-2009 <http://www.autokompas.nl/nieuws/2009/03/38-7--minder-bedrijfswagens.html>

Het aantal registraties van nieuwe bedrijfswagens in Europa is nog nooit zo sterk gedaald als in februari 2009. 'Slechts' 129.580 stuks werden er geregistreerd, wat een afname betekent van 38,7 procent. Dat blijkt uit cijfers van ACEA, de Europese koepelorganisatie van autofabrikanten. De scherpe daling betreft alle voertuigcategorieën en alle landen. In West-Europa bedroeg de afname 38,1 procent, in de nieuwe EU-landen zelfs 44,0 procent. Over de eerste twee maanden is de Europese markt voor bedrijfswagens met 37,4 procent gedaald ten opzichte van dezelfde periode vorig jaar.

In de categorie lichte bedrijfswagens (tot 3,5 ton) bedroeg de afname in februari 38,1 procent om op een totaal uit te komen van 106.825. Het sterkst was de daling in Spanje (58,8 procent) en Groot-Brittannië (53,1 procent). Daarbij vergeleken viel de daling in Frankrijk met 22,1 procent nog mee. Van de nieuwe EU-landen deed Polen het ook nog niet zo slecht met een afname van 'slechts' 14,4 procent. In Tsjechië bedroeg die 35,0 procent. Na twee maanden bedraagt de daling in het aantal registraties van lichte bedrijfswagens 37,4 procent.

De verkoop van trucks (meer dan 16 ton) daalde met 46,4 procent. In heel Europa werden in deze maand 14.131 nieuwe trucks geregistreerd. De afname in de eerste twee maanden van 2009 bedraagt nu 40,5 procent ten opzichte van vorig jaar. De afname in de nieuwe EU-landen bedroeg maar liefst 67,9 procent, in West-Europa 36,5 procent.

Ontslag golf bij Alwaysbemobile

07-04-2009 <http://www.autokompas.nl/nieuws/2009/04/Ontslag-golf-bij-Alwaysbemobile.html>

The Alwaysbemobile Company ontkomt niet aan de gevolgen van de huidige economisch onzekere tijden. De organisatie heeft vandaag een inkrimping aangekondigd van het personeelsbestand op de hoofdkantoren te Veenendaal en Antwerpen. The Alwaysbemobile Company acht het tijdig nemen van kostenbesparende maatregelen noodzakelijk om ook in de toekomst gestalte te kunnen blijven geven aan de ingeslagen strategische koers. De marges rondom reparatie, onderhoud en banden staan fors onder druk in de particuliere en voornamelijk zakelijke markt. Vooral in de truck- en transportsector zijn de terugval van volume en de margedruk significant.

Vandaag neemt de organisatie in totaal afscheid van vijftien procent van de medewerkers in Nederland en Vlaanderen. Luc van Bussel, ceo van The Alwaysbemobile Company: "Het is bijzonder spijtig dat we het huidige succesvolle team niet in het geheel kunnen handhaven en afscheid moeten nemen van de nodige collega's. Deze inkrimping was echter onafwendbaar. We zijn genoodzaakt om tijdig kostenbesparende maatregelen te nemen om onze eerder vastgestelde toekomstplannen alsnog te kunnen verwezenlijken."

Eerder dit jaar kondigde Profile Tyrecenter, een van de retailformules die deel uit maakt van The Alwaysbemobile Company, een groot aantal nieuwe initiatieven en innovaties aan bij Profile Tyrecenter. Volgens Van Bussel gaan deze gewoon door. "Destijds is unaniem door onze franchisenemers in Nederland gekozen voor de herpositionering op automerkniveau, de aanscherping van de marketing- en promotiestrategie en de invoering van het symbool 'P' als kwaliteitsicoon. Hier gaan we dan ook onverminderd mee door," aldus Van Bussel.

The Alwaysbemobile Company, is een internationale merkonafhankelijke pionier in de ontwikkeling en exploitatie van banden, velgen en fullservice auto-onderhoud (inclusief APK) voor zowel de zakelijke als particuliere markt. The Alwaysbemobile Company ontwikkelt en exploiteert merkonafhankelijke automotieve formules en is formulehouder van onder andere de retailconcepten Profile Tyrecenter, 123 Autoservice, James Autoservice en abc Autoservice. In totaal maken 238 onafhankelijke allround autoservicebedrijven in Nederland, Vlaanderen en Roemenië deel uit van de onderneming. Het hoofdkantoor is gevestigd in Veenendaal (Nederland).

Eerste kwartaal Europa -17,2%

16-04-2009 <http://www.autokompas.nl/nieuws/2009/04/Eerste-kwartaal-Europa--17-2-.html>

De verkoop van personenauto's is in maart voor de elfde achtereenvolgende maand gedaald, en wel met 9,0 procent ten opzichte van vorig jaar, zo heeft ACEA becijferd. Dat minder slechte resultaat komt vooral doordat maart dit jaar gemiddeld drie werkdagen meer telde dan vorig jaar. Ook de sloopregeling in diverse Europese landen draagt bij aan het minder slechte cijfer. Over het eerste kwartaal van 2009 is de markt nu met 17,2 procent ingezakt en werden er in totaal 3.439.720 nieuwe auto's geregistreerd, tegenover 4.154.778 in het eerste kwartaal van 2008.

Het aantal nieuw geregistreerde personenauto's in West-Europa is met 1.429.445 slechts 8,0 procent minder dan in maart 2008. Dat komt vooral op het conto van Duitsland, dat de markt met 39,9 procent zag groeien als gevolg van de in januari geïntroduceerde sloopregeling. Ook Frankrijk (+8,0 procent) en Italië (+0,2 procent) profiteren van dergelijke maatregelen.

Dramatisch is de situatie in Groot-Brittannië, waar de registraties met 30,5 procent afnamen, wat een afspiegeling is van het algemene ontbreken aan vertrouwen in de Britse economie. Ook in Spanje (-38,7 procent) zitten de autoverkopen in zwaar weer. Over het eerste kwartaal van 2009 is de daling in West-Europa nu 16,3 procent ten opzichte van vorig jaar.

In de nieuwe EU-lidstaten werden in maart slechts 76.803 nieuwe auto's geregistreerd en dat is 25,4 procent minder dan vorig jaar. Groei was er desondanks in Slowakije, (+18,2 procent), waar ook een sloopregeling van kracht is, Polen (+2,5 procent) en Tsjechië (0,9 procent).

Jaguar en Saab Nederland failliet

29-04-2009 http://www.automotive-online.nl/home/6135-jaguar_en_saab_nederland_failliet.html

Kroymans' import-bv's van Jaguar en Saab zijn gistermiddag door de rechtbank failliet verklaard. Volgens Guido Pot van Jaguar vallen de activiteiten van Jaguar Nederland weer onder een onderliggende bv, hetgeen betekent dat de import zelf nu nog niet is stopgezet. Volgens Pot is het echter een kwestie van tijd voordat ook over deze bv faillissement wordt uitgesproken. Volgens ingewijden wordt er gesproken over een overname van de activiteiten door Land Rover, maar dit wil Pot niet bevestigen.

Dolf Polders van CNV Bedrijvenbond zegt dat hij van de curatoren inmiddels van bijna alle Kroymans-onderdelen een faillissementsverklaring heeft gehad. "De overige bv's worden ook failliet verklaard, dat is een kwestie van tijd." Een doorstart voor het Saab-importschap ligt lastig, zegt Polders. "Zolang het voortbestaan van het merk zelf onzeker is, is het lastig onderhandelen."

Inmiddels is voor 750 mensen ontslag aangevraagd, weet de vakbondsbestuurder. "Vijftig daarvan zijn door doorstarts weer aan het werk. Het kan natuurlijk zijn dat er daarnaast mensen individueel een andere baan hebben gevonden, daar hebben we geen zicht op."

Merkwaarde auto daalt 22%

29-04-2009 <http://www.autokompas.nl/nieuws/2009/04/Merkwaarde-auto-daalt-22-.html>

De gezamenlijke autofabrikanten hebben het afgelopen jaar wereldwijd 22 procent in merkwaarde verloren. Dat blijkt uit de Brandz top honderd die Millward Brown ieder jaar publiceert. Toyota staat in die merken top honderd onder autofabrikanten bovenaan, maar moest wel 15 procent van haar merkwaarde inleveren.

	Merk	Merkwaarde in miljarden dollars	T.o.v. 2008
1	Toyota	29,907	-15%
2	BMW	23,948	-15%
3	Porsche	17,467	-20%
4	Mercedes	15,499	-14%
5	Honda	14,571	-12%
6	Nissan	10,206	-13%
7	Ford	5,921	-46%
8	Volkswagen	5,847	-18%
9	Lexus	4,551	-21%
10	Chevrolet	4,329	-60%

Millward Brown stelt dat de kredietcrisis, structurele uitdagingen voor de autobranche en het gedaalde consumentenvertrouwen het nodige hebben gedaan om deze perfect storm te ontketenen. Daar kwam nog bij dat autofabrikanten moeite hadden gelijke tred te houden met de stijgende kosten.

De daling in merkwaarde trof vooral de auto-industrie in de Verenigde Staten, maar ook in Europa is de auto-industrie zwaar getroffen, al wordt in Europa beter ingespeeld op de ontwikkeling van brandstofefficiënte alternatieven. De luxemerken als BMW en Mercedes leden vooral onder de afnemende belangstelling onder zakelijke rijders. Toch staan dergelijke luxemerken als BMW, Porsche en Mercedes op een respectievelijke tweede, derde en vierde plaats in het rijtje van tien waardevolste automerken.

Schaeffler schrapt 8000 banen

08-05-2009 <http://www.autokompas.nl/nieuws/2009/05/Schaeffler-schrapt-8000-banen.html>

De Duitse onderdelengigant Schaeffler (INA, LuK, FAG) heeft door de overname van Continental met een schuld van €10 miljard te kampen. De banken eisen op korte termijn maatregelen. De verslechterde marktomstandigheden komen daar nog eens bij. Er moeten nu 8000 (van de wereldwijd 66.000) banen worden geschrapt, waarvan 5000 in Duitsland. In Duitsland zijn nu nog 28.000 medewerkers bij de onderneming actief.

Duitse merken in april onderuit

09-05-2009 <http://www.autokompas.nl/nieuws/2009/05/Duitse-automerken-in-april-onderuit.html>

De Duitse premium merken Audi, BMW en Mercedes-Benz hebben wereldwijd een slechte aprilmaand achter de rug.

Audi deed het relatief het beste met een min van bijna zes procent, maar BMW en Mercedes verkochten in april respectievelijk 23 en 25 procent minder nieuwe auto's. Audi wist in april 81.900 auto's te verkopen, BMW was goed voor 101.600 en Mercedes 91.000 stuks. Het positieve nieuws is dat het realiseren van 75 procent van het voor velen goede jaar 2008 nog niet eens zo verkeerd is.

Autoverkoop daalt 12,3% in EU

14-05-2009 <http://www.autokompas.nl/nieuws/2009/05/Autoverkoop-daalt-12-3--in-EU.html>

Voor de twaalfde achtereenvolgende maand zijn de registraties van nieuwe personenauto's in Europa gedaald. In april 2009 werden in totaal 1.251.862 nieuwe auto's geregistreerd. Dat is 12,3 procent minder dan in dezelfde maand een jaar eerder. Na vier maanden staat de markt nu op -15,9 procent.

In West-Europa daalde het aantal nieuwregistraties met 11,6 procent in april. Oostenrijk (+12,8 procent) en Duitsland (+19,4 procent) waren de enige landen die een groei lieten zien, wat voornamelijk het gevolg is van de alhier populaire sloopregelingen voor oude auto's. Buurlanden met een vergelijkbare regeling lieten afnames zien van minder dan tien procent: Frankrijk -7,1 procent, Italië -7,5 procent en Luxemburg -8,5 procent.

In andere landen was de situatie behoorlijk veel slechter. Britse en Spaanse registraties daalden met respectievelijk 24,0 en 45,6 procent. In West-Europa bedraagt de afname in de eerste vier maanden van 2009 nu 15,1 procent.

De nieuwe EU-lidstaten zagen hun resultaten met 21,4 procent dalen in april, met 83.430 nieuwregistraties. Polen (+2,4 procent), Tsjechië (+19,0 procent) en Slowakije (+43,5 procent) lieten nog groei zien, terwijl Hongarije (-51,5 procent) en Roemenië (-51,8 procent) scherpe dalingen lieten noteren. In de eerste vier maanden van 2009 is het aantal registraties in de nieuwe EU-lidstaten nu met 26,3 procent afgenomen.

500 miljoen voor nieuw Opel

28-05-2009 <http://www.autokompas.nl/nieuws/2009/05/500-miljoen-voor-nieuwe-Opel.html>

Euroda, de Europese dealerorganisatie van Opel/Vauxhall, biedt de Duitse regering in totaal vijfhonderd miljoen euro voor deelname in een van General Motors losgekopelde Opel-Vauxhall-corporatie. Jaap Timmer, president van Euroda, is tot dit offer bereid teneinde het voortbestaan van Opel te kunnen garanderen. "Dit is een historische kans voor de automobiellindustrie om dealers en fabrikanten te laten samenwerken en verantwoordelijkheid te nemen in het vormgeven van de toekomst van Opel."

Op 15 mei hadden de dealers op een conferentie in Wenen al een mandaat afgegeven aan Euroda om de Duitse regering en GM een serieus bod te doen. Het concept bestaat erin dat Euroda-leden uit 25 Europese landen 150 euro per verkocht voertuig stoppen in een investeringsfonds om over een periode van drie jaar een nieuwe Opel/Vauxhall-organisatie te kunnen opzetten. Euroda gaat ervan uit dat de investering in totaal zo'n vijfhonderd miljoen euro zal bedragen.

Visteon in surseance

29-05-2009 <http://www.autokompas.nl/nieuws/2009/05/Visteon-in-surseance.html>

De Amerikaanse en ook in Europa actieve onderdelenfabrikant Visteon (een voormalige dochter van Ford) heeft in de VS surseance (Chapter 11 procedure) aangevraagd. De financiële nood is hoog. De problemen bij Visteon (in 27 landen actief en 31.000 medewerkers) spelen al langer maar het water staat nu aan de lippen. Net als bij vele andere toeleveranciers, want naar schatting zitten momenteel ruim 1.200 fabrikanten (van de ruim 2.500) van auto-onderdelen in de VS in de problemen. De Amerikaanse overheid heeft enige tijd terug al \$5 miljard voor de onderdelenindustrie ter beschikking gesteld, maar dat is veel te weinig. Visteon werd in 2000 verzelfstandigd en los gemaakt van Ford. Echter Ford is nog steeds een belangrijke afnemer en een eventueel faillissement van Visteon kan Ford ten aanzien van de onderdelenvoorziening in de problemen brengen. Visteon produceert voor Ford onder andere interieurs, koplampen en airco-installaties.

GM in surseance

01-06-2009 <http://www.autokompas.nl/nieuws/2009/06/GM-in-surseance.html>

General Motors is nu officieel in surseance. De Amerikaanse variant Chapter 11 is nu voor het concern van kracht. De belangrijkste schuldeisers zijn naast de overheid ook de onderdelenfabrikanten Lear, Bosch, Delphi en Magna. GM stopt in de VS met de productie dan wel verkoop van de merken Pontiac, Hummer, Saturn en Saab. Hierdoor zullen de nodige dealers hun deuren moeten sluiten.

In Europa zijn met behulp van de Duitse regering 55 procent van de Europese activiteiten van GM aan Magna International en Sberbank verkocht. De Oostenrijks-Canadese-Russische alliantie krijgt ook het management. Tien procent van GM Europe komt in handen van het personeel en de Europese dealervereniging. De overige 35 procent blijft – zonder invloed – bij GM in de VS wat effectief betekent dat de Amerikaanse overheid dat aandeel bezit. In de VS spreekt men na het bekend worden van \$30 miljard die Obama's regering op de af

verstrekt \$19,5 miljard ter beschikking van de autofabrikant heeft gesteld al niet meer van General Motors maar van Government Motors.

Magna heeft aangekondigd dat in Europa ongeveer 10.000 van de huidige 55.000 banen zullen verdwijnen waarvan een kleine 2.000 in Duitsland. Details zijn niet bekend maar het lijkt er op dat Saab geminiseerd gaat worden of zelfs wordt gestopt.

De productie in Groot-Brittannië (Vauxhall) zou volgens een Britse minister intact blijven, dus moet gevreesd worden voor de fabrieken in Spanje en België. Voor Fiat's topman Marchionne moet de blijheid van de Opelmedewerkers in Duitsland met de Magna-deal een enorme teleurstelling zijn. Zowel medewerkers als management roepen nu dat een overname door Fiat het meest slechte scenario zou zijn geweest. Overigens heeft de Amerikaanse rechter de verkoop van Chrysler aan Fiat goedgekeurd dus hier kan Marchionne aan de slag maar wel met een ander business plan dan hij voor ogen had.

Mei dramatisch: min 14.000

03-06-2009 <http://www.autokompas.nl/nieuws/2009/06/Mei-dramatisch--min-14-000.html>

De autoverkoop zijn in mei dramatisch gedaald ten opzichte van mei vorig jaar. Met een totaal van 29.969 werden er bijna 14.000 minder auto's verkocht dan in 2008, toen er 43.923 auto's werden verkocht. Cumulatief staan de autoverkoop over de eerste vijf maanden van 2009 nu op 184.883. Dat is 26 procent minder dan de 250.026 van de eerste vijf maanden van 2008. Dit blijkt uit voorlopige cijfers van het RDC. Kennelijk heeft de consument de afgelopen maand gewacht op de introductie van de slooppremie. Wellicht dat dit betekent dat de verkoop in juni zullen aantrekken.

Van de volumemerken zijn Suzuki en Toyota in de plus geëindigd ten opzicht van mei vorig jaar. Daarbij verkocht Toyota in mei de meeste auto's, met Ford op een tweede en Volkswagen op een derde plaats. Cumulatief is Volkswagen tot en met mei het best verkochte merk met 20.430 auto's, gevolgd door Toyota met 18.300 en Ford met 17.970. Onder de premiummerken eindigden Audi en Volvo in de plus ten opzichte van mei vorig jaar. Verliezen ten opzichte van vorig jaar mei waren te noteren bij BMW en Mercedes.

Hoogerechtshof VS keurt verkoop Chrysler goed

10-06-2009 <http://www.fd.nl/artikel/11741946/hoogerechtshof-vs-keurt-verkoop-chrysler-goed>

De Amerikaanse justitie gaat akkoord met de voorgenomen verkoop van Chrysler aan een groep kopers die worden aangevoerd door de Italiaanse firma Fiat.

Het Amerikaanse Hoogerechtshof heeft dinsdag een verzoek de verkoop van de autofabriek Chrysler uit te stellen afgewezen.

Enkele pensioenfondsen uit de staat Indiana hadden bezwaar tegen de transactie aangetekend. Dat schoof het Hoogerechtshof terzijde omdat de eisers niet aantoonde waar het uitstel goed voor was.

Een medewerker van het Witte Huis in Washington reageerde enthousiast op het oordeel. 'De overeenkomst tussen Fiat en Chrysler kan nu doorgaan, waarmee Chrysler zich kan herstellen als een goede en concurrerende automaker,' aldus de zegsman. 'We zijn blij dat geen enkele rechtbank die zich over deze zaak heeft gebogen inclusief het Hoogerechtshof, fouten heeft ontdekt in de manier waarop Chrysler en de Amerikaanse regering hiermee omgaan.'

Het Hoogerechtshof had zich nog niet eerder zo direct hoeven bemoeien met de manier waarop de Amerikaanse regering de economische crisis bestrijdt. De klagers betwistten de legaliteit van de handelswijze rond de 'doorstart' van Chrysler. De regering had gewaarschuwd dat uitstel het einde kon betekenen van de overeenkomst. Dan zou Chrysler met 38.000 arbeidsplaatsen verloren gaan.

Fiat zal volgens het plan om te beginnen 20% van de aandelen hebben en de autofabriek kleinere en zuinigere auto's laten produceren. De grootste eigenaar wordt de vakbond UAW met kleinere aandelen voor de Amerikaanse en voor de Canadese overheid. De afwikkeling van de bankroete Chrysler wordt in de VS met belangstelling gevolgd omdat het een voorbeeld kan zijn voor andere falende ondernemingen. De autofabriek Chrysler werd in juni 1925 gesticht door Walter Chrysler op basis van een noodlijdende autofabriek die aan het begin van de twintigste eeuw was opgericht.

Tientallen autodealers failliet

19-06-2009 http://www.ad.nl/economie/3304078/Tientallen_autodealers_failliet.html

In de eerste vijf maanden van dit jaar zijn 75 autodealers failliet gegaan. Dat zijn er driemaal zoveel als in de eerste helft van vorig jaar, zo heeft de BOVAG vrijdag laten weten. Hierdoor zijn wel enkele honderden banen verloren gegaan, maar de mensen die hun baan zijn kwijtgeraakt zijn vrijwel allemaal weer aan de slag, aldus een woordvoerder van de brancheorganisatie. Voorheen waren er veel vacatures.

260 banen bij AD Belgium op de tocht

22-06-09 <http://www.demorgen.be/dm/nl/3324/Financiele-crisis/article/detail/901033/2009/06/22/260-banen-bij-AD-Belgium-op-de-tocht.dhtml>

Auto Distribution Belgium, een leverancier van auto-onderdelen met hoofdzetel in Herent, gaat in vereffening. Dat is in vakbondskringen vernomen. Verspreid over 27 verkooppunten en 65 garages stelt het bedrijf in België zowat 260 mensen tewerk. Directie en vakbonden starten donderdag onderhandelingen.

AD Belgium wordt ontbonden in het kader van de fusie tussen de Zwitserse autotoeleveranciers Métraux Services en Derendinger tot Swiss Automotiv Group (SAG). AD Belgium is een dochteronderneming van Métraux Services.

"In het slechtste geval sluit de hele boel en staan alle 260 werknemers op straat, maar er zijn blijkbaar toch kandidaat-overnemers opgedoken voor een aantal onderdelen. Zo zou er interesse bestaan voor een aantal winkels. Er zijn blijkbaar ook voldoende middelen voor handen om iedereen nog een tijd correct uit te betalen", aldus vakbondssecretaris Roger Van Vlasselaer (BBTK).

Eerste halfjaar kwart minder

30-06-2009 <http://www.autokompas.nl/nieuws/2009/06/Eerste-halfjaar-kwart-minder.html>

Met nog één dag te gaan wordt het eerste halfjaar van 2009 afgesloten met een kwart minder registraties van personenauto's in vergelijking tot dezelfde periode vorig jaar. Tot en met 29 juni werden er volgens voorlopige cijfers van het RDC ruim 216.000 nieuwe personenauto's geregistreerd tegen ruim 300.000 vorig jaar. De definitieve cijfers worden later deze week bekendgemaakt.

Ook de maand juni was weer geen beste maand voor de Nederlandse merkdealers. Tot en met de 28ste juni werden bij het RDC 30.263 nieuwe auto's geregistreerd. Vorig jaar werden er in de maand juni bijna 48.500 nieuwe auto's geregistreerd, een aantal dat we deze keer zeker niet zullen halen. 38.000 tot 40.000 lijkt nog wel haalbaar. In alle positiviteit kunnen we wel stellen dat er kennelijk, ondanks de economische crisis, toch nog heel wat klanten zijn die wél een auto kopen, ook al kiezen zij nu vaker voor de wat kleinere modellen. Wat betreft de cijfers over het eerste halfjaar blijft Volkswagen de nummer 1, gevolgd door Toyota en Ford. Alle drie de merken leverden ruim boven de 20.000 nieuwe auto's af. Na deze kopgroep volgt een kleine groep bestaande uit Peugeot (16.500), Opel (14.300), Renault (11.500) en Citroën (11.200), die alle hun best doen in de top 10.

Daarna komen de merken niet verder dan getallen met vier cijfers. De nummers 8, 9, 10 en 11 zijn respectievelijk Audi (9760 stuks), Fiat (8040 stuks), Volvo (7970 stuks), en Hyundai (7780 stuks). Daarmee nemen de elf grootste merken maar liefst zeventig procent van het totaal voor hun rekening.

Bestelwagenverkopen juni: -47,7%

06-07-2009 http://www.automotive-online.nl/home/6365-bestelwagenverkopen_juni_47,7procent.html

In juni zijn er 4.270 bedrijfswagens verkocht. Dat is bijna een halvering (-47,7%) ten opzichte van de verkopen in juni 2008 (8.168). De eerste zes maanden van 2009 zijn er 31.825 nieuwe bestelwagens verkocht, 38,4% minder dan de eerste helft van 2008. Dat blijkt uit cijfers van het RDC.

Alle merken schreven dubbele rode cijfers over het eerste halfjaar van 2009. Marktleider Volkswagen verkocht 35,8% minder bestelwagens dan in de eerste helft van 2008. Nummer twee Mercedes-Benz registreerde 28,4% minder nieuwe bestellers.

Appendix C: Cross Loadings Tables

	<i>Brand Loyalty</i>	<i>Brand Satisfaction</i>	<i>Brand Trust</i>	<i>Intention to Use Loyalty Program</i>
Loyalty18_1	0.706743	0.418111	0.392943	0.085009
Loyalty20_1	0.840304	0.722850	0.599081	0.049539
Loyalty25_1	0.540380	0.250117	0.256334	0.135092
Loyalty28_1	0.546273	0.196395	0.212275	0.007416
Loyalty41_1	0.565643	0.452243	0.424067	0.049230
Programma53_1	0.072854	0.002428	0.047585	0.833972
Programma55_1	0.089697	0.047587	0.062815	0.893937
Satisfaction16_1	0.622920	0.834258	0.730579	0.004476
Satisfaction19_1	0.668986	0.797099	0.647841	0.032358
Satisfaction23_1	0.297459	0.498811	0.364702	-0.042635
Satisfaction26_1	0.394619	0.581544	0.404027	0.054692
Satisfaction30_1	0.485605	0.714179	0.594825	0.003081
Satisfaction33_1	0.236310	0.484292	0.443711	0.025213
Trust17_1	0.586365	0.780347	0.846363	0.082770
Trust24_1	0.415473	0.529757	0.779101	0.043398
Trust32_1	0.540185	0.598459	0.810515	0.024038

Cross Loadings Total Model (Wholesalers and Retailers)

	<i>Brand Loyalty</i>	<i>Brand Satisfaction</i>	<i>Brand Trust</i>	<i>Intention To Use Loyalty Program</i>
Loyalty18_1	0.779468	0.489370	0.411358	0.031530
Loyalty20_1	0.823085	0.740480	0.519033	-0.002906
Loyalty25_1	0.601604	0.315810	0.282914	0.019908
Loyalty28_1	0.457946	0.228579	0.143205	-0.048060
Loyalty41_1	0.600760	0.480263	0.406497	0.161171
Programma53_1	0.063293	0.025719	0.037571	0.990335
Programma55_1	0.012684	0.009774	0.029696	0.721825
Satisfaction16_1	0.621296	0.818406	0.624716	-0.034253
Satisfaction19_1	0.688666	0.778382	0.591486	-0.029096
Satisfaction23_1	0.373940	0.618236	0.457463	-0.013843
Satisfaction26_1	0.417287	0.557391	0.353220	0.114068
Satisfaction30_1	0.462973	0.642499	0.560112	0.013238
Satisfaction33_1	0.107823	0.571040	0.315405	-0.038210
Trust17_1	0.527607	0.717205	0.846020	0.114649
Trust24_1	0.291330	0.396900	0.693387	0.013678
Trust32_1	0.444793	0.500120	0.735222	-0.071842

Cross Loadings Wholesalers Model

	Brand Loyalty	Brand Satisfaction	Brand Trust	Intention to Use Loyalty Program
Loyalty22_1	0.633142	0.362582	0.394430	0.167204
Loyalty24_1	0.848737	0.710742	0.670287	0.128860
Loyalty29_1	0.526760	0.222924	0.237553	0.227742
Loyalty32_1	0.468800	0.180186	0.267442	0.044062
Loyalty44_1	0.550354	0.428444	0.432264	-0.052161
Programma54_1	0.081588	-0.011593	0.055475	0.709595
Programma56_1	0.156898	0.082808	0.079881	0.930460
Satisfaction20_1	0.623314	0.855307	0.804262	0.060189
Satisfaction23_1	0.650155	0.810716	0.706785	0.118651
Satisfaction27_1	0.244359	0.507583	0.310228	-0.047533
Satisfaction30_1	0.376027	0.602635	0.445034	0.009671
Satisfaction34_1	0.516518	0.783563	0.625721	-0.003686
Satisfaction37_1	0.356538	0.601150	0.544195	0.045267
Trust21_1	0.639205	0.840122	0.868935	0.090000
Trust28_1	0.547508	0.665566	0.847768	0.045305
Trust36_1	0.620209	0.688419	0.855686	0.075751

Cross Loadings Retailers Model

Appendix D: Examples of Manually Entering Codes

Yunomi

Extra Nomi's verdienen met streepjescodes

Geplaatst op: 17 augustus 2009 door Yunomi

Voer productcodes in op jouw favoriete site en verdien nóg meer Nomi's!

Gewoon je wekelijkse boodschappen doen en daarmee nog Nomi's verdienen ook. Het kan! Het enige wat je hiervoor hoeft te doen, is de streepjescode invoeren op Yunomi.

Hoe werkt het?

Het is heel simpel! Koop een van de actieproducten en voer de cijfers bij de [streepjescode in op Yunomi](#). Hiermee verdien je maar liefst 10 extra Nomi's! Iedereen die lid is van Yunomi kan in de loop van de vermelde periode maximum twee cijfercodes invoeren om Nomi's te verdienen. Opgepast: Je kan per deelnemend product maar één code invoeren. Heb je saladedressing van Calvé gekocht? Dan kan je toch maar één code invoeren. Heb je saladedressing van Calvé en Robijn Wasverzachter Puur Natuur gekocht? Dan kan je twee codes invoeren.

Welke producten?

Momenteel kun je met alle Calvé saldressings en Robijn Wasverzachter Puur Natuur elk 10 extra Nomi's verdienen. Zet deze dus maar vast op je boodschappenlijstje!

Heb jij al extra Nomi's verdiend met cijfercodes?

<http://www.yunomi.nl> (last accessed: 25 August 2009)

Nintendo:

Productregistratie

Bij elk Nintendo-systeem en bij elk spel dat door Nintendo wordt uitgegeven (klik [hier](#) voor de complete lijst) vind je een zogenaamde productregistratiekaart. Op deze kaart staat een PIN-code die je in kunt voeren in het veld hieronder. Vaak zul je een laagje weg moeten krassen om de PIN-code te kunnen zien. Nadat je de PIN-code hieronder hebt ingevuld en de veiligheidscode hebt overgenomen, zullen er een aantal sterren worden toegevoegd aan het sterrensaldo van je Club Nintendo-account. Als je nog niet ingelogd bent, zul je eerst op je Club Nintendo-account moeten inloggen. Als je nog geen Club Nintendo-lid bent, zul je tijdens het productregistratieproces een aantal vragen moeten beantwoorden, om zo een Club Nintendo-account aan te maken.

Handige links

- ▶ [Welke producten kan ik registreren?](#)
- ▶ [Waar kan ik de PIN-code vinden?](#)
- ▶ [Waartoe dient de veiligheidscode?](#)

1. Vul een van je PIN-codes in:



PIN-code:

[Waar kan ik de PIN-code vinden?](#)

[Ik heb geen Nintendo-spellen en geen Nintendo-systeem. Wat nu?](#)

2. Neem onderstaande veiligheidscode over om de registratie te bevestigen:

599

Veiligheidscode:

[Waartoe dient de veiligheidscode?](#)

[Ik kan deze veiligheidscode niet lezen. Laat een nieuwe zien!](#)

Club Nintendo

Sterrencatalogus

Catalogus doorzoeken

Aantal sterren selecteren

Productsoort kiezen

Of voer een trefwoord in:

ZOEKEN

68 resultaten

Resultaten per pagina 10 Sorteren op Datum

1 2 3 ... 7 [Volgende pagina](#)



Nintendo DSI-sfeerlamp

Een verlicht idee voor elke kamer. [Informatie](#)

3000 ★

[▶ Verder](#)



Wii Fit-ontbijtkom

Begin je dag op een fitte manier met de Wii Fit-ontbijtkom. [Informatie](#)

2500 ★

[▶ Verder](#)



Wii Fit-yogamat

Vind je persoonlijke balans op deze Wii Fit-yogamat. [Informatie](#)

4000 ★

[▶ Verder](#)



Mario Galaxy-vlieger

Stuur Mario de ruimte in! [Informatie](#)

3000 ★

[▶ Verder](#)

Handige links

- ▶ [Kom te weten hoe je je Wii op het internet aansluit](#)
- ▶ [Overzicht klantenservice](#)
- ▶ [Registreer je producten](#)



Nintendo Points Card Shop

Ruil je sterren in voor Nintendo Points in onze Nintendo Points Card Shop

[▶ Nu kopen](#)

<http://www.nintendo.com> (last accessed: 29 August 2009)

Optimel:



The banner features a smiling woman holding a large '5 EURO spaarwaarde' coin. Next to her is a carton of Optimel drink with a '5 EURO spaarwaarde' sticker. The background is a bright, outdoor setting. The banner includes the Optimel logo, 'NIEUW! Optimel Eurosparen', and '5 EURO spaarwaarde' text. Navigation links for 'Contact' and 'Aanmelden nieuwsbrief' are in the top right. A date 'Juli 2009' and 'NIEUW! Optimel Eurosparen' are in the top center. A 'Meedoen? Klik hier!' button is present. A row of partner logos (yoga, MensHealth, HealthCity, SUMMIT SPORTS, Hollands Diep, fatboy, BATAVUS, PSYCHOLOGIE) is shown. A small image of Optimel products is in the bottom right. The text 'Klik hier voor meer informatie over onze producten' is at the bottom center. The 'FreemoveCampus' logo is in the bottom left.

Optimel. NIEUW! Optimel Eurosparen 5 EURO spaarwaarde

Juli 2009 NIEUW! Optimel Eurosparen Contact | Aanmelden nieuwsbrief

Optimel. NIEUW! Optimel Eurosparen 5 EURO spaarwaarde

Wat is Optimel Eurosparen eigenlijk?
Lees hier alles en doe gratis mee!

Optimel introduceert het lekkerste spaarprogramma van Nederland: Eurosparen! Elk literpak heeft voortaan een spaarwaarde van maar liefst 5 euro. Je bouwt dus heel snel spaartegoed op en die wissel je in voor kortingen tot wel 50%, op heel veel leuke activiteiten en producten.

Meedoen? [Klik hier!](#)

yoga MensHealth HealthCity SUMMIT SPORTS
Hollands Diep fatboy BATAVUS PSYCHOLOGIE

Klik hier voor meer informatie over onze producten

FreemoveCampus

Hoe werkt het?

Met Optimel Eurosparen spaar je voor flinke kortingen op producten, abonnementen en activiteiten. Kortom: het is leuk en sparen gaat snel en makkelijk.

1. Koop een actieverpakking Optimel (alle literpakken drink, yoghurt, vla en chocolademelk).
2. Maak je persoonlijke account aan op www.optimel.nl/eurosparen
3. Vul je unieke code in bij *saldo opwaarderen* (deze unieke code is te vinden op de onderkant van de literverpakkingen van Optimel drinks, vla, yoghurt en chocolademelk). Per ingevoerde code spaar je automatisch 5 Optimel-euro's.
4. Heb je voldoende Optimel-euro's gespaard? Bestel dan het product van je keuze met flinke korting.

Hoe bestel je?

Bestellen gaat net zo makkelijk:

1. Ga naar de Optimel Eurosparen Shop of klik op een partner
2. Vervolgens klik je op *meer info* van het product dat je graag wilt hebben
3. Ten slotte klik je op *bestellen* en kies je indien nodig een uitvoering of kleur die je mooi vindt.
4. Het bedrag dat nog openstaat na verrekening van de korting, betaal je via iDEAL (internetbankieren in de beveiligde omgeving van je eigen bank) of, bij sommige partners die met een voucher werken, ter plekke bij inlevering van je bon.
5. Na het afronden van je bestelling ontvang je per email een bevestiging van de bestelling en binnen enkele weken (afhankelijk van de levertijd van de partner) zal het product thuis worden bezorgd. Van de partners die met een kortingsbon werken, ontvang je een voucher in je email die je bij inlevering bij de desbetreffende partij recht geeft op korting.

<http://www.optimel.nl> (last accessed: 25 August 2009)

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