



# Radboud Universiteit

Perceived firm innovativeness of Dutch tour operators

The effect of perceived innovativeness of tour operators on purchase intention, customer loyalty and firm credibility

**Student name:** Lotte Bikker

**Student number:** S4588754

**Contact details:** [l.bikker@student.ru.nl](mailto:l.bikker@student.ru.nl)

**Submission date:** 09 June 2021

**Educational program:** Master in Business Administration, specialization in Marketing

**Supervisor:** Bas Hillebrand

**Second examiner:** unknown

## **Preface**

In front of you lies my master thesis “perceived firm innovativeness of Dutch tour operators: the effect of perceived innovativeness of tour operators on purchase intention, customer loyalty and firm credibility” which represents the end of my master Marketing at the Radboud University and the end of my studies as a whole. This thesis is written from January to June 2021. This means that this thesis has been mainly written from home and that all supervision has taken place through Zoom, due to the COVID-19 pandemic. Still, I have gotten a tremendous amount of support. First, I would like to thank my supervisor Dr. B. Hillebrand for his guidance and feedback during this process. Besides, I would like to thank my fellow students for the good discussions we had and the support during the past few months. Additionally, finishing my thesis was not possible without all the respondents who took the time to fill out the survey. Finally, I would like to thank my family and friends for listening to me talking about my thesis for hours and for their unconditional support.

## **Abstract**

The aim of this thesis is to explore the dimensionality of perceived firm innovativeness (PFI) and its influence on consumer behaviors in a tour operator setting. More specifically, the research question studied is: “How does perceived innovativeness of tour operators affect firm credibility, customer loyalty and purchase intention?”. This study adopts a consumer perspective for both perceived firm innovativeness and the three consumer behaviors i.e., firm credibility, customer loyalty and purchase intention. A conceptual framework is developed and hypotheses implied by the model were tested through a survey conducted amongst readers of a travel blog, resulting in a sample of 177 respondents. The results show that the dimension structure of PFI as proposed in earlier research does not hold in the tour operator context. Perceived change in value delivery, one of the proposed dimensions of PFI, showed to have a positive impact on purchase intention. Perceived firm innovativeness does not affect firm credibility, contrary to expectations. However, firm credibility positively influenced both purchase intention and customer loyalty. This thesis contributes in understanding the dimensionality of the perceived firm innovativeness construct and the influence of PFI on consumer behaviors. Furthermore, it gives managers of tour operators insights in how to allocate their innovation recourses. In order to increase purchase intention and customer loyalty, tour operators should focus on increasing firm credibility and showing change in their value delivery. Finally, this study gives suggestions for further research to improve our understanding of the effect of PFI on consumer behaviors.

**Keywords:** Perceived firm innovativeness, Firm credibility, Purchase Intention, Customer Loyalty, Tour operator

## Table of Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Problem statement.....	2
1.2.1 Research question .....	2
1.2.2 Theoretical relevance .....	2
1.2.3 Practical relevance .....	4
1.3 Structure of the report .....	4
<b>2. Theoretical background .....</b>	<b>5</b>
2.1 Innovation and innovativeness.....	5
2.2 Perceived firm innovativeness .....	6
2.2.1 Dimensions of perceived firm innovativeness.....	7
2.3 Consumer behaviors.....	9
2.3.1 Firm credibility .....	9
2.3.2 Purchase intention.....	11
2.3.3 Customer loyalty.....	12
2.4 Conceptual model .....	13
<b>3. Methodology .....</b>	<b>14</b>
3.1 Research design .....	14
3.2 Measures .....	14
3.2.1 Operationalization.....	14
3.2.2 Pre-tests.....	15
3.3 Sampling .....	17
3.3.1 Target population.....	17
3.3.2 Procedure and data collection .....	17
3.3.3 Sample description.....	18
3.4 Data analysis procedure .....	20
3.5 Reliability and validity.....	21
3.5.1 Assessment of the measurement model in ADANCO.....	21
3.5.2 Convergent validity and discriminant validity in SPSS.....	24
3.6 Research ethics.....	25
<b>4. Results .....</b>	<b>26</b>
4.1 Descriptive analysis .....	26
4.2 Assumptions.....	27
4.2.1 Assumptions Multiple Regression Analysis .....	27
4.2.2 Assumptions Partial Least Squares Analysis.....	27

4.3 Hypothesis testing.....	28
4.3.1 Dimensions of perceived firm innovativeness.....	28
4.3.2 Relationship PFI with consumer behaviors.....	29
4.3.3 Effect PFI on firm credibility.....	31
4.3.4 Effect PFI and firm credibility on purchase intention.....	32
4.3.5 Effect firm credibility on customer loyalty.....	34
4.4 Additional analyses.....	36
4.4.1 Effect of control variables.....	36
4.4.2 Effect of PFI on customer loyalty.....	37
4.4.3 Effect of different PFI scales.....	37
4.4.4 The effect of age.....	39
4.4.5 The effect of time.....	40
4.4.6 Exclusion of bankrupt tour operators.....	41
<b>5. Discussion.....</b>	<b>42</b>
5.1 Conclusion.....	42
5.2 Discussion.....	43
5.3 Practical implications.....	46
5.4 Limitations and further research.....	46
<b>References.....</b>	<b>49</b>
<b>Appendix.....</b>	<b>55</b>
I. Scales.....	55
II. Qualitative pre-test: questionnaire & interview outcomes.....	62
III. Quantitative pre-tests: demographics.....	71
IV. Questionnaire.....	72
V. Demographics.....	78
VI. ADANCO models & output.....	80
VII. Discriminant and convergent validity (SPSS).....	92
VIII. Scatter plots.....	95
IV. Output SPSS.....	99
V. Research Integrity Form - Master thesis.....	105

# **1. Introduction**

## **1.1 Introduction**

The tourism industry has been heavily affected by the COVID-19 pandemic and it is expected that this effect will last for some time (Ugur & Akbiyik, 2020). Before the COVID-19 pandemic, the tourism industry was experiencing continuous growth and tour operators were fighting to keep their positions in the market on a daily basis due to growing competition. An example of a tour operator who did not survive is Thomas Cook; the world's oldest tour operator who radically innovated in the past with a concept that included both travel and entertainment for an affordable price (Brendon, 1991 as cited in Hjalager, 2010). However, lack of innovation i.e., the company did not adapt to new technology like online booking and smartphone travel apps, lead to the bankruptcy of Thomas Cook in 2019 (Goldstein, 2019).

Innovation is crucial for a firm to be successful and grow and is therefore an essential factor for a firm's long-term success (Ottenbacher & Harrington, 2009). Previous literature has found positive relationships between perceived (firm) innovativeness and various consumer behaviors (Falkenreck & Wagner, 2011; Jin, Goh, Huffman, & Yuan, 2015; Kunz, Schmitt, & Meyer, 2011; Shams, Brown, & Alpert, 2017). Perceived firm innovativeness (PFI) is a "consumer's perception of an enduring firm capability that results in novel, creative, and impactful ideas and solutions" (Kunz et al., 2011, p. 817). Consumer behaviors are consumers' decisions concerning the acquisition, consumption, and disposal of goods and services over time (Hoyer, MacInnis, & Pieters, 2016). Past studies found that perceived firm innovativeness has a positive relationship with brand credibility and that brand credibility has a positive influence on customer loyalty (Jin et al., 2015; Kemp & Bui, 2011; Kunz et al., 2011), which is a customer's commitment to re-use a preferred product/service in the future (Oliver, 2010). Brand credibility is closely related to the concept 'Firm credibility', which can be defined as a consumer's perception of a firm's trustworthiness, skills, knowledge and abilities to provide a satisfactory service experience (Erdem & Swait, 1998; Jin et al., 2015). Furthermore, a past study found that purchase intention, the likelihood of buying a product/service from a firm, is positively related to perceived brand innovativeness (Shams et al., 2017).

Previous research has focused on perceived firm innovativeness as a unidimensional construct. However, perceived firm innovativeness has not been studied broadly yet as a multidimensional construct, whilst a multidimensional approach is more managerial relevant than a unidimensional approach due to the concrete linkage of the dimensions with practice. Besides, the combination of PFI with firm credibility, customer loyalty and purchase intention

and the context – the tour operator industry – is new. Examining the relationship between perceived firm innovativeness and consumer behaviors is highly relevant for the tour operator industry. Since tour operator offerings are often comparable and replicable from a customer’s point of view, it is harder for tour operators to differentiate from competitors. Therefore, it is expected that perceived firm innovativeness is highly important for tour operators in order to strengthen their position in the market.

## **1.2 Problem statement**

### *1.2.1 Research question*

This study aims to examine the relationship between the (dimensions of) perceived innovativeness of tour operators and three consumer behaviors: (a) firm credibility, (b) customer loyalty and (c) purchase intention. This leads to the following research question:

How does perceived innovativeness of tour operators affect firm credibility, customer loyalty and purchase intention?

### *1.2.2 Theoretical relevance*

The current research explores the relationship between perceived innovativeness of tour operators and consumer behaviors. Although there has been research on innovative products and revenue maximization, there has been little research on the effect of perceived firm innovativeness on consumer behaviors in a service setting (Jin et al., 2015). This research contributes to the existing literature in multiple ways. The current research tests whether the dimensions of perceived firm innovativeness as proposed in the Norwegian Innovation Index (NII) are accurate in a tour operator industry by performing a Partial Least Squares (PLS) and Factor analysis. The conceptualization of Lervik-Olsen, Kurtmollaiev, and Andreassen (2017) is chosen to use because of the pragmatic nature of the approach. NII systematically captures evaluations of customers and takes into account the notion of change (Lervik-Olsen et al., 2017). This outside-in approach enhances both theoretical as practical knowledge about perceived firm innovativeness (Lervik-Olsen et al., 2017).

First, the current research studies perceived firm innovativeness as a multidimensional construct (Lervik-Olsen et al., 2017) whereas earlier studies viewed perceived (firm) innovativeness as a one-dimensional construct (Jin et al., 2015; Kunz et al., 2011; Shams et al., 2017). The dimensions of perceived firm innovativeness used in the NII and the current research are perceived change in value proposition, value delivery, customer treatment and

interaction space. Furthermore, previous literature often used PFI scales that depend on self-reports from managers or experts in the field or on secondary data (Keiningham, Hillebrand, Jang, Suess, & Wu, 2019; Lervik-Olsen et al., 2017). The NII presents a conceptualization of perceived firm innovativeness that builds upon the assumption that customers are the best and final judges of innovations (Lervik-Olsen et al., 2017). Innovative firms may give consumers a positive feeling because their services/products meet their need for novelty and variety, but consumer can also see firm that are highly innovative as risky or difficult (Fu & Elliot, 2013; Goode, Dahl, & Moreau, 2013). Therefore, a consumer perspective is very valuable when studying the relationship between PFI and consumer behaviors. Additionally, the NII measure of perceived firm innovativeness is tested in several industries e.g., retailing, banking, telecommunications and postal service (Lervik-Olsen et al., 2017), but as far as my knowing, not yet in the tour operator industry. Examining these relationships in a tour operator setting is highly relevant since the offerings of tour operators are often comparable and replicable from a customer's point of view. Therefore, it is harder for tour operators to differentiate from competitors. This makes it an interesting industry to study the influence of perceived firm innovativeness on consumer behaviors.

By using the conceptualization of Lervik-Olsen et al. (2017), the current study determines the degree of perceived firm innovativeness from another perspective than previous studies (Jin et al., 2015; Kunz et al., 2011; Shams et al., 2017) and adds to knowledge of the effects of perceived firm innovativeness on consumer behaviors. Past research has found three consumer behaviors that showed a(n) (in)direct positive relationship with perceived innovativeness of restaurants are brand credibility, customer loyalty and brand preference (Jin et al., 2015). Furthermore, Shams et al. (2017) found a positive relationship between perceived brand innovativeness, brand credibility and purchase intention. Based on these findings, the current research examines three consumer behaviors, firm credibility, customer loyalty and purchase intention, in a tour operator setting. These three concepts are selected because customer loyalty and purchase intention can be predictors of actual purchase and are therefore highly relevant for firms, especially for tour operators, due to the competitive nature of the tour operator industry. Based on previous research, firm credibility is expected to be a mediator in the relationship between perceived firm innovativeness and customer loyalty/purchase intention and is thus highly relevant to include in examining the effects of perceived firm innovativeness.

### *1.2.3 Practical relevance*

With the economic setback in the tourism industry due to the COVID-19 pandemic, it is becoming increasingly important to know how perceived firm innovativeness can impact consumer behaviors (i.e., firm credibility, customer loyalty and purchase intention). Tour operators are currently fighting for their daily existence which can lead to lack of innovation. By giving more insights into the impact of perceived firm innovativeness on consumers' behaviors, managers of tour operators can be made more aware of the importance of innovation. Besides, this research shows the underlying dimensions of perceived firm innovativeness and therefore gives managers insights in what company activities they should focus on in order to increase the perceived firm innovativeness. Previous studies showed that a high perceived firm innovativeness is favorable for the firm because it can affect consumer behaviors (Jin et al., 2015; Lervik-Olsen et al., 2017). Customers' decisions to adopt and use a firm's product/service determines the success of a product/service and in the end, also the success of the firm (Lervik-Olsen et al., 2017). If consumers perceive a firm as more innovative than its competitor, it increases the attractiveness of the firm which leads to an increase of a consumer's firm preference (Lervik-Olsen et al., 2017). Consumers judge a firm's innovativeness on more than only perceptions of new product/service, they take into account a whole range of firm activities (Kunz et al., 2011). Therefore, managers can build customer loyalty by investing in innovation areas that are appealing to customers (Lervik-Olsen et al., 2017). Hence, how managers allocate innovation resources affect perceived firm innovativeness (Lervik-Olsen et al., 2017).

### **1.3 Structure of the report**

The current study starts with outlining the theoretical background in chapter two, giving more insights in theory on (the dimensions of) perceived firm innovativeness and consumer behaviors. The three consumer behaviors that will be discussed are firm credibility, customer loyalty and purchase intention. Besides, in chapter two, the conceptual model and the hypotheses will be presented. The next chapter, chapter three, describes the methods that are used to empirically test the hypotheses. Chapter four presents an overview of the results from all analyses. Finally, chapter five provides a conclusion and discussion, including practical and theoretical implications and limitations.

## **2. Theoretical background**

This chapter presents a theoretical framework and gives more detail on what is previously studied. First, the difference between innovation and innovativeness will be explained. Second, the concept of perceived firm innovativeness will be discussed. Thereafter, insights will be given on the three consumer behaviors studied in this research; purchase intention, customer loyalty and firm credibility. Finally, the conceptual model will be presented.

### **2.1 Innovation and innovativeness**

There is a difference in the management literature between the concepts ‘innovation’ and ‘innovativeness’ (Kunz et al., 2011). Innovation refers to the outcome of firm activity (Kunz et al., 2011). Innovativeness can refer to a characteristic of the consumer, the product/service, the brand or the firm (Keiningham et al., 2019; Shams et al., 2017). First, consumer innovativeness is defined as “the propensity of a consumer to adopt new products and services” (Keiningham et al., 2019, p. 373). Second, product/service innovativeness is “the degree of newness or radicalness of the product or service” (Keiningham et al., 2019, p. 374). Product/service innovativeness is often focused on the innovativeness as perceived by the manager/firm that developed the innovation or by an expert in the industry (Keiningham et al., 2019). Third, the concept of brand innovativeness has not been studied broadly yet. A firm can have multiple brands, with each their own services/product lines, that have a different level of innovativeness (Shams et al., 2017). For example, the tour operator ‘Sunweb’ has several brands amongst which ‘GoGo’ and ‘Husk’ (Sunwebgroup.com, n.d.). The brand ‘Husk’ delivers different services like group ski holidays and individual ski holidays and can have a different level of innovativeness than the brand ‘GoGo’, which offers sun holidays. Brand innovativeness can be defined as “the perception of a brand’s track record of product innovations, degree of creativity, and potential for continued innovative activity in the future in a given market” (Shams et al., 2017, p. 147). Brand innovativeness is mostly examined from a consumer perspective since consumer perceptions influence the attitude of the consumer towards a firm and preferences of the consumer. The target market is important for innovative brands since the brand could be perceived as innovative by one group of consumers, but not by the target group (Shams et al., 2017). Product/service, consumer and brand innovativeness fall outside the scope of this research.

In the current research, innovativeness will refer to firm innovativeness. Firm innovativeness refers to the firm’s characteristic of being open to new ideas and to work on

new solutions (Crawford & Di Benedetto, 2003). Firm innovativeness can be both objectively measured (e.g. the receptivity of a firm to new ideas) or subjectively measured which could be from a firm, expert or consumer perspective, also called perceived firm innovativeness (Keiningham et al., 2019). Firm innovativeness as perceived by the firm or expert focuses on the degree to which managers of the firm/experts in the field perceive the firm as capable of developing novel, creative and impactful products/services (Keiningham et al., 2019). The current study will take a consumer perspective on firm innovativeness, which is a “consumer’s perception of an enduring firm capability that results in novel, creative, and impactful ideas and solutions” (Kunz et al., 2011, p. 817). The next section will elaborate on perceived firm innovativeness (from a consumer’s perspective).

## **2.2 Perceived firm innovativeness**

In a service context, it is more important what the customer experiences than what the company actually does (Grace & O’Gass, 2004). Since the innovative features of a service are often less visible than those of a product, it is more difficult to objectively evaluate a service’s innovativeness (Grace & O’Gass, 2004). A customer’s perception of a service firm’s innovativeness could therefore be interesting to examine.

There are several conceptualizations and definitions of perceived firm innovativeness. The definition that is adopted by the NII (Lervik-Olsen et al., 2017), and that will be used in the current research as well, is that perceived firm innovativeness is a “consumer’s perception of an enduring firm capability that results in novel, creative, and impactful ideas and solutions” (Kunz et al., 2011, p. 817).

Consumers judge a firm’s overall innovativeness based on a range of company activities (Kunz et al., 2011). These consumer judgements are subjective and are based on both direct and indirect experiences of the consumer (Lervik-Olsen et al., 2017). Hence, in order to be perceived as innovative, firms should be consistent in delivering both direct and indirect experiences (Lervik-Olsen et al., 2017). Direct experiences are personal interactions that consumers have with the firm, whereas indirect experiences are through other means like word-of-mouth, word-of-mouse or firm-generated content (Lervik-Olsen et al., 2017). Overall, consumers are more likely to perceive a firm as innovative when a firm is capable of delivering novel and creative solutions that have a significant market impact (Lervik-Olsen et al., 2017). These novel and creative solutions should be regularly observable over a longer period of time (Lervik-Olsen et al., 2017). Perceived firm innovativeness arises from years of having positive

innovative associations in the consumer's mind (Kunz et al., 2011; Shams et al., 2017). Consumers use cues when they form a perception of the firm's innovativeness (Lervik-Olsen et al., 2017). These cues can either be 'mechanic' and relate to physical artifacts and facilities or 'humanic' and relate to human interaction (Lervik-Olsen et al., 2017). On which solutions firms should focus when innovating, depends on these cues.

The dimensions of Lervik-Olsen et al. (2017) will be used to conceptualize perceived firm innovativeness. According to previous service literature, consumers perceive a service firm as innovative if the service offering differs from existing or past alternatives, either actual alternatives or alternatives as perceived by the consumer (Perry, 2002; Zolfagharian & Paswan, 2009). Furthermore, service innovativeness can be described as the perceived change of various (in)tangible components of the service, compared to existing services (Keiningham et al., 2019). The focus is on the notion of 'change'. The NII takes this notion into account and focuses on perceived changes that are observable to customers. The four dimensions of perceived firm innovativeness that can be distinguished are: perceived changes in (a) value proposition, (b) value delivery, (c) customer treatment and (d) interaction space (Lervik-Olsen et al., 2017). These dimensions will be further explained in the next section (2.2.1).

### *2.2.1 Dimensions of perceived firm innovativeness*

First, perceived change in value proposition is the degree to which the usefulness and functionality of the service is perceived as new in comparison to already existing offerings (Keiningham et al., 2019). A value proposition is a written statement of the firm that states how the firm's products/services provide value to its customers (Anderson, Narus, & Van Rossum, 2006; Buttle, 2009) and is of great importance for the firm since it shows what drives the company (Webster, 2002). The value proposition dimension is closely related to the relative advantage construct as proposed by the adoption theory of Rogers (1962). A firm should introduce new products/service offerings, and thus change its value proposition, in order to differentiate from competitors (Rogers, 1962). Products and services are perceived as more innovative when they provide more benefits and better match the needs and wants of the customer than existing offerings of competitors (Keiningham et al., 2019). An example of a company that implemented a change in its value proposition is the tour operator 'Corendon'. In May 2020, Corendon announced that they would start offering holidays that include a free corona test to their customers (ANP, 2020). Corendon wanted to provide value to its customers by making sure that they could enjoy their holiday without needing to worry about COVID-19.

The company differentiated from their competitors who did not offer a corona test and whose customers had to arrange a corona test themselves.

Second, perceived change in the value delivery refers to the extent to which the process of offering the service is perceived as new by the customer compared to existing processes (Keiningham et al., 2019). An innovation can be perceived as new in terms of how it is delivered, for example in the form of process quality (Keiningham et al., 2019). For services, the value delivery is closely related to the value proposition of the service and the firm. Innovation opportunities lie in making the delivery process more efficient and convenient (Keiningham et al., 2019; Zolfagharian & Paswan, 2008). An example of a change in value delivery is the new, free ‘rebooking guarantee’ of tour operator ‘TUI’. Since 2020, TUI offers customers the free service to change their destination, travel dates or travel companion up to four times after booking a holiday because of the COVID-19 pandemic (tui.nl, 2021). This increases the quality of the service process because it makes the booking process more efficient and convenient for customers since they do not have to purchase separate cancellation insurance at their insurance company or the tour operator.

Third, perceived change in customer treatment is the extent to which the interaction between the consumer and firm is perceived as new by the customer (Keiningham et al., 2019). In a service context, the firm’s communication with its customers is important since it influences customer satisfaction and buying intentions (Keiningham et al., 2019). Firms can innovate in customer treatment in several ways. A firm can for example develop new ways to involve customers (Zolfagharian & Paswan, 2008) or make use of new technologies (Keiningham et al., 2019). An example of a change in customer treatment is adding a chat box to the firm’s website as an extra communication tool, as TUI did in 2011 (Customertalk.nl, 2011).

Finally, perceived change in interaction space refers to the novelty of the appearance of the virtual and physical surrounding of the innovation as perceived by the customer (Keiningham et al., 2019). The context of an interaction is important for evoking customer emotions and responses (Zomerdijk & Voss, 2010). The surrounding, both interior as exterior, in which a customer interacts with the firm results in a sensory experience that can influence a customer’s reaction to the innovation (Keiningham et al., 2019; Zomerdijk & Voss, 2010). In other words, a change in interaction space, for example a change in the design of a tour operator’s web page, may change a consumer’s perception towards the firm. An example of a firm that has changed its (physical) interaction space is the tour operator ‘D-reizen’. In 2016, D-reizen launched a new concept for their physical shops (D-reizen.nl, 2016). They created

different ‘zones’ in their shops for different purposes, like a ‘booking zone’ for an elaborate travel advice and a ‘fast lane’ for quick questions (D-reizen.nl, 2016). The goal of changing the physical interaction space was to create an open, cozy atmosphere where customers can relax and get inspired whilst booking their holiday (D-reizen.nl, 2016).

Together, the dimensions provide an outside-in, consumer perspective on what innovativeness entails and what firms can do to increase their perceived firm innovativeness (Keiningham et al., 2019). The current research will test whether the four dimensions of the Norwegian Innovation Index are the building blocks of perceived innovativeness of tour operators. Based on the literature discussed, the first hypothesis of this study is:

*H1: Perceived change in (a) value proposition, (b) value delivery, (c) customer treatment and (d) interaction space are dimensions of perceived innovativeness of tour operators.*

## **2.3 Consumer behaviors**

Consumer behavior reflects “the totality of consumers’ decisions with respect to the acquisition, consumption, and disposition of goods, services, activities, experiences, people and ideas by (human) decision-making units (over time)” (Hoyer et al., 2016, p. 5). The three consumer behaviors examined in this research are ‘firm credibility’, ‘purchase intention’ and ‘customer loyalty’.

### *2.3.1 Firm credibility*

Firm credibility is a consumer’s perception of a firm’s trustworthiness, skills, knowledge and abilities to provide a satisfactory service experience (Erdem & Swait, 1998; Jin et al., 2015). Moreover, it is the degree to which consumers perceive the firm as reliable in terms of the following dimensions: (1) trustworthiness, (2) likability and (3) perceived expertise (Keller & Swaminathan, 2019). A firm is perceived as trustworthy by consumers if it keeps the consumer’s interests in mind (Keller & Swaminathan, 2019). Second, consumers perceive a firm as likable when they think it is a fun, interesting firm where they want to spend their time with (Keller & Swaminathan, 2019). Finally, perceived expertise refers to whether a firm is competent, innovative and a market leader according to the customer (Keller & Swaminathan, 2019). Firm credibility is a driver of purchase behavior and is crucial in predicting a consumer’s repeated purchase (Jin et al., 2015; Shams et al., 2017) because it increases consumer confidence and decreases risk (Kemp & Bui, 2011). Therefore, firms use various marketing

strategies to increase firm credibility like charging a high price and having a rewarding system (Erdem & Swait, 1998).

There has been little research on the concept of firm credibility. However, previous studies have researched the relationship between perceived (firm) innovativeness and (dimensions of) brand credibility (Falkenreck & Wagner, 2011; Jin et al., 2015; Kunz et al., 2011; Shams et al., 2017). Brand credibility is closely related to the concept of firm credibility, only on brand-level instead of firm-level. According to the brand signaling theory, firms use brands as signals to convey imperfect and asymmetric information to consumers who are unsure about the brand (Erdem, Swait, & Louviere, 2002; Shams et al., 2017). This theory could also be applied to firms instead of brands. Innovative firms can use their innovative reputation, which is based on previous and current marketing activities, for signaling purposes (Shams et al., 2017). Innovative firms have shown that they are capable of coming up with meaningful or successful solutions, which consumers may link to the firm being capable of performing all tasks effectively (Kunz et al., 2011). Consumers use these innovativeness cues to build credibility (trustworthiness and expertise) associations (Shams et al., 2017).

Additionally, perceived firm innovativeness has a positive influence on functional competence (Kunz et al., 2011). Functional competence is the customers' belief that the firm has the expertise to perform the service effectively and that the firm is reliable (Kunz et al., 2011); thus functional competence is comparable to the concept 'firm credibility' as defined above. Moreover, a positive relationship between perceived firm innovativeness and trustworthiness (Falkenreck & Wagner, 2011), one of the dimensions of firm credibility (Keller & Swaminathan, 2019), was found in a B2B healthcare market context. Innovative firms provide credibility to their new products/services by reducing a consumer's skepticism towards the new products/services (Aaker, 2007). Besides, perceived brand innovativeness, which reflects how consumers perceive a firm's brands as offering innovations, positively impacts brand credibility (Shams et al., 2017). It is beneficial for a firm to cultivate an innovative image of their brand/firm since consumers infer credibility cues as a result (Shams et al., 2017). Finally, Jin et al. (2015) found that perceived firm innovativeness of fine-dining restaurants positively influences brand credibility.

Based on these previous findings, it is expected that perceived firm innovativeness will positively impact firm credibility. Therefore, the following hypothesis is formulated:

*H2: Perceived innovativeness of tour operators positively influences firm credibility.*

### 2.3.2 Purchase intention

Purchase intention reflects the likelihood that a consumer buys a product/service from a firm (Keller & Swaminathan, 2019). Measuring purchase intention is relevant for a firm because it is a more general, higher-level consideration of which the purpose is to find out how consumers combine more specific, lower-level considerations about a firm in their minds in order to decide whether they purchase a product/service (Keller & Swaminathan, 2019). Purchase intention can be a predictor of actual purchase (Keller & Swaminathan, 2019).

There has been little research on the influence of perceived firm innovativeness on purchase intention. An earlier study found that perceived brand innovativeness has a positive impact on purchase intention (Shams et al., 2017). Brand innovativeness includes the perception of creativity, which creates excitement among customers and from which consumers derive hedonic value (Shams et al., 2017). If consumers feel good about a brand, it is more likely that they will purchase the brand in the future (Shams et al., 2017).

Purchase intention is closely related to the concept 'firm preference'. Firm preference is the extent to which the customer favors the product/service provided by a firm compared to products/services provided by other firms (Hellier, Geursen, Carr, & Rickard, 2003). Firm preference can be used as a predictor of purchase and represents the intention to choose or buy a product/service from a firm (Liu, Wong, Shi, Chu, & Brock, 2014). Perceived firm innovativeness influences the attitude of consumers towards the firm as well as their preferences (Keiningham et al., 2019). An innovative reputation can make consumers perceive a firm as more attractive because innovativeness provides energy to the firm and adds to a firm's status (Aaker, 2007). Innovativeness is associated with success and leadership which can lead to an increased firm preference/higher purchase intention since consumers have a preference for firms that they respect (Aaker, 2007). Therefore, it is expected that perceived firm innovativeness has a positive effect on purchase intention (Aaker, 2007; Jin et al., 2015; Shams et al., 2017). Hence, I propose:

*H3: Perceived innovativeness of tour operators positively influences purchase intention.*

According to brand signaling theory (Erdem & Swait, 1998), brand credibility increases the probability that consumers purchase a brand. In line with this thought, it may be assumed that firm credibility increases the probability of a product/service being purchased. Firm credibility is a driver of purchase intention (Erdem & Swait, 2004). High firm credibility

increases a customer's perception of quality and decreases the risk perception (Shams et al., 2017). If a consumer perceives products/services from a firm as high quality, it is likely that this will lead to an increased purchase intention. Furthermore, the reputation of a firm affects firm preference (Jin et al., 2015). A firm with a credible reputation could increase the preference for that firm (Jin et al., 2015) and therefore increase a consumer's purchase intention. This leads to the following hypothesis:

*H4: Firm credibility positively influences purchase intention.*

### 2.3.3 Customer loyalty

Customer loyalty is "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver, 2010, p. 432). Firms should focus on customer loyalty because it is an important determinant for a firm's long-term success (Jin et al., 2015; Oliver, 2010). Customer loyalty includes both a behavioral and an attitudinal/affective aspect (Alan & Kunal, 1994). The behavioral approach measures repeated purchase frequency, whereas the attitudinal approach measures the psychological commitment towards a firm (Alan & Kunal, 1994). The attitudinal aspect of customer loyalty has become more important in recent research because it takes into account the decision-making process, in contrast with the behavioral approach (Jin et al., 2015). The behavioral approach of customer loyalty is similar to repeated purchase behavior. However, that a customer repeatedly purchases a service/product from a firm does not necessarily mean that the customer holds a favorable attitude towards the firm or will recommend the firm to a friend/colleague (Bowen & Chen McCain, 2015). The behavioral approach/repeated purchase behavior does not include positive word-of-mouth or holding favorable attitudes towards the firm, which are important aspects for measuring customer loyalty. These aspects are included in the attitudinal approach and therefore, the current research takes on an attitudinal perspective of customer loyalty.

Customer loyalty has been included in several studies on perceived firm innovativeness (Jin et al., 2015; Kemp & Bui, 2011; Kunz et al., 2011). Previous research found that perceived firm innovativeness has an indirect and positive influence on customer loyalty through two processing routes: (1) a functional-cognitive route and (2) an affective-experiential route (Kunz et al., 2011). Following the functional-cognitive route, consumers use objective evaluations to evaluate firm characteristics (Kunz et al., 2011). Innovativeness is evaluated as a positive characteristic that should contribute to overall positive evaluations of the firm (Kunz et al.,

2011). In the affective-experiential route, consumers subjectively judge a firm by whether they feel good about the firm and derive hedonic value from this feeling, which is called ‘positive affect’ (Kunz et al., 2011). Innovative firms generate positive experiences for customers (positive affect), which results in emotional consumer satisfaction (Kunz et al., 2011).

Moreover, Jin et al. (2015) investigated the direct relationship between perceived innovativeness of fine-dining restaurants and customer loyalty and the indirect relationship through brand credibility and brand preference. They did not find a direct effect of perceived innovativeness on customer loyalty or an effect of brand preference on customer loyalty (Jin et al., 2015). However, they did find that brand credibility has a positive effect on customer loyalty (Jin et al., 2015). Additionally, Kemp and Bui (2011) found that brand credibility has a positive influence on ‘commitment’ which is similar to the concept ‘customer loyalty’. Brand credibility decreases perceived risk and increases consumer confidence (Kemp & Bui, 2011). Thus, brand credibility is a crucial predictor for customer loyalty (Kemp & Bui, 2011). Firm credibility would have a positive effect on customer loyalty in the following way. A positive image of a firm increases the possibility of positive word-of-mouth and revisit intention, which are both aspects of customer loyalty (Ryu, Han, & Kim, 2008). Credibility is a positive attribute of a firm (Kunz et al., 2011) and thus could lead to greater customer loyalty. This led to the fifth and final hypothesis:

*H5: Firm credibility positively influences customer loyalty*

## 2.4 Conceptual model

The following conceptual model is a graphical representation of the effects hypothesized above.

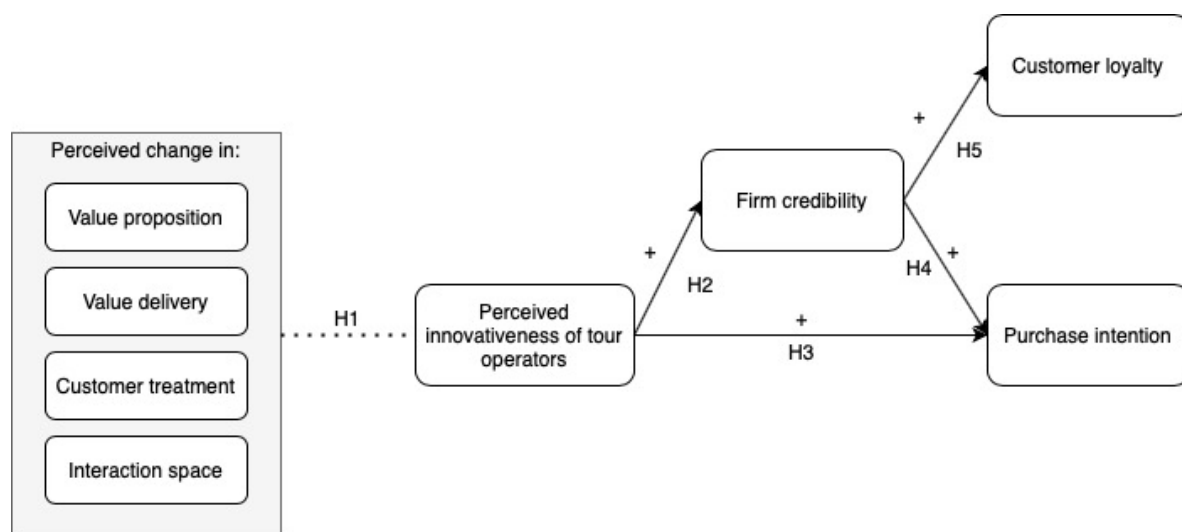


Figure 1. *Conceptual model*

### **3. Methodology**

In this chapter, the research methodology will be explained in greater detail. First, the research design is introduced. Thereafter follows a section about measures in which will be elaborated upon the operationalization of the scales and the pre-test procedure. A section about sampling follows in which the unit of analysis, target population and sample description will be given. Furthermore, the fourth section will explain the data analysis procedure. Next, in the fifth section, the construct reliability and validity will be described. Finally, an explanation of the research ethics that are taken into account in the current research will be given.

#### **3.1 Research design**

A quantitative research is conducted in order to answer the research question: '*How does perceived innovativeness of tour operators affect firm credibility, customer loyalty and purchase intention?*'. This type of research fits the examination of what relationships exist between the variables and how strong these effects are. The data gathering method that is used in this research is a survey. In the past, surveys have been successfully conducted in studies about perceived firm innovativeness (Jin et al., 2015; Kunz et al., 2011). A survey is a suitable method to examine a large and varied population in a relatively short period of time (Vennix, 2019). The data from the survey is analyzed with a factor analysis, multiple regression analysis and partial least squares analysis.

#### **3.2 Measures**

##### *3.2.1 Operationalization*

The constructs, their definitions, dimensions and items are summarized in table 1 (in appendix I). Existing scales are used to improve reliability and comparability (Field, 2013). The measurements for perceived innovativeness of tour operators are borrowed from Lervik-Olsen et al. (2017). In chapter 2, it is explained why the dimensions of Lervik-Olsen et al. (2017) are used to measure perceived firm innovativeness. The measurement of customer loyalty is adopted from Geçti and Zengin (2013) because it focusses on attitudinal loyalty and is distinctive from the measurement of purchase intention. The attitudinal approach is used to measure customer loyalty, because the attitudinal approach is more complete when measuring perceptions, like perceived firm innovativeness, since it includes more psychological aspects (Geçti & Zengin, 2013). The scale has a high composite reliability (.88) and average variance extracted (AVE) (.71). The measurement for purchase intention is borrowed from Kizgin,

Jamal, Lal Dey, and Rana (2018). There is chosen to use the scale of Kizgin et al. (2018) because of its high composite reliability (.91) and AVE (.71). In order to make a greater distinction between the constructs ‘customer loyalty’ and ‘purchase intention’, the content of all items of the constructs are critically assessed. Based on the content of the items and the conducted pre-tests, it is decided to switch the item ‘I recommend this tour operator to my friends’ (originally belongs to purchase intention) and ‘I will always book with this tour operator’ (originally belong to customer loyalty). Thus, ‘I will recommend this tour operator to my friends’ is operationalized as part of ‘customer loyalty’ and ‘I will always book with this tour operator’ is operationalized as part of ‘purchase intention’. Finally, the measurement for firm preference is based on the indicators of brand preference as used by Jin et al. (2015). This scale is slightly adapted to fit the current firm context as there is not yet an existing scale for firm preference. Besides, the indicators have shown to have a high composite reliability (.88) and AVE (.72) which together ensures good convergent validity of the items (Jin et al., 2015). In total, the four constructs are measured with 25 items. All items will be measured on a 7-point Likert scale, ranging from “*zeer kleine mate*” or “*helemaal mee oneens*” (1) to “*zeer grote mate*” or “*helemaal mee eens*” (7).

The following control variables are included: age, gender, education, product category involvement/attraction and travel companion (see table 2, appendix I). Besides, the scale of Kunz et al. (2011) is used as a backup scale to measure perceived firm innovativeness in order to control for inadequacies. There is chosen for the scale of Kunz et al. (2011) because it is a unidimensional scale with a high Cronbach’s alpha (.92) and item-to-total correlation (above .7). This scale consists of 7 items to measure PFI, which are presented in table 2 (in appendix I). All items of the constructs have been translated into Dutch (see table 1 & 2, appendix I)

### 3.2.2 Pre-tests

Four small-scale pre-tests were conducted in order to test whether the survey contained any mistakes and to test whether the participants fully understood the items. Three pre-tests were held with individuals from the target group - one qualitative and two quantitative - and one qualitative test was held with an expert in the field. There is chosen for these pre-tests because generally, an expert-based pre-test is generating different evaluation results than a target group-based pre-test (De Jong & Schellens, 2002). Moreover, a quantitative test and a qualitative test give different insights. The quantitative pilot checks the internal consistency of the items whereas the qualitative pilot controls for reading issues and unclarity. Using these methods together increases the validity of the research (De Jong & Schellens, 2002).

First, my direct supervisor, an expert in the field, has checked the survey before the survey has been used in the qualitative and quantitative pre-test with individuals from the target group. Based on his suggestions, amendments were made. Second, eight individuals of the target group were asked to evaluate the survey using the plus-minus method. The plus-minus method has been used because it is a method that is useful for detecting many different types of reading issues (Sienot, 1997). The individuals were asked to review the survey and write down a minus mark when the item or question was unclear and a plus mark when it was clear. After completing the survey, the researcher conducted a short interview to discuss the pluses and minuses so that the individuals could elaborate on what was clear and what was not. The qualitative pre-test was conducted by six men (22, 26, 27, 28, 55 and 55 years old) and two women (22 and 23 years old). The outcomes of the qualitative pre-test are presented in appendix II. Amendments were made based on the outcomes of this pre-test.

Third, the survey was sent out to twenty individuals of the target group for the quantitative pre-test. They filled out the survey with the same instructions as given in the final survey. Cronbach's alpha was calculated in order to test whether the scales are reliable. Cronbach's alpha of all items was higher than .7 except for product category involvement ( $\alpha = .311$ ) (see table 3). The original scale that was used for product category involvement, Ratchford FCB scale (Mittal, 1995), was replaced by the attraction scale of Kyle, Absher, Norman, Hammitt, and Jodice (2007). Furthermore, the Standard Deviation of the constructs has been assessed as an indication of variation within the items. All items show enough variation to be included in the final survey.

Finally, my direct supervisor checked the survey again before the survey was distributed amongst the target group. Since there were multiple suggestions from both the participants of the quantitative pre-test and my direct supervisor, another quantitative pre-test has been conducted. For the second quantitative pre-test, Cronbach's alpha of all items was higher than .7 except for customer treatment ( $\alpha = .699$ ), however, because this value was close to .7, it was decided to keep all items of this scale. Again, all items showed enough variation to be included in the final survey (see table 3). After the second quantitative pre-test, no amendments were made and the survey was set out to the target group. The demographics of the participants of the pre-tests are presented in appendix III.

Table 3. *Reliability and variation of the constructs based on the quantitative*

*pre-tests*

Constructs	Pretest 1		Pretest 2		Number of items
	$\alpha$	SD	$\alpha$	SD	
Value proposition	.905	3.683	.937	3.905	3
Value delivery	.864	5.653	.699	4.663	4
Customer treatment	.934	4.455	.908	3.613	3
Interaction space	.966	4.647	.832	3.453	4
Back-up PFI scale	.837	7.045	.713	4.790	7
Firm credibility	.913	4.261	.916	3.940	5
Purchase intention	.929	4.721	.871	5.224	4
Customer loyalty	.734	3.507	.707	3.042	3
Product category involvement/attraction	.311	2.692	.958	3.620	3

### 3.3 Sampling

#### 3.3.1 Target population

The focus of the current study is the effect van perceived firm innovativeness on consumer behaviors in the tour operator sector. The entity that is studied is the consumer, thus the unit of analysis is ‘the consumer’. The target population is Dutch travelers above the age of 18 who have been on holiday with a tour operator in the past 8 years. This target population is chosen because two consumer behaviors examined in this research are post consumption behaviors, thus the respondent should have experience with the services of tour operators in order to answer these questions.

#### 3.3.2 Procedure and data collection

The participants have first read a short introduction about the research in general. In this introduction, it was stated that the data collected would only be used for the purpose of this research and that participation is voluntary and anonymous. They were asked whether they would like to continue this research and whether they are 18 years or older. Moreover, the question whether one has traveled with a tour operator before was asked to check whether the

respondent was part of the target population for this research. Then, the participants were asked to select the tour operator which they have last been on holiday with and to think about this tour operator when answering the rest of the questions in the questionnaire, in order to minimize bias. The participants were asked to select the year they have last been on holiday with a tour operator and to write down the country of destination, in order to help the recall process. Letting respondents select a tour operator and write down their last holiday with this tour operator helps them think of one specific tour operator throughout the survey which prevents inconsistency whilst answering the questions. Furthermore, it gives helpful insights to the researcher. If it was found that most respondents who fill out the survey think of the same tour operator, it would affect the generalizability of the research. The questionnaire was created with Qualtrics and was made available only in Dutch since the target group is Dutch. The survey was set out together with three other students since the data that has been collected was used for all four individual researches.

The data was collected from 28 April till 7 May 2021. Due to the COVID-19 pandemic, it was not desirable to collect data on the street. The questionnaire was distributed through only one channel to minimize bias. The researcher reached out to several tour operators to see whether there were possibilities to distribute the data through their client base. Due to time restrictions and other priorities of the tour operators due to COVID-19, no tour operators were willing to cooperate. Therefore, there was chosen to distribute the questionnaire online through the Dutch travel blog [www.travelkees.nl](http://www.travelkees.nl). This blog has around 2.200 subscribers and is read by people from all ages. There has been chosen to use a travel blog for distributing the survey since travel blog readers are likely to have traveled with a tour operator before and are therefore part of the target group. Besides, selection bias that would exist when the questionnaire would only be shared by the researchers themselves is minimized by distributing the survey via an independent source. In order to acquire more responses, two gift cards from bol.com were given away amongst the respondents. Respondents could leave their e-mail address with which one would be contacted if he/she had won. These e-mail addresses were solely used for this purpose and were deleted after the winners were contacted. It was not obligated to enter the giveaway and thus to leave an e-mail address.

### *3.3.3 Sample description*

In order to use Partial Least Square (PLS) as an analysis method, the minimum sample size should be at least 10 times the maximum number of arrowheads pointing at any latent variable in the model (Hair, Black, Babin, & Anderson, 2018). This would imply a minimum sample

size of 60 respondents in the current research since 5 control variables and firm credibility are pointing at customer loyalty. However, this rule is a little simplistic and results in a sample size that is too small for this research. A larger sample size increases the convergence of the model and reliability and validity of the study (Hair et al., 2018).

The total amount of responses obtained from the survey was 210 ( $N = 210$ ). However, after deleting responses of respondents who did not belong to the target audience and responses with more than 10% missing data higher, the final sample consisted of 177 ( $N = 177$ ). The respondents thought of 47 different tour operators whilst answering the questions (see table 5, appendix V). Most respondents travelled with TUI (17.5%), D-Reizen/VakantieXperts (11.9%) or Corendon (9.6%). Furthermore, the last time most respondents went on holiday with a tour operator was in 2019 (44.6%) (see table 6, appendix V) and most respondents travelled to Spain (14.7%) or Greece (13.0%). The sample comprised of 59 males and 118 females. Most respondents were female (66.7%), between 18-25 years old (47.5%), have obtained/are obtaining a university degree (39.2%) and are travelling with family (34.5%). Finally, the respondents were in general highly attracted to travelling ( $M = 5.92$ ,  $SD = 1.01$ ).

Since there was only one respondent who was 65 years or older, this respondent is added to the category '56-64' which was then changed into '56+'. The age group 18 to 25 years old was overrepresented, which could be due to several reasons. First of all, the travel blog has a lot of readers between the age of 18 and 25 and between 46 and 55. The blogger himself falls into the last age category and his children are between the age of 18 and 25 of whom a lot of friends read the blog. The second biggest age group was indeed between 46 and 55 (19.2%), which is the age category of the blogger himself. Second, readers between the age of 18 and 25 could be more willing to fill out a survey for other students since they could feel more connected to the cause. Furthermore, there is an overrepresentation of highly educated respondents (39.2% university and 36.4% university of applied sciences). This could again be due to the demographics of the readers of the blog. Besides, the lower response rate from lower educated readers could be due to the difficulty of the survey. More than 60 respondents started the survey and quit during the survey. Some respondents also gave as feedback that they thought the survey was hard to fill out. The results are thus not generalizable for the whole Dutch population. However, it can still provide valuable insights for the current research. A more detailed overview of the demographic variables is given in table 7 (see appendix V).

### **3.4 Data analysis procedure**

When all the data was collected and prepared for analysis, the conceptual model has been tested by both applying a factor analysis and multiple regression analysis in SPSS and applying a Partial Least Squares (PLS) analysis in ADANCO. PLS is a variance-based structural equation modeling technique and is particularly applicable to model latent variables (Henseler, Hubona, & Ray, 2016). Another reason to choose PLS as data analysis method is that it is possible to measure multiple relationships simultaneously with PLS (Henseler et al., 2016). The PLS model exists of two sets of linear equations: the measurement and the structural model (Henseler et al., 2016).

The measurement model is used to identify the dimensions of the latent construct 'perceived innovativeness of tour operators'. There is a distinction between reflective and composite measurement models in PLS (Hair et al., 2018). In this research, a composite measurement model has been used as it is expected that the dimensions perceived change in value proposition, value delivery, customer treatment and interaction space together compose perceived firm innovativeness. With a composite measurement, it is assumed that indicators cause a latent construct which means that a change in the indicators leads to a change in the underlying construct (Duarte & Amaro, 2018). Perceived firm innovativeness has a composite measurement, as dropping one of the dimensions would change the construct, and is conceptualized as a second-order construct. The first-order constructs (the dimensions of PFI) are components of the second-order construct (PFI). The second-order construct would be incomplete if not all components are included (Duarte & Amaro, 2018).

The structural model comprises four variables: perceived innovativeness of tour operators, firm credibility, customer loyalty and purchase intention. Perceived innovativeness of tour operators is an exogenous variable since it is an independent variable that does not depend on or is explained by any of the other variables in the structural model (Hair et al., 2018). The other three variables (firm credibility, customer loyalty and purchase intention) are endogenous variables which do depend on and are explained by other variables in the structural model (Hair et al., 2018). The variables 'firm credibility', 'customer loyalty' and 'purchase intention' have a reflective measurement. The meaning of the constructs would not be altered if an indicator is dropped (Duarte & Amaro, 2018). Besides, the first-order constructs (the dimensions of PFI) also have a reflective measurement. Models in which the second-order construct (PFI) has a composite measurement and the first-order constructs have a reflective measurement are 'type II models' (Duarte & Amaro, 2018). In order to estimate the second-order construct, the two-stage approach is used. First, the first-order constructs' scores are

estimated and then these scores are used as indicators for the second-order construct whilst estimating the path coefficients between the other constructs (Hair et al., 2018).

Finally, to test the hypotheses, PLS will be combined with either a factor analysis (hypothesis 1) or a multiple regression analysis (hypotheses 2 to 5) to thoroughly examine the data. Furthermore, multiple regression analyses are used to analyze additional subsets.

### **3.5 Reliability and validity**

To assess the reliability and validity of the model, a two-stage approach is conducted in the PLS analysis. First, the measurement model in PLS evaluates the contribution of the indicators of the latent constructs and measures the representation of the indicators in the reflective measurement constructs (Duarte & Amaro, 2018). A base model is created in ADANCO to check the reliability and validity. Second, the quality of the composite second-order construct (PFI) is assessed and a new model is created. Finally, the convergent validity and discriminant validity are evaluated in SPSS using factor analyses.

#### *3.5.1 Assessment of the measurement model in ADANCO*

The measurement model in the current research consists of both reflective and composite constructs. Both have different procedures to check reliability and validity (Duarte & Amaro, 2018). To assess the reflective constructs, the indicator reliability, internal consistency reliability, convergent validity and discriminant validity are determined (Duarte & Amaro, 2018; Hair et al., 2018). To assess the composite second-order construct, the indicator validity and construct validity is determined (Duarte & Amaro, 2018).

##### *3.5.1.1 Reflective measurement constructs*

The first model (see figure 2, appendix VI) contains all reflective constructs. The goodness of fit is assessed in order to check whether the empirical obtained data explains what the model implies (Henseler et al., 2016). The estimated model has a SRMR value of .097 and the saturated model has a SRMR value of .065, which indicates a good model fit. The reliability and convergent validity of all reflective measurement constructs is assessed through Cronbach's alpha, Jöreskog's rho and the average variance extracted (see table 8). Cronbach's alpha ( $\alpha$ ) and Jöreskog's rho ( $\rho_c$ ) of all constructs is above .7 which indicates a good internal consistency reliability (Hair et al., 2018). The average variance extracted (AVE) of all items is higher than .50, which indicates a good convergent reliability (Henseler et al., 2016). The indicator loadings should be higher than .6 and preferable higher than .7 to indicate a good indicator reliability. There is one indicator that has a loading lower than .6, which is 'Value

delivery 4' (.49). This item reflects the question “to what extent has there been a change in your efforts when making use of the tour operator’s offerings?”. The content of the item is different than the other items from the dimension ‘perceived change in value delivery’ since it reflects on one’s self efficacy. The low indicator reliability in combination with the assessment of the content of the item has led to the decision to delete the item. This increases the convergent of the construct value delivery (.77) and the internal consistent reliability ( $\alpha = .85$ ;  $\rho_c = .91$ ).

Table 8. *Reliability and convergent validity of reflective measurement constructs*

Construct	Items	Indicator loadings	Composite reliability ( $\rho_c$ )	Cronbach’s alpha ( $\alpha$ )	AVE
Value proposition	VP1	.845	.907	.849	.766
	VP2	.888			
	VP3	.891			
Value delivery	VD1	.926	.855	.793	.613
	VD2	.834			
	VD3	.865			
	VD4	.390			
Customer treatment	CT1	.775	.904	.894	.760
	CT2	.993			
	CT3	.833			
Interaction space	IS1	.917	.945	.918	.851
	IS2	.918			
	IS3	.833			
Firm credibility	FC1	.828	.948	.932	.785
	FC2	.918			
	FC3	.816			
	FC4	.873			
	FC5	.891			
Purchase intention	PI1	.942	.947	.923	.812
	PI2	.948			
	PI3	.960			
	PI4	.751			
Customer loyalty	CL1	.741	.869	.795	.689
	CL2	.852			
	CL3	.890			

Discriminant validity is assessed in the PLS analysis through the Heterotrait-Monotrait Ratio of Correlations (HTMT). All HTMT values should be below .85 to indicate a good

discriminant validity (Henseler et al., 2016). However, the HTMT value of PI – CL is .88 and thus exceeds the threshold of .85. Looking at both the indicators and the content of the items, it is decided to delete ‘purchase intention 4’. This item originally did not belong to the construct ‘purchase intention’, but was part of the customer loyalty construct. This explains why it causes cross loadings between the constructs. Deletion leads to an increased convergent validity (.89) and internal consistent reliability ( $\alpha = .96$ ;  $\rho_c = .97$ ) of the construct purchase intention. After deleting ‘purchase intention 4’, the HTMT value of PI – CL dropped to .79. Thus, discriminant validity is established.

### *3.5.1.2 Composite second-order construct*

Next, the quality of the composite second-order construct (PFI) is assessed. Since the measurement of quality of the second-order construct should follow the same procedure as the measurement of the first order constructs, the quality is assessed in two stages (Duarte & Amaro, 2018). First, the quality criteria are assessed on first-order construct level, which is carried out in section 3.5.1.1 since all first-order constructs are reflective (Duarte & Amaro, 2018). Second, the second-order construct (PFI) is assessed via the relations between lower-order and higher-order constructs (Duarte & Amaro, 2018). In this step, the quality criteria for composite items are applied. A new model, in which the first-order constructs (the dimensions of PFI) act as indicators, is made (see figure 3, appendix VI).

The estimated model has a SRMR value of .134 and the saturated model has a SRMR value of .093, which indicates a good model fit. The indicator validity and construct validity are used to evaluate the composite measurement model on two levels: the indicator level (first-order construct) and the construct level (second-order construct) (Henseler et al., 2016). First, the indicator weights and variance inflation factor (VIF) are examined to assess the indicator validity. The weights of the first-order construct (the dimensions) and their significance are examined to check whether each dimension contributes to form the PFI construct (see table 9). All indicator weights are higher than .1, but only customer treatment is significant. Thus, there is no empirical support for the relevance of the insignificant dimensions for the construction of perceived firm innovativeness. This will be further assessed in section 4.3.1. Moreover, the multicollinearity is examined to assess the validity of the first order constructs. All VIF values are below the threshold of 5 which indicates multicollinearity is not present. This means that the first-order constructs do not highly correlate and therefore a composite second-order construct is appropriate (Duarte & Amaro, 2018).

Table 9. *Weights of dimensions on PFI and their significance*

Second-order construct	Construct level		
	First-order construct	Weight	<i>t</i>
Perceived firm innovativeness	Value proposition	.151	.39
	Value delivery	.403	1.59
	Customer treatment	.595*	2.80
	Interaction space	.188	.65

At second-order construct level, the nomological validity and the discriminant validity is assessed. The relationships between the constructs are not all as expected, which means the nomological validity is low. These relationships will be further discussed in chapter 4 when the hypotheses are tested. Finally, the discriminant validity of the second-order construct is evaluated All HTMT values are below the threshold of .85 which indicates that the constructs differ sufficiently from each other (Henseler et al., 2016).

### 3.5.2 Convergent validity and discriminant validity in SPSS

Factor analyses are conducted in SPSS to check whether the deletion decisions that were made based on the PLS analysis in ADANCO are also supported by the results of the factor analyses in SPSS. Both convergent validity and discriminant validity are evaluated.

First, to assess convergent validity, 9 factor analyses were conducted separately in SPSS. A confirmatory approach is taken because the separate analyses are conducted to confirm prior ideas about the constructs. All items formed one construct in these factor analyses (tables are included in appendix VII). There was one item with a low factor loading i.e., ‘value delivery 4’ (.549). Thus, the decision to delete this item is supported by the results of the factor analysis.

Second, the discriminant validity is assessed by performing a principal axis factor analysis including all items of all latent constructs. A principal axis factor analysis was conducted in order to find a minimum number of constructs that will account for as much variance as possible. There was chosen to conduct a principal axis factor analysis as opposed to a principal component analysis in order to find the underlying structure of the items. The results showed that the Kaiser-Meyer-Olkin measure of sampling adequacy was .84 and Bartlett’s test of sphericity was significant ( $\chi^2(595) = 4408.18, p < .001$ ). The oblique rotation method was used to determine discriminant validity since multiple factor correlations in the correlation matrix are higher than .30 (Field, 2013). All communalities were above the

threshold of .20 (Field, 2013). The results show a factor structure of 8 factors. The items of the constructs ‘value delivery’ and ‘customer treatment’ load on the same factor. This issue will be addressed in section 4.3.1. Besides, the item ‘purchase intention 4’ cross loads a different factor than the intended one, which is the factor of customer loyalty. This supports the decision to delete the item ‘purchase intention 4’ that was made based on the PLS analysis.

### **3.6 Research ethics**

Research ethics are taken into account throughout the whole research. It is important that respondents trust the researcher and survey. The survey has been shared through an anonymous link which made the respondents untraceable and completely anonymous. The anonymity and the confidential processing of the data has been emphasized in the introduction of the survey. Besides, it was stated that there are no right or wrong answers and that the respondents are free in answering the questions. The survey has been distributed online through a travel blog. Therefore, the respondents did not get the survey directly from the researcher. To ensure the respondents that the survey is trustworthy, the layout of the Radboud University was used to design the survey in Qualtrics. The purpose of the study has been framed as ‘researching innovation of tour operators’, to exclude biased results. Respondents could quit the survey any time they want by clicking away the survey and the answers have not been saved. At the end of the survey, respondents could indicate whether they had any questions or comments about the research. Besides, the e-mail address of the researcher was stated to give respondents the opportunity to ask questions. Finally, the respondents could leave their email address when they wanted to enter the giveaway. It was not obligated to leave an e-mail address.

Furthermore, a research integrity form has been added in the appendix. In this form, it is stated amongst others that the researcher will be honest, ethical, professional and as careful and rigorous as possible. There will not be any fabrication of data, manipulation of data, plagiarism, misrepresentation of data, interests or qualifications/experiences, mismanagement or inadequate preservation of data, breach of duty of care, abuse of status as a member of an academic profession or reprisals against individuals who made an allegation of research misconduct.

## 4. Results

The results of all analyses will be reported upon in this section. First, a descriptive analysis presents the correlation between the constructs in the model. Second, assumptions for both multiple regression analysis and partial least squares analysis will be reported upon. Third, the hypotheses will be tested through factor analysis, multiple regression analysis and partial least squares analysis. Finally, the outcomes of six additional analyses will be presented.

### 4.1 Descriptive analysis

The correlation matrix in table 20 shows the relationship between the variables in the model. All dimensions of perceived firm innovativeness (perceived change in value proposition, value delivery, customer treatment and interaction space) are significantly correlated with each other. Besides, multiple dimensions of perceived firm innovativeness significantly correlate with consumer behavior variables. Value proposition positively correlates with customer loyalty (.17) and value delivery positively correlates with purchase intention (.20) and customer loyalty (.21). Furthermore, firm credibility significantly correlates with both purchase intention (.57) and customer loyalty (.45). Finally, purchase intention and customer loyalty also significantly correlate with each other (.69). The two dimensions ‘perceived change in customer treatment’ and ‘perceived change in interaction space’ do not correlate with any of the consumer behaviors.

Table 20. *Correlation matrix and descriptive statistics of split dimensions*

	1	2	3	4	5	6	7
1 Value proposition							
2 Value delivery	.49**						
3 Customer treatment	.39**	.64**					
4 Interaction space	.29**	.45**	.58**				
5 Firm credibility	.11	.06	.01	-.05			
6 Purchase intention	.13	.20**	.03	.03	.57**		
7 Customer loyalty	.17*	.20**	.06	.08	.45**	.69**	
Mean	4.50	4.25	4.06	3.98	5.53	4.69	3.56
Standard deviation	1.27	1.26	1.22	1.36	1.06	1.71	1.36

$n = 170$ ; \*\*  $p < .01$ ; \*  $p < .05$

## 4.2 Assumptions

### 4.2.1 Assumptions Multiple Regression Analysis

The data has to meet four assumptions in order to be suitable for multiple regression analysis (Hair et al., 2018). These assumptions do both apply to the individual variables as the multivariate model as a whole. The first assumption is that the relationship between the dependent and independent variables should be linear. The scatterplots show linear and horizontal relationships between all independent and dependent variables (see appendix VIII); thus, this assumption has been met. The second assumption that should be met is homoscedasticity; the variance of the residuals should be equal. The scatterplots show that the dots are spread out on the x-axis and do not show a pattern (see appendix VIII). Therefore, the assumption of homoscedasticity has been met. Third, the normality of the model is assessed which checks the correspondence of the metric variables to the normal distribution (Hair et al., 2018). The variables are normally distributed when the value of Kurtosis divided by the value of Skewness is between -3 and 3 (Hair et al., 2018). All variables are normally distributed except customer loyalty. However, the plot did show a normal distribution. Besides, regression is robust to deviations of normality (Field, 2013), so this should not be a problem. The fourth and last assumption is that all predicted values in a regression analysis should be independent. Again, the residual plot does not show a consistent pattern which suggests that this assumption is met. In conclusion, all assumptions were met and multiple regression analysis can be used.

### 4.2.2 Assumptions Partial Least Squares Analysis

No assumptions of Partial Least Squares (PLS) analysis have been violated. The maximum number of arrowheads pointing at a latent variable - including the control variables - is 6, meaning the sample size should be at least 60. The sample size of this study is 177. Furthermore, only metrically scaled variables are used. The control variables that are non-metrically scaled (gender, age, education and travel companion) are changed into dummy variables. The model demonstrates sufficient construct reliability, convergent validity and discriminant validity. Thus, the model shows sufficient robustness that is needed to test all relationships. The adjusted model including the control variables is presented in appendix VI (figure 4).

### 4.3 Hypothesis testing

#### 4.3.1 Dimensions of perceived firm innovativeness

In order to test the first hypothesis and assess the dimensionality of the PFI construct, a confirmatory factor analysis and a PLS analysis have been conducted. First, all items of the dimensions of perceived firm innovativeness (perceived change in value proposition, value delivery, customer treatment, interaction space) were put together in one confirmatory factor analysis. The results of the analysis showed that the Kaiser-Meyer-Olkin measure of sampling adequacy was .87 and Bartlett's test of sphericity was significant ( $\chi^2(78) = 1471.45, p < .001$ ). The oblique rotation method was used since multiple factor correlations in the correlation matrix are higher than .30 (Field, 2013). All communalities were higher than .20 and therefore sufficient for interpretation (Field, 2013). The initial analysis showed 3 factors which together explain 74.9% of the variance (see table 21). The dimensions 'perceived change in value delivery' and 'perceived change in customer treatment' load on one factor instead of the hypothesized two factors. Additionally, the cut off point for factor loadings is  $>.40$ , since this value is required for a well-argued interpretation (Hair et al., 2018). All factor loadings in the pattern matrix are above the threshold of .40 which means that no items are deleted.

Table 21. *Pattern matrix of dimensions perceived firm innovativeness*

	1	2	3
Value proposition 1		.881	
Value proposition 2		.902	
Value proposition 3		.765	
Value delivery 1	.869		
Value delivery 2	.723		
Value delivery 3	.837		
Customer treatment 1	.703		
Customer treatment 2	.803		
Customer treatment 3	.746		
Interaction space 1			.906
Interaction space 2			.914
Interaction space 3			.858

Second, the dimensionality of the PFI construct is assessed in a PLS analysis. The HTMT values of the four dimensions are below the threshold of .85 which indicates that the

constructs differ sufficiently from each other (Henseler et al., 2016). Furthermore, the AVE of all four dimensions is above .5 which indicates a good convergent validity. Combining the two dimensions ‘perceived change in value delivery’ and ‘perceived change in customer treatment’ leads to a significant drop of the AVE value and indicator reliability. Besides, the items load less on the combined construct than on the separate constructs. Finally, the combined construct has less influence on the dependent variables ‘firm credibility’ and ‘purchase intention’. Within the original factor structure, the construct ‘perceived change in value delivery’ has a significant effect on purchase intention ( $\beta = .246$ ,  $t = 2.55$ ,  $p = .006$ ). The combined construct does not show any significant effects on the dependent variables. However, as mentioned in section 3.5.1.2, there was no empirical support for the relevance of the dimensions ‘value proposition’, ‘value delivery’ and ‘interaction space’ for the construction of perceived firm innovativeness. Combining the two factors ‘value delivery’ and ‘customer treatment’ does not solve this issue. The weights of the dimensions ‘perceived change in value proposition’ and ‘perceived change in interaction space’ on PFI remain insignificant.

It was hypothesized that four dimensions would form the construct perceived firm innovativeness: perceived change in (a) value proposition, (b) value delivery, (c) customer treatment and (d) interaction space. The factor analysis found a dimension structure with 3 dimensions that combined perceived change in value delivery and perceived change in customer treatment. Besides, no empirical support for the relevance of the dimensions of the construction of PFI was found in the PLS analysis, except for the customer treatment dimension. Based on these results, hypothesis 1 is rejected. Based on the results of the PLS analysis which showed that combining the value delivery and customer treatment dimensions is not the solution, it is decided to not alter the base model in this current research. The original dimension structure is used in further analyses in this research.

#### *4.3.2 Relationship PFI with consumer behaviors*

Hypotheses 2 to 5 are tested by conducting both a multiple regression analysis in SPSS and a partial least squares analysis in ADANCO. For all hypothesis, first, the results of the multiple regression analysis will be presented and second the results of the partial least squares analysis. The hypotheses will be rejected or supported based on the results of both analyses.

##### *4.3.2.1 Multiple regression analyses in SPSS*

In total, four multiple regressions analyses are conducted to test if perceived firm innovativeness (PFI) significantly explains firm credibility and purchase intention and if firm

credibility significantly explains purchase intention and customer loyalty. In every MRA, the first model contains the control variable gender, age, education, travel companion and attraction to travel. Thereafter, the independent variable, either PFI or firm credibility, has been included in the second model and sometimes third model. The categorical control variables are included as dummy variables. The categories ‘female’, ‘18-25’, ‘hbo’ and ‘with family’ are used as reference categories. All hypotheses are tested based on a 95% confidence interval.

#### 4.3.2.2 Assessment of structural model in ADANCO

Assessing the structural model is the second step in the general PLS analysis procedure. The bootstrapping procedure has been used to test the significance of the results. Table 22 shows the adjusted coefficient of determination (adjusted R<sup>2</sup>) of each endogenous construct, which gives an indication of the variability that is accounted for by the preceding constructs in the model (Henseler et al., 2016). The variance explained of firm credibility is 7.3%, for customer loyalty 35.5% and for purchase intention 32.8%. This shows that the endogenous variables are not fully explained by the model.

Table 22. *Coefficients of determination*

Constructs	R <sup>2</sup>	Adjusted R <sup>2</sup>
Firm credibility	.089	.073
Customer loyalty	.424	.355
Purchase intention	.352	.328

All hypotheses were tested in PLS by assessing direct and indirect effects in the model, based on path coefficients and significance. Path coefficients show the strength and direction of the effect of the independent variable on the dependent variable (Henseler et al., 2016). Bootstrapping is used to show the (in)significance of effects in order to accept or reject the hypotheses. Significance is assessed with a 95% confidence interval. Finally, the effect sizes are assessed to show how strong a significant effect is. An effect is considered strong if Cohen’s f<sup>2</sup> is greater than .35, moderate if between .15 and .35 and weak is smaller than .15. An overview of the direct and indirect effects in the model is represented in table 23.

Table 23. *Direct and indirect effects in the PLS model*

	Path coefficient	t-value	p-value (two-tailed)	Cohen's f <sup>2</sup>	Effect size
<b>Direct effects:</b>					
PFI → FC	.299	1.742	.082	.098	-
PFI → PI	-.060	-.241	.810	.005	-
FC → CL	.360	.040	.968	.190	-
FC → PI	.608**	5.042	.000	.608	Strong
<b>Control variables:</b>					
Gender → CL	.020	.007	.995	.020	-
Attraction → CL	-.289	-.059	.953	-.289	-
Age → CL	.081	.004	.997	.081	-
Education → CL	.263	.014	.989	.263	-
Companion → CL	.232	.099	.921	.232	-
<b>Indirect effects:</b>					
PFI → CL	.107	.031	.976	-	-
PFI → PI	.182	1.56	.120	.005	-

*PFI = perceived firm innovativeness, FC = firm credibility, PI = purchase intention, CL = customer loyalty*

*n = 177; \*\*\*  $p < .001$ , \*\*  $p < .01$ , \*  $p < .05$*

#### 4.3.3 Effect PFI on firm credibility

The first regression analysis tested the effect of perceived firm innovativeness on firm credibility (see table 24). The first model contains the effects of the control variables on firm credibility. The results of the regression indicated that model 1 explains a significant proportion of the variance ( $R^2 = .18$ ,  $F(13,160) = 2.61$ ,  $p = .003$ ). After the four dimensions of PFI were added, the model did not significantly improve ( $R^2 = .19$ ,  $F(17,152) = 2.13$ ,  $p = .008$ ). The regression analysis shows that perceived firm innovativeness does not have a significant effect on firm credibility.

Furthermore, the results of PLS analysis (see table 23) show that perceived firm innovativeness does not have a significant effect on firm credibility ( $\beta = .299$ ,  $t = 1.742$ ,  $p < .082$ ). Based on these findings and the findings of the MRA, hypothesis 2 is rejected.

Table 24. *Effects of control variables and perceived firm innovativeness on firm credibility*

	<b>Model 1: Control variables</b>			<b>Model 2: Inclusion PFI</b>		
	$\beta$	SE	<i>p</i>	$\beta$	SE	<i>p</i>
<b>Gender</b>						
Male	-.171*	.172	.026	-.170*	.177	.031
<b>Age</b>						
26-35	.010	.256	.906	-.011	.272	.900
36-45	-.044	.355	.618	-.039	.372	.662
46-55	.080	.248	.384	.074	.262	.441
56+	.033	.300	.728	.025	.310	.797
<b>Education</b>						
High school	-.122	.377	.122	-.126	.382	.116
mbo	-.067	.240	.458	-.062	.249	.503
wo	-.074	.191	.401	.049	.198	.591
<b>Travel companion</b>						
Alone	-.032	.448	.676	-.027	.456	.732
With partner	.030	.218	.751	.021	.223	.825
With (a) friend(s)	-.316**	.218	.001	-.339**	.225	.001
Other...	.069	.415	.371	.065	.426	.412
<b>Attraction to travel</b>	.069	.080	.361	.040	.086	.618
<b>Perceived firm innovativeness</b>						
Value proposition				.099	.075	.268
Value delivery				.039	.090	.707
Customer treatment				-.078	.097	.475
Interaction space				-.061	.074	.524
<b>R<sup>2</sup> (Adjusted R<sup>2</sup>)</b>	<b>.175** (.108)</b>			<b>.193** (.102)</b>		

*n* = 177; \*\*\* *p* < .001, \*\* *p* < .01, \* *p* < .05

#### 4.3.4 Effect PFI and firm credibility on purchase intention

In the second multiple regression analysis, the effect of perceived firm innovativeness on purchase intention is examined (see table 25). The results show that the model with only the control variables (model 1) explains a significant proportion of the variance ( $R^2 = .18$ ,  $F(13,160) = 2.65$ ,  $p = .002$ ). The inclusion of perceived firm innovativeness slightly improves

the model ( $R^2 = .23$ ,  $F(17,151) = 2.66$ ,  $p = .001$ ). The dimension ‘perceived change in value delivery’ showed a significant, positive effect on purchase intention. Thus, if consumers perceive a change in the value delivery of the tour operator, they are more likely to purchase a product/service from the company. The results of the PLS analysis (see table 23) also show that the construct perceived firm innovativeness as a whole does not have a significant effect on purchase intention ( $\beta = -.060$ ,  $t = -.241$ ,  $p = .810$ ). However, the first stage model (figure 2), where value delivery acts as a reflective first-order construct, showed that ‘perceived change in value delivery’ had a significant effect on purchase intention ( $\beta = .246$ ,  $t = 2.55$ ,  $p = .006$ ), which is in line with the findings of the MRA. Finally, the indirect effect of perceived firm innovativeness on purchase intention showed an insignificant effect ( $\beta = .182$ ,  $t = 1.557$ ,  $p = .120$ ). Since ‘perceived change in value delivery’ has a significant effect on purchase intention, hypothesis 3 is partially supported.

In the third model of the multiple regression analysis, the firm credibility construct is added to the model (see table 25). The inclusion of firm credibility significantly improves the model ( $R^2 = .45$ ,  $F(18,150) = 6.84$ ,  $p < .001$ ). The results show that firm credibility does have a significant, positive effect on purchase intention ( $\beta = .52$ ,  $p < .001$ ). Besides, the results of the PLS analysis (see table 23) also show a positive, significant effect of firm credibility on purchase intention ( $\beta = .608$ ,  $t = 5.042$ ,  $p < .001$ ). The strength of this effect was strong (.608). This means that the more a consumer perceives a tour operator as credibility, the higher the intention of the consumer to book a holiday at that tour operator. Thus, hypothesis 4 is supported.

Table 25. *Effects of control variables, perceived firm innovativeness and firm credibility on purchase intention*

	<b>Model 1: Control variables</b>			<b>Model 2: Inclusion PFI</b>			<b>Model 3: inclusion firm credibility</b>		
	$\beta$	SE	$p$	$\beta$	SE	$p$	$\beta$	SE	$p$
<b>Gender</b>									
Male	-.114	.274	.133	-.118	.279	.123	-.036	.240	.587
<b>Age</b>									
26-35	-.065	.409	.432	-.043	.427	.607	-.036	.362	.609
36-45	.014	.567	.875	.021	.584	.811	.040	.495	.593
46-55	.027	.400	.767	.057	.416	.540	.009	.353	.910
56+	.026	.480	.785	.053	.485	.579	.039	.411	.628

<b>Education</b>									
High school	.039	.602	.617	.049	.599	.530	.114	.512	.090
mbo	-.051	.384	.567	-.078	.391	.389	-.043	.332	.572
wo	-.220*	.306	.013	-.181*	.313	.044	-.163	.265	.033
<b>Travel companion</b>									
Alone	-.013	.717	.869	.006	.715	.939	.020	.606	.760
With partner	.086	.350	.356	.090	.352	.332	.072	.298	.360
With (a) friend(s)	-.244**	.346	.009	-.257**	.353	.007	-.082	.311	.324
Other...	.002	.663	.980	-.028	.667	.716	-.062	.567	.349
<b>Attraction to travel</b>	-.006	.129	.942	-.065	.135	.411	-.089	.114	.184
<b>Perceived firm innovativeness</b>									
Value proposition				.074	.118	.394	.022	.101	.761
Value delivery				.247*	.142	.016	.224*	.120	.010
Customer treatment				-.178	.153	.093	-.147	.130	.103
Interaction space				.048	.117	.607	.082	.099	.300
<b>Firm credibility</b>							.523***	.108	.000
<b>R<sup>2</sup> (Adjusted R<sup>2</sup>)</b>		.177** (.110)		.231** (.144)			.451*** (.385)		

*n* = 177; \*\*\* *p* < .001, \*\* *p* < .01, \* *p* < .05

#### 4.3.5 Effect firm credibility on customer loyalty

Finally, the effect of firm credibility on customer loyalty was examined in the last multiple regression analysis (see table 26). The results indicated that the first model, including only the control variables, explains a significant proportion of the variance ( $R^2 = .16$ ,  $F(13,160) = 2.38$ ,  $p = .006$ ). The inclusion of the firm credibility variable results in a significant improvement of the model ( $R^2 = .29$ ,  $F(14,158) = 4.57$ ,  $p < .001$ ). Moreover, the results show that firm credibility has a significant positive effect on customer loyalty ( $\beta = .38$ ,  $p < .001$ ). This means that if a consumer thinks that a tour operator is credible, the consumer is more loyal to the tour operator. Finally, in the third model, the perceived firm innovativeness variable is included in the model. The inclusion of PFI did not significantly improve the model ( $R^2 = .34$ ,  $F(18,150) = 4.22$ ,  $p < .001$ ). Besides, the effect size on firm credibility on customer loyalty did not significantly increase ( $\beta = .37$ ,  $p < .001$ ). None of the dimensions of PFI showed a significant effect on customer loyalty. Additionally, the PLS analysis is ADANCO tested the indirect

effect between perceived firm innovativeness and customer loyalty (see table 23). There was no significant indirect effect found between PFI and customer loyalty ( $\beta = .11, p = .98$ ).

The PLS analysis (see table 23) did not show a significant effect of firm credibility on customer loyalty ( $\beta = .360, t = 0.040, p = .968$ ). To some extent, this could be attributed to the number of arrows pointing at the construct. The control variables load on the customer loyalty construct, thus 6 arrows point at the construct. After excluding the control variables, firm credibility did show a significant, positive effect on customer loyalty ( $\beta = .530, t = 4.67, p < .001$ ). The strength of the effect was strong (.391). Based on the multiple regression analysis and the PLS analysis excluding the control variables, it is decided to accept hypothesis 5.

Table 26. *Effects of control variables and firm credibility on customer loyalty*

	<b>Model 1: Control variables</b>			<b>Model 2: Inclusion firm credibility</b>			<b>Model 3: inclusion PFI</b>		
	$\beta$	SE	<i>p</i>	$\beta$	SE	<i>p</i>	$\beta$	SE	<i>p</i>
<b>Gender</b>									
Male	-.084	.219	.270	-.039	.206	.593	-.020	.205	.783
<b>Age</b>									
26-35	-.034	.328	.684	-.021	.303	.783	-.010	.310	.900
36-45	.085	.455	.334	.119	.420	.150	.113	.424	.167
46-55	.063	.317	.491	.054	.293	.526	.069	.299	.432
56+	.142	.385	.133	.146	.355	.098	.171	.352	.055
<b>Education</b>									
High school	-.017	.483	.832	.043	.449	.561	.040	.439	.585
mbo	-.011	.309	.902	.026	.285	.755	-.030	.284	.722
wo	-.175*	.245	.050	-.124	.228	.136	-.132	.227	.113
<b>Travel companion</b>									
Alone	.057	.575	.464	.077	.530	.287	.081	.519	.258
With partner	.018	.279	.848	.024	.258	.780	.020	.254	.820
With (a) friend(s)	-.169	.279	.071	-.028	.267	.753	-.087	.267	.335
Other...	.095	.532	.218	.077	.491	.286	.045	.485	.538
<b>Attraction to travel</b>	.017	.103	.825	-.016	.095	.819	-.075	.098	.310
<b>Firm credibility</b>				.384***	.094	.000	.371***	.093	.000

**Perceived firm innovativeness**

Value proposition		.096	.086	.240
Value delivery		.123	.104	.202
Customer treatment		-.143	.111	.153
Interaction space		.149	.086	.092
R <sup>2</sup> (Adjusted R <sup>2</sup> )	.162*** (.094)	.278*** (.208)	.431*** (.371)	

*n* = 177; \*\*\* *p* < .001, \*\* *p* < .01, \* *p* < .05

**4.4 Additional analyses**

*4.4.1 Effect of control variables*

The effect of the control variables gender, age, education, travel companion and attraction will be discussed based on the multiple regression analyses. The control variables gender and travel companion seem to influence firm credibility. Only one category of the variable ‘travel companion’ is significant, the category ‘with (a) friend(s)’, which makes it difficult to state whether the companion with whom someone travels is a predictor of firm credibility. However, travel companion ( $\beta = -.34, p = .001$ ). does have a stronger (negative) effect on firm credibility than the dimensions of perceived firm innovativeness, which do not have a significant effect on firm credibility. Besides, travel companion does have a stronger (negative) effect on firm credibility than age ( $\beta = -.17, p = .03$ ).

Furthermore, the control variables education and travel companion seem to influence purchase intention. Again, only one category of the variable ‘travel companion’ is significant. Travel companion ( $\beta = -.26, p = .007$ ) has a negative effect on purchase intention whereas perceived change in value delivery ( $\beta = .25, p = .016$ ) has a positive effect on purchase intention. Besides, one category of the control variable ‘education’ is significant, namely ‘wo’ ( $\beta = -.18, p = .044$ ). However, firm credibility has a stronger effect on purchase intention than education. After including firm credibility, travel companion and education do not influence purchase intention, but perceived change in value delivery does ( $\beta = .22, p = .010$ ).

Finally, the control variable education seems to influence customer loyalty, but only before including firm credibility. The category ‘wo’ has a significant, negative effect on customer loyalty ( $\beta = -.18, p = .050$ ).

#### 4.4.2 Effect of PFI on customer loyalty

There was no hypothesized direct effect of perceived firm innovativeness on customer loyalty. However, an additional multiple regression analysis was conducted in SPSS in order to test whether perceived firm innovativeness has a direct effect on customer loyalty (excluding firm credibility). The model, including all control variables and PFI, explained a significant proportion of the variance ( $R^2 = .25$ ,  $F(15, 151) = 3.28$ ,  $p < .001$ ). Nonetheless, there were no direct significant effects of dimensions of PFI on customer loyalty.

#### 4.4.3 Effect of different PFI scales

Two scales to measure perceived firm innovativeness are included in the current research. First, the scale of Lervik-Olsen et al. (2017) to measure PFI is included to test the dimensionality of the construct and to test the relationship with consumer behaviors. The scale of Kunz et al. (2011) is included as a backup scale to measure perceived firm innovativeness in order to control for inadequacies. The analysis including the PFI scale of Lervik-Olsen et al. (2017) did not show significant (in)direct effects between the second-order construct PFI and firm credibility/customer loyalty. All relationships between PFI and the consumer behaviors are assessed again using the unidimensional PFI construct of Kunz et al. (2011) with a MRA (see table 30) and PLS analysis (see table 31). The assumptions, validity and reliability of the analyses have been checked but are not reported upon in order to keep this section short and clear.

First, the relationship between perceived firm innovativeness and firm credibility is tested. The MRA model including original PFI construct was significant ( $R^2 = .18$ ,  $F(15,154) = 2.26$ ,  $p = .007$ ), but it was found that perceived firm innovativeness did not have a significant effect on firm credibility. After replacing the original PFI construct for the unidimensional construct, the model significantly improves ( $R^2 = .26$ ,  $F(15,157) = 3.65$ ,  $p < .001$ ). Besides, the unidimensional PFI construct has a significant effect on firm credibility ( $\beta = .31$ ,  $p < .001$ ) which is in contrast with earlier findings in this study. Furthermore, the PLS analysis also showed a positive, significant effect of PFI on firm credibility ( $\beta = .388$ ,  $t = 5.898$ ,  $p < .001$ ).

Second, the effect of perceived firm innovativeness on purchase intention is evaluated. In the original multiple regression analysis, the model including PFI explained a significant portion of the variance ( $R^2 = .45$ ,  $F(15,153) = 2.59$ ,  $p = .002$ ). Perceived firm innovativeness did not have a significant effect on purchase intention. After altering the model and including the unidimensional PFI construct, the model did not significantly improve ( $R^2 = .25$ ,  $F(14,157) = 3.47$ ,  $p < .001$ ). The PFI construct has a significant effect on purchase intention ( $\beta = .26$ ,  $p <$

.001). This is in contrast with the findings in the PLS analysis. The results showed no direct effect between the unidimensional PFI construct and purchase intention ( $\beta = .12, p = .131$ ). However, the PLS analysis did show a positive, indirect effect between the PFI construct and purchase intention through firm credibility ( $\beta = .21, p < .001$ ).

Finally, the indirect effect of the unidimensional PFI construct on customer loyalty is assessed in the PLS analysis. There is a positive, indirect effect between the PFI construct and customer loyalty ( $\beta = .20, p < .001$ ). This is in contrast with earlier findings in this research that included the multidimensional PFI construct.

In conclusion, this analysis has shown that there are multiple ways to measure perceived firm innovativeness and that different measures of PFI do not lead to the same results.

Table 30. *Differences between two PFI scales in the multiple regression analyses*

	PFI scale of Lervik-Olsen et al. (2017)			PFI scale of Kunz et al. (2011)		
	$\beta$	SE	$p$	$\beta$	SE	$p$
PFI → Firm credibility	-.016	.087	.841	.311***	.080	.000
PFI → Purchase intention	.130	.139	.101	.276***	.128	.000
$R^2$ (Adjusted $R^2$ )	.192** (.101)			.206** (.117)		

$n = 177$ ; \*\*\*  $p < .001$ , \*\*  $p < .01$ , \*  $p < .05$

Table 31. *Direct and indirect effect of the unidimensional PFI construct in PLS*

	Path coefficient	t-value	p-value (two-tailed)	Cohen's $f^2$	Effect size
<b>Direct effects:</b>					
PFI → FC	.388***	5.898	.000	.178	Strong
PFI → PI	.117	1.514	.131	.018	-
FC → CL	.526***	8.718	.000	.381	Strong
FC → PI	.538***	7.452	.000	.380	Strong
<b>Indirect effects:</b>					
PFI → CL	.204**	4.980	.000	-	Moderate
PFI → PI	.209**	4.657	.000	.018	Moderate

*PFI = perceived firm innovativeness, FC = firm credibility, PI = purchase intention, CL = customer loyalty*

$n = 177$ ; \*\*\*  $p < .001$ , \*\*  $p < .01$ , \*  $p < .05$

#### 4.4.4 The effect of age

Subsets were created to see whether different groups of respondents had an influence on the model. The dimensions of perceived innovativeness are based on the notion of change. Since travelers of different ages can have other perceptions of change over time, there could be a difference between younger and older age groups. The largest age group of respondents is between 18 and 25 (47.5%) and thus, it is decided to check whether there is a difference between individuals younger and older than 25. All control variables except age are included in the multiple regression analysis, however only the relations between the dimensions of PFI and consumer behaviors will be reported upon in this section.

The model that tested the effect of perceived firm innovativeness on firm credibility explains significant variance for both age groups (see table 32). Results show that perceived change in value proposition has a significant effect on firm credibility for individuals under 25 ( $\beta = .24, p = .046$ ). This means that if someone under 25 perceives a change in the value proposition of a tour operator, they think of the tour operator as more credibility. For the age group above 25, there were no significant effects found of PFI on firm credibility.

The model that tested the effect of perceived firm innovativeness on purchase intention was significant for the age group under 25, but did not show a significant relationship between the dimensions of PFI and purchase intention. The same model was not significant for the age group above 25. However, after adding 'firm credibility' to the model, the model significantly improved ( $R^2 = .54, F(17,69) = 4.67, p < .001$ ). This model showed significant effects between value delivery ( $\beta = .33, p = .020$ ) and customer treatment ( $\beta = -.38, p = .015$ ) on purchase intention. Thus, if travelers above the age of 25 perceive a change in the value delivery of a tour operator, this increases their purchase intention. However, if travelers perceive a change in customer treatment, their intend to book a holiday at the tour operator decreases. These effects were not found for travelers under the age of 25. Finally, firm credibility showed a significant effect on purchase intention and customer loyalty for both age categories.

These results show that perceived change in value proposition has a bigger influence on consumer behaviors for travelers under the age of 25 than for travelers above the age of 25. If travelers under 25 perceive a change in value proposition, they tend to think of the tour operator as more credible. Additionally, for travelers above the age of 25, perceived change in value delivery and customer treatment have a bigger effect on consumer behaviors, namely on purchase intention. This effect was not found for travelers under the age of 25. Thus, age does have an influence on the relationship between perceived firm innovativeness and consumer behaviors.

Table 32. *Differences in coefficient of determination and model significance between  $\leq 25$  and  $> 25$*

	$\leq 25$ ( $n=84$ )			$> 25$ ( $n=93$ )		
	R <sup>2</sup>	<i>p</i>	Significant relations	R <sup>2</sup>	<i>p</i>	Significant relations
PFI → FC	.365**	.002	VP → FC (.046)	.125	.845	-
PFI → PI	.330**	.006	-	.198	.388	VD → PI (.034) VD → CT (.031)
FC → PI	.437***	.000	FC → PI (.001)	.535***	.000	FC → PI (.000) VD → PI (.020) CT → PI (.015)
FC → CL	.365***	.000	FC → CL (.010)	.314**	.003	FC → CL (.000)

*PFI = perceived firm innovativeness, FC = firm credibility, PI = purchase intention, CL = customer loyalty*

\*\*\*  $p < .001$ , \*\*  $p < .01$ , \*  $p < .05$

#### 4.4.5 The effect of time

The year in which the respondents have last travelled with a tour operator varies from 2013 to 2021. Respondents were asked to recall their last experience with a tour operator and answer the questions based on this experience. Recall that utilizes long-term memory may lead to biases such as selectivity of recall and reconstruction (Gardial, Clemons, Woodruff, Schumann, & Burns, 1994). A long period of time between the experience with the tour operator and the survey can therefore lead to differences between the memory and the actual experience (Gardial et al., 1994). Respondents who have been on holiday with a tour operator in the last 3 years are more likely to accurately remember their experiences. Therefore, a subsample has been created to see if there is a difference between respondents who have last travelled with a tour operator in/after 2018 and before 2018. In total, there are 127 respondents who have travelled in or after the year of 2018 and 50 respondents who have traveled last with a tour operator before 2018.

The results showed that the subset of individuals who have travelled with a tour operator after or in 2018 and the subset individuals who have travelled before 2018 were both insignificant for the relation between PFI and firm credibility (see table 33). The models of the relationship between PFI and purchase intention and between firm credibility and purchase intention explained a significant portion of the variance for the subset of those who travelled last before 2018. The models of the relationship between firm credibility and purchase intention and between firm credibility and customer loyalty explained a significant portion of the

variance for the subset of those who travelled in or after 2018. However, none of the relationships of the dimensions of PFI on purchase intention and firm credibility were significant. Finally, firm credibility had a significant effect on purchase intention ( $\beta = .65, p < .001$ ) and customer loyalty ( $\beta = .52, p < .001$ ) for the subsample of travelers who traveled with a tour operator in or after 2018. These significant relationships were not found for the subsample of travelers who traveled with a tour operator before 2018.

Thus, the time frame in which one has traveled last with a tour operator does not have an influence of the relationship between PFI and consumer behaviors, but it does have an influence on the relationship between firm credibility and purchase intention/customer loyalty.

Table 33. *Differences in coefficient of determination and model significance between <2018 and ≥ 2018*

	< 2018			≥ 2018		
	R <sup>2</sup>	<i>p</i>	Significant relations	R <sup>2</sup>	<i>p</i>	Significant relations
PFI → FC	.463	.245	-	.174	.170	-
PFI → PI	.620*	.018	-	.120	.606	-
FC → PI	.646*	.017	-	.469***	.000	FC → PI (.000)
FC → CL	.410	.180	-	.336***	.000	FC → CL (.000)

*PFI = perceived firm innovativeness, FC = firm credibility, PI = purchase intention, CL = customer loyalty*

*n = 177; \*\*\*  $p < .001$ , \*\*  $p < .01$ , \*  $p < .05$*

#### 4.4.6 Exclusion of bankrupt tour operators

Finally, an analysis has been conducted that excludes the tour operators that are bankrupt. Two tour operators that were included in the list of tour operators are declared bankrupt at the moment of writing i.e., Peter Langhout and D-Reizen/VakantieXperts (see table 5). In total, 12.4% of the sample kept in mind one of these tour operators whilst filling out the survey. Answers from these respondents might be biased since the survey included questions /statements about purchase intention and or customer loyalty. Examples of statements that are difficult to answer for a tour operator that is bankrupt are “I will not switch to another tour operator even though there are lots of other options” and “I will purchase the service from this tour operator the next time I want to book a holiday”. Excluding the two bankrupt tour operators from the analysis did not lead to other results than the analyses including these tour operators.

## 5. Discussion

In this final chapter, an answer to the research question is given by interpreting the results. Furthermore, theoretical contributions are discussed and managerial implications are given. Finally, limitations and suggestions for future research will be discussed.

### 5.1 Conclusion

To answer the research question ‘How does perceived innovativeness of tour operators affect firm credibility, customer loyalty and purchase intention?’, five hypotheses were tested. The outcomes of the hypothesized effects are presented in table 34.

The construct ‘perceived innovativeness of tour operators’ was studied as a multidimensional construct of four dimensions, based on the scale of Lervik-Olsen et al. (2017). This study showed that the hypothesized dimension structure was not supported (H1). The factor analysis revealed three dimensions instead of the original four and the PLS analysis showed a weak indicator validity. Based on the results of this study, it can be concluded that perceived innovativeness of tour operators did not affect firm credibility. The multidimensional PFI scale (Lervik-Olsen et al., 2017) did not show a positive relationship with firm credibility, in contrast to the hypothesis (H2). Customers who perceive a tour operator as innovative are not more or less likely to perceive the firm as more credible. Perceived firm innovativeness did have a partial influence on purchase intention. Perceived change in value delivery has a positive, significant effect on purchase intention. Thus, customer who perceive a change in a tour operator’s value delivery are more likely to purchase from the tour operator. Moreover, it was found that firm credibility positively influences purchase intention and customer loyalty (H4/H5). Thus, if a tour operator is perceived as credible, customers are more likely to book a holiday at the tour operator again and to stay loyal to the tour operator.

Thus, these findings imply that the answer to the research question is that perceived firm innovativeness measured with the dimensions of Lervik-Olsen et al. (2017) does not directly affect firm credibility or indirectly affect customer loyalty. However, perceived firm innovativeness does partially affect purchase intention, based on the perceived change in value delivery. Furthermore, firm credibility directly affects both purchase intention and customer loyalty. Finally, additional analyses showed that the effects of PFI are different for younger and older age groups. Perceived change in value proposition has a positive influence on firm credibility for travelers under the age of 25. Additionally, for travelers above the age of 25, perceived change in value delivery and customer treatment have a positive effect on purchase intention.

Table 34. *Outcomes of hypothesized effects*

	Hypothesized effect	Outcome
H1	Perceived change in (a) value proposition, (b) value delivery, (c) customer treatment and (d) interaction space are dimensions of perceived innovativeness of tour operators.	Not supported
H2	Perceived innovativeness of tour operators positively influences firm credibility.	Not supported
H3	Perceived innovativeness of tour operators positively influences purchase intention.	Partially supported*
H4	Firm credibility positively influences purchase intention.	Supported
H5	Firm credibility positively influences customer loyalty	Supported

*\*One of the dimensions of PFI was significant*

## 5.2 Discussion

While perceived firm innovativeness and consumer behaviors are widely researched topics, the combination between the PFI scale, the variables studied in the current research and the tour operator context is unique. Past research viewed perceived (firm) innovativeness as a one-dimensional construct (Jin et al., 2015; Kunz et al., 2011; Shams et al., 2017), whereas the current research studies perceived firm innovativeness as a multidimensional construct (Lervik-Olsen et al., 2017). Additionally, other PFI scales often rely on self-reports from managers/experts in the field or on secondary data (Keiningham et al., 2019; Lervik-Olsen et al., 2017) whereas the PFI scale used in the current research takes a customer's point of view (Keiningham et al., 2019). Perceived firm innovativeness from a customer's point of view aligns with the consumer behaviors which are also from a customer's point of view. A customer ultimately decides whether they think a firm is credible, whether they intend to purchase a product/service from the firm and whether they are loyal to the firm. Examining the relationship between perceived firm innovativeness from a customer's point of view and consumer behaviors leads to valuable insights since customers are an important stakeholder for a firm and can therefore influence the success of the firm.

Whilst literature on perceived firm innovativeness provides a good insight on how unidimensional PFI constructs and consumer behaviors are related, the current research examines the multidimensionality of the PFI scale as proposed by Lervik-Olsen et al. (2017) and the relationship with consumer behavior. The lack of support for the hypothesized effect

of perceived innovativeness of tour operators on firm credibility is in contrast with the expectations based on earlier research. Previous studies found a relationship between perceived (firm) innovativeness and (dimensions of) brand credibility (Falkenreck & Wagner, 2011; Jin et al., 2015; Kunz et al., 2011; Shams et al., 2017). In contrast, the current study suggests that perceived firm innovativeness has no effect on firm credibility over the population as a whole. This means that if a consumer perceives a tour operator as innovative, it does not lead to a significant higher or lower firm credibility. However, perceived firm innovativeness, specifically perceived change in value proposition, does have a positive influence on firm credibility for travelers under the age of 25. There could be several explanations why age has a positive influence on the PFI-firm credibility relationship. One explanation could be that, in general, younger people are more likely to be adventurous and enterprising (Hwang, Lee, & Kim, 2019). Perceived change in value proposition reflects change in how the tour operator's offerings match one's wants and needs and whether there has been a change in the tour operator's overall market offering (Lervik-Olsen et al., 2017). Travelers who are more adventurous and enterprising are probably more likely to perceive changes in a tour operator's offerings as likeable since they like changes themselves. Likeability is one of the key pillars of firm credibility, together with trustworthiness and perceived expertise (Keller & Swaminathan, 2019). Thus, this is in line with the finding that younger people perceive a firm as more credible when they perceive changes in a tour operator's value proposition.

Furthermore, it is found that perceived innovativeness of tour operators has a partial, positive influence on purchase intention. Earlier scholars did also find a relationship between perceived brand innovativeness and purchase intention (Shams et al., 2017). In the current study, only the dimension 'perceived change in value delivery' had an effect on purchase intention. Besides, for travelers above the age of 25, also perceived change in customer treatment showed an effect on purchase intention. However, whereas the effect of perceived change in value delivery had a positive effect on purchase intention, perceived change in customer treatment had a negative effect. Thus, if travelers perceive a change in customer treatment, their intend to book a holiday at the tour operator decreases. An explanation for this effect could be that it was not specified whether the consumer perceived a positive or negative change. Perceived change in customer treatment reflects change in the way tour operators treat a customer and communicate to a customer (Lervik-Olsen et al., 2017). These changes could be either perceived as positive or negative, for example when a tour operator changes its form of communication from personal contact to an online chat box. Previous literature found that young people are more likely to use the internet for booking holidays than older people since

young people thought booking online was easy and quick to learn (Kucukusta, Law, Besbes, & Legohérel, 2015). Besides, younger people easier adapt to new technology compared to older people (Hwang et al., 2019). This could explain the difference between age groups. Whereas young people might find it convenient that they can communicate with the tour operator online, older people might perceive this as a negative change in value delivery which decreases their intent to book again with this tour operator.

Finally, this study shows that firm credibility influences both purchase intention and customer loyalty. This is in line with the expectation based on previous research (Erdem & Swait, 2004; Jin et al., 2015; Kemp & Bui, 2011; Kunz et al., 2011; Shams et al., 2017) that if a customer perceives a firm as credible, he/she is more likely to purchase again from the firm and to stay loyal to the firm.

In order to control for the effect of the PFI scale, a back-up PFI scale was included (Kunz et al., 2011) in the research. There was a significant effect of this scale on both firm credibility and purchase intention. This finding confirms that different measures of perceived firm innovativeness lead to different outcomes concerning the effect of PFI on consumer behaviors. A possible explanation for the lack of effect of PFI on the consumer behaviors could be the dimension structure of PFI as proposed by Lervik-Olsen et al. (2017). The current research does not confirm this dimension structure. Moreover, a possible explanation outside the data collected within this study for the difference between the PFI scales could be that consumers should have booked with a tour operator more than once in order to correctly answer the questions about perceived change. The target group of the current study were Dutch travelers above the age of 18 who have been on holiday with a tour operator in the past 8 years. The scale of Lervik-Olsen et al. (2017) is based on the notion of change which makes it harder to answer the questions if you have only been on holiday with a tour operator once. In contrast, the scale of Kunz et al. (2011) includes questions about the company itself (e.g. the company is creative, the company constantly generates new ideas, the company launches new products and creates market trends all the time) which might be easier to answer if you only travelled once with the tour operator. Therefore, research should further examine the dimensionality of the perceived firm innovativeness construct and the effect on consumer behaviors.

All in all, these insights together provide a foundation for understanding how a multidimensional PFI scale (Lervik-Olsen et al., 2017) differs from unidimensional PFI scales (Jin et al., 2015; Kunz et al., 2011; Shams et al., 2017) and how this affects relationships with consumer behaviors.

### **5.3 Practical implications**

This study provides practical implications for (marketing) managers and strategists of tour operators. The results indicated that firm credibility is a critical factor leading to a higher purchase intention and customer loyalty. Firm credibility is found to have a stronger influence on purchase intention and customer loyalty than perceived firm innovativeness. Hence, managers should recognize the key role of the credibility of the firm in managing current customers. Purchase intention is the likelihood of buying a product/service from a firm and can be a predictor of actual purchase and customer loyalty includes positive word-of-mouth or holding favorable attitudes towards the firm which are both favorable behaviors for the firm. Managers should focus on increasing firm credibility by making their claims believable, deliver what its promises and being committed to delivering on its claims. The focus in marketing campaigns should be on these believable claims and not make false promises.

Furthermore, the current study showed that perceived change in value delivery has a positive effect on purchase intention. Accordingly, tour operators should focus on changing their value delivery which is the extent to which the process of offering the service is perceived as new in comparison to existing processes (Keiningham et al., 2019). This means that managers should focus on making the process of booking a holiday more efficient and convenient. Advertisements should be focused on these changes increasing convenience and efficiency, like updated cancellation policies, rebooking guarantees and 24/7 help lines which customers can call whilst booking your holiday.

Finally, if the tour operator targets a younger audience, the company should be more focused on advertising changes in a tour operator's value proposition, whereas a tour operator targeting an older audiences should focus on perceived change in value delivery. This means that managers of tour operators with a younger audience should focus on changes in how the tour operator's matches the customer's needs and wants, for example by introducing new, adventurous destinations or holiday packages that are not yet offered by competitors. Furthermore, tour operators that target an older audience should not focus on changes in customer treatment. Thus, tour operators that target an older audience should in their promotion not focus on for example changes in their means of communication.

### **5.4 Limitations and further research**

Despite the theoretical and practical contributions, the current study is not without limitations. These limitations lead to suggestions for future research. A first limitation is that this research

was conducted in a tour operator setting only. Respondents were asked to think about their experiences with a specific tour operator. However, experiences with a tour operator are often intertwined with experiences with the hotel and/or airline one travels with. When asked about the service that the tour operator offered, respondents might be biased due to their experiences during the holiday itself, for example services carried out by the hotel itself. Future research would benefit from exploring the effects of perceived firm innovativeness on consumer behaviors in other tourism contexts like the hotel industry or air travel industry.

A second limitation is that the research is carried out during a (inter)national lockdown due to the COVID-19 pandemic. The tourism industry was one the fastest growing markets, until the pandemic was declared (Ugur & Akbiyik, 2020) and tour operators were fighting to keep their position amongst growing competition. The tour operator industry is going through a change. COVID-19 has led to travel restrictions which massively reduced the amount of holiday bookings (Ugur & Akbiyik, 2020). Even after the travel restrictions have partially been lifted, several countries are asking for a negative COVID test result upon arrival and travelers sometimes have to return immediately from their holiday due to a rising number of COVID infections. Earlier research indicated that travel insurance and the possibility to change travel dates/location is a must for travelers from now on (Ugur & Akbiyik, 2020). Booking a holiday with a tour operator could become more popular again since tour operators often include free COVID tests, rebooking guarantees and recall policies. These changing needs of travelers could lead to a change in the importance of perceived firm innovativeness. All in all, COVID-19 has a substantial impact on the tour operator industry. It could be meaningful to repeat a similar study on the effect of perceived firm innovativeness on consumer behaviors after all COVID-19 travel restrictions have been lifted.

A third limitation is the sample that is used in the current research, which consisted of Dutch travelers above the age of 18 who have been on holiday with a tour operator in the past 8 years. This sample could be improved with three adjustments. First, the dimensions of PFI as proposed by Lervik-Olsen et al. (2017) are based on the notion of change. Perceived firm innovativeness arises from years of having positive innovative associations in the consumer's mind (Kunz et al., 2011; Shams et al., 2017). Hence, travelers should have multiple years of experience with the tour operator and should have been on holiday with the same tour operator for at least 2 times to better answer these questions about perceived firm innovativeness. Second, the current sample comprises of travelers who have been on holiday with a tour operator which is not necessarily the same as travelers who have booked a holiday with a tour operator. One can have been on holiday with a tour operator that has been booked by someone

else, like their partner, family member or friend. For these people, it is harder to answer questions about the tour operator itself, for example about how easy it is to make use of the tour operator's offerings and how the tour operator communicates. Third, the additional analysis that examined the subsets based on the year in which respondents last traveled with a tour operator showed more significant results for respondents who have travelled in the last three years. A shorter time frame can lead to more reliable results since a long period of time between the experience with the tour operator and the survey can lead to differences between the memory and the actual experience (Gardial et al., 1994). Thus, better research results may be achieved by targeting Dutch travelers above the age of 18 who have booked with the same tour operator at least two times in the past 3 years.

Fourth, the data of this research was collected through a travel blog. There was an overrepresentation in the sample of travelers who are female, higher educated and between 18 and 25 years old. A potential limitation is the extent to which the findings can be generalized to the whole population and to the customer base of tour operators. A more generalizable sample may be achieved by working together with several tour operators to spread the questionnaire among their client base. For the current research, several tour operators have been contacted. Due to the time span and the COVID-19 pandemic, tour operators were not willing or able to cooperate and indicated that they had other priorities at the moment.

Finally, future research would benefit from examining the dimensionality of perceived firm innovativeness further. The current research did not confirm the factor structure as proposed by earlier research (Lervik-Olsen et al., 2017). However, there was no other factor structure suggested in the current research. Additional research that provides specific information about the factor structure of PFI can further increase the understanding of how PFI influences consumer behaviors.

## References

- Aaker, D. A. (2007). Innovation: brand it or lose it. *California Management Review*, 50(1), 8-24. doi:<https://10.2307/41166414>
- Alan, D., & Kunal, B. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22(2), 99-113. doi:<https://doi.org/10.1177/0092070394222001>
- Anderson, J., Narus, J., & Van Rossum, W. (2006). Customer value propositions in business markets. *Harvard Business Review*, 84(3), 91-99.
- ANP, B. I. N. (2020). Corendon biedt vanaf 26 juni vakantie-reizen aan inclusief coronatest vooraf - maar dan kun je niet meer van het resort af. Retrieved from <https://www.businessinsider.nl/corendon-vakantie-coronatest/>
- Bowen, J. T., & Chen McCain, S. L. (2015). Transitioning loyalty programs. *International Journal of Contemporary Hospitality Management*, 27(3), 415-430. doi:<http://10.1108/IJCHM-07-2014-0368>
- Buttle, F. (2009). *Customer relationship management*: Butterworth-Heinemann.
- Crawford, C. M., & Di Benedetto, A. C. (2003). *New products management* (7 ed.). Burr Ridge, IL: Irwin/McGraw-Hill.
- Customertalk.nl. (2011). TUI Nederland breidt online service uit met chat. Retrieved from <https://www.customertalk.nl/nieuws/tui-nederland-breidt-online-service-uit-met-chat/>
- D-reizen.nl. (2016). D-reizen introduceert nieuw reisbureauconcept [Press release]. Retrieved from <https://www.d-reizen.nl/nieuws/nieuw-winkelconcept>
- De Jong, M., & Schellens, P. J. (2002). Tekstevaluatie. Onderzoek naar de validiteit van probleemopsporende methoden. *Tijdschrift voor taalbeheersing*, 24, 146-166.

- Duarte, P., & Amaro, S. (2018). Methods for modelling reflective-formative second order constructs in PLS. *Journal of Hospitality and Tourism Technology*, 9(3), 295-313. doi:<https://doi.org/10.1108/JHTT-09-2017-0092>
- Erdem, T., & Swait, J. (1998). Brand equity as a signaling phenomenon. *Journal of Consumer Psychology*, 7(2), 131-157. doi:[https://doi.org/10.1207/s15327663jcp0702\\_02](https://doi.org/10.1207/s15327663jcp0702_02)
- Erdem, T., & Swait, J. (2004). Brand credibility, brand consideration, and choice. *Journal of Consumer Research*, 31(1), 191-198. doi:<https://10.1086/383434>
- Erdem, T., Swait, J., & Louviere, J. (2002). The impact of brand credibility on consumer price sensitivity. *International journal of research in marketing*, 19(1), 1-19. doi:[https://10.1016/S0167-8116\(01\)00048-9](https://10.1016/S0167-8116(01)00048-9)
- Falkenreck, C., & Wagner, R. (2011). The impact of perceived innovativeness on maintaining a buyer-seller relationship in health care markets: A cross-cultural study. *Journal of Marketing Management*, 27(3-4), 225-242. doi:<https://10.1080/0267257X.2011.545672>
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*: Sage.
- Fu, F. Q., & Elliot, M. T. (2013). The moderating effect of perceived product innovativeness and product knowledge on new product adoption: an integrated model. *journal of marketing theory an practice*, 21(2), 110-132. doi:<https://doi.org/10.2753/MTP1069-6679210302>
- Gardial, S. F., Clemons, S., Woodruff, R. B., Schumann, D. W., & Burns, M. J. (1994). Comparing Consumers' recall of prepurchase and postpurchase evaluation experiences. *Journal of Consumer Research*, 20(4), 548-560. doi:<https://doi.org/10.1086/209369>
- Geçti, F., & Zengin, H. (2013). The relationship between brand trust, brand affect, attitudinal loyalty and behavioral loyalty: a field study towards sports shoe consumers in Turkey. *International journal of marketing studies*, 5(2), 111-119. doi:<https://10.5539/ijms.v5n2p111>

- Goldstein, M. (2019). Failure to adapt to the internet cooked Thomas Cook. Retrieved from <https://www.forbes.com/sites/michaelgoldstein/2019/09/24/did-the-internet-kill-thomas-cook-/?sh=53739c5454ae>
- Goode, M. R., Dahl, D. W., & Moreau, C. P. (2013). Innovation aesthetics: the relationship between category cues, categorization certainty, and newness perceptions. *Journal of product innovation management*, 30(2), 192-208. doi:<https://doi.org/10.1111/j.1540-5885.2012.00995.x>
- Grace, D., & O’Gass, A. (2004). Examining service experiences and post-consumption evaluations. *Journal of Services Marketing*, 18(6), 450-461. doi:<https://doi.org/10.1108/08876040410557230>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate data analysis* (8th edition ed.): Cengage Learning.
- Hellier, P. K., Geursen, G. M., Carr, R. A., & Rickard, J. A. (2003). Customer repurchase intention: A general structural equation model. *European Journal of Marketing*, 37, 1762-1800. doi:<https://10.1108/03090560310495456>
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial management & data systems*, 116(1), 2-20.
- Hjalager, A. (2010). A review of innovation research in tourism. *Tourism Management*, 31(1), 1-12. doi:<https://doi.org/10.1016/j.tourman.2009.08.012>
- Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2016). *Consumer behavior* (7th ed.). Boston, USA: Cengage Learning.
- Hwang, J., Lee, J.-S., & Kim, H. (2019). Perceived innovativeness of drone food delivery services and its impact on attitude and behavioral intentions: the moderating role of gender and age. *International Journal of Hospitality Management*, 81, 94-103. doi:<https://doi.org/10.1016/j.ijhm.2019.03.002>

- Jin, N. P., Goh, B., Huffman, L., & Yuan, J. J. (2015). Predictors and Outcomes of Perceived Image of Restaurant Innovativeness in Fine-Dining Restaurants. *Journal of Hospitality Marketing & Management*, 24(5), 457-485. doi:<https://doi.org/10.1080/19368623.2014.915781>
- Keiningham, T. L., Hillebrand, B., Jang, J., Suess, C., & Wu, L. (2019). Creating innovation that drives authenticity. *Journal of Service Management*, 30(3), 369-391. doi:<https://10.1108/JOSM-12-2018-0383>
- Keller, K. L., & Swaminathan, V. (2019). *Strategic Brand Management: Building, measuring, and managing brand equity* (P. E. Limited Ed. Global edition ed.).
- Kemp, E., & Bui, M. (2011). Healthy brands: Establishing brand credibility, commitment and connection among consumers. *Journal of Consumer Marketing*, 28, 429-437. doi:<https://10.1108/07363761111165949>
- Kizgin, H., Jamal, A., Lal Dey, B., & Rana, N. P. (2018). The impact of social media on consumers' acculturation and purchase intentions. *Information Systems Frontiers*, 20(3), 503-514. doi:<https://10.1007/s10796-017-9817-4>
- Kucukusta, D., Law, R., Besbes, A., & Legoh  rel, P. (2015). Re-examining perceived usefulness and ease of use in online booking: the case of Hong Kong online users. *International Journal of Contemporary Hospitality Management*, 27(2), 185-198. doi:<http://10.1108/IJCHM-09-2013-0413>
- Kunz, W., Schmitt, B., & Meyer, A. (2011). How does perceived firm innovativeness affect the consumer? *Journal of Business Research*, 64(8), 816-822. doi:<https://10.1016/j.busres.2010.10.005>
- Kyle, G., Absher, J., Norman, W., Hammitt, W., & Jodice, L. (2007). A modified involvement scale. *Leisure studies*, 26(4). doi:<https://doi.org/10.1080/02614360600896668>
- Lervik-Olsen, L., Kurtmollaiev, S., & Andreassen, T. W. (2017). Norwegian Innovation Index Methodology Report. *Norwegian School of Economic and Center for Service Innovation (CSI)* 1-25.

- Liu, M. T., Wong, I. A., Shi, G., Chu, R., & Brock, J. L. (2014). The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference. *Journal of Services Marketing*, 28(3), 181-194. doi:<https://doi.org/10.1108/JSM-09-2012-0171>
- Mittal, B. (1995). A comparative analysis of four scales of consumer involvement. *Psychology & Marketing*, 12(7), 663-682. doi:<https://doi.org/10.1002/mar.4220120708>
- Oliver, R. L. (2010). *Satisfaction: A behavioral perspective on the consumer (2nd ed.)*. New York, NY: M.E. Sharpe.
- Ottensbacher, M. C., & Harrington, R. J. (2009). The product innovation process of quick-service restaurant chains. *International Journal of Contemporary Hospitality Management*, 21(4-5), 523-541. doi:<https://10.1108/09596110910967782>
- Perry, A. I. (2002). A consumer-oriented new services development process. *Journal of Services Management*, 16(6), 515-534.
- Rogers, E. M. (1962). *Diffusion of innovations*. New York, NY: The Free Press.
- Ryu, K., Han, H., & Kim, T. H. (2008). The relationships among overall quick-casual restaurant image, perceived value, customer satisfaction, and behavioral intentions. *International Journal of Hospitality Management*, 27, 549-469. doi:<http://dx.doi.org/10.1016/j.ijhm.2007.11.001>
- Shams, R., Brown, M., & Alpert, F. (2017). The role of brand credibility in the relationship between brand innovativeness and purchase intention. *Journal of customer behaviour*, 16(2), 145-159. doi:<https://doi.org/10.1362/147539217X14909732699534>
- Sienot, M. (1997). Pretesting websites: a comparison between the plus-minus method and the think-aloud method for the World Wide Web. *Journal of business and technical communication*, 11(4), 469-482.
- Sunwebgroup.com. (n.d.). Our brands. Retrieved from <https://www.sunwebgroup.com/our-brands/>

- tui.nl. (2021). Op vakantie met TUI. Retrieved from <https://www.tui.nl/coronavirus-faq/>
- Ugur, N. G., & Akbiyik, A. (2020). Impacts of COVID-19 on global tourism industry: A cross-regional comparison. *Tourism Management Perspectives*, 36. doi:<https://doi.org/10.1016/j.tmp.2020.100744>
- Vennix, J. (2019). *Research methodology: an introduction to scientific thinking and practice*. Amsterdam: Pearson Benelux B.V.
- Webster, F. E. (2002). *Market-driven management: how to define, develop and deliver customer value* (2nd edition ed.). Hoboken: John Wiley & Sons.
- Zolfagharian, M., & Paswan, A. (2008). Do consumers discern innovations in service elements? *Journal of Services Marketing*, 22(5), 338-352. doi:<https://10.1108/08876040810889111>
- Zolfagharian, M., & Paswan, A. (2009). Perceived service innovativeness, consumer trait innovativeness and patronage intention. *Journal of Retailing and Consumer Services*, 16(2), 155-162. doi:<https://doi.org/10.1016/j.jretconser.2008.11.007>
- Zomerdijk, L. G., & Voss, C. A. (2010). Service design for experience-centric services. *Journal of Service Research*, 16(2), 155-162. doi:<https://10.1177/1094670509351960>

## Appendix

### I. Scales

Table 1. Conceptualization of constructs

Construct	Definition	Dimensions	Items (original + translation in Dutch)	Source
Perceived innovativeness of tour operators (PFI)	“consumer’s perception of an enduring firm capability that results in novel, creative, and impactful ideas and solutions” (Kunz et al., 2011, p. 817)	Change in value proposition	<p>To what extent has there been a change in...</p> <ul style="list-style-type: none"> <li>- how the tour operator’s offerings match your wants?</li> <li>- how the tour operator’s offerings meet your needs</li> <li>- in the tour operator’s overall market offering?</li> </ul> <p>In hoeverre heeft u de afgelopen jaren verandering waargenomen in...</p> <ul style="list-style-type: none"> <li>- hoe de diensten die de reisorganisatie aanbiedt, aansluiten bij uw voorkeuren</li> <li>- hoe de diensten die deze reisorganisatie aanbiedt, aansluiten bij uw behoeften</li> <li>- de diensten van deze reisorganisatie als totaalplaatje</li> </ul>	Lervik-Olsen et al. (2017)
		Change in value delivery	<p>To what extent has there been a change in...</p> <ul style="list-style-type: none"> <li>- the way the tour operator delivers what it offers</li> <li>- how easy it is to make use of the tour operator’s offerings?</li> <li>- how fast the tour operator delivers what it offers?</li> </ul>	

- your efforts when making use of the tour operator's offerings?

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De manier waarop de reisorganisatie de diensten levert die ze belooft.
- Het gemak om gebruik te maken van het aanbod van de reisorganisatie.
- De snelheid waarmee de reisorganisatie de diensten levert die ze belooft.
- De moeite die ik steek in het oriënteren en boeken van een reis bij een reisorganisatie.

---

Change in  
customer  
treatment

To what extent has there been a change in...

- the way the tour operator treats you as a customer?
- the way the tour operator takes care of you as a customer
- the way the tour operator communicates to you?

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De manier waarop de reisorganisatie mij behandelt als klant.
- De manier waarop de reisorganisatie voor mij zorgt als klant.
- De manier waarop de reisorganisatie communiceert met mij.

---

Change in  
interaction  
space

To what extent has there been a change in

- the appearance of the tour operator's web page or interiors?
- the design of physical surroundings or digital solutions?
- the visual appeal of the tour operator's facilities?

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De uitstraling de fysieke locatie van de reisorganisatie en/of van de webpagina.
- Het ontwerp van de fysieke omgeving van deze reisorganisatie (de winkel) en/of de digitale omgeving van deze reisorganisatie (de website).
- De visuele aantrekkingskracht van de faciliteiten van de reisorganisatie.  
(Bij faciliteiten kan je denken aan de chatbox op de website, brochures van de reisorganisatie, het online boekingsysteem)

---

Firm credibility	a consumer's perception of a firm's trustworthiness, skills, knowledge and abilities to provide a satisfactory service experience (Erdem & Swait, 1998)	Claims from this tour operator are believable Over time, my experience with this tour operator led me to expect it keep its promises This tour operator is committed to delivering on its claims This tour operator has a name you can trust This tour operator has the ability to deliver what it promises	Erdem and Swait (1998); Jin et al. (2015)
------------------	---	---	--

De beloftes van deze reisorganisatie zijn geloofwaardig.  
Mijn ervaringen die ik in de loop der tijd heb opgedaan met deze reisorganisatie doen mij erin geloven dat ze hun beloftes nakomen.

Deze reisorganisatie is toegewijd aan het nakomen van haar beloften.

Deze reisorganisatie heeft een naam die je kan vertrouwen.

Deze reisorganisatie heeft de bekwaamheid om te leveren wat ze belooft.

Customer loyalty	<p>“a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior” (Oliver, 2010, p. 432)</p>	<p>I will not switch to another tour operator even though there are lots of other options</p> <p>I am willing to pay more than for any other tour operator to book with this particular tour operator</p> <p>I will always book at this tour operator (<i>in the current research, this item is added to the construct ‘purchase intention’ and deleted in this construct</i>)</p> <p>Ik zal niet switchen naar een andere reisorganisatie, ondanks dat er veel andere opties zijn.</p> <p>Ik ben bereid meer te betalen voor deze reisorganisatie dan voor andere reisorganisaties.</p> <p>Ik zal altijd bij deze reisorganisatie boeken.</p>	Geçti and Zengin (2013)
Purchase intention	<p>the likelihood of buying a product/service from a firm and</p>	<p>It is very likely that I will buy the service from this tour operator</p>	Kizgin et al. (2018)

---

can be a predictor of actual purchase (Keller & Swaminathan, 2019)

I will purchase the service from this tour operator the next time I want to book a holiday

I will definitely try the service from this tour operator

I will recommend this tour operator to my friends (*in the current research, this item is added to the construct 'customer loyalty' and deleted in this construct*)

Het is zeer waarschijnlijk dat ik in de toekomst een vakantie boek bij deze reisorganisatie.

De volgende keer dat ik op vakantie wil, maak ik nogmaals gebruik van de diensten van deze reisorganisatie.

Ik zal zeker gebruik maken van de diensten van deze reisorganisatie.

Ik raad deze reisorganisatie aan bij mijn vrienden.

---

Table 2. Control variables

Variable	Items	Items translated in Dutch	Source
Age	18-25, 26-35, 36-45, 46-55, 56-65, 66+	18-25, 26-35, 36-45, 46-55, 56-65, 66+	
Gender	Man, woman, I do not want to say	Man, vrouw, zeg ik liever niet	
Highest level of education	Primary school, high school, mbo, hbo, university	Basisonderwijs, middelbaar onderwijs, mbo, hbo, wo	
Attraction to travel	Going on a holiday is one of the most enjoyable things I do Going on a holiday is very important to me Going on a holiday is one of the most satisfying things I do	Op vakantie gaan, vind ik één van de leukste dingen om te doen. Op vakantie gaan, is erg belangrijk voor mij Op vakantie gaan, vind ik één van de meest bevredigende dingen om te doen	Kyle et al. (2007)
Travel companion	Alone, with a partner, with (a) friend(s), with family, other: ...	Alleen, met mijn partner, met (een) vriend(en), met mijn familie/gezin, 'anders, namelijk...'	
Perceived firm innovativeness back up scale	the company is dynamic the company is very creative the company launches new products and creates market trends all the time the company is a pioneer in its category	Deze reisorganisatie is dynamisch. Deze reisorganisatie is creatief. Deze reisorganisatie introduceert nieuwe producten en creëert constant markttrends. Deze reisorganisatie is een pionier in de reisbranche.	Kunz et al. (2011)

the company constantly generates  
new ideas

the company has changed the market  
with its offers

the company is an advanced,  
forward-looking firm

Deze reorganisatie genereert constant nieuwe  
ideeën.

Deze reorganisatie heeft de markt veranderd met  
haar aanbod.

Deze reorganisatie is een vooruitstrevend,  
toekomstgericht bedrijf.

---

## II. Qualitative pre-test: questionnaire & interview outcomes

The survey is in Dutch since it was distributed in amongst Dutch participants. The text in *italics* was not literally in the survey but shows the flow and scales of the survey.

### **Maak kans op een Bol cadeaubon met het invullen van een korte vragenlijst over innovativiteit van reisorganisaties**

Beste meneer/mevrouw,

Hartelijk dank voor uw tijd en bereidheid om deel te nemen aan ons onderzoek. Wij zijn Lotte, Luuk, Thei en Zoë, masterstudenten aan de Radboud Universiteit. Deze vragenlijst is onderdeel van ons thesisonderzoek voor de studie Bedrijfskunde. Als dank voor uw deelname kunt u aan het einde van de vragenlijst uw e-mailadres achterlaten om kans te maken op een waardebon van Bol.com ter waarde van €25,- (2x).

Het onderwerp van het onderzoek is de innovativiteit van reisorganisaties. U valt binnen onze doelgroep als u in het verleden op reis bent geweest met een reisorganisatie.

Het invullen van de vragenlijst zal ongeveer 10 minuten duren. Er zullen voornamelijk vragen worden gesteld over uw mening. Er zijn geen goede of foute antwoorden. Het is voor ons van essentieel belang dat u de vragen naar alle eerlijkheid en aandachtig deelneemt aan dit onderzoek.

De antwoorden zullen volledig anoniem verwerkt worden en u kunt te allen tijde stoppen met het invullen van de vragenlijst. Uw ingevulde antwoorden zullen dan niet worden opgeslagen. Bij vragen en opmerkingen µkan contact met ons worden opgenomen.

Nogmaals, hartelijk dank voor uw deelname aan dit onderzoek.

Met vriendelijke groet,  
Lotte Bikker, Luuk Diekema, Thei Striekwold & Zoë Verweijen

### **Ik begrijp de bovenstaande tekst en ga akkoord met deelname aan dit onderzoek**

- Ja, ik begrijp de bovenstaande tekst en ga akkoord met deelname aan dit onderzoek.
- Nee, ik ga niet akkoord met deelname aan dit onderzoek. (*→ end of survey*)

*Next page:*

**1. Met welke reisorganisatie bent u het meest recent op vakantie geweest? (één antwoord mogelijk)** (reisorganisaties zijn bedrijven die contracten hebben met hotels, vliegtuigmaatschappijen, touringcar- of transportbedrijven en andere leveranciers om zo een reisproduct samen te stellen dat direct of indirect wordt verkocht aan de klant. Voorbeelden zijn Tui, D-reizen, Corendon, Sunweb, GoGo reizen en Neckermann.)

- Tui
- Kras reizen
- D-reizen/VakantieExperts

- Prijsvrij
- Neckermann
- Corendon
- Sunweb
- De Jong Intra
- Vakantiediscounter
- Kilroy
- GoGo reizen
- Fox vakanties
- Djoser
- Simi reizen
- Peter Langhout reizen
- Shoestring
- Buro Scanbrit
- ExperienceTravel
- Eliza was here
- Anders, namelijk...
- Ik ben de afgelopen 5 jaar niet met een reisorganisatie op vakantie geweest (→ *end of survey*)

*Next page:*

De volgende vragen gaan over de reisorganisatie die u in de vorige vraag heeft gekozen. U gaf aan dat dit de reisorganisatie is waarmee u het meest recent op vakantie bent geweest.

**2. Wanneer bent u voor het laatst met deze reisorganisatie op vakantie geweest?** (*open ended question*)

...

**3. Waar was dit naar toe?** (*open ended question*)

...

*Next page:*

**4. Geef aan in hoeverre u het eens bent met de volgende stellingen: 7-punts Likert scale** (*zeer kleine mate - zeer grote mate*)

Denk aan de diensten die de reisorganisatie aanbiedt. In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- Hoe de diensten die de reisorganisatie aansluiten bij uw voorkeuren
- Hoe de diensten van de reisorganisatie aansluiten bij uw behoeften
- De diensten van de reisorganisatie als totaalplaatje

*Next page:*

**5. Geef aan in hoeverre u het eens bent met de volgende stellingen: 7-punts Likert scale** (*zeer kleine mate - zeer grote mate*)

Denk nogmaals aan de diensten die de reisorganisatie aanbiedt. In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De manier waarop de reisorganisatie de service/vakantie levert wat wordt aangeboden.
- Het gemak om gebruik te maken van het aanbod van de reisorganisatie.
- De snelheid waarmee de reisorganisatie levert wat het aanbiedt.
- De moeite die ik stop in het oriënteren en boeken van een reis bij een reisorganisatie.

*Next page:*

**6.Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(*zeer kleine mate - zeer grote mate*)

Denk wederom aan de reisorganisatie die u gekozen heeft. In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De manier waarop de reisorganisatie mij behandelt als klant.
- De manier waarop de reisorganisatie voor mij zorgt als klant.
- De manier waarop de reisorganisatie communiceert met mij.

*Next page:*

**7.Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(*zeer kleine mate - zeer grote mate*)

Denk nogmaals aan de diensten die de reisorganisatie aanbiedt. In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De uitstraling van de webpagina of het (fysieke) interieur van de reisorganisatie.
- Het design van de fysieke eerste beginnen met webpagina dan met fysiek. Is het hetzelfde als in de eerste vraag
- omgeving van de reisorganisatie (de winkel, informatiestands, shop-in-shops) of de digitale omgeving van de reisorganisatie (website, app, digitale communicatie uitingen).
- De visuele uitstraling van de faciliteiten van de reisorganisatie.

*Next page:*

**8.Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(*helemaal mee oneens - helemaal mee eens*)

De volgende zeven stelling gaan over de reisorganisatie waarmee u het meest recent op vakantie bent geweest:

- De reisorganisatie is dynamisch.
- De reisorganisatie is heel creatief.
- De reisorganisatie introduceert nieuwe producten en creëert constant markttrends.
- De reisorganisatie is een pionier in zijn categorie.
- De reisorganisatie genereert constant nieuwe ideeën.
- De reisorganisatie heeft de markt veranderd met zijn aanbod.
- De reisorganisatie is een geavanceerd, toekomstgericht bedrijf.

*Next page:*

**9. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(helemaal mee oneens - helemaal mee eens)

Claims van deze reisorganisatie zijn geloofwaardig.

- Mijn ervaringen over verloop van tijd met deze reisorganisatie doen mij erin geloven dat ze hun beloftes nakomen.
- Deze reisorganisatie is toegewijd aan het nakomen van haar claims
- Deze reisorganisatie heeft een naam die je kan vertrouwen.
- Deze reisorganisatie heeft de bekwaamheid om te leveren wat het belooft.

*Next page:*

**10. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(helemaal mee oneens - helemaal mee eens)

- Ik ben tevreden over de algehele prestaties van de reisorganisatie.
- De reisorganisatie voldoet aan mijn verwachtingen.
- Ik ben dermate tevreden over de reisorganisatie dat je zou kunnen zeggen dat dit bijna mijn ideale reisorganisatie is.

*Next page:*

**11. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(helemaal mee oneens - helemaal mee eens)

- Het is zeer waarschijnlijk dat ik in de toekomst een vakantie boek bij deze reisorganisatie.
- De volgende keer dat ik op vakantie ga, gebruik ik nogmaals van de diensten (online/offline reisadvies, raadplegen website, spreken met een medewerker) van deze reisorganisatie.
- Ik zal zeker gebruik maken van de diensten van deze reisorganisatie.

*Next page:*

**12. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale**  
(helemaal mee oneens - helemaal mee eens)

- Het is waarschijnlijk dat ik een klant blijf van de reisorganisatie.
- Ik raad deze reisorganisatie aan bij mijn vrienden en familie indien zij om advies vragen.
- Het is waarschijnlijk dat ik positieve dingen zeg over de reisorganisatie tegen anderen.

*Next page:*

**13. Wat is uw geslacht?**

- Man
- Vrouw

- Zeg ik liever niet

**14. Wat is uw leeftijd?**

- 18-25
- 26-35
- 36-45
- 46-55
- 56-64
- 65+

**15. Wat is uw hoogst genoten opleiding?**

- Basisonderwijs
- Middelbaar onderwijs
- mbo
- hbo
- wo

**16. Met het volgende reisgezelschap ben ik voor het laatst met een reisorganisatie op vakantie geweest:**

- Alleen
- Met mijn partner
- Met (een) vriend(en)
- Met mijn familie/ gezin

**17. Hoe belangrijk is reizen voor u? 7-punts Likert scale**

De volgende vragen gaan over hoe belangrijk reizen/op vakantie gaan voor u is.

- In het beslissingsproces van het boeken van een reis is: veel te verliezen ... weinig te verliezen.
- Het boeken van een reis is: een zeer onbelangrijke ... een zeer belangrijke beslissing
- De beslissing over welke reis te boeken vereist: een beetje nadenken ... veel nadenken

*Next page:*

**18. Heeft u nog opmerkingen over deze enquête?**

...

**19. Als u kans wilt maken op één van de twee bol.com cadeaubonnen ter waarde van €25,-, kunt u hieronder uw e-mailadres achterlaten. Na het verloten van de cadeaubonnen wordt uw e-mailadres uit ons systeem gehaald.**

...

Wij danken u voor uw deelname. Bij vragen of wanneer u de resultaten van ons onderzoek wilt inzien, kunt u contact opnemen door te mailen naar een van de onderstaande e-mailadressen.

[l.bikker@student.ru.nl](mailto:l.bikker@student.ru.nl)

[l.diekema@student.ru.nl](mailto:l.diekema@student.ru.nl)

[thei.striekwold@student.ru.nl](mailto:thei.striekwold@student.ru.nl)

[zoe.verweijen@student.ru.nl](mailto:zoe.verweijen@student.ru.nl)

### **Interview outcomes:**

#### **Min:**

- Algemeen: misschien meer benadrukken dat het gaat over veranderingen, kijk je makkelijk overheen. Eventueel voorbeelden geven. Herhalen dat het gaat over de meeste recente reisorganisatie -> deze reisorganisatie ipv de reisorganisatie
- Introductie: moet je hier ook niet benoemen dat je niet verder gaat als je niet in de doelgroep valt. Probeer de respondent wat meer te enthousiasmeren. Voor de rest helemaal duidelijk.
- Introductie: inhoudelijk goed, maar tekstueel niet overal even sterk. Passieve vorm, een meer directe vorm maakt de tekst actiever.
- Introductie: Roept vragen op. Val ik binnen de doelgroep? Eventueel beginnen met de 2de zin van de alinea
- Introductie: hier staat dat er vragen gesteld gaan worden over de mening van de deelnemer
- Introductie: Hoe kan je contact opnemen? Beter duidelijk maken dat dit op het eind kan en niet tijdens het invullen van survey
- Introductie: Min: de laatste zin is een beetje dubbel, staat immers al in de eerste zin. Misschien meer relevant om de lezer succes te wensen bij het invullen, of een andere afsluiter.
- Vraag 1: Lange, vage uitleg wat reisorganisaties zijn, maar wordt duidelijker door de voorbeelden
- Vraag 1: Hoe is de volgorde van de antwoordmogelijkheden bepaald? Misschien kiezen voor alfabetisch.
- Vraag 2: Ik zal hier bij zetten hoe ze de datum in moeten vullen, bijv: dd-mm-jjjj anders moet je achteraf heel veel hercoderen, omdat iedereen het anders invult.
- Vraag 2: Min: Wat wil je weten? Volledige datum, jaar twee jaar geleden? Specifieker zou fijn zijn
- Vraag 3: Min: vraag duidelijk maar tekstueel wat ongelukkig. Alternatief: "Wat was de bestemming van uw reis?"

- Vraag 3: Min: wat wil je weten? Land, stad, luchthaven? Hoe ga dit dan verwerken? Opties geven of laat je het een open vraag? Nu zijn er teveel mogelijkheden.
- Vraag 3: beter is "Waar was de reis naar toe?"
- Vraag 3: Stad? Land? Of beide? Ook belangrijk om te vragen.
- Vraag 4: Over het algemeen onduidelijke vraag, ik zou als respondent niet weten wat ik zou moeten invullen en aandenken
- Vraag 4: ingewikkelde vraagstelling. Vraag uitzetten in 3 vragen ipv puntjes ter verduidelijking
- Vraag 4: lastig te beantwoorden vraag. Waar moet je aan denken? Er wordt een groot beroep gedaan op het inbeeldingsvermogen van de respondent. De vraag is of je dan iets aan de antwoorden hebt. Misschien goed om een paar voorbeelden te geven van "diensten".
- Vraag 4: Wat zijn diensten? Worden pas bij vraag 11 geoperationaliseerd.
- Vraag 4: klopt tekstueel niet:  
"Hoe de diensten die de reisorganisatie aanbiedt, aansluiten bij uw voorkeuren" of  
"Hoe de diensten van de reisorganisatie aansluiten bij uw voorkeuren"
- Vraag 4: beter is "Hoe de diensten die de reisorganisatie aanbiedt aansluiten bij uw voorkeuren"
- Vraag 4: Aanbiedt ontbreekt
- Vraag 5: zin loopt niet lekker. Wat wordt ermee bedoelt?
- Vraag 5: Voorstel: "De manier waarop de reisorganisatie de service/vakantie levert over hetgeen dat wordt aangeboden"
- Vraag 5: Onduidelijke zin. Niet duidelijk wat er bedoelt wordt.
- Vraag 5: Dit zijn twee verschillende items toch? Een vakantie (vliegticket, hotel) is iets anders dan een service (bereikbaarheid klantenservice, ontbijt) toch? Ik zou kiezen voor één item.
- Vraag 5: "wat" moet "welke" zijn in de eerste zin
- Vraag 5: "wat wordt aangeboden" is overbodig. Levert dekt de lading
- Vraag 5: "de snelheid waarmee de organisatie levert wat het aanbiedt" is vaag omdat het op meerdere manieren interpreteerbaar is. Gaat het over het vliegtuig op tijd vertrekken, service in het hotel of beantwoorden van emails?
- Vraag 5: Wat levert de reisorganisatie wat snel of langzaam geleverd kan worden precies?

- Vraag 7: verwarrende vraag. Ik vraag mij af in hoeverre de respondenten deze zaken uit elkaar kunnen houden. Ze lijken te overlappen. Misschien beter om de vraag per item te stellen, bijvoorbeeld (1)website, (2) Interieur winkel (3) schriftelijke communicatie brieven en e-mail, etc.
- Vraag 7: item 3 is onduidelijk
- Vraag 7: Verschil design en uitstraling beter definiëren. Bv. Ontwerp ipv design
- Vraag 7: En/of? In item 1 i.p.v alleen of.
- Vraag 7: Waarschijnlijk wordt hier het interieur van het reisbureau of reiswinkel bedoeld.
- Vraag 7: Wat wordt er exact bedoelt met design?
- Vraag 7: eerste beginnen met webpagina dan met fysiek. Is het hetzelfde als in de eerste vraag
- Vraag 7: faciliteiten is niet duidelijk. Voorbeelden geven
- Vraag 8: "Stellingen" i.p.v. "stelling"
- Vraag 8: Wat houdt dynamisch precies in? Kan er een voorbeeld worden gegeven.
- Vraag 8: Waardeoordeel in de stelling, hier moet je gewoon 'creatief' van maken
- Vraag 8: wat is een pionier?
- Vraag 8: items 4 spreekt over categorieën: Welke categorieën zijn er? Wordt er reisorganisaties bedoeld?
- Vraag 8: "De reisorganisatie heeft de markt veranderd met zijn aanbod. Lastige vraag. Ben ik niet mee bezig als consument
- Vraag 8: aanbod houdt denk ik gewoon vakanties in dan of ook de diensten?
- Vraag 8: geavanceerd is onduidelijk
- Vraag 9: Ik zou hier 'beloften' van maken. Claims is meer een Engelse term.
- Vraag 9: "over verloop van tijd" is overbodig. Mijn ervaringen is voldoende
- Vraag 9: item 3 loopt niet helemaal lekker
- Vraag 9: item 2 en 3 omdraaien zodat je 2x claims achter elkaar krijgt.
- Vraag 9: item 3 kan je beter van maken 'doet er alles aan om haar beloften na te komen'
- Vraag 10: Waardeoordeel in de stelling, hier moet je gewoon 'tevreden' van maken
- Vraag 10: item 3 - "Bijna" weghalen
- Vraag 11: "Maak ik nogmaals gebruik van" is beter
- Vraag 11: nogmaals vervangen door: "weer"

- Vraag 11: Hier worden de diensten pas geoperationaliseerd, terwijl er in het begin van de vragenlijst ook al naar diensten gevraagd werd. En de stelling 2 loopt niet helemaal lekker.
- Vraag 11: stelling 3 is dezelfde vraag als hiervoor.
- Vraag 11: Dubbele vraag. Misschien een of meerdere diensten?
- Vraag 11: In de toekomst toevoegen als het daarover gaat
- Vraag 12: De kans is groot eventueel i.p.v. waarschijnlijk
- Vraag 12: In item 3 “zeg” vervangen door: "vertel"
- Vraag 16: Optie: ‘anders’ toevoegen
- Vraag 16: Ik ben voor het laats op vakantie geweest met een reisorganisatie met het volgende gezelschap is makkelijker
- Vraag 17: onduidelijke items
- Vraag 17: Gaat het over of je een reis gaat boeken of over waarnaar je een reis boekt
- Vraag 17: Een ‘een beetje nadenken’ en ‘veel nadenken’ zijn geen gelijke uiterste waarden. Je moet hier dan ‘weinig nadenken’ van maken.
- Afsluiting: inhoudelijk goed, tekstueel niet sterk. Een meer directe en persoonlijke vorm is:  
 “Bedankt voor uw deelname aan ons onderzoek. Heeft u vragen of wilt u de resultaten van ons onderzoek graag inzien, neem dan contact op met een van ons via onderstaande e-mailadressen.”
- Afsluiting: Er staan nu vier mailadressen onderaan de enquête, ik zou één van jullie aanwijzen die respondenten kunnen benaderen bij vragen of opmerkingen?

**Plus:**

- Vraag 6
- Vraag 13
- Vraag 14
- Vraag 15
- Vraag 19: suggestie is datum van bekendmaking erbij zetten en “gehaald” vervangen voor “verwijderd”

### III. Quantitative pre-tests: demographics

Table 4. *Demographics pre-tests*

	Pretest 1		Pretest 2	
	N	%	N	%
<b>Gender</b>				
Male	6	28.6%	9	45.0%
Female	15	71.4%	11	55.0%
<b>Age</b>				
18-25	11	52.4%	12	60.0%
26-35	2	9.5%	2	10.0%
36-45	1	4.8%	0	0.0%
46-55	2	9.5%	0	0.0%
56-65	4	19.0%	6	30.0%
65+	1	4.8%	0	0.0%
<b>Education</b>				
Middelbaar onderwijs	1	4.8%	1	5.0%
mbo	6	28.6%	2	10.0%
hbo	2	9.5%	4	20.0%
wo	12	57.1%	13	65.0%

## IV. Questionnaire

This questionnaire was used in the final research. The survey is in Dutch since it was distributed amongst Dutch participants. The text in *italics* was not literally in the survey but shows the flow and scales of the survey.

### **Maak kans op een Bol.com cadeaubon met het invullen van een korte vragenlijst over innovativiteit van reisorganisaties**

Beste meneer/mevrouw,

Hartelijk dank voor uw tijd en bereidheid om deel te nemen aan ons onderzoek over de innovativiteit van reisorganisaties. Door mee te doen aan dit onderzoek helpt u ons heel erg bij het afronden van onze studie Bedrijfskunde en maakt u kans op één van de twee waardebonnen van Bol.com ter waarde van €25,- die wij verloten onder de deelnemers.

Het invullen van de vragenlijst duurt ongeveer 10 minuten. Wij vragen naar uw mening; er zijn dus geen goede of foute antwoorden. Het is voor ons van belang dat u de vragen naar alle eerlijkheid beantwoordt en aandachtig deelneemt aan dit onderzoek.

De antwoorden zullen volledig anoniem worden verwerkt en u kunt te allen tijde stoppen met het invullen van de vragenlijst. Uw ingevulde antwoorden zullen dan niet worden opgeslagen. Neem gerust contact met ons op bij vragen of opmerkingen (l.diekema@student.ru.nl).

Met vriendelijke groet,

Lotte Bikker, Luuk Diekema, Thei Striekwold & Zoë Verweijen  
Studenten Radboud Universiteit

#### **1. Ik ben 18 jaar of ouder en ik begrijp de bovenstaande tekst en ga akkoord met deelname aan dit onderzoek**

- Ja, ik ben 18 jaar of ouder en ik begrijp de bovenstaande tekst en ga akkoord met deelname aan dit onderzoek.
- Nee, ik ben jonger dan 18 en/of ik ga niet akkoord met deelname aan dit onderzoek.  
(→ *end of survey*)

*Next page:*

**2. Met welke reisorganisatie bent u het meest recent op vakantie geweest? (één antwoord mogelijk)** Reisorganisaties zijn bedrijven die contracten hebben met hotels, vliegtuigmaatschappijen, touringcar- of transportbedrijven en andere leveranciers om zo een reisproduct (vervoer en verblijf) samen te stellen dat direct of indirect wordt verkocht aan de klant.

- ANWB reizen
- Buro Scanbrit
- Corendon
- De Jong Intra
- Djoser
- D-reizen/VakantieExperts
- Eliza was here

- ExperienceTravel
- Fox vakanties
- GoGo reizen
- Gofun reizen
- Kilroy
- Kras reizen
- Neckermann
- Pharos reizen
- Peter Langhout reizen
- Prijsvrij
- Riksja Travel
- Shoestring
- Simi reizen
- Sunweb
- TravelXL
- TUI
- Vakantiediscounter
- Anders, namelijk...
- Ik ben de afgelopen 8 jaar niet met een reisorganisatie op vakantie geweest (→ *end of survey*)

*Next page:*

De volgende vragen gaan over de reisorganisatie die u in de vorige vraag heeft gekozen. U gaf aan dat dit de reisorganisatie is waarmee u het meest recent op vakantie bent geweest.

**3. Wanneer bent u voor het laatst met deze reisorganisatie op vakantie geweest?** (*drop down menu*)

2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013

**4. Wat was het land van bestemming van deze vakantie?** (*open ended question*)

...

*Next page:*

**5. Geef uw mening over de volgende stellingen:** *7-punts Likert scale (zeer kleine mate - zeer grote mate)*

Denk aan de eerder gekozen reisorganisatie.

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- Hoe het vakantieaanbod dat deze reisorganisatie aanbiedt, aansluiten bij uw voorkeuren
- Hoe het vakantieaanbod dat deze reisorganisatie aanbiedt, aansluiten bij uw behoeften
- Het vakantieaanbod van deze reisorganisatie als totaalplaatje

*Next page:*

**6. Geef uw mening over de volgende stellingen: 7-punts Likert scale (zeer kleine mate - zeer grote mate)**

Denk wederom aan de eerder gekozen reisorganisatie.

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De manier waarop de reisorganisatie diensten levert die ze belooft.
- Het gemak om gebruik te maken van het aanbod van de reisorganisatie.
- De snelheid waarmee de reisorganisatie diensten levert die ze belooft.
- De moeite die het kost om te oriënteren en te boeken bij een reisorganisatie.

*Next page:*

**7. Geef uw mening over de volgende stellingen: 7-punts Likert scale (zeer kleine mate - zeer grote mate)**

Denk wederom aan de eerder gekozen reisorganisatie.

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De manier waarop de reisorganisatie mij behandelt als klant.
- De manier waarop de reisorganisatie voor mij zorgt als klant.
- De manier waarop de reisorganisatie communiceert met mij.

*Next page:*

**8. Geef uw mening over de volgende stellingen: 7-punts Likert scale (zeer kleine mate - zeer grote mate)**

Denk wederom aan de eerder gekozen reisorganisatie.

In hoeverre heeft u de afgelopen jaren een verandering waargenomen in...

- De uitstraling van de fysieke locatie van de reisorganisatie en/of van de webpagina.
- Het ontwerp van de fysieke omgeving van deze reisorganisatie (de winkel) en/of de digitale omgeving van deze reisorganisatie (de website).
- De visuele aantrekkingskracht van de faciliteiten van de reisorganisatie. (Bij faciliteiten kan je denken aan de chatbox op de website, brochures van de reisorganisatie, het online boekingssysteem)

*Next page:*

**9. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale (helemaal mee oneens - helemaal mee eens)**

Denk wederom aan de eerder gekozen reisorganisatie.

- Deze reisorganisatie is dynamisch.
- Deze reisorganisatie is creatief.
- Deze reisorganisatie introduceert nieuwe producten en creëert constant markttrends.
- Deze reisorganisatie is een pionier in de reisbranche.
- Deze reisorganisatie genereert constant nieuwe ideeën.

- Deze reisorganisatie heeft de markt veranderd met haar aanbod.
- Deze reisorganisatie is een vooruitstrevend, toekomstgericht bedrijf.

*Next page:*

Denk nog eens terug aan de reisorganisatie waarmee u het laatst mee op vakantie bent geweest, zoals aangegeven in het begin van deze vragenlijst. De volgende stellingen zullen gaan over uw ervaringen met deze gekozen reisorganisatie. Wij vragen u de stellingen te beoordelen op een schaal van helemaal mee oneens tot helemaal mee eens.

*Next page:*

**10. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale (helemaal mee oneens - helemaal mee eens)**

Denk wederom aan de eerder gekozen reisorganisatie. De volgende vijf stellingen gaan over uw ervaringen met deze reisorganisatie:

- De beloftes van deze reisorganisatie zijn geloofwaardig.
- Mijn ervaringen die ik in de loop der tijd heb opgedaan met deze reisorganisatie doen mij erin geloven dat ze hun beloftes nakomen.
- Deze reisorganisatie is toegewijd aan het nakomen van haar beloften.
- Deze reisorganisatie heeft een naam die je kan vertrouwen.
- Deze reisorganisatie heeft de bekwaamheid om te leveren wat ze belooft.

*Next page:*

**11. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale (helemaal mee oneens - helemaal mee eens)**

Denk wederom aan de eerder gekozen reisorganisatie.

- Ik ben tevreden over de algehele prestaties van deze reisorganisatie.
- Deze reisorganisatie voldoet aan mijn verwachtingen.
- Ik ben zo tevreden over deze reisorganisatie dat je zou kunnen zeggen dat dit bijna mijn ideale reisorganisatie is.
- Het is zeer waarschijnlijk dat ik in de toekomst een vakantie boek bij deze reisorganisatie.
- De volgende keer dat ik op vakantie wil, maak ik nogmaals gebruik van diensten van deze reisorganisatie.
- Ik zal zeker gebruik maken van diensten van deze reisorganisatie.
- Ik zal altijd bij deze reisorganisatie boeken.

*Next page:*

**12. Geef aan in hoeverre u het eens ben met de volgende stellingen: 7-punts Likert scale (helemaal mee oneens - helemaal mee eens)**

Denk wederom aan de eerder gekozen reisorganisatie.

- Ik zal niet switchen naar een andere reisorganisatie, ondanks dat er veel andere opties zijn.
- Ik ben bereid meer te betalen voor deze reisorganisatie dan voor andere reisorganisaties.
- Ik raad deze reisorganisatie aan bij mijn vrienden.

*Next page:*

U bent bijna aan het einde van deze survey. Tot slot hebben we nog enkele vragen over u.

*Next page:*

**13. Wat is uw geslacht?**

- Man
- Vrouw
- Zeg ik liever niet

**14. Wat is uw leeftijd?**

- 18-25
- 26-35
- 36-45
- 46-55
- 56-64
- 65+

**15. Wat is uw hoogst genoten opleiding?**

- Basisonderwijs
- Middelbaar onderwijs
- mbo
- hbo
- wo

**16. Ik ben voor het laatst op vakantie geweest met een reisorganisatie met het volgende reisgezelschap:**

- Alleen
- Met mijn partner
- Met (een) vriend(en)
- Met mijn familie/ gezin
- Anders, namelijk ...

**17. Hoe belangrijk zijn vakanties voor u? 7-punts Likert schaal (helemaal mee oneens - helemaal mee eens)**

- Op vakantie gaan, vind ik één van de leukste dingen om te doen
- Op vakantie gaan is erg belangrijk voor mij
- Op vakantie gaan, vind ik één van de meeste bevredigende dingen om te doen

*Next page:*

**18. Heeft u nog opmerkingen over deze enquête?**

...

**19. Als u kans wilt maken op één van de twee bol.com cadeaubonnen ter waarde van €25,-, kunt u hieronder uw e-mailadres achterlaten. Na het verloten van de cadeaubonnen wordt uw e-mailadres uit ons systeem gehaald. Het e-mailadres zal enkel**

voor dit doeleinde worden gebruikt. Als u heeft gewonnen, zult u eind mei gecontacteerd worden.

...

Bedankt voor uw deelname aan ons onderzoek. Heeft u vragen of wilt u de resultaten van ons onderzoek graag inzien, neem dan contact op met ons via het onderstaande e-mailadres.

*e-mail adress (Name)*

## V. Demographics

Table 5. *Tour operators*

	Frequency	Percentage
ANWB Reizen	5	2.8%
Buro Scanbrit	6	3.4%
Corendon	17	9.6%
De Jong Intra	2	1.1%
Djoser	6	3.4%
D-reizen/VakantieXperts	21	11.9%
Eliza was here	2	1.1%
ExperienceTravel	2	1.1%
Fox vakanties	2	1.1%
GoGo reizen	15	8.5%
Gofun reizen	3	1.7%
Kilroy	3	1.7%
Kras reizen	1	.6%
Neckermann	1	.6%
Paros reizen	1	.6%
Peter Langhout reizen	1	.6%
Prijsvrij	5	2.8%
Riksja Travel	2	1.1%
Simi reizen	3	1.7%
Sunweb	10	5.6%
TUI	31	17.5%
Vakantiediscounter	4	2.3%
Other...	34	19.2%

*N* = 177

Table 6. *Year of travel*

	Frequency	Percentage
2021	1	.6%
2020	31	17.5%
2019	79	44.6%
2018	23	13.0%
2017	18	10.2%
2016	9	5.1%
2015	11	6.2%
2014	2	1.1%
2013	3	1.7%

*N* = 177

Table 7. *Demographic variables*

	N	%
<b>Gender</b>		
Male	59	33.3%
Female	118	66.7%
<b>Age</b>		
18-25	84	47.5%
26-35	24	13.6%
36-45	13	7.3%
46-55	34	19.2%
56-65	22	12.4%
<b>Education</b>		
High school	9	5.1%
mbo	34	19.3%
hbo	64	36.4%
wo	69	39.2%
<b>Travel companion</b>		
Alone	7	4.0%
With partner	51	28.8%
With (a) friend(s)	51	28.8%
With family	61	34.5%
Other	7	4.0%

*n* = 177

## VI. ADANCO models & output

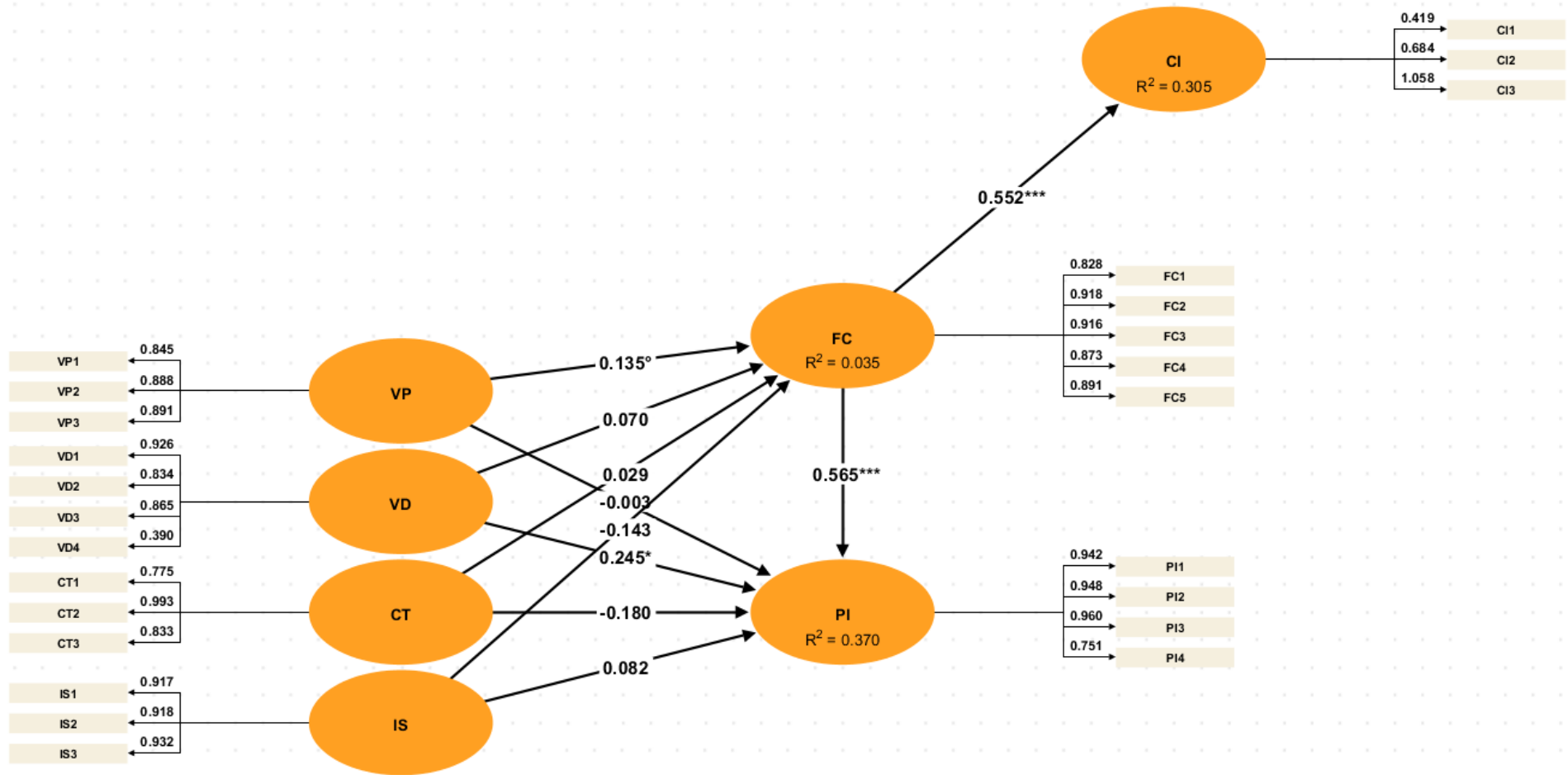


Figure 2. Base model – First stage

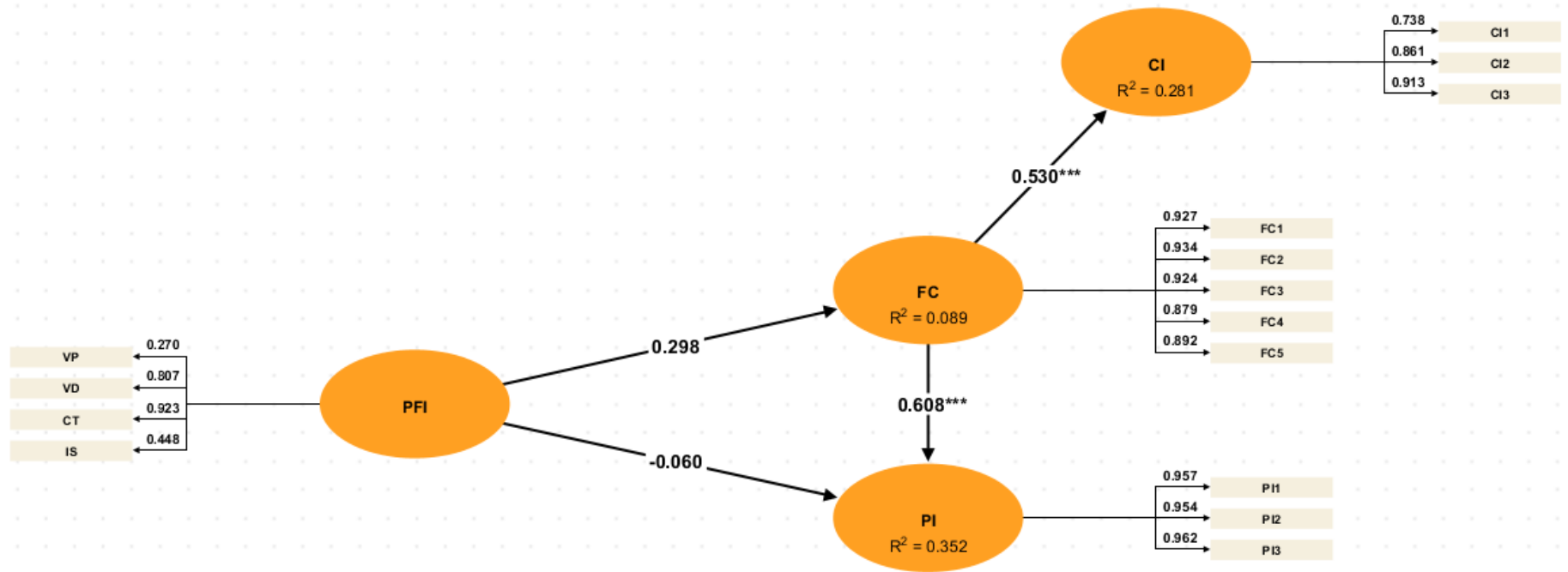


Figure 3. Base model – second stage

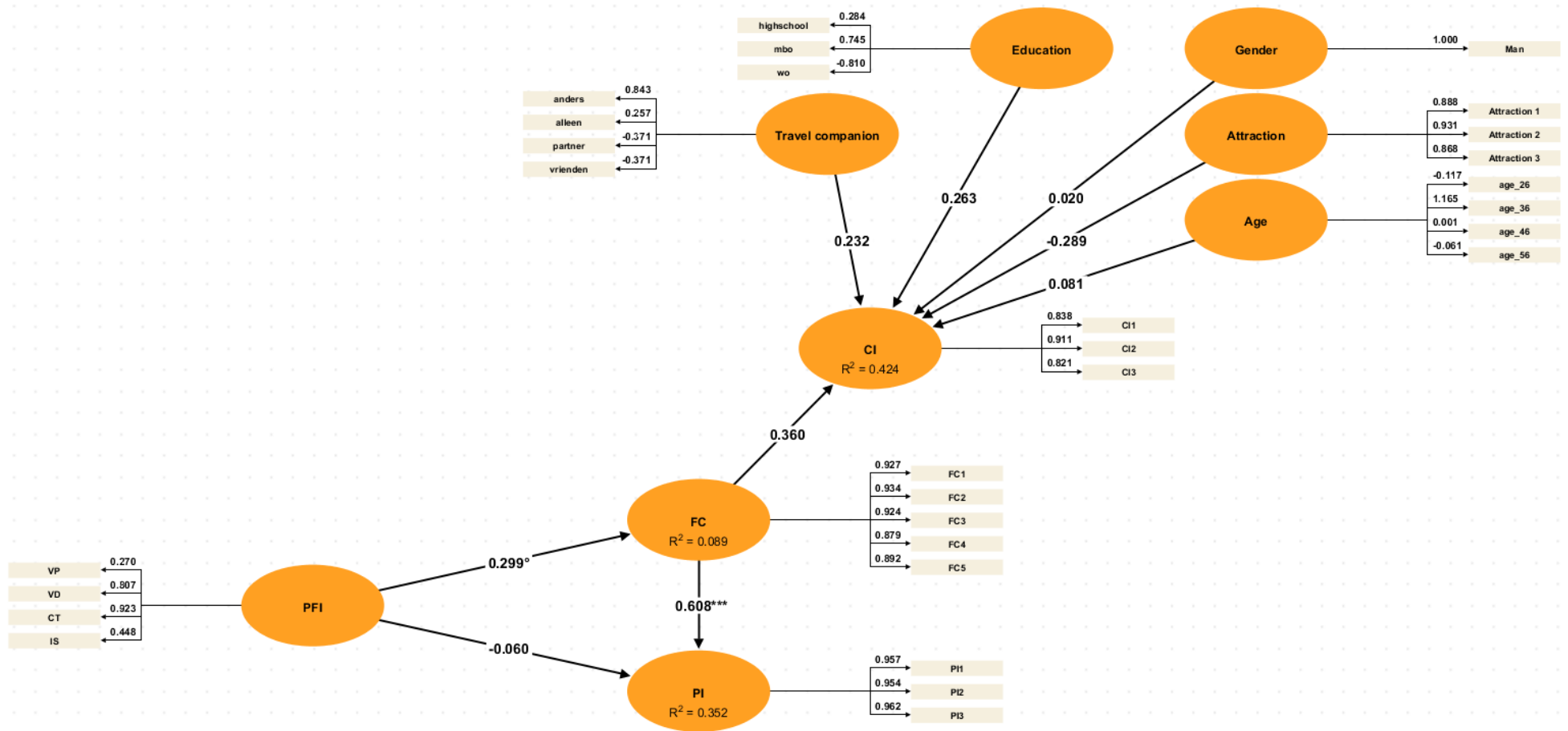


Figure 4. Base model including control variables

## Analysis of the first stage model (initial model):

### Overall Model

#### Goodness of model fit (saturated model)

	Value	HI95	HI99
SRMR	0.0654	0.0885	0.1446
d <sub>ULS</sub>	1.2832	2.3472	6.2712
d <sub>G</sub>	0.7471	0.8129	1.1626

#### Goodness of model fit (estimated model)

	Value	HI95	HI99
SRMR	0.0970	0.1035	0.1493
d <sub>ULS</sub>	2.8200	3.2159	6.6848
d <sub>G</sub>	0.8964	0.9300	1.2467

### Construct Reliability

Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_C$ )	Cronbach's alpha( $\alpha$ )
IS	1.0301	0.9448	0.9176
VD	0.9598	0.9082	0.8543
VP	0.8756	0.9074	0.8491
CT	2.8759	0.9039	0.8935
FC	0.9420	0.9480	0.9315
CI	0.9224	0.8686	0.7950
PI	0.9435	0.9468	0.9230

### Convergent Validity

Construct	Average variance extracted (AVE)
IS	0.8509
VD	0.7676
VP	0.7658
CT	0.7603
FC	0.7850
CI	0.6891
PI	0.8177

### Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)

Construct	IS	VD	VP	CT	FC	CI	PI
IS							
VD	0.5144						
VP	0.3255	0.5684					
CT	0.6355	0.7323	0.4388				
FC	0.0599	0.0841	0.1521	0.0203			
CI	0.0632	0.1953	0.1987	0.0232	0.5399		
PI	0.0617	0.2361	0.1648	0.0440	0.6013	0.8827	

### Discriminant Validity: Fornell-Larcker Criterion

Construct	IS	VD	VP	CT	FC	CI	PI
IS	0.8509						
VD	0.1925	0.7676					
VP	0.0911	0.2383	0.7658				
CT	0.2936	0.4242	0.1690	0.7603			
FC	0.0030	0.0087	0.0191	0.0028	0.7850		
CI	0.0047	0.0238	0.0222	0.0006	0.2810	0.6891	
PI	0.0038	0.0466	0.0211	0.0030	0.3277	0.5780	0.8177

Indicator	IS	VD	VP	CT	FC	CI	PI
VP1			0.8455				
VP2			0.8881				
VP3			0.8910				
VD1		0.9269					
VD2		0.8322					
VD3		0.8667					
CT1				0.7753			
CT2				0.9931			
CT3				0.8327			
IS1	0.9173						
IS2	0.9183						
IS3	0.9316						
FC1					0.8280		
FC2					0.9181		
FC3					0.9163		
FC4					0.8730		
FC5					0.8915		
PI1							0.9416
PI2							0.9479
PI3							0.9599
CI4							0.7512
CI1						0.7410	
CI2						0.8524	
CI3						0.8897	

## Analysis of the second stage model:

### Overall Model

#### Goodness of model fit (saturated model)

	Value	HI95	HI99
SRMR	0.0930	0.1109	0.1301
d <sub>ULS</sub>	1.0388	1.4746	2.0301
d <sub>G</sub>	0.6165	0.8238	1.0074

#### Goodness of model fit (estimated model)

	Value	HI95	HI99
SRMR	0.1341	0.1186	0.1383
d <sub>ULS</sub>	2.1577	1.6888	2.2952
d <sub>G</sub>	0.8153	0.8342	1.0427

### Construct Reliability

Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_C$ )	Cronbach's alpha( $\alpha$ )
PFI	0.7937	0.7295	0.5252
FC	0.9509	0.9608	0.9489
CI	1.0468	0.8778	0.8192
PI	0.9728	0.9706	0.9549

### Convergent Validity

Construct	Average variance extracted (AVE)
PFI	0.4443
FC	0.8306
CI	0.7070
PI	0.9168

### Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)

Construct	PFI	FC	CI	PI
PFI				
FC	0.4093			
CI	0.1936	0.5094		
PI	0.0834	0.6112	0.8249	

## Discriminant Validity: Fornell-Larcker Criterion

Construct	PFI	FC	CI	PI
PFI	0.4443			
FC	0.0890	0.8306		
CI	0.0268	0.2808	0.7070	
PI	0.0148	0.3485	0.6080	0.9168

Squared correlations; AVE in the diagonal.

## Loadings

Indicator	PFI	FC	CI	PI
FC1		0.9271		
FC2		0.9341		
FC3		0.9239		
FC4		0.8786		
FC5		0.8919		
PI1				0.9570
PI2				0.9538
PI3				0.9617
CI1			0.7382	
CI2			0.8615	
CI3			0.9133	
IS	0.4476			
VD	0.8071			
VP	0.2703			
CT	0.9233			

## Indicator Reliability

Indicator	PFI	FC	CI	PI
FC1		0.8594		
FC2		0.8726		
FC3		0.8535		
FC4		0.7719		
FC5		0.7954		
PI1				0.9158
PI2				0.9097
PI3				0.9248
CI1			0.5450	
CI2			0.7421	
CI3			0.8340	
IS	0.2004			
VD	0.6514			
VP	0.0731			
CT	0.8524			

### Analysis of the model including control variables:

#### Overall Model

##### Goodness of model fit (saturated model)

	Value	HI95	HI99
SRMR	0.1127	0.1136	0.1249
d <sub>ULS</sub>	5.9085	6.0042	7.2507
d <sub>G</sub>	2.6853	125.8868	132.0145

##### Goodness of model fit (estimated model)

	Value	HI95	HI99
SRMR	0.1392	0.1444	0.1823
d <sub>ULS</sub>	9.0073	9.6953	15.4515
d <sub>G</sub>	2.9515	125.6672	132.0873

## Construct Reliability

Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_c$ )	Cronbach's alpha( $\alpha$ )
PFI	0.7937	0.7295	0.5252
FC	0.9513	0.9608	0.9489
CI	0.8218	0.8927	0.8192
PI	0.9728	0.9706	0.9549
Gender	1.0000	1.0000	
Attraction	0.9490	0.9242	0.8808
Age	1.3295	0.2712	-1.1765
Education	0.3914	0.0273	-0.7643
Travel companion	0.0377	0.0417	-1.2274

## Convergent Validity

Construct	Average variance extracted (AVE)
PFI	0.4443
FC	0.8305
CI	0.7355
PI	0.9168
Gender	1.0000
Attraction	0.8027
Age	0.3438
Education	0.4307
Travel companion	0.2633

## Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)

Construct	PFI	FC	CI	PI	Gender	Attraction	Age	Education	Travel companion
PFI									
FC	0.4093								
CI	0.1936	0.5094							
PI	0.0834	0.6112	0.8249						
Gender	0.2443	0.2086	0.0757	0.1301					
Attraction	0.0776	0.1143	0.2227	0.1375	0.1072				
Age	0.0582	0.1941	0.1206	0.0097	0.1067	0.0578			
Education	0.0982	0.1383	0.1112	0.0638	0.2459	0.1160	0.1028		
Travel companion	0.0676	0.1280	0.0038	0.0625	0.0237	0.0691	0.0927	0.2151	

### Discriminant Validity: Fornell-Larcker Criterion

Construct	PFI	FC	CI	PI	Gender	Attraction	Age	Education	Travel companion
<b>PFI</b>	0.4443								
<b>FC</b>	0.0891	0.8305							
<b>CI</b>	0.0236	0.2125	0.7355						
<b>PI</b>	0.0149	0.3486	0.5406	0.9168					
<b>Gender</b>	0.0106	0.0404	0.0050	0.0155	1.0000				
<b>Attraction</b>	0.0095	0.0100	0.0395	0.0183	0.0078	0.8027			
<b>Age</b>	0.0002	0.0386	0.0405	0.0259	0.0005	0.0091	0.3438		
<b>Education</b>	0.0240	0.0375	0.1562	0.0620	0.0014	0.0056	0.1277	0.4307	
<b>Travel companion</b>	0.0000	0.0840	0.1235	0.0602	0.0497	0.0153	0.0053	0.0544	0.2633

### R-Squared

Construct	Coefficient of determination (R <sup>2</sup> )	Adjusted R <sup>2</sup>
<b>FC</b>	0.0891	0.0726
<b>CI</b>	0.4240	0.3549
<b>PI</b>	0.3518	0.3278

### Path Coefficients

Independent variable	Dependent variable		
	FC	CI	PI
<b>PFI</b>	0.2986		-0.0597
<b>FC</b>		0.3598	0.6082
<b>Gender</b>		0.0197	
<b>Attraction</b>		-0.2894	
<b>Age</b>		0.0813	
<b>Education</b>		0.2634	
<b>Travel companion</b>		0.2319	

## Total Effects

Independent variable	Dependent variable		
	FC	CI	PI
PFI	0.2986	0.1074	0.1219
FC		0.3598	0.6082
Gender		0.0197	
Attraction		-0.2894	
Age		0.0813	
Education		0.2634	
Travel companion		0.2319	

## Indirect Effects

Independent variable	Dependent variable		
	FC	CI	PI
PFI		0.1074	0.1816
FC			
Gender			
Attraction			
Age			
Education			
Travel companion			

## Effect Overview

Effect	Beta	Indirect effects	Total effect	Cohen's f <sup>2</sup>
PFI -> FC	0.2986		0.2986	0.0979
PFI -> CI		0.1074	0.1074	
PFI -> PI	-0.0597	0.1816	0.1219	0.0050
FC -> CI	0.3598		0.3598	0.1900
FC -> PI	0.6082		0.6082	0.5199
Gender -> CI	0.0197		0.0197	0.0006
Attraction -> CI	-0.2894		-0.2894	0.1408
Age -> CI	0.0813		0.0813	0.0093
Education -> CI	0.2634		0.2634	0.0951
Travel companion -> CI	0.2319		0.2319	0.0747

## Direct Effects Inference

Effect	Original coefficient	Standard bootstrap results					Percentile bootstrap quantiles			
		Mean value	Standard error	t-value	p-value (2-sided)	p-value (1-sided)	0.5%	2.5%	97.5%	99.5%
PFI -> FC	0.2986	0.3048	0.1714	1.7424	0.0817	0.0409	-0.3446	-0.1655	0.5376	0.6065
PFI -> PI	-0.0597	-0.0731	0.2484	-0.2405	0.8100	0.4050	-0.5637	-0.4998	0.3752	0.4675
FC -> CI	0.3598	0.6239	8.9785	0.0401	0.9680	0.4840	-8.9668	-2.4986	2.9224	8.3347
FC -> PI	0.6082	0.6065	0.1206	5.0443	0.0000	0.0000	0.2664	0.3351	0.8191	0.8763
Gender -> CI	0.0197	-0.0088	3.0481	0.0065	0.9948	0.4974	-10.0444	-2.1443	1.6003	7.6028
Attraction -> CI	-0.2894	-0.1737	4.8713	-0.0594	0.9526	0.4763	-8.8654	-2.4078	1.8644	8.1384
Age -> CI	0.0813	-0.8597	23.4259	0.0035	0.9972	0.4986	-41.6084	-7.8520	5.6874	16.8410
Education -> CI	0.2634	-0.2929	18.5627	0.0142	0.9887	0.4943	-10.0809	-2.4947	3.7150	13.0183
Travel companion -> CI	0.2319	0.0792	2.3348	0.0993	0.9209	0.4605	-7.7113	-2.0338	2.5943	11.6076

## Indirect Effects Inference

Effect	Original coefficient	Standard bootstrap results					Percentile bootstrap quantiles			
		Mean value	Standard error	t-value	p-value (2-sided)	p-value (1-sided)	0.5%	2.5%	97.5%	99.5%
PFI -> CI	0.1074	0.2086	3.5252	0.0305	0.9757	0.4878	-4.2025	-0.8513	1.0250	2.8125
PFI -> PI	0.1816	0.1908	0.1166	1.5571	0.1198	0.0599	-0.1699	-0.0880	0.4028	0.4721

## VII. Discriminant and convergent validity (SPSS)

Table 10. *Discriminant validity*

	Factor							
	1	2	3	4	5	6	7	8
Value proposition 1						-.743		
Value proposition 2						-.889		
Value proposition 3						-.715		
Value delivery 1		.765						
Value delivery 2		.625						
Value delivery 3		.773						
Value delivery 4		.225						
Customer treatment 1		.624						
Customer treatment 2		.796						
Customer treatment 3		.679						
Interaction space 1							.899	
Interaction space 2							.905	
Interaction space 3							.729	
PFI 1				-.534				
PFI 2				-.681				
PFI 3				-.748				
PFI 4				-.711				
PFI 5				-.738				
PFI 6				-.561				
PFI 7				-.699				
Firm credibility 1					-.809			
Firm credibility 2					-.864			
Firm credibility 3					-.820			
Firm credibility 4					-.785			
Firm credibility 5					-.795			
Purchase intention 1	.680							
Purchase intention 2	.743							
Purchase intention 3	.733							
Purchase intention 4								.680

Customer loyalty 1	.912
Customer loyalty 2	.719
Customer loyalty 3	.366
Attraction 1	.860
Attraction 2	.892
Attraction 3	.785

Table 11. *Convergent validity – value proposition*

	Factor 1
Value proposition 1	.865
Value proposition 2	.899
Value proposition 3	.860

Table 12. *Convergent validity – value delivery*

	Factor 1
Value delivery 1	.875
Value delivery 2	.861
Value delivery 3	.858
Value delivery 4	.549

Table 13. *Convergent validity – customer treatment*

	Factor 1
Customer treatment 1	.899
Customer treatment 2	.920
Customer treatment 3	.900

Table 14. *Convergent validity – interaction space*

	Factor 1
Interaction space 1	.940
Interaction space 2	.949
Interaction space 3	.892

Table 15. *Convergent validity – PFI general scale*

	Factor 1
PFI 1	.692
PFI 2	.760
PFI 3	.771
PFI 4	.765
PFI 5	.799
PFI 6	.653
PFI 7	.762

Table 16. *Convergent validity – Firm credibility*

	Factor 1
Firm credibility 1	.818
Firm credibility 2	.905
Firm credibility 3	.894
Firm credibility 4	.860
Firm credibility 5	.875

Table 17. *Convergent validity – Purchase intention*

	Factor 1
Purchase intention 1	.931
Purchase intention 2	.947
Purchase intention 3	.961
Purchase intention 4	.766

Table 18. *Convergent validity – customer loyalty*

	Factor 1
Interaction space 1	.856
Interaction space 2	.902
Interaction space 3	.785

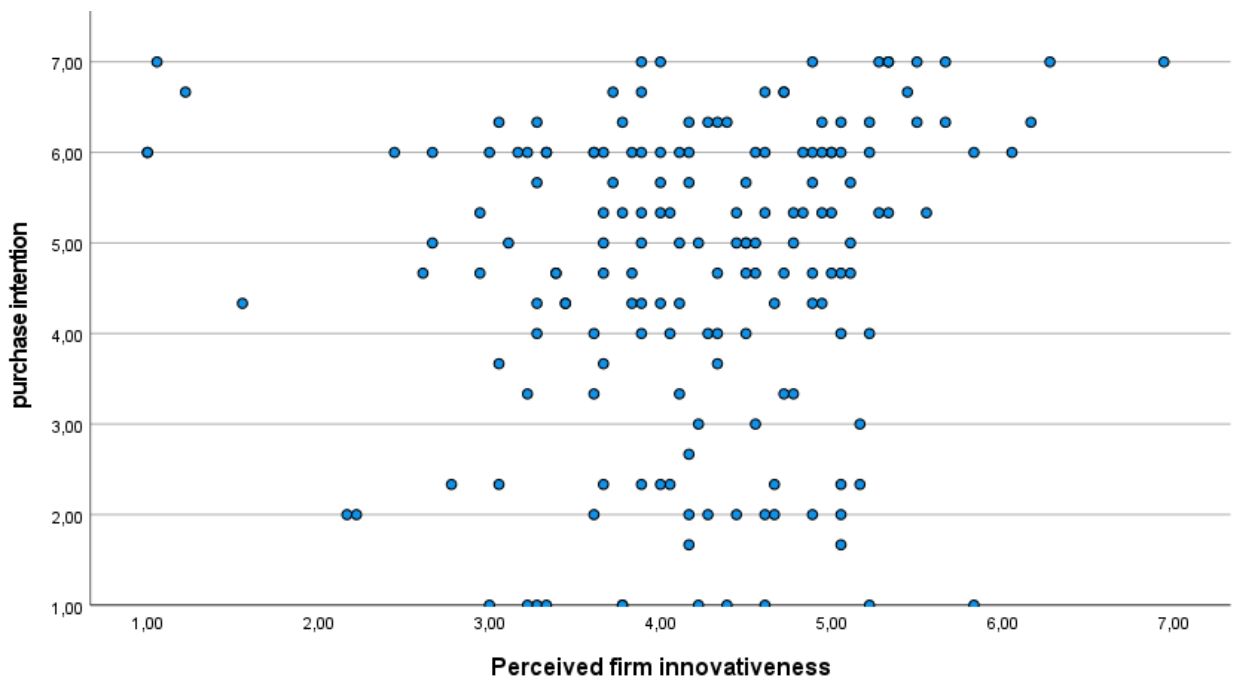
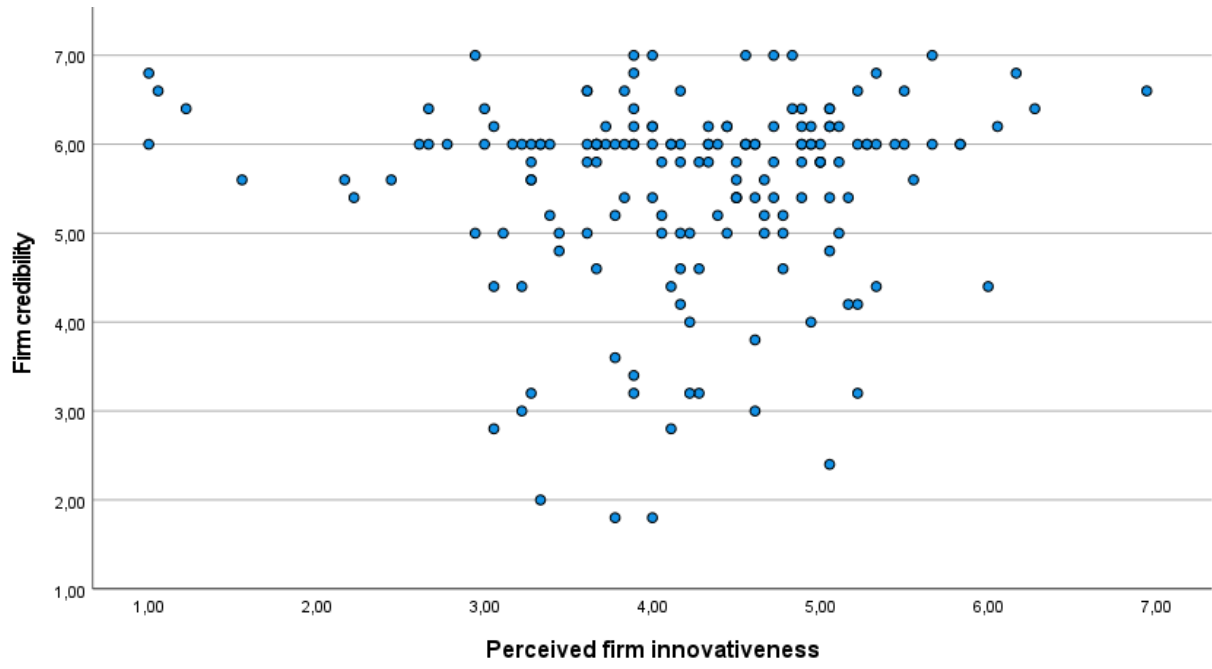
Table 19. *Convergent validity – attraction*

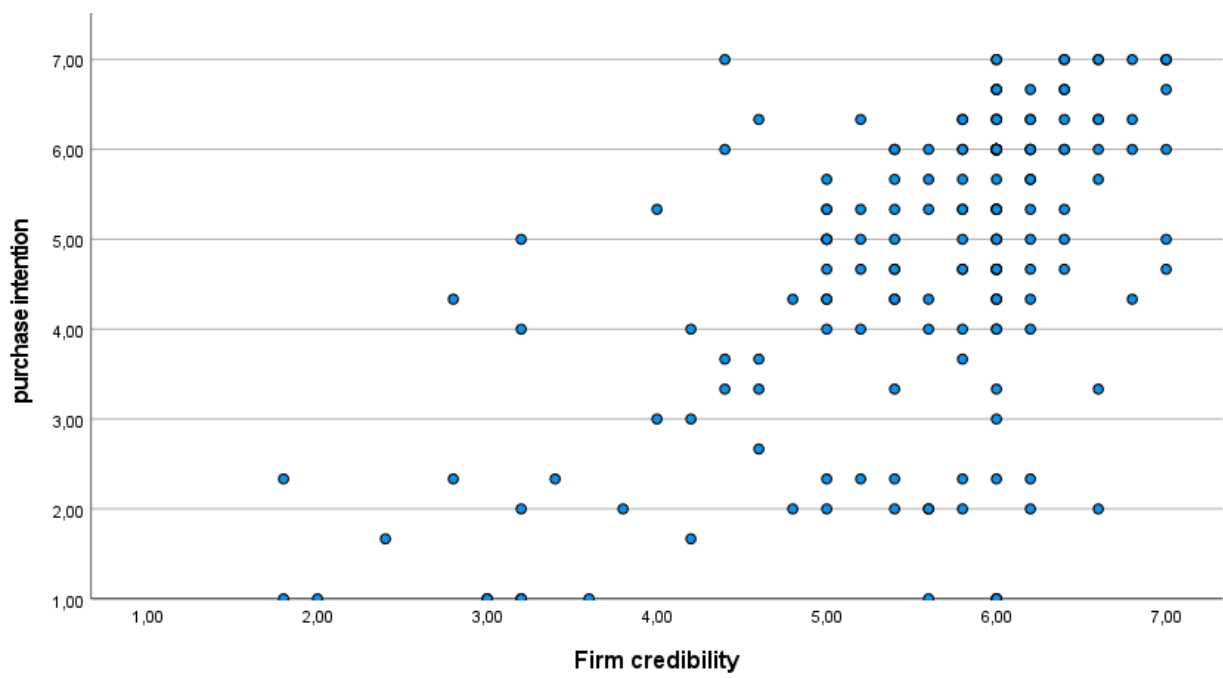
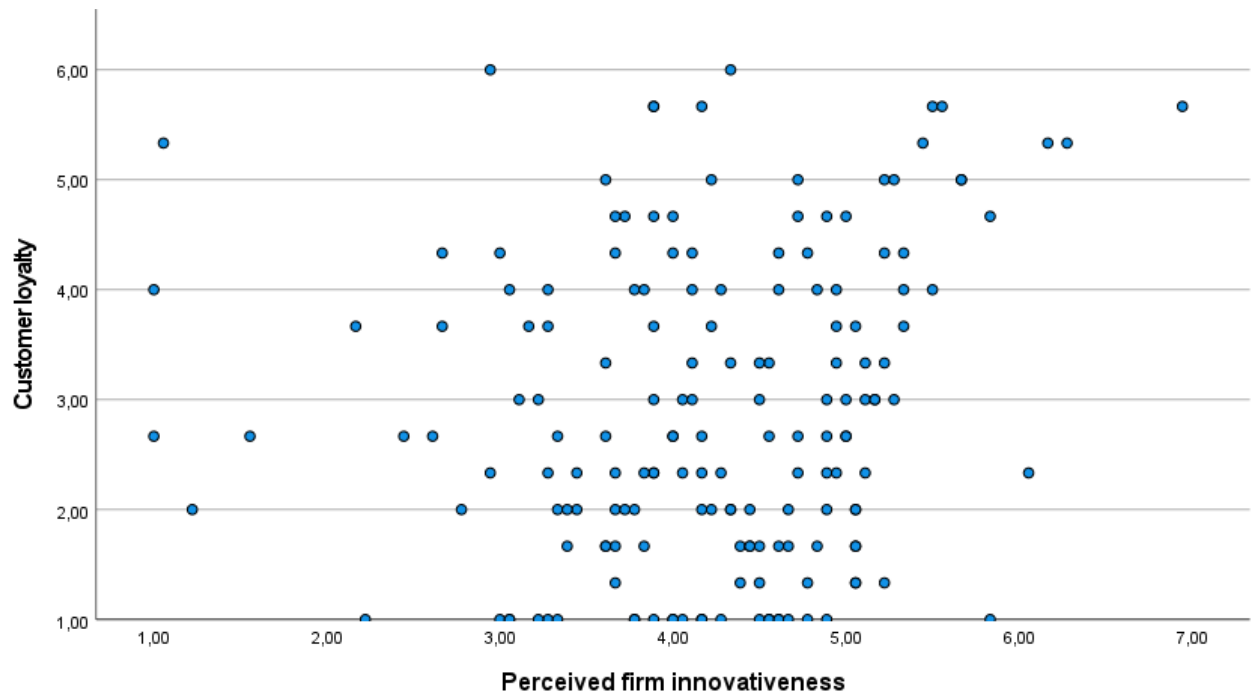
---

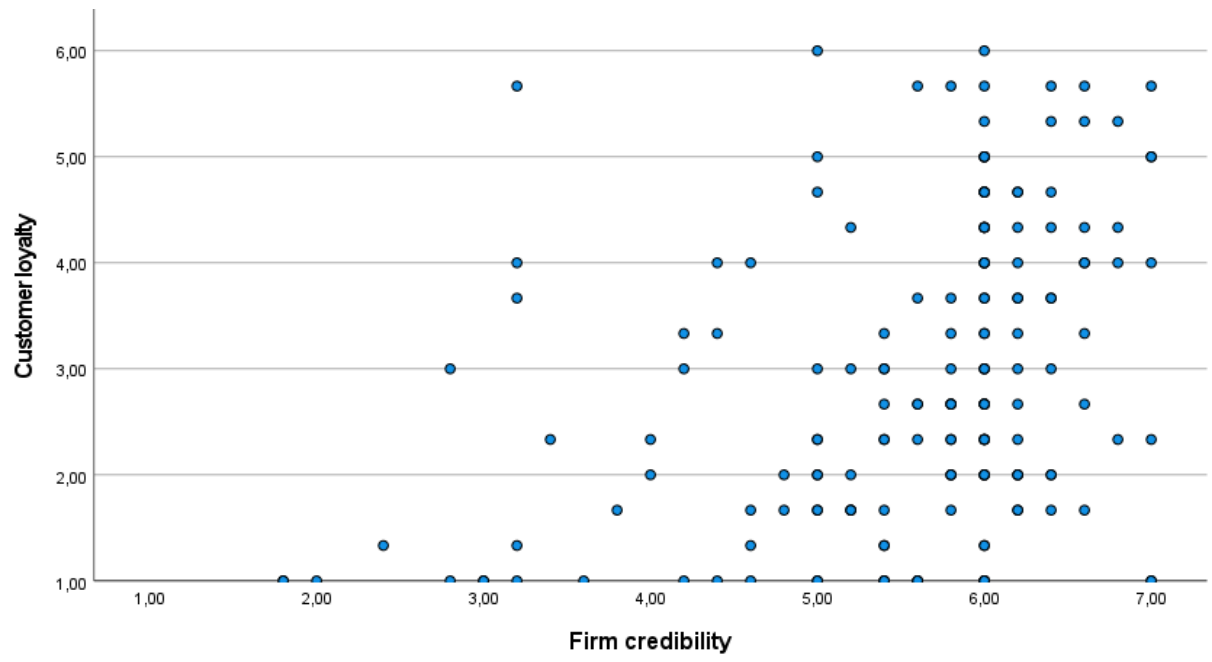
	Factor 1
Attraction 1	.915
Attraction 2	.920
Attraction 3	.884

---

## **VIII. Scatter plots**







## IV. Output SPSS

### Correlations

		Correlations						
		Valueproposition	valuedelivery	customertreatment	interactionspace	Firmcredibility	purchaseintention	customerloyalty
Valueproposition	Pearson Correlation	1	,489**	,385**	,285**	,114	,127	,168*
	Sig. (2-tailed)		,000	,000	,000	,134	,095	,027
	N	175	174	174	174	175	174	174
valuedelivery	Pearson Correlation	,489**	1	,641**	,451**	,055	,201**	,200**
	Sig. (2-tailed)	,000		,000	,000	,468	,008	,008
	N	174	176	174	175	175	175	175
customertreatment	Pearson Correlation	,385**	,641**	1	,580**	,007	,028	,060
	Sig. (2-tailed)	,000	,000		,000	,928	,718	,429
	N	174	174	175	174	174	174	174
interactionspace	Pearson Correlation	,285**	,451**	,580**	1	-,046	,026	,080
	Sig. (2-tailed)	,000	,000	,000		,548	,736	,294
	N	174	175	174	176	175	175	175
Firmcredibility	Pearson Correlation	,114	,055	,007	-,046	1	,572**	,445**
	Sig. (2-tailed)	,134	,468	,928	,548		,000	,000
	N	175	175	174	175	176	175	175
purchaseintention	Pearson Correlation	,127	,201**	,028	,026	,572**	1	,692**
	Sig. (2-tailed)	,095	,008	,718	,736	,000		,000
	N	174	175	174	175	175	176	175
customerloyalty	Pearson Correlation	,168*	,200**	,060	,080	,445**	,692**	1
	Sig. (2-tailed)	,027	,008	,429	,294	,000	,000	
	N	174	175	174	175	175	175	176

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### Factor analysis PFI dimensions

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,863
Bartlett's Test of Sphericity	Approx. Chi-Square	1422,969
	df	66
	Sig.	,000

#### Communalities

	Initial	Extraction
Value proposition 1	1,000	,762
Value proposition 2	1,000	,816
Value proposition 3	1,000	,734
Value delivery 1	1,000	,704
Value delivery 2	1,000	,620
Value delivery 3	1,000	,702
Customer treatment 1	1,000	,657
Customer treatment 2	1,000	,772
Customer treatment 3	1,000	,686
Interaction space 1	1,000	,878
Interaction space 2	1,000	,884
Interaction space 3	1,000	,775

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5,944	49,535	49,535	5,944	49,535	49,535	5,186
2	1,838	15,318	64,853	1,838	15,318	64,853	3,221
3	1,208	10,065	74,918	1,208	10,065	74,918	3,897
4	,786	6,554	81,472				
5	,415	3,460	84,932				
6	,404	3,367	88,299				
7	,364	3,031	91,330				
8	,287	2,388	93,718				
9	,252	2,102	95,821				
10	,218	1,821	97,641				
11	,172	1,435	99,076				
12	,111	,924	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

### Pattern Matrix<sup>a</sup>

	Component		
	1	2	3
Value proposition 1	-,013	,881	-,015
Value proposition 2	-,021	,902	,055
Value proposition 3	,120	,765	,111
Value delivery 1	,869	,105	-,205
Value delivery 2	,723	,171	-,053
Value delivery 3	,837	,048	-,046
Customer treatment 1	,703	-,088	,233
Customer treatment 2	,803	-,038	,164
Customer treatment 3	,746	-,131	,218
Interaction space 1	,046	,035	,906
Interaction space 2	,047	,012	,914
Interaction space 3	-,006	,109	,858

Extraction Method: Principal Component Analysis.  
Rotation Method: Oblimin with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 6 iterations.

### Component Correlation Matrix

Component	1	2	3
1	1,000	,427	,487
2	,427	1,000	,174
3	,487	,174	1,000

Extraction Method: Principal Component Analysis.  
Rotation Method: Oblimin with Kaiser Normalization.

## Multiple regression analysis: PFI → Firm credibility (second model)

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,439 <sup>a</sup>	,193	,102	1,01999

a. Predictors: (Constant), interactionspace, Gezelschap=Alleen, Leeftijd=36-45, Attraction, Opleiding=Middelbaar onderwijs, Gezelschap=Anders, namelijk..., Leeftijd=46-55, Geslacht=Man, Gezelschap=Met mijn partner, Leeftijd=26-35, Opleiding=wo, Valueproposition, Opleiding=mbo, valuedelivery, Gezelschap=Met (een) vriend(en), Leeftijd=56+, customertreatment

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37,735	17	2,220	2,134	,008 <sup>b</sup>
	Residual	158,138	152	1,040		
	Total	195,873	169			

a. Dependent Variable: Firmcredibility

b. Predictors: (Constant), interactionspace, Gezelschap=Alleen, Leeftijd=36-45, Attraction, Opleiding=Middelbaar onderwijs, Gezelschap=Anders, namelijk..., Leeftijd=46-55, Geslacht=Man, Gezelschap=Met mijn partner, Leeftijd=26-35, Opleiding=wo, Valueproposition, Opleiding=mbo, valuedelivery, Gezelschap=Met (een) vriend(en), Leeftijd=56+, customertreatment

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,640	,628		8,981	,000
	Geslacht=Man	-,387	,177	-,170	-2,183	,031
	Leeftijd=26-35	-,034	,272	-,011	-,126	,900
	Leeftijd=36-45	-,163	,372	-,039	-,438	,662
	Leeftijd=46-55	,202	,262	,074	,773	,441
	Leeftijd=56+	,080	,310	,025	,258	,797
	Opleiding=Middelbaar onderwijs	-,605	,382	-,126	-1,582	,116
	Opleiding=mbo	-,168	,249	-,062	-,672	,503
	Opleiding=wo	-,107	,198	-,049	-,538	,591
	Gezelschap=Alleen	-,157	,456	-,027	-,343	,732
	Gezelschap=Met mijn partner	,049	,223	,021	,221	,825
	Gezelschap=Met (een) vriend(en)	-,798	,225	-,339	-3,544	,001
	Gezelschap=Anders, namelijk...	,350	,426	,065	,823	,412
	Attraction	,043	,086	,040	,500	,618
	Valueproposition	,084	,075	,099	1,111	,268
	valuedelivery	,034	,090	,039	,376	,707
	customertreatment	-,070	,097	-,078	-,716	,475
	interactionspace	-,047	,074	-,061	-,638	,524

a. Dependent Variable: Firmcredibility

## Multiple regression analyses: PFI → Purchase intention (second model)

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,480 <sup>a</sup>	,231	,144	1,59819

a. Predictors: (Constant), interactionspace, Gezelschap=Alleen, Leeftijd=36-45, Attraction, Opleiding=Middelbaar onderwijs, Leeftijd=46-55, Gezelschap=Anders, namelijk..., Geslacht=Man, Gezelschap=Met mijn partner, Leeftijd=26-35, Valueproposition, Opleiding=wo, Opleiding=mbo, valuedelivery, Gezelschap=Met (een) vriend(en), Leeftijd=56+, customertreatment

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115,751	17	6,809	2,666	,001 <sup>b</sup>
	Residual	385,687	151	2,554		
	Total	501,439	168			

a. Dependent Variable: purchaseintention

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,783	,998		4,795	,000
	Geslacht=Man	-,433	,279	-,118	-1,551	,123
	Leeftijd=26-35	-,220	,427	-,043	-,516	,607
	Leeftijd=36-45	,140	,584	,021	,240	,811
	Leeftijd=46-55	,255	,416	,057	,615	,540
	Leeftijd=56+	,270	,485	,053	,557	,579
	Opleiding=Middelbaar onderwijs	,378	,599	,049	,630	,530
	Opleiding=mbo	-,338	,391	-,078	-,864	,389
	Opleiding=wo	-,636	,313	-,181	-2,034	,044
	Gezelschap=Alleen	,054	,715	,006	,076	,939
	Gezelschap=Met mijn partner	,342	,352	,090	,972	,332
	Gezelschap=Met (een) vriend(en)	-,968	,353	-,257	-2,743	,007
	Gezelschap=Anders, namelijk...	-,243	,667	-,028	-,365	,716
	Attraction	-,111	,135	-,065	-,824	,411
	Valueproposition	,101	,118	,074	,854	,394
	valuedelivery	,345	,142	,247	2,433	,016
	customertreatment	-,259	,153	-,178	-1,690	,093
	interactionspace	,060	,117	,048	,516	,607

a. Dependent Variable: purchaseintention

**Multiple regression analyses: Firm credibility → Purchase intention (third model)**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,671 <sup>a</sup>	,451	,385	1,35504

a. Predictors: (Constant), Firmcredibility, Gezelschap=Alleen, interactionspace, Leeftijd=36-45, Opleiding=Middelbaar onderwijs, Attraction, Gezelschap=Anders, namelijk..., Leeftijd=26-35, Geslacht=Man, Leeftijd=46-55, Gezelschap=Met mijn partner, Valueproposition, Opleiding=wo, Opleiding=mbo, valuedelivery, Leeftijd=56+, Gezelschap=Met (een) vriend(en), customertreatment

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	226,020	18	12,557	6,839	,000 <sup>b</sup>
	Residual	275,419	150	1,836		
	Total	501,439	168			

a. Dependent Variable: purchaseintention

b. Predictors: (Constant), Firmcredibility, Gezelschap=Alleen, interactionspace, Leeftijd=36-45, Opleiding=Middelbaar onderwijs, Attraction, Gezelschap=Anders, namelijk..., Leeftijd=26-35, Geslacht=Man, Leeftijd=46-55, Gezelschap=Met mijn partner, Valueproposition, Opleiding=wo, Opleiding=mbo, valuedelivery, Leeftijd=56+, Gezelschap=Met (een) vriend(en), customertreatment

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,162	1,035		,157	,875
	Geslacht=Man	-,131	,240	-,036	-,544	,587
	Leeftijd=26-35	-,185	,362	-,036	-,512	,609
	Leeftijd=36-45	,265	,495	,040	,536	,593
	Leeftijd=46-55	,040	,353	,009	,113	,910
	Leeftijd=56+	,200	,411	,039	,486	,628
	Opleiding=Middelbaar onderwijs	,874	,512	,114	1,707	,090
	Opleiding=mbo	-,188	,332	-,043	-,566	,572
	Opleiding=wo	-,571	,265	-,163	-2,153	,033
	Gezelschap=Alleen	,186	,606	,020	,306	,760
	Gezelschap=Met mijn partner	,274	,298	,072	,919	,360
	Gezelschap=Met (een) vriend(en)	-,308	,311	-,082	-,989	,324
	Gezelschap=Anders, namelijk...	-,532	,567	-,062	-,939	,349
	Attraction	-,153	,114	-,089	-1,334	,184
	Valueproposition	,031	,101	,022	,304	,761
	valuedelivery	,313	,120	,224	2,602	,010
	customertreatment	-,214	,130	-,147	-1,642	,103
	interactionspace	,103	,099	,082	1,041	,300
	Firmcredibility	,840	,108	,523	7,749	,000

a. Dependent Variable: purchaseintention

**Multiple regression analyses: Firm credibility → Customer loyalty (third model)**

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,580 <sup>a</sup>	,336	,256	1,15962

a. Predictors: (Constant), interactionspace, Gezelschap=Alleen, Firmcredibility, Leeftijd=36-45, Opleiding=Middelbaar onderwijs, Attraction, Gezelschap=Anders, namelijk..., Leeftijd=46-55, Geslacht=Man, Leeftijd=26-35, Gezelschap=Met mijn partner, Opleiding=wo, Valueproposition, Opleiding=mbo, valuedelivery, Leeftijd=56+, Gezelschap=Met (een) vriend(en), customertreatment

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102,079	18	5,671	4,217	,000 <sup>b</sup>
	Residual	201,709	150	1,345		
	Total	303,788	168			

a. Dependent Variable: customerloyalty

b. Predictors: (Constant), interactionspace, Gezelschap=Alleen, Firmcredibility, Leeftijd=36-45, Opleiding=Middelbaar onderwijs, Attraction, Gezelschap=Anders, namelijk..., Leeftijd=46-55, Geslacht=Man, Leeftijd=26-35, Gezelschap=Met mijn partner, Opleiding=wo, Valueproposition, Opleiding=mbo, valuedelivery, Leeftijd=56+, Gezelschap=Met (een) vriend(en), customertreatment

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,638	,886		,720	,473
	Geslacht=Man	-,057	,205	-,020	-,276	,783
	Leeftijd=26-35	-,039	,310	-,010	-,126	,900
	Leeftijd=36-45	,588	,424	,113	1,387	,167
	Leeftijd=46-55	,235	,299	,069	,788	,432
	Leeftijd=56+	,681	,352	,171	1,932	,055
	Opleiding=Middelbaar onderwijs	,240	,439	,040	,547	,585
	Opleiding=mbo	-,101	,284	-,030	-,356	,722
	Opleiding=wo	-,361	,227	-,132	-1,592	,113
	Gezelschap=Alleen	,590	,519	,081	1,136	,258
	Gezelschap=Met mijn partner	,058	,254	,020	,228	,820
	Gezelschap=Met (een) vriend(en)	-,258	,267	-,087	-,967	,335
	Gezelschap=Anders, namelijk...	,300	,485	,045	,618	,538
	Attraction	-,100	,098	-,075	-1,018	,310
	Firmcredibility	,464	,093	,371	5,012	,000
	Valueproposition	,102	,086	,096	1,180	,240
	valuedelivery	,133	,104	,123	1,280	,202
customertreatment	-,159	,111	-,143	-1,437	,153	
interactionspace	,147	,086	,149	1,698	,092	

a. Dependent Variable: customerloyalty

## V. Research Integrity Form - Master thesis

<b>Name:</b> Lotte Bikker	<b>Student number:</b> s4588754
<b>RU e-mail address:</b> l.bikker@student.ru.nl	<b>Master specialisation:</b> Marketing

**Thesis title:** Perceived firm innovativeness of Dutch tour operators: the effect of perceived innovativeness of tour operators on purchase intention, customer loyalty and firm credibility

**Brief description of the study:**

This research examines the dimensionality of the perceived firm innovativeness in a tour operator setting and studies the relationship between perceived innovativeness of tour operators and three consumer behaviours, namely firm credibility, purchase intention and customer loyalty.

It is my responsibility to follow the university's code of academic integrity and any relevant academic or professional guidelines in the conduct of my study. This includes:

- providing original work or proper use of references;
- providing appropriate information to all involved in my study;
- requesting informed consent from participants;
- transparency in the way data is processed and represented;
- ensuring confidentiality in the storage and use of data;

If there is any significant change in the question, design or conduct over the course of the research, I will complete another Research Integrity Form.

Breaches of the code of conduct with respect to academic integrity (as described / referred to in the thesis handbook) should and will be forwarded to the examination board. Acting contrary to the code of conduct can result in declaring the thesis invalid

**Student's Signature:** \_\_\_\_\_  \_\_\_\_\_ **Date:** 5-6-2021

**To be signed by supervisor**

I have instructed the student about ethical issues related to their specific study. I hereby declare that I will challenge him / her on ethical aspects through their investigation and to act on any violations that I \_\_\_\_\_ may encounter.

**Supervisor's Signature:** \_\_\_\_\_ *Bas Hillebrand* \_\_\_\_\_ **Date:** 7-6-2021