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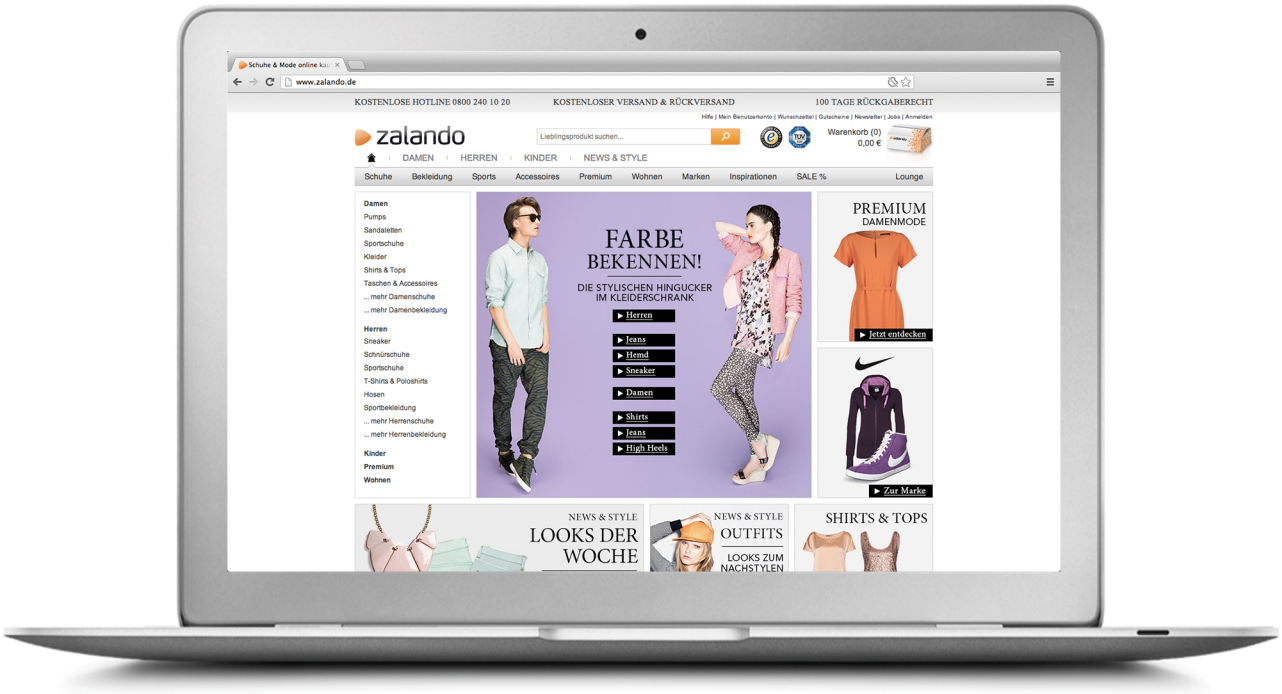

TRANSFERABILITY OF ONLINE STORE IMAGE: A COMPARATIVE STUDY OF ZALANDO'S ONLINE STORE IMAGE IN GERMANY, SWEDEN AND THE NETHERLANDS

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Abstract

Purpose: The purpose of this thesis is to examine the role of online store image in the internationalization process of online retailers. Based on the assumption that a favorable image is a competitive advantage for retailers, this master thesis examines whether or not a favorable domestic online store image, can be replicated in the internationalization process of online retailers. Using a comparative case design, the costumers' perceptions of Zalando's (German fashion online retailer) online store image in Germany, the Netherlands and Sweden are compared and analyzed.

Design/methodology/approach: Applying a multi-attribute based operationalization of online store image, this thesis compares the online store image of the case company Zalando in Germany, Sweden and the Netherlands. Using an Internet survey technique 450 consumers in the examined countries were surveyed.

Findings: The findings show that the transfer of online store image is possible, thereby intangible attributes transfer better than tangible attributes, data furthermore suggest that image develops positively over time and the most important online store image component with regard to purchase intention is "site experience", describing usability, style and enjoyment of the online store.

Practical implications: The practical contribution of the study and its managerial implications are, that online retailers should culturally adapt tangible online store image attributes and standardize intangible attributes. Besides online retailers should improve the "site experience" of shoppers in order to increase purchase intention.

Originality/value: The role of online store image in the internationalization process of online retailers has, to the best of our knowledge, not been examined before. The originality of the work is therefore found in linking the online store image literature and the international retail literature. Valuable insights into the process of online store image transfer for a leading European fashion online retailer are given.

Keywords: online store image, Zalando, fashion retailing, standardization, online retailing, internationalization

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1 INTRODUCTION

1.1 Background

The emergence of e-tailing embodied a big change to the shape and structure of the European retail market (Burt, 2010). Today the European e-commerce market is the largest in the world with total sales of 305 billion Euros and an annual growth rate of 20% in the year 2012 (Ecommerce Europe, 2012). According to Ecommerce Europe, an association of leading national e-commerce associations, growth in ecommerce will continue to be dynamic. Countries such as Germany, Poland, the Czech Republic, France, Spain and the Netherlands have experienced a double digit growth in 2012. Additionally, Forrester Research estimates that the percentages of consumers buying online in 2016 will be as high as 86% in Sweden, 81% in Germany and 85% in the Netherlands (Don, 2012).

Even though e-tailing is on the rise, it still just represents 3.4% of the European retail trade (Kroes, 2012). Eurostat (2012) furthermore states that the potential for cross-border ecommerce in Europe is not yet entirely exploited. In 2010 only 15% of the European enterprises engaged in ecommerce with European countries and sold products across borders. This is not optimal since online retailers operating in 10 or more countries grow more dynamic and profitable than online retailers operating just in two or one country (Oracle Corporation, 2011).

Good examples of those online retailing companies who managed to expand their business abroad can be found in the online fashion retailing sector. Two major players of the European online fashion retailing sector are the UK based online retailer ASOS, and the German fashion online retailer Zalando. Both companies have in common that they generate the majority (>50%) of their turnover via cross border European sales (Noethlichs, 2013). Whereas Zalando is present in 14 European countries, ASOS has seven localized websites and ships to 190 countries. Additionally both online retailers offer free delivery and ship their products from a centralized warehouse system from their respective domestic country. By doubling its net sales in 2012 to 1.2 billion Euros, Zalando extended its lead over its British rival Asos and is today the biggest fashion online retailer in Europe (Reuters, 2013).

Nowadays Zalando is not only the biggest fashion online retailer in Europe but also enjoys a brand awareness of 95% in Germany. One reason for Zalandos success in Germany and doubtlessly one of Zalandos competitive advantages is its favorable (online store) image, in which Zalando invested heavily via, for example, frequent and unique TV commercials. In general, a favorable store image is perceived to be a competitive advantage for retailers and online retailers by scholars and practitioners alike (Burt and Carralero-Encinas, 2000). Being perceived as a competitive advantage, it is also assumed that (online) retailers strive to replicate their favorable domestic image when expanding their business abroad. By the case example of Zalando, this thesis aims to examine the role of online store image in the internationalization process of online retailers. More precisely, by applying a comparative case design in three different countries (Germany, the Netherlands and Sweden), the thesis intends to examine, whether or not online retailers can replicate their domestic online store image and therefore their competitive advantage when expanding their business.

The thesis's expected findings can be connected both to the context of the already existing literature with regard to online store image, and to the role of store image in the internationalization process of retailers.

In the past online store image research have focused on the following important questions: (1) what are the components of online store image? (Spiller and Lohse, 1997; Szymanski and Hise, 2000; Page and Lepkowska-White, 2002; Van der Heijden and Verhagen, 2004) and (2) What is the importance of the various online store image components? (E.g. influence on purchase intention (Van der Heijden and Verhagen, 2004; Chang and Tseng, 2011; Chen and Teng, 2013), impulse buying (Verhagen and Van Dolen, 2011) or online store loyalty (Yun and Good, 2007; Aghekyan-Simonian, Forsythe, Suk Kwon and Chattaraman, 2012)).

The literature with regard to the role of store image in the internationalization process of retailers has been solely examined cases for the offline retail environment. Important questions that have been asked concerning the role of store image in the internationalization process of retailers are: (1) Can the store image be replicated in the internationalization process of retailers? (Burt and Carralero-Encinas, 2000) and (2) Are retailers able to replicate their domestic positioning abroad? (Burt and Mavrommatis, 2006) and (3) Is there a difference in the trasferability of tangible and intangible store image attributes? (Burt and Carralero-Encinas, 2000) and (4) Does time impact the transfer of the domestic store image? (McGoldrick, 1998; Thelander and Johansson, 2010; Burt, Johansson, Thelander and Anselmsson, 2010)

By combining the two research fields with each other, the thesis contributes to both fields, the online store image literature and the literature concerned with the role of online store image in the internationalization process of retailers. The thesis hereby not only adds a further dimension to the research on online store image, but also generates insights concerning the role of online store image in the expansion process of online retailer, which is a novelty.

The idea and inspiration to choose this particular topic arose from a very interesting discussion with Professor Steve Burt (Stirling University, United Kingdom) after his guest lecture, at Lund University in Autumn 2012. Discussing his research on the role of store image, in the internationalization process of Brick & Mortar retailers, it was found that writing about the role of online store image in the internationalization process of online retailers, would be a very exciting and interesting topic for a Masters thesis. Following the research advice from Steve Burt the thesis connects both research directions and explores the role of online store image in the online retailing internationalization process.

1.2 Aim

The role of store image in the internationalization process of Brick & Mortar retailers has been examined for the offline retail environment (McGoldrick, 1998; Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006), however, to the best of our knowledge, no such research has been done for the online retail sector. Intending to close this literature gap, this thesis aims to explore the role of online store image in the internationalization process of online retailers.

The research questions (*RQ1-RQ5*) of this thesis are derived from earlier studies concerning the role of store image in the internationalization process of brick & Mortar retailers. Earlier research focused on three different aspects when examining the role of store image in the international expansion of retailers.

First of all they examined to which degree retailers could replicate its store image in a foreign market. More precisely, researchers examined if retailers have been able to either

replicate the entire image or if they could solely transfer their positioning (McGoldrick, 1998; Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006; Thelander and Johansson, 2010; Anselmsson, Johansson, Ranelid and Rivera Bello, 2010).

Additionally, studies investigated if tangible store image attributes transferred better than intangible ones (Burt and Carralero-Encinas, 2000).

Last but not least, research intended to analyze the role of time and the retail image formation process in the international transfer of retail store image (McGoldrick, 1998; Burt, Johansson, Thelander and Anselmsson, 2010; Thelander and Johansson, 2010).

The research questions addressed in this study are the following:

RQ1: Is the image of an online retailer more positively perceived in the home market than in foreign markets and can a retailer replicate its domestic online store image abroad?

RQ2: Do the online store image attributes that describe the domestic positioning transfer more easy?

RQ3: Do tangible online store image attributes transfer faster than intangible attributes?

RQ4: Does time impacts the transfer of online store image in the internationalization process of online retailers?

RQ5: What online store image attributes are the most important for the purchase intention and hence should be prioritized in the internationalization process of online retailers?

The generated answers allow both, scholars and practitioners, to evaluate whether a standardized online store image is beneficial (can a replication take place) or harmful for internationalizing online retailers. Furthermore, it enables them to assess whether or not tangible attributes of online store image can be faster transferred than intangible attributes. Moreover, this knowledge helps to understand what impact time has on the transferability of online store image attributes. Last but not least researchers and practitioners will be able to tell which online store image attributes need to be prioritized in the internationalization process of online retailers.

The thesis explores this issue by testing how customers perceive a set of predetermined attributes of online store image in three different countries. The transferability of online store image is examined by the example of Zalando, a German online retailer, which was chosen because of it's dynamic international expansion, notable size and astonishing growth rates. Customers in all three countries, Germany, Sweden and the Netherlands were asked to assess the online store image of Zalando in their home country. The customers online store image perception in Zalando in their respective country were then analyzed and prepared to answer the above stated research questions.

2 THEORETICAL BACKGROUND

2.1 Retail Image

In retailing, three major sources for image can be differentiated. The store, the products sold in the store and the corporation behind the store. All of those aspects are interlinked (Burt, 2010; Burt, Johansson and Thelander, 2010). If we are talking about Zalando as a brand in a holistic way, we can talk about the online store zalando.de (or zalando.se, or zalando.nl, etc.): that light colored, modern online shop with big pictures. At the same time we could talk about the products of the "Zalando Collection" or the branded products sold in the store. Or we could talk about the corporate concept, of a modern and "fresh" online retailer, behind the offering. Our view of Zalando and our perception of Zalando as a store, company and merchandise is influenced by our interactions and relationships with all three of these "perspectives" of a retail brand (Burt, 2010). Most researchers have researched retailer image from the perspective of store and product image (Burt, Johansson and Thelander, 2010). Burt, Johansson and Thelander (2007) are among the few who discussed the corporate dimension of a retail brand.

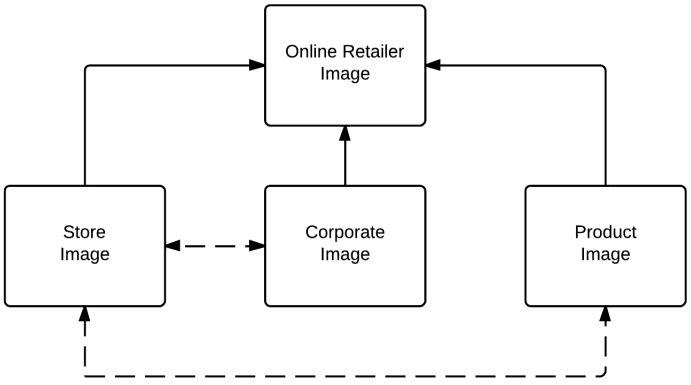


Figure 1: Online Retailer Image Concept (based on Burt (2010)

Figure 1 illustrates the interrelationships between store, corporate product and retailer image. This thesis focuses on online store image, since the contact point with the retail organization for most customers is the (online) store. These perceptions of (online) store image are central to establishing the retailer as a brand (Burt and Mavrommatis, 2006). Nevertheless, through the related aspects in corporate image and product image, some aspects of these image perspectives are also included in the online store image concept of this thesis. Thereby the authors of this thesis are following authors in the online store image literature (Van der Heijden and Verhagen, 2004; Da Silva and Alwi, 2008; Caruana and Ewing, 2010) and in the international retail literature (McGoldrick and Ho, 1992; McGoldrick, 1998; Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006).

2.2 Store Image

This section summarizes the research done on store image in general. Thereby first a short overview of offline store image is given (subsection 2.2.1) and second the literature on online store image is presented (subsection 2.2.2). Lots of researchers have attempted to identify store image components but not reached a commonly accepted vocabulary (McGoldrick, 2002). This thesis therefore follows the definitions of Hansen and Deutscher

(1976) (presented in McGoldrick (2002)), in which "attributes" are the most narrow constructs (e.g. breadth of merchandise selection, price of merchandise etc.), "components" are the aggregation of different attributes (e.g. Merchandise, Personality etc.) and "dimensions" are the most general constructs (e.g. tangible, intangible etc.). The notations of other researchers presented below, have been altered to fit these definitions in order to provide better understanding.

2.2.1 Offline Store Image

Martineau (1958) (referred to in Burt, Johansson and Thelander (2010)) introduced the concept of store image. He distinguished four core attributes (layout and architecture, symbols and color, advertising, sales personnel) and was among the first researchers to acknowledge that a retail store has a personality. Lindquist (1974) reviewed the existing literature on store image and identified 35 different attributes of store image, which he grouped into nine independent components (merchandise, service, clientele, physical facilities, convenience, promotion, store atmosphere, institutional factors and post transactional satisfaction). He defines retail store image as a summation of functional qualities and psychological attributes. In succession, other studies suggested to add further components to the image models. For example: product, price, assortment, styling and location (Doyle and Fenwick, 1974) or quality of merchandise, parking facilities and friendly personnel (Bearden, 1977). Porter and Claycomb (1997) added fashion, service, and atmosphere as store image components, while Erdem, Oumlil and Tuncalp (1999) added global perceptions, reputation, and environment to the store image components identified in earlier studies. McGoldrick (2002) collected the existing store image attributes and summarized them in a very wide list of 90 attributes in 18 different components (Table 1 on Page 6). Mitchell (2001) examined 16 earlier studies of store image in the context of perceived-risk and developed a new concept of store image based on four risk dimensions (time, psychological, financial and physical risk) that are strongly linked to retail store image (Aghekyan, 2007).

The above described attribute-based approach towards store image was criticized for several reasons (Zimmer and Golden, 1988; Burt, Johansson and Thelander, 2010). First, due to its inability to capture a holistic picture of retail store image, researchers argue that the measures are not adequate and cannot capture the nature of the originally conceptualized store image (Keaveney and Hunt, 1992; Yun and Good, 2007). Oxenfeldt (1974) (referred to in Burt, Johansson and Thelander (2010)) states: retail image is "more than the sum of its parts". Instead, image in the attribute based research would be perceived as separate parts and isolated items (Burt, Johansson and Thelander, 2010). Second, most items in research were derived from former studies, and are therefore dependent on the quality of these studies (Zimmer and Golden, 1988). It was discussed if the attributes are really adaptable to changing contexts (Burt, Johansson and Thelander, 2010). And third, it was criticized that the dimensions are derived rather from researchers' perceptions of store image than from consumer perception (Burt, Johansson and Thelander, 2010)). In order to overcome the problems of the attributes based approach, different new approaches for studying store image have been applied. Zimmer and Golden (1988) and Thelander and Johansson (2010) used open ended questions in order to examine the store image perception of the respondents. (Burt et al., 2007) used photo-elicitation interviews in order to study the image of IKEA in four countries.

Summarizing the above mentioned, one can see that most of the research done on store image is attribute based and (although this has been criticized) many scholars agree that

Table 1: Store Image Attributes (McGoldrick, 2002)

1. Price of merchandise	**10. Services provided**
Low prices	Choice of payment methods
Discounts and bargains	Extended credit
Good value prices	Restaurant
Fair or competitive prices	Toilets
	Other services
2. Quality merchandise	**11. Home services**
Good/poor quality products	Catalogue availability
Good/poor departments/categories	Telephone orders
Branded/designer goods	Internet orders
Well designed products	Home deliveries
Fashionable products	Delivery reliability
3. Range of merchandise	**12. Promotions**
Breadth of choice	Seasonal sales
Depth of choice	Competitions
Carries items I like	Loyalty programme
Choice of brands	Special events
Good for gifts	Fashion shows
4. Sales personnel	**13. Advertising**
People who care	Impact of advertising
Number/availability of staff	Style and quality
Polite and courteous	Media vehicles used
Efficient (check-out) service	Personalities involved
	Truth of advertising
5. Locational convenience	**14. Store atmosphere**
Location from home	Interior/exterior decor
Location from work	Symbols and colors
Accessibility	Active/sleepy
Public transport options	Pleasant/unpleasant
Desirable locations	Basic/stylish
6. Other convenience factors	**15. Store layout**
Availability of parking	Ease of circulation
Safety of area	Levels of congestion
Hours of opening	Lifts and escalators
Proximity of other stores	Ease of finding goods
General ease of use	Quality of displays
7. Clientele	**16. Reputation on adjustments**
Mostly older/younger	Warranties/guarantees
Trend setters/followers	Return policies
Higher/lower incomes	Ease of returns
More/less intelligent	Exchange policies
Mostly singles/couples/families	Reputation for fairness
8. Personality of store	**17. Institutional image**
Sincere	Conservative/modern
Exciting	Trustworthy
Competent	Reliable
Sophisticated	Ethical
Rugged	Campaigning
9. Associations	**18. Visual imagery**
People	Pictures
Animals	Icons
Political parties	Scenes
Countries	Episodes
Cultures	Fantasies

it is a valid approach. The focus of this thesis is on online store image, but since lots of researchers assume there are similarities for online- and offline-store image (among others Spiller and Lohse (1997), Page and Lepkowska-White (2002), Van der Heijden and Verhagen (2004), Wilde, Kelly and Scott (2004) and Da Silva and Alwi (2008)), we assume that the literature on offline store image has a certain relevance for the research of online store image. Therefore McGoldrick's (2002) list is considered in the operationalization of online store image for this study.

Albeit there are several approaches to the conceptualization and measurement of retail image, there is little accordance among academics that the measures are satisfactory. Given the difficulty of building a widely accepted offline store image model, it is easy to assume that the more recent concept of online store image will not be easy to define or measure. (Aghekyan, 2007)

2.2.2 Online Store Image

Since e-commerce is a relatively new phenomenon, significantly less research has been done in the field of online store image compared to offline store image. Furthermore, past studies did not reach consensus, which components build online store image in general. In the following, an overview of the current state of online store image research is given.

The online store image theory is based both on the traditional research on offline store image and the early research on online store characteristics. In their early paper "A classification of internet retail stores" Spiller and Lohse (1997) compared Brick & Mortar, paper catalog and online stores and came to the conclusion that all these retail formats share common attributes. Spiller and Lohse (1997) developed a set of 35 online store attributes with a strong functional focus, based on these perceptions. Store attributes were categorized into the four basic components of merchandise (including items like price, quality of products, breadth of products, product descriptions), service (general services, sales clerk service, settlement information and payment methods), promotion (advertising, banners) and interface quality (navigation, consistency, online help, use of images). Even though the actual classifications of stores, done by Spiller and Lohse are outdated, their pioneer work on store attributes highly influenced further research on online store image, for example by Page and Lepkowska-White (2002) and Van der Heijden and Verhagen (2004). Store attributes, like those developed by Spiller and Lohse, are the basis of customer perception of an online store and therefore basic for the formation of store image.

One of the first genuine studies on online store image has been conducted by Szymanski and Hise (2000). The authors used an inductive, qualitative approach in order to build a model of store image attributes by eliciting information on "online purchasing behaviors", "satisfaction levels", and "shopping elements that make e-retailing a more satisfying or dissatisfying experience". In three focus group sessions (each seven to eight members) image attributes for online stores were derived and later confirmed quantitatively, with a sample size of 1007 respondents. The model consisted of the components of online convenience, merchandising (split into product offerings and product information), site design and financial security. The results of Szymanski and Hise (2000) got reexamined and confirmed by Evanschitzky, Iyer, Hesse and Ahlert (2004) in the context of e-shopping and e-finance applications in Germany.

Page and Lepkowska-White (2002) used a deductive approach and developed a framework of "web equity" from the traditional branding literature applying the concepts of brand

Table 2: Online Store Image Attributes (Van der Heijden and Verhagen, 2004)

1. Online store usefulness	**5. Online store style**
Information about the merchandise. Value for money. Uninteresting/interesting offers. Bad/Good alignment with my interests.	Unhelpful/helpful. Unfriendly/friendly. Less/very knowledgeable. Calm/pushy.
2. Online store enjoyment	**6. Online store familiarity**
Boring/fun site. Little/great pleasure to browse through. Unattractive/attractive site.	Infrequently/frequently seen advertisements on the Internet. Infrequently/frequently seen advertisements outside the Internet. Unknown/ well known enterprise.
3. Online store ease of use	**7. Online store settlement**
Hard/easy to use. Representation of the merchandise. Navigation of the site. Inflexible/flexible site. Hard/easy to learn how to use the site.	Slow/fast delivery. Limited/wide choice of delivery options. Unreliable/reliable delivery Slow/fast financial settlement.
4. Online store trustworthiness	
Does not/does keep my personal data confidential. Bad/good reputation. Unreliable/reliable enterprise. Unsafe/safe financial settlement.	

awareness and brand image to online companies. Page and Lepkowska-White (2002) defined web image as the consumer's perception of the online retailer through site (website design) and non-site related (vendor, product, service and communication) associations.

Van der Heijden and Verhagen (2004) are among the first researchers who applied the traditional retail image literature to the online retail environment with the intention of exploring which online store image attributes have the biggest impact on consumer's purchase intentions. They theorize that consumers perceive stores on a number of dimensions, which collectively make up store image. Therefore they conducted a study among customers of two Dutch online bookstores and developed 27 attributes of online store image, which were included in the components of online store usefulness, enjoyment, ease of use, store style, familiarity, trustworthiness and settlement performance (Table 2). Four of these components (trustworthiness, perceived settlement performance, store usefulness, and store enjoyment) proved to significantly influence the online purchase intention of books. Using the model by Van der Heijden and Verhagen (2004), Chang and Tseng (2011) found that e-store image influences the purchase intention through perceived value. Their survey results suggested that style, usefulness, and ease of use are the most important e-store image components for building perceived value and thereby purchase intention. Chen and Teng (2013) employed the online store image model of Van der Heijden and Verhagen (2004) (except online store style) in order to build a model that measures the direct and indirect impact of online store image attributes on purchase decision of consumers. Chen and Teng (2013) theorized that the components of enjoyment, ease-of-use, and familiarity have no direct impact on purchase intention, while usefulness, trust and settlement performance have. In their study they validated parts of these assumptions since they could not measure a significant direct impact of trust on purchase intention. According to their findings settlement performance and usefulness are the main influencers of purchase decision in an online retail setting.

Verhagen and Van Dolen (2009) and (2011) used a reduced version of Van der Heijden and Verhagen's (2004) online store image model. Thereby Verhagen and Van Dolen (2009) examined the influence of online store image (used components service, merchandise, ease of use (navigation), enjoyment (atmosphere)) in an multi-channel environment. Their results suggest that offline and online store image components influence online purchase intention. Verhagen and Van Dolen (2011) analyzed the relationships between online store image and consumer online impulse buying behavior. Thereby they categorized the components of online store merchandise and ease of use into a dimension called "functional convenience" and the components of enjoyment and style into a dimension of "representational delight". Their results showed significant effects of merchandise, store enjoyment and store style on impulse buying behavior, mediated by consumers' emotions.

In a survey among repeat, internet savvy customers of an Australian grocery e-tailer, Wilde et al. (2004) found that even though lots of attributes of traditional store image are applicable to online store image, some dimensions of traditional store image may not be applicable to online store image anymore. Wilde et al. (2004) found three e-tail image components (core demands, institutional factors, and information) based on 22 attributes. The authors define store image in a perceived risk framework, based on Mitchell (2001). Kim and Stoel (2004) studied the influence of online store image attributes (referred to as website quality dimensions) on shopper satisfaction within the context of online apparel retail. Their study identified six components of online store image, including web appearance, entertainment, informational fit-to-task, transaction capability, response time and trust. In this study only the components of informational fit-to-task, transaction capability and response time proved to be significant predictors of shopper satisfaction. Sautter, Hyman and Lukosius (2004) researched online retail atmospherics and looked into the relevance of the stimulus-organism-response model for online retailing. They claim that online shoppers operate in two environments: first the digital environment, including the shop and everything that is visible on the computer screen and second, the physical environment, which includes the real world surroundings of the shopper. Thereby the online environment lacks aspects of the physical environment which might be relevant when looking into store image. Elliott and Speck (2005) followed a deductive approach determining if the favorable consumer attitude towards a retail web site is strengthened by relevant image attributes. The authors measured online store image in six components (ease of use, product information, entertainment, trust, customer support and currency) and found that five of the site factors (ease of use, product information, entertainment, trust, and currency) indeed explained most of customer's attitude toward a retail web site.

Yun and Good (2007) measured online store image in three core components, including merchandise (dependable products, high quality products, high value products, fair/competitive prices), service (customized service, descriptive information/application, ease of contact, delivery/shipping/tracking) and e-shopping atmosphere (privacy and security, convenience/time saving, search/navigation, design/layout). Furthermore they found that online store image positively predicts e-patronage intentions and thereby e-loyalty behaviors. Aghekyan-Simonian et al. (2012) applied the model by Yun and Good (2007) in order to measure the influence of online store image on risk perceptions and purchase intentions in online environments. They were however not able to measure a significant (direct) influence of online store image on purchase intentions, instead they found an indirect influence, mediated by a reduction in financial, time and product risk.

Da Silva and Alwi (2008) find that store image attributes such as ease of use, personalization, security and customer care are significant in determining the corporate brand

image of the online retailer. Therefore different perceptions do not just impact the overall concept of brand image, but also other factors which then indirectly determine the overall image. Caruana and Ewing (2010) found that image components like website design or customer service influence both corporate reputation and online loyalty, while corporate reputation is further influencing online loyalty.

Corporate reputation is thereby a relevant trust factor before the purchase decision and defines the perceived value. Frequently cited attributes that have a significant effect on online branding include: reliability, fulfillment (product return, delivery process), customer service, care, responsiveness, ease of use, web site design, site design, financial security, privacy, trust, interactivity, personalization and customization (Da Silva and Alwi, 2008)).

Summarizing the above, one can see that online store image is perceived differently by different authors (See Table 3 on page 11). Furthermore it is assumed to be an important driver for perceived value, online store loyalty and online store purchase intention. The online store image model by Van der Heijden and Verhagen (2004) serves as the basis for building the online store image concept of this thesis, since it is very versatile and proved its applicability several times (Van der Heijden and Verhagen, 2004; Verhagen and Van Dolen, 2009; Verhagen and Van Dolen, 2011; Chang and Tseng, 2011; Chen and Teng, 2013) in different categories (books, financial services, travel products, IT products).

2.2.3 Store Image Dimensions and Online Store Image Attributes

2.2.3.1 Dimensions

Three different dimensions of store image, based on either tangible (functional), intangible (psychological) or complex gestalt perception, have been dominant in the traditional store image research (Stern, Zinkhan and Jaju, 2001). According to Stern et al. (2001), tangible (functional) definitions find that store image is build through store properties, including merchandise selection, layout, service quality, price range and similar aspects. Intangible (psychological) oriented definitions find the store image in the consumer's mind and understand it as an emotional and cognitive construct based on consumers' perceptions and feelings.

Many researchers followed Lindquist's (1974) opinion and included both the tangible and intangible dimension into their store image conceptualizations and operationalizations (Offline: Burt and Carralero-Encinas (2000), McGoldrick (2002), Burt and Mavrommatis (2006); Online: Van der Heijden and Verhagen (2004), Wilde et al. (2004), Caruana and Ewing (2010); Multichannel: Verhagen and Van Dolen (2009)).

Even though these dimensions have originated from the traditional store image research, the definitions show, that they can easily be applied to online store image. According to Stern et al. (2001) functional attributes include all attributes that can be compared objectively to those of a competitor (like price, merchandise collection, customer service). Therefore functional store image attributes are considered an element of the retail marketing mix, controllable by the store management. Some store image aspects which are bound to the physical representation of the store, like store layout or locational convenience (McGoldrick, 2002) are either not applicable (and therefore dropped) or become digital representations of their Brick-and-Mortar equivalent. The store layout, for example, equals the online store design, including store navigation and ease of finding products.

Table 3: Online Store Image Aspects in Literature

Scholars	Merchandise	Enjoyment	Ease of use	Trust	Style	Promotion	Settlement	Service	Financial	Corporate
(Szymanski and Hise, 2000)	x		x		x				x	
(Page and Lepkowska-White, 2002)	x		x	x		x		x		
(Evanschitzky et al., 2004)	x		x		x				x	
(Van der Heijden and Verhagen, 2004)	x	x	x	x	x	x	x		x	x
(Wilde et al., 2004)	x	x	x	x	x	x	x	x	x	
(Kim and Stoel, 2004)		x	x	x					x	
(Elliott and Speck, 2005)	x	x	x	x				x	x	
(Yun and Good, 2007)	x		x	x			x	x	x	
(Da Silva and Alwi, 2008)			x	x			x	x		x
(Verhagen and Van Dolen, 2009)	x	x	x		x					
(Caruana and Ewing, 2010)	x		x	x			x	x	x	x
(Verhagen and Van Dolen, 2011)	x	x	x		x					
(Chang and Tseng, 2011)	x	x	x	x	x		x			
(Aghekyan-Simonian et al., 2012)	x		x				x	x		
(Chen and Teng, 2013)	x	x	x	x		x	x		x	x

Intangible attributes, like the personality of a store or the institutional image (McGoldrick, 2002) can be transferred without major adjustments, as these attributes are determined by the feelings and cognitions of the customer, which do not differ between an offline and an online environment, therefore the intangible store image attributes are determined by the consumer (Stern et al., 2001).

As the literature review has shown, researchers have identified a bulk of store image attributes. In the following paragraphs the 11 key factors, used in this thesis, are summarized.

2.2.3.2 Tangible Attributes

Online store merchandise: merchandise has been discussed as a factor for both, retail and online store image. Among the first to analyze merchandise in the context of store image was Lindquist (1974), who found that product quality, price and assortment have a positive impact on the store image (Anselmsson et al., 2010). Zimmer and Golden (1988) found that products are highly related to the store image and that a product assortment perceived as attractive also results in the store being perceived as attractive. Researchers in e-tail image perceived merchandise as a relevant factor of e-tail image (Van der Heijden and Verhagen, 2004; Wilde et al., 2004; Yun and Good, 2007; Verhagen and Van Dolen, 2009). Aghekyan-Simonian et al. (2012) have shown, that product brand image is an important risk reducer in e-commerce and Chen and Teng (2013) found that Van der Heijden and Verhagen's (2004) image dimension with regard to merchandise (usefulness), is the second most important factor with regard to purchase intention.

Services: customer service is another image attribute that has been discussed in online (Wilde et al., 2004; Yun and Good, 2007) and offline (Lindquist, 1974; Zimmer and Golden, 1988; Burt and Carralero-Encinas, 2000; McGoldrick, 2002) environments. Thereby an "expression [like] 'good service' can have numerous specific interpretations" (McGoldrick, 2002, p. 192). Aspects frequently chosen for measuring (online) store service quality include overall level of of customer service (Burt and Carralero-Encinas, 2000; McGoldrick, 2002), return policy (Burt and Carralero-Encinas, 2000; McGoldrick, 2002; Van der Heijden and Verhagen, 2004; Wilde et al., 2004; Yun and Good, 2007), pace of delivery (Van der Heijden and Verhagen, 2004; Wilde et al., 2004; Yun and Good, 2007) and choice of payment methods (McGoldrick, 2002; Wilde et al., 2004; Van der Heijden and Verhagen, 2004).

Ease of use: perceived ease of use refers to the degree to which a person perceives that it is easy to navigate and easy to find goods in the online store (Van der Heijden and Verhagen, 2004). It also accounts for the amount of time and energy necessary to learn how to use the website (Chen and Teng, 2013). An online shop that is perceived to be easier to use than another one is - *ceteris paribus* - more likely to be used by shoppers (Davis, 1989). Chen and Teng (2013) found a positive impact of ease of use on perceived usefulness and trust.

Promotions: McGoldrick (2002) names promotions as a relevant image component. Possible attributes include seasonal sales, competitions, loyalty programs, special events and fashion shows, which might influence the image perception of customers towards the store and the retailer. Other researchers that perceived promotion to be relevant for store image include Lindquist (1974) and Thang and Tan (2003).

2.2.3.3 Intangible Attributes

Advertising: Martineau (1958) (referred to in Anselmsson et al. (2010)) understands advertisements as symbolic extensions of the store. It is the retailer's responsibility, to transfer the desired image though advertisement and promotion measures, as the consumer creates a certain image perception based on the aforementioned. Advertisements and promotions can therefore be used to create a certain image and facilitate different behaviors as purchase or loyalty (McGoldrick, 2002; Anselmsson et al., 2010).

Store familiarity: Van der Heijden and Verhagen (2004) included online store familiarity as an image component, asking for brand awareness and frequency of ad impressions. According to the results of Chen and Teng (2013) the perception of familiarity can significantly strengthen the image perception of settlement performance. Accordingly it is perceived important to reach high levels of familiarity for online stores through image enhancing techniques such as advertising and promotion.

Store enjoyment: store enjoyment measures the amount of fun, pleasure and attractiveness that an online shopper perceives in the online store. Store enjoyment, introduced into online store image research by Van der Heijden and Verhagen (2004), was found to be an important intrinsic motivator (Venkatesh, Speier and Morris, 2002) for using online stores and an important driver of the perception of ease of use (Chen and Teng, 2013).

Online store style: online store style is an aesthetic component used by Van der Heijden and Verhagen (2004). It measures the atmosphere created by the online store, for example to which extent the online store looks helpful, friendly, knowledgeable and personal. Chang and Tseng (2011) find online store style to be one of the most important online store image components with regard to perceived value and purchase intention.

Personality of store: the consumers' feelings, emotions and values associated with the store, are part of the store image (McGoldrick, 2002). According to Keaveney and Hunt (1992) individuals have the tendency to assign human-like personalities (like sincerity, excitement, competence, sophistication or ruggedness) to objects like stores. Several studies aimed to measure store personality offline (Darden and Babin, 1994; Aaker, 1997) and online (Kim, 2000; Park, Choi and Kim, 2005).

Store reputation: the component of store reputation includes consumers' perceptions of reliability of the (online) store (Burt and Carralero-Encinas, 2000; McGoldrick, 2002; Van der Heijden and Verhagen, 2004; Wilde et al., 2004). Especially important in an online store environment, are the reputational assumptions about trustworthiness and data security (Van der Heijden and Verhagen, 2004; Wilde et al., 2004; Yun and Good, 2007). Store reputation measures the level of reliability, safety and trustworthiness that an online shopper perceives in the online store brand.

Institutional image: the institutional image is similar to the store reputation, but differs in the way that it does not measure the reputation of the online store, but of the company behind the store. Therefore this component is located rather in the corporate image than store image. Nevertheless researchers in offline (McGoldrick, 2002) and online (Van der Heijden and Verhagen, 2004) found institutional image to be a relevant factor of store image.

2.3 Internationalization of Retailers and Online Retailers

2.3.1 Internationalization Strategies of Retailers

The following paragraphs illustrate and describe the scope of retail internationalization. Hereby, the main focus is set upon the internationalization strategies of retailers. The following paragraphs aim to depict, whether or not the assumption, that retailers which posses a favorable image in their home market, are willing and able to replicate their image in a foreign market, is valid.

One of the major dilemmas of retail internationalization strategies is that of standardization versus adaptation (Zentes, Morschett and Schramm-Klein, 2011). Buzzell (1968, p. 103) refers to standardization as "... the offering of identical product lines at identical prices, through identical distribution systems, supported by identical promotional programs, in several different countries". On the other side Huang and Sternquist (2007) argue that there are certain retail businesses and products that need to be adapted to fit the characteristics and traits of the foreign market.

With respect to standardization versus adaption strategies, the literature proposes four strategic options retailers can choose. As it can be seen in figure 2 below, these are "global orientation" and "domestic market orientation" with respect to a retailer's standardization options and "glocal orientation" and "multinational orientation" considering the retailer's options to adapt its business.

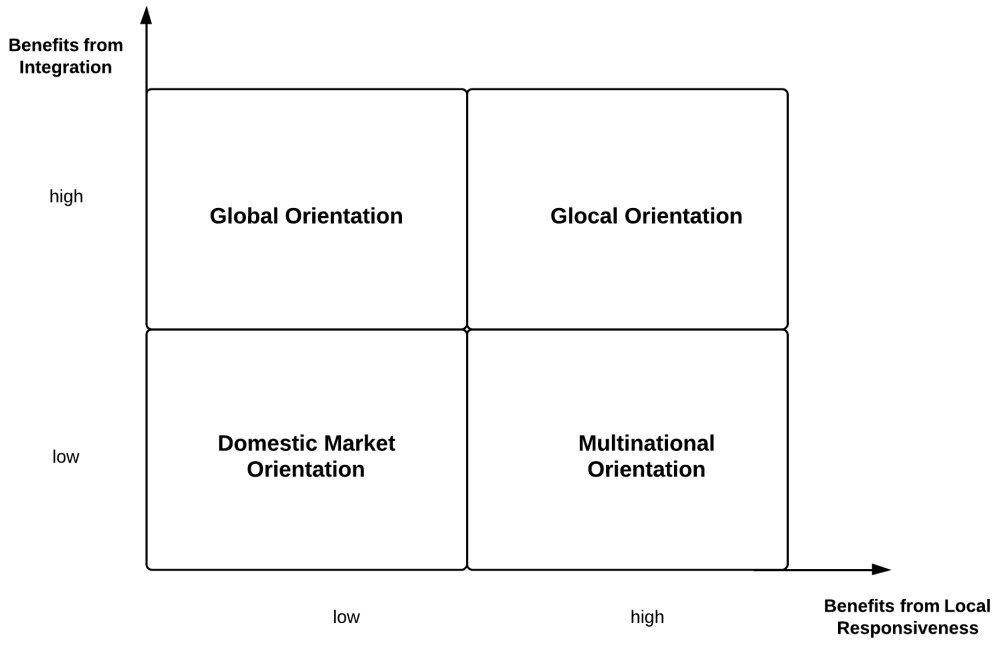


Figure 2: Types of International Retailing (Zentes et al., 2011)

Although there are advocates of pure standardization (Levitt, 1983; Guido, 1992) there are also supporters of the mixed approach such as "glocal orientation" (for example Samiee and Roth (1992)) and advocates of the pure adaption approach (for example Whitelock and Pimblett (1997)). Due to the thesis's focus, which lays on the examination of the replication of online store image, this part of the literature review focuses on the standardization strategies.

The international standardization strategies can be differentiated into global orientation strategy and domestic market orientation strategy. When executing a global orientation market strategy, retailers apply the same global marketing strategy in all of their foreign markets (Samiee and Roth, 1992). In case retailers apply their domestic strategy in all of their international markets, the strategy is labeled a domestic orientation strategy (Baalbaki and Malhotra, 1993). Hence retailers, applying a domestic orientation strategy, derive their standardization strategy from its domestic operations.

Opponents of a pure standardization strategy argue, that the mix of competitive, cultural and legal distinctions concerning international markets, aggravate the internationalization process of retailers and especially the replication of their offering, even if retailers have a strong domestic brand image (Burt, 1989). Moreover critics argue that the standardization of retailing is difficult, because of retailing's heterogeneous and intangible nature (Samiee and Roth, 1992). Furthermore, as it can be seen in Figure 2 a standardization strategy decreases local responsiveness in general. According to Mårtenson (1987) (referred to in Burt and Mavrommatis (2006)) the lack of local responsiveness, especially in cultural sensitive sectors such as food, lead to the fact that retailing was more resistant to standardization than other sectors.

On the other hand, researchers suggest that multinational retailers should concentrate on transferring a very similar retail formula abroad, when they are successful in their domestic environment (Hollander, 1970). Furthermore, it is argued that applying a standardization strategy allows replicating a unique retail concept, which can also be a source for a competitive advantage abroad (Salmon and Tordjman, 1989). This view is also supported by Treadgold (1991), who assumes that niches, based on an immensely differentiated retail format, could be expanded abroad via applying a standardization strategy. Additionally Bunce (1989) argues that even though differences with respect to tangible attributes (price, merchandising) of the retail mix might appear, intangible attributes could be consistent across various different countries.

The fact that there might be differences with regard to the customer's perception of tangible attributes across countries might "force" retailers to adjust certain tangible attributes (for example merchandise) of their retail store image or format in order to be able to export a standardized retail store image. Consequently, retailers that strive for the successful standardization of their retail store image abroad might have to adjust some tangible attributes such as their range of merchandise. Hence retailers aiming to transfer a standardized image might not only use a domestic market orientation strategy but also a glocalization strategy, where the certain aspects of the retail format are adjusted to cultural particularities. The conclusion that retailers might use a mixture between a standardization and a glocalization strategy can be justified by recent the findings of Swoboda and Elsner (2013). They found that international retailers tend to adapt tangible elements of their retail format such as the assortment and promotion while standardizing core elements such as store type and layout to be successful in physically near and distant markets.

To sum up, retailers are theoretically able to replicate their domestic retail store image. Whereas it seems likely and plausible that retailers use a domestic market orientation strategy to replicate their domestic image abroad, retailers might also use a mix of a domestic market orientation strategy and glocalization strategy in order to overcome differences with respect to the customer's perception of tangible image attributes such as the range of merchandise.

2.3.2 Internationalization Strategies of Online Retailers

The above described issue of standardization versus adaptation in offline retailing is also heavily discussed when it comes to internationalization of e-commerce activities (Shneor, 2012). Consequently, it needs to be taken into account what internationalization strategy online retailers apply. To answer this question it is a prerequisite to analyze to what degree online retailers need to adapt their offerings when internationalizing their business. Before entering the discussion of standardization versus adaption in the online context, the terms standardization and adaptation in the online environment are defined.

According to Singh and Boughton (2005) a standardized web site possesses "the same web content, in the same language, for both domestic and international users". In an online retailer setting, a standardized website equals a global shop, which is the same for domestic and international customers. Culturally adjusted websites have a distinct content, language, offerings, format, style and payment methods (Shneor and Flåten, 2008). Sinkovics, Yamin and Hossinger (2007) however argue, that website adaptation mostly takes place with respect to culture specificities and language issues.

Various scholars (Okazaki, 2004; Tixier, 2005), recognize that even though e-commerce takes place via a globally uniform technology, the Internet, it is limited by local factors and the local embeddedness of commerce. According to Shneor (2012), e-commerce utilizes different localization or national differentiation strategies to adapt their websites. Most commonly, websites are adapted with regard to cultural and language dimensions. These adaptations are crucial since culture influences the customers' perceptions of an e-commerce website format, layout and design (Lo and Gong, 2005). Furthermore, culturally adjusted e-commerce websites increase the customers' ability to process website-specific information. This, in turn, also leads to easier and better navigation and a favorable attitude towards the e-commerce website (Shneor, 2012). Additionally Singh, Fassott, Chao and Hoffmann (2006) showed that culturally adjusted websites positively influence preferences and purchase intentions of customers. Tixier (2005) even depicted that a cultural adjusted website has the potential to increase sales. On the other hand Tsikriktsis (2002) found, that culture is less important than traditional service quality demands, such as trust or ease of use. He then concluded that the benefits from cultural website adaptation might not be that high as expected. Moreover Sinkovics et al. (2007) state, that an online standardization strategy has the potential to strengthen the brand image of a company.

Consequently, there is a certain need for online retailers to adjust their e-commerce websites to a certain degree. Research on the internationalization strategy of internet companies, which can also be applied to online retailers, however point into the direction that internet companies will most frequently apply a "glocalization" strategy (Tixier, 2005). This view is also supported by Singh and Boughton (2005) and Sinkovics et al. (2007) who illustrated that even though companies adjust their websites, they do not fully transform them to meet all their customers' cultural demands. Moreover Yamin and Sinkovics (2006), assert that (active) online internationalization is a far more home centered phenomenon, which is directed and controlled by the parent company. Bearing in mind that online internationalization tends to be a more home centered phenomenon, one could conclude that online companies (retailers) are attempting not only to "glocalize" their business but also to set global standards based upon their domestic operations (domestic standardization strategy). Accordingly online retailers, as well as offline retailers, probably also tend to use a mix between a domestic market orientation and glocalization strategy,

adjusting and adapting their retail format when it is culturally necessary. Being able to react to cultural needs, while standardizing aspects of their online store image allows online retailers to replicate their domestic image abroad.

To sum up the internationalization process of online retailers, there are two main findings that need to be accentuated. First, online retailers are faced with the same dilemma as offline retailers when it comes to the trade-off between standardization and adaptation. Second, online retailers most probably will use a domestic market orientation strategy, a "glocalization" strategy or a mix of both strategies when expanding their business.

When formulating research expectations these findings have to be taken into perspective. As a next step, the findings on the role of retail store image in the internationalization process of retailers are summarized and discussed.

2.4 The Role of Retail Store Image in the Internationalization Process of Retailers

The following paragraphs give an overview about the role of retail store image in the process of retail internationalization. Even though the existing literature only takes the role of Brick & Mortar retail store image into consideration and does not talk about online store image, a literature review with regard to the role of retail store image in the internationalization process is essential for this thesis, since it offers valuable insights on what results can be expected from this explorative study.

This overview is based on research that has been done with regard to the role of retail store image in the process of retail internationalization. The first scholars who addressed the role of retail store image in the internationalization process were McGoldrick and Ho (1992). They argued that at this point in time little research attention has been directed to the image and positioning of retailers, that has expanded their operations into a foreign country. Furthermore McGoldrick and Ho (1992) and McGoldrick (1998) criticized that even though it is a major challenge for retailers to position themselves and transfer their image, little research attention has been directed to the to the issues of "exporting" a retail image. During this time of international retail expansion also Burt and Carralero-Encinas (2000) examined the role of retail image in the internationalization process. However not a lot of research has been done with regard to this particular topic. In the last decade studies by Burt and Mavrommatis (2006) as well as various studies about IKEA (for example Burt, Johansson, Thelander and Anselmsson (2010), Burt et al. (2007) and Thelander and Johansson (2010)) have investigated the role of retail image in the internationalization process of retailers.

Since retail store image is widely perceived as a competitive advantage by scholars and practitioners, research concerning the role of retail store image in the internationalization process of retailers has been mainly concerned with the question whether or not retail store image is transferable to a foreign market. This approach is based on the assumption that retailers who financially invested in forming a strong and successful retail image in their domestic market will aim to establish a similar image in foreign markets (Burt and Carralero-Encinas, 2000). To achieve a similar retail store image, it is assumed that retailers, aim to replicate their domestic image abroad (Burt and Carralero-Encinas, 2000). In order to test whether or not retail store image is transferable and to find out what attributes of retail store image transfer immediately and what take time to develop, most researchers have utilized a similar approach as this thesis. Among other scholars McGoldrick (1998), Burt and Carralero-Encinas (2000) and Burt and Mavrommatis (2006) use a similar research design, in which they compare the customer's retail store image

perception of a particular retail store in two different countries to explore what image attributes transferred and what rather take time to develop.

The research on the role of store image in the internationalization process of retailers mainly focuses on three different aspects. Whereas the majority of the research attempts to depict what image attributes transfer immediately and what take time to transfer, some research also strives to find out if tangible retail store image attributes are easier to transfer than intangible attributes (Burt and Carralero-Encinas, 2000). Further research, particularly Burt, Johansson, Thelander and Anselmsson (2010), was also interested in examining the role of time and the retail image formation process when it comes to the transfer of retail store image.

In their exploratory research on the transferability of retail store image Burt and Carralero-Encinas (2000) showed that even though some image attributes of the British retailer Marks & Spencer transferred when entering the Spanish market, not all image attributes transferred equally. Hence a full image replication did not take place. Additionally they illustrated, as it was expected, that the image perception of Marks & Spencer is more positive in the UK than in Spain. Moreover Burt and Carralero-Encinas (2000) found no clear evidence for the fact that the tangible attributes of store image tend to transfer more easily than others. Their research has furthermore shown that one intangible element of retail store image, namely "character", has been transferred the best, whereas there is a great gap in the consumers' perception of the attribute "product range" which is labeled as a tangible attribute. Having depicted that the attribute "product range" was perceived more negative in Spain than in Britain, Burt and Carralero-Encinas (2000) argued that a great gap within the perception of tangible attributes might be caused by fundamental problems in the retail offering, such as a dislike for the store and its merchandise offer. Burt and Carralero-Encinas (2000) propose that managers, when having detected such fundamental problems, must react immediately since fundamental problems put the expansion intention at risk.

In another study with regard to the role of retail image in the internationalization process of retailers Burt and Mavrommatis (2006) aimed to identify what store attributes of the Spanish retailer Dia had transferred when Dia expanded to Greece. In contrast to Burt and Carralero-Encinas (2000), Burt and Mavrommatis (2006) found that only four image attributes transferred when Dia expanded to Greece. According to Burt and Mavrommatis (2006) this does not have to be bad *per se* since these four attributes, among others, "easy to shop" represent the core elements of Dia's store concept and the transfer of image could be perceived as successful. Furthermore they argue that despite the difference in consumer perceptions of Dia, it achieved a standardized positioning in Greece through transferring their core image elements. So even though the degree of absolute replication of retail image attributes was low, the unique selling proposition and hence the positioning of Dia could be transferred to Greece (Burt and Mavrommatis, 2006). The findings of Burt and Mavrommatis (2006) show that the absolute degree of replication of retail store image attributes does not have to be the key figure when evaluating the attempt of a retailer to transfer its image.

A further study by Thelander and Johansson (2010) also aims to carve out the differences in costumer's retail image perceptions. Thelander and Johansson (2010) examined the retail perception of IKEA in Sweden, the UK and China. In this research design customers were asked to give free associations with regard to IKEA's company, store and product image. In some cases such as IKEA's layout and store size Thelander and Johansson (2010)

found overlaps in the customer's image perception, in the different countries, allowing them to conclude that some attributes are transferable between countries. However they also illustrated that the relative importance of retail image attributes varies from country to country and that the meaning of some image attributes can be contradictory. Whereas for example the Swedes associate the product most when it comes to IKEA's store image, the Brits associate mostly the store layout.

McGoldrick (1998), as well as Burt and Carralero-Encinas (2000) examined the transferability of Marks & Spencer's retail store image. McGoldrick (1998) tested whether or not Marks & Spencer replicated its retail store image in France. According to McGoldrick (1998), Marks & Spencer achieved to form a strong and favorable image in France. Retail store image attributes such as "merchandise fashion", "quality of display" and "prices" transferred perfectly. It is argued that Marks & Spencer managed to form a favorable image due to the fact that they had 20 years to form it. Furthermore McGoldrick (1998) argues that image will develop over time from its initial position. The assumption that retail store image evolves over time was also supported by Thelander and Johansson (2010). They found out that consumers in Sweden, UK and China have a different image of IKEA which is probably based on the varying experience levels in these countries. Furthermore they argue that retail image develops gradually and that the retail store image becomes more rich and complex as the relationship between the retailer and the consumer evolves. This assumption however is not in line with the findings of Burt, Johansson, Thelander and Anselmsson (2010). When examining the image formation over time Burt, Johansson, Thelander and Anselmsson (2010) found that there is little evidence that allows suggesting that image develops over time. However they have showed that customers that have longer experience with IKEA tend to buy more advanced and risky products, which could give evidence to the fact, that time plays a role in the international image transfer

To sum up there are some tendencies regarding the role of store image in the internationalization process of retailers. First of all, customers in the domestic market seem to have a more favorable image of the retailer than the customers of the foreign market. Second, not all image attributes and items seem to transfer equally and a complete image transfer is rather unlikely. Whereas the transfer of all retail store items and attributes is rather unlikely, the replication of the domestic unique selling proposition and hence the domestic positioning in a foreign market might be easier to achieve. Considering the role of time there is no clear evidence whether or not time plays a crucial role in the successful transfer of retail store image. However most researchers theorize that time should play an important aspect regarding the retail store image transfer.

2.5 Retail Image Formation

The process of retail image formation is very important when it comes to the analysis of the results of this study. Even though the study analyzes the "instant picture" of Zalando's online store image in three countries, it is necessary to illustrate how retail image evolves in general. Understanding the retail image formation process, helps to relatively discuss the results of this study, especially with regard to the transferability of online store image attributes. Moreover it enables to estimate to what extent Zalando's online store image attributes can be transferred to the Netherlands and Sweden.

In order to illustrate the process of retail image formation, a model by McGoldrick (1998) is utilized. Among other reasons it is used, since it can be backed by empirical findings concerning the retail image formation process.

According to McGoldrick (1998) there are three stages in the process of retail image formation. These stages are influenced and determined by the degree of customer experience with the store and word-of-mouth communication (Figure 3). The first stage, in which the initial image is formed, is determined by the customers' early impressions of the retailer that has just entered the unfamiliar market. In the early impression phase, the perceived retail image will be heavily impacted by a variety of expectations and predispositions, which are based upon already existing shopping habits and the competition. Moreover, customers will be influenced by their culture and lifestyles. Consequently, McGoldrick (1998) argues that the customers' initial retail image is rather determined by their general expectations than by their direct experience with the retailer. Furthermore McGoldrick (1998) states that the customer's image perception of the retailer is heavily influenced by media advertising at this stage.

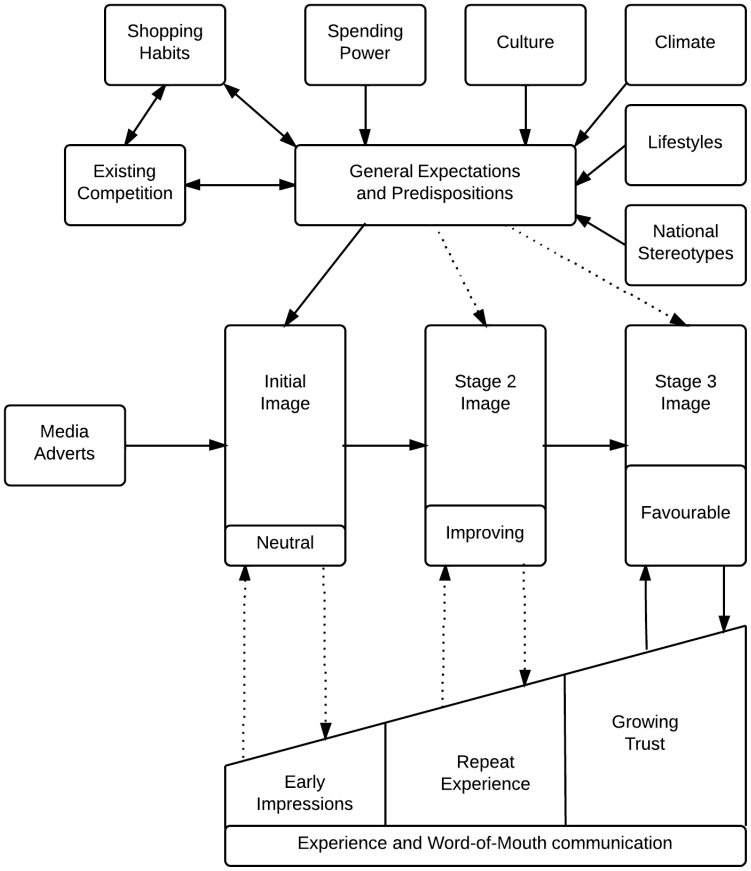


Figure 3: Process of Retail Image Formation (McGoldrick, 1998)

In "stage 2" experience with the retail store and word-of-mouth communication increases. Through repeated experience with the retail store, customers develop images of more immediate or tangible attributes such as price or merchandise. They do so even if they are just aware of a few prices or products. In the second phase the image perception is less driven by the customers' general expectations but by the actual experience in store and by word-of-mouth communication.

The intangible retail store image attributes and values, such as reliability and trust, take the most time to form. Based upon tangible evidence such as good quality products and a repetition of positive experience with the retail store, customers then, in the third stage, develop trust in the retail store. In the last stage of the retail image formation process, the

experience with the store and the positive word-of-mouth communication becomes more and more important.

As mentioned earlier, McGoldrick's model can be backed with empirical findings. In the book "Consuming IKEA" Thelander and Johansson (2010) found evidence for the fact that the formation of image has a time and a context dimension as it is argued by McGoldrick (1998). Burt, Johansson and Thelander (2010) argue that retail image develops gradually and that the image perception of the customer becomes more complex and rich when the relationship between the customer and the retailer intensifies. In a study about the retail image of IKEA in Sweden, the UK and China Thelander and Johansson (2010) showed that customers that have a longer experience with regard to IKEA (Swedish customers) have a different image perception of IKEA than those customers with less experience (Chinese customers). Even though another study by Burt, Johansson, Thelander and Anselmsson (2010) gave no evidence to suggest that image develops over time, they could illustrate that customers of IKEA with longer experience buy higher risk and more advanced products, which requires more experience with and trust in a new retail format. Furthermore Burt, Johansson and Thelander (2010) back the model of McGoldrick (1998) by stating that there are different stages customers undergo when a specific retailer image is formed.

Additionally Ulver-Sneistrup (2010) and Cassinger (2010) showed that retail image develops with respect to the individual consumer context and that image formation also takes place outside the store and is influenced by consumers' life and experience.

Summing up it can be seen the image formation process is most probably subject to a time aspect and the customers surroundings such as existing competition and word of mouth. These theoretical and empirical findings in the literature help to form expectations on what image attributes will take time to develop and which will transfer immediately. Furthermore these findings enable us to estimate if an absolute image transfer is possible in the countries that we have chosen.

2.6 Research Expectations

By taking into account former studies of the role of retail store image in the internationalization process of retailers and the model of image formation by McGoldrick (1998), this paragraph aims to outline the results this research is expected to generate. Hereby, the research questions of this thesis form the guideline for illustrating the expected results of this study.

The first research question *(RQ1)* addresses whether Zalando is perceived more positively it in its domestic market and if Zalando has managed to replicate its domestic online store image abroad. Considering the results of earlier Brick & Mortar retail store image research (Burt and Carralero-Encinas, 2000), it is first of all expected that a complete replication of Zalando's domestic online store image is not very likely to occur in neither the Netherlands nor Sweden. Furthermore, research (Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006) on the role of store image in the internationalization process of retailers give strong reasons to assume, that the overall image of Zalando is perceived more positive in its domestic market Germany, than in the Netherlands and Sweden.

The second research question *(RQ2)* tries to investigate whether or not the online store image attributes describing Zalandos positioning are transferred quicker than the other attributes According to the findings of Burt and Mavrommatis (2006), it can be reasoned, that those online store image attributes and items transfer quicker and easier, that are

part of Zalando's unique selling proposition, or in other words, their aspired positioning. This expectation can be justified by the assumption that Zalando accentuates the image transfer of those items that make up their unique selling proposition.

The third research question *(RQ3)* deals with the issue whether or not tangible online store image attributes and items transfer quicker than intangible attributes when online retailers aim to replicate their domestic online store image abroad. Even though research (Burt and Carralero-Encinas, 2000) found no clear evidence that tangible image attributes tend to transfer better than intangible ones, McGoldrick (1998) states that intangible image attributes take more time to transfer than tangible ones. Giving these rather ambiguous findings and opinions it is not expected to see a significant difference in the transferability of tangible and intangible online store image attributes.

The fourth question *(RQ4)* aims to examine the role of time in the transfer of online store image. Many researchers state that image develops gradually over time (McGoldrick, 1998; Thelander and Johansson, 2010). Furthermore, it is acknowledged that the customer's image perception is more rich and complex, when the relationship between the retailer and the customer intensifies. Similar to other research, it is expected, that time plays a role in the international transfer of online store image. Applying the image formation model of McGoldrick (1998) to this thesis case of Zalando, it is expected that the online store image of Zalando has transferred better to the Netherlands than to Sweden, since the customers in the Netherlands have a higher experience with Zalando.

With regard to the fifth question *(RQ5)*, which examines which online store image components are the most important drivers of purchase intention in an online fashion retail setting, research suggests that several online store image components should have a significant influence on online purchase intention. In a study about Dutch an Belgian online book stores Van der Heijden and Verhagen (2004) found, that the components "trust", "settlement performance", "usefulness" (including merchandise oriented attributes) and "enjoyment" significantly improved purchase intentions. Chen and Teng (2013) found "usefulness" and "settlement performance" to be significantly influencing purchase intentions for online travel-sites, while trust had no significant influence. Based on these findings we expect merchandise, services (delivery, return policy), trust (Van der Heijden and Verhagen, 2004) and enjoyment factors to be the important drivers of purchase intention.

3 METHODOLOGY

3.1 Philosophical Stance

First of all it is clarified what philosophical assumptions are building the fundament of this research. With regard to epistemological considerations this research takes a positivist stance when dealing with the "ways of inquiring into the nature of the world" (Easterby-Smith, Thorpe, Jackson and Lowe, 2008). It is therefore assumed that "the social world exists externally" and that its characteristics should not be derived via subjective reflections and intuitions but should be measured via objective methods (Easterby-Smith et al., 2008). Furthermore the research design is based on the belief that "social phenomena and their meanings have an existence that is independent of social actors" (Bryman and Bell, 2003). Hence, the research design takes an objectivist approach when it comes to the assumptions about the nature of the reality.

As a next step, it needs to be defined in what way theory is used to answer the research questions. To best answer the research questions, expectations based on theory are derived, and then analyzed and discussed. Hence this research takes a deductive approach towards theory. Existing literature and theory is used on the one hand side to derive expectations on what online store image attributes can be transferred best, what attributes take time to transfer and if tangible attributes transfer more easily. On the other hand, existing literature with regard to offline and online store image is used to deduct online store image attributes. Facilitated by the positivist stance and the objectivism towards nature, we assume that online store image can be operationalized by a list of various valid items that are objectively believed to determine online store image. Therefore it is also assumed that online store image is an objective concept that can be measured. Image is hereby perceived as a multi-attribute construct (Hirschman, Greenberg and Robertson, 1978).

3.2 Research Strategy

Based on the fact that the positivist stance allows to measure online store image, a quantitative approach is applied. The basis for executing quantitative research is to have a concept (online store image) that can be measured via indicators (attributes) (Bryman and Bell, 2003). The deductive approach paired with the positivist stance of this thesis allows deriving indicators (measures) of online store image from theory which enable to measure and compare online store image in three countries. These derived indicators then enable gathering data via, in this case, a standardized questionnaire. The questionnaire is a crucial instrument in this research since it operationalizes the concept of online store image through various pretested and validated items (Bryman, 1984). Using a questionnaire allows the measurement and quantification of the transferability of online store image. This questionnaire aims at answering "what" attributes of online store image can be transferred. It however does not give insights "why" (qualitative) these attributes might have not been transferred. Furthermore, the quantitative approach used in this thesis is rather descriptive and does not give any insights with regard to cause and effect (causal). Nevertheless this approach of standardized measurement increases the reliability, facilitates replications and allows for greater extent of generalization (McClintock, Brannon and Maynard-Moody, 1979). By following a deductive and quantitative descriptive approach the thesis moreover joins the majority of the research that has been done on the transferability of store image, for example Burt and Carralero-Encinas (2000) and Burt and Mavrommatis (2006).

3.3 Research Design

Having a valid concept of online store image, which can be operationalized and measured via a questionnaire, a case company is needed to which the concept and operationalization of online store image can be applied. In this thesis, the case object is Zalando, a German online fashion retailer. In order to examine the role of online store image in the internationalization process of online retailers, Swedish, Dutch and German customers have been asked to fill in the questionnaire regarding the image of Zalando. This comparative research design, with a case company, is a product of the research question itself and was applied by many scholars that explored similar issues in the Brick & Mortar retail sector for example Burt and Mavrommatis (2006).

3.4 The Case Company Zalando

In the following the online retailer Zalando is introduced. The aim of this paragraph is not only to present Zalando's business model but also to depict their positioning. Furthermore, Zalando's internationalization process is described and it is analyzed to what extent Zalando follows a standardization strategy to expand their business. The analysis helps to determine whether or not Zalando is a suitable case company for this thesis. Since Zalando's company policy did not allow any interviews, the analysis of Zalando's internationalization strategy is derived from articles discussing Zalando's international expansion, from interviews Zalando officials gave to newspapers and from our own observations.

Zalando, the German pure online retailer was founded in 2008 to fill a niche in the German online retail market (Philipps, 2012). Following the footsteps of the American online footwear retailer Zappos, Zalando went after a product category (shoes) which other online retailers assumed not to work in the online environment. Soon after having filled the niche of selling shoes online, Zalando started selling other fashion products. Today, Zalando is Europe's biggest shoe and fashion online retailer. According to Zalando's press releases, Zalando managed to more than double their sales in 2012, reaching more than one billion in sales. To become Europe's biggest shoe and fashion online retailer, Zalando followed a fast and aggressive internationalization strategy in the last four years. Additionally, Zalando heavily invested into marketing, especially focusing on TV commercials which increased Zalando's brand awareness in Germany and other markets rapidly (Eisert, 2012). According to Nielsen, Zalando's brand awareness in Germany reached 95% within the target group, which is the result of continuous and unique TV commercials (Eisert, 2012).

Moreover Zalando owes its success to a clear and distinct positioning. According to an interview Philipp Thienel, Zalando's UK country head, gave to powerretail.com, Zalando's customer service is at the core of its business philosophy (Philipps, 2012). Providing customers with free shipping and a 30 day return policy, Zalando revolutionized the online fashion sector. Moreover Thienel states that Zalando offers its customers a great product range of fashionable shoes and clothes, which is also essential for Zalando's success. Additionally Zalando embodies a modern company, whose service offering creates feelings of fun and happiness for the customers.

Having had immediate success in Germany, Zalando began its internationalization process in 2009, when it expanded to Austria. In 2010 Zalando launched their format in the Netherlands and in France. Then in 2011, Zalando expanded to the UK, Italy and Switzerland. In their latest internationalization round in 2012, Zalando entered Belgium,

Spain, Poland, Finland, Norway, Denmark and Sweden. Zalando launched its Swedish store the 11th of April as its first representation in Scandinavia.

Table 4: Zalando's Internationalization Process

Year	Countries
2008	**Germany**
2009	Austria
2010	France, **The Netherlands**
2011	UK, Italy, Switzerland
2012	Belgium, Poland, Spain, Finnland, Norway, Denmark, **Sweden**

After having depicted Zalando's expansion, focus is now set upon it's internationalization strategy. According to Christian Meerman, Zalando chief marketing officer, Zalando follows an internationalization strategy, where the marketing mix is adjusted to the respective local market (Partners, 2012). Whereas this statement could lead to the conclusion that Zalando is pursuing an internationalization strategy that focuses on adapting all business dimensions to meet local needs, taking a look at Zalando's actions in their foreign markets offers a different picture. As was it the case in France, for example, Zalando adjusted the product range in order to still meet their own positioning requirement to provide the customer with a big and fashionable merchandise. However, with regard to the set up of the online store (online store style), services and the TV commercials, Zalando replicated the German standards in France. This kind of replication was not only the case in France but in all of the other European markets.

Considering the fact that Zalando most probably attempts to replicate its image while expanding their business, Zalando is very well suited with respect to examining the image transfer of an online retailer. Furthermore, Zalando is a very interesting case object, since it is the biggest fashion online retailer in Europe, experiencing a very high growth rate and popularity.

Finally it has to be addressed why the Dutch and the Swedish markets were picked in order to examine the image transfer of Zalando's online store. First of all, in order to analyze if time plays a role in the image formation, two markets were selected in which customers have a different experience with Zalando. Zalando was founded in 2008 in Germany, Zalando in the Netherlands was launched in 2010 and in the beginning of 2012 Zalando entered the Swedish market. This time difference allows analyzing if time plays a role in the transfer of online store image. Furthermore, the Netherlands were chosen since Zalando's brand awareness in the Netherlands is as high as 92% and because Zalando is the biggest fashion online retailer in the Netherlands. The Swedish market was chosen since Zalando has just entered this market and therefore it is exciting to see whether or not the transfer of online store image can occur in this short period of time.

3.5 Data Collection

3.5.1 Inconsistency Between the Concept and Operationalization of Store Image

This paragraph aims to depict the concept of retail store image and the way it is operationalized in this thesis. As it was already mentioned earlier when reviewing the literature, there is an inconsistency between the conceptualization of image and its operationalization

(Keaveney and Hunt, 1992). Zimmer and Golden (1988) refer to the concept of retail store image as the overall impression of the store as perceived by the customers. Furthermore retail store image is described as a "total " by Dichter (1985) or a "gestalt" by Zimmer and Golden (1988). However most research operationalizing the concept of retail store image did so by using a multi-attribute based model with close ended questions. Hereby researchers assumed that consumers tend to perceive retail store image according to several dimensions or attributes, which together make up the concept of retail store or in this case online store image (Hirschman et al., 1978). The problem with this kind of operationalization is that it misses to capture the richness of the concept of store image. On the other hand it allows the measurement of an "objective reality" (Keaveney and Hunt, 1992).

Opponents of the multi-attribute based operationalization approach claim that open-ended or unstructured elicitation techniques are superior to the multi-attribute based approach since the respondents'(customers') image perception is not biased by a predetermined set of image attributes (Reardon, Mikller and Coe, 2011). Furthermore, Reardon et al. (2011) state that respondents are able to describe the attributes and dimensions of retail store image in their own and unique way, when open-ended questions are applied. This leads to the fact that the researcher obtains a more valid overall picture of the retail store image (Reardon et al., 2011).

While there are certain advantages when using open-ended questions, they are also a lot of shortcomings, especially if research aims to measure retail store image. When utilizing open-ended questions, the obtained results are very difficult to interpret since they are based on the subjective assumptions and assessments of the customers, aggravating the generalization of the findings (Reardon et al., 2011). Additionally, the results need to be coded by researchers. This is a very difficult process, since researchers are already predetermined and biased with respect to the attributes of store image. Moreover, the nature of the obtained data makes it difficult to run statistical analysis (Reardon et al., 2011). Consequently, even though, the multi-attribute based operationalization of store image might not capture the whole picture of store image, which could lead to biases and inaccuracies, it provides researchers with the possibility to accurately measure retail store image (Keaveney and Hunt, 1992).

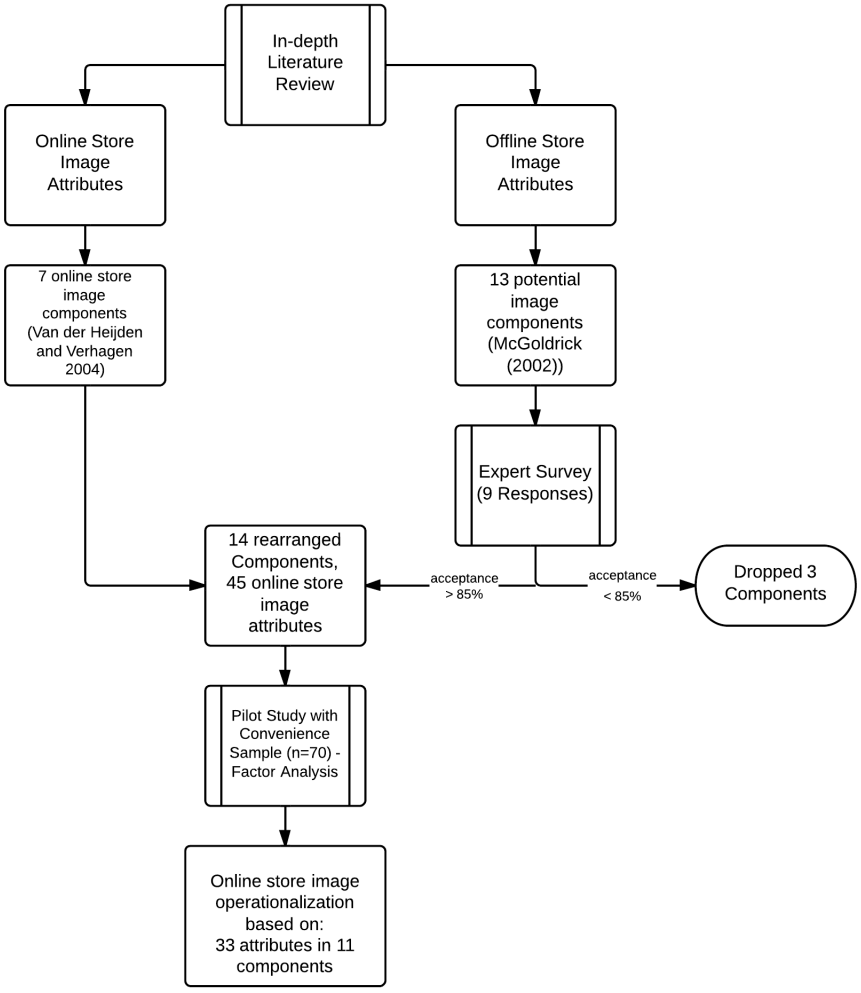
When examining the role of retail store image in the internationalization process of retailers, most studies used the multi-attribute based operationalization of retail store image (McGoldrick and Ho, 1992; McGoldrick, 1998; Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006). This thesis follows the above mentioned researchers with respect to the operationalization of store image. Aware of the shortcomings of a multi-attribute based model of online store image, this particular operationalization is nevertheless applied in this thesis, since it allows the measurement and comparison of image perceptions among customers, which is the primary aim of this thesis.

3.5.2 Online Store Image Operationalization

The following part explains how the diffuse concept of online store image was operationalized for this research project. The online store image concept used in this study is broadly based on the attribute lists provided by Van der Heijden and Verhagen (2004) and McGoldrick (2002). Thereby the list of online store image attributes of Van der Heijden and Verhagen (2004) (See Table 2) served as a basis, which has been extended and rearranged taking other attributes recommended in the (offline) literature into account.

Figure 4 visualizes this process of model development for this thesis. The authors of this thesis identified a list of 13 traditional store image components (price, quality and range of merchandise, clientele, personality of store, service provided, home services, promotions, advertising, store atmosphere, store layout, institutional image and imagery) from McGoldrick's (2002) (Table 1) list of 18 elements of store image, which seemed potentially applicable to online store image. In order to keep the list of measured attributes first relevant and second manageable in size, a pilot study was conducted, aiming to test the applicability of the model and to reduce the number of attributes.

Figure 4: Process of Model Development



Note: See Figure 5 on Page 29 for the final selection of components and attributes.

In a first step of the pilot study, the list of 13 traditional store image components were separately tested in a short survey among 13 retail image researchers (9 answers (response-rate 69.23%)), among others Tilbert Verhagen, Peter McGoldrick and Steve Burt). The respondents were asked to indicate which of the 13 traditional offline-store image components, in their opinion, are applicable to online-store image (yes/no). Three components (clientele, home services, store atmosphere), which did not reach a minimum of 85% of acceptance, were instantly dropped at this point.

The remaining ten traditional image components were merged into the list of Van der Heijden and Verhagen (2004), which required rearrangement of some attributes, resulting in a combined list of 14 online store image components. The components "store usefulness",

and "online store settlement" got rearranged into the components price, merchandise and services. The resulting list of online store image components consisted of 45 underlying attributes.

In the second part of the pilot study a convenience sample of 70 participants (students at Lund University) was asked to evaluate the set of 45 attributes according to their importance for online store image, on a 7-point Likert scale (1 = very unimportant, 7 = very important). With the utilization of a factor analysis on the data gathered in the pilot study, the large number of variables was reduced to 33 in order to reach "a manageable level"(Malhotra, 2008) for the final questionnaire. With regard to the results of the factor analysis most variables concerning the price had to be dropped, as they did not have sufficient loadings. Thereby the results confirm the observations of Van der Heijden and Verhagen (2004) and Wilde et al. (2004) who also had to drop price as an online store image component.

The final list of online store image components therefore consists of 33 attributes in 11 components, including merchandise (5 attributes), services (4 attributes), ease of use (4 attributes), promotions (2 attributes), advertisement (3 attributes), store familiarity (2 attributes), store enjoyment (2 attributes), store reputation (3 attributes), personality of store (2 Attributes), institutional image (2 Attributes) and online store style (4 Attributes). See Figure 5 on page 29 for the visual operationalization and all included Attributes.

3.5.3 Questionnaire

The following paragraphs aim to illustrate the self-completion questionnaire which is utilized to obtain empirical data. Having operationalized the concept of online store image via a multi-attribute based approach, allowed the generation of a questionnaire embodying the concept of online store image. Based on the 11 above introduced components of online store image and its respective items, 33 closed ended questions were generated. Applying a 7-point Likert scale, respondents were asked to evaluate 33 statements from 1- strongly disagree to 7- strongly agree, based on their personal image perception of Zalando.

A 7-point Likert scale was used for several reasons. First of all, the applied statements in this thesis are based on the formulations utilized by Burt and Carralero-Encinas (2000), who examined the retail store image transfer in the offline environment. Having already been applied successfully, thereby proving the applicability of the 7-point Likert scale for the examination of retail store image, all online store image attributes from the list of Van der Heijden and Verhagen (2004) could be easily adapted to the 7-point Likert scale approach Burt and Carralero-Encinas (2000) were using.

Even though Van der Heijden and Verhagen (2004) were applying a semantic differential when measuring the image of online book stores, a 7-point Likert scale was chosen since research has shown that respondents prefer Likert scales over semantic differentials because they are easier to grasp (Menezes and Elbert, 1979). Additionally, according to Bryman and Bell (2003), Likert scales allow respondents to quickly and easily complete the questionnaire. Moreover a Likert scale was applied by many researchers examining store image (Burt and Carralero-Encinas, 2000; Wong and Kenneth Teas, 2001; Thang and Tan, 2003; Burt and Mavrommatis, 2006).

Aiming to examine the image of Zalando in Germany, Sweden and the Netherlands it was necessary to translate the original questionnaire which was in English to German, Swedish and Dutch. This was a very crucial step, since meaning equivalence is very important,

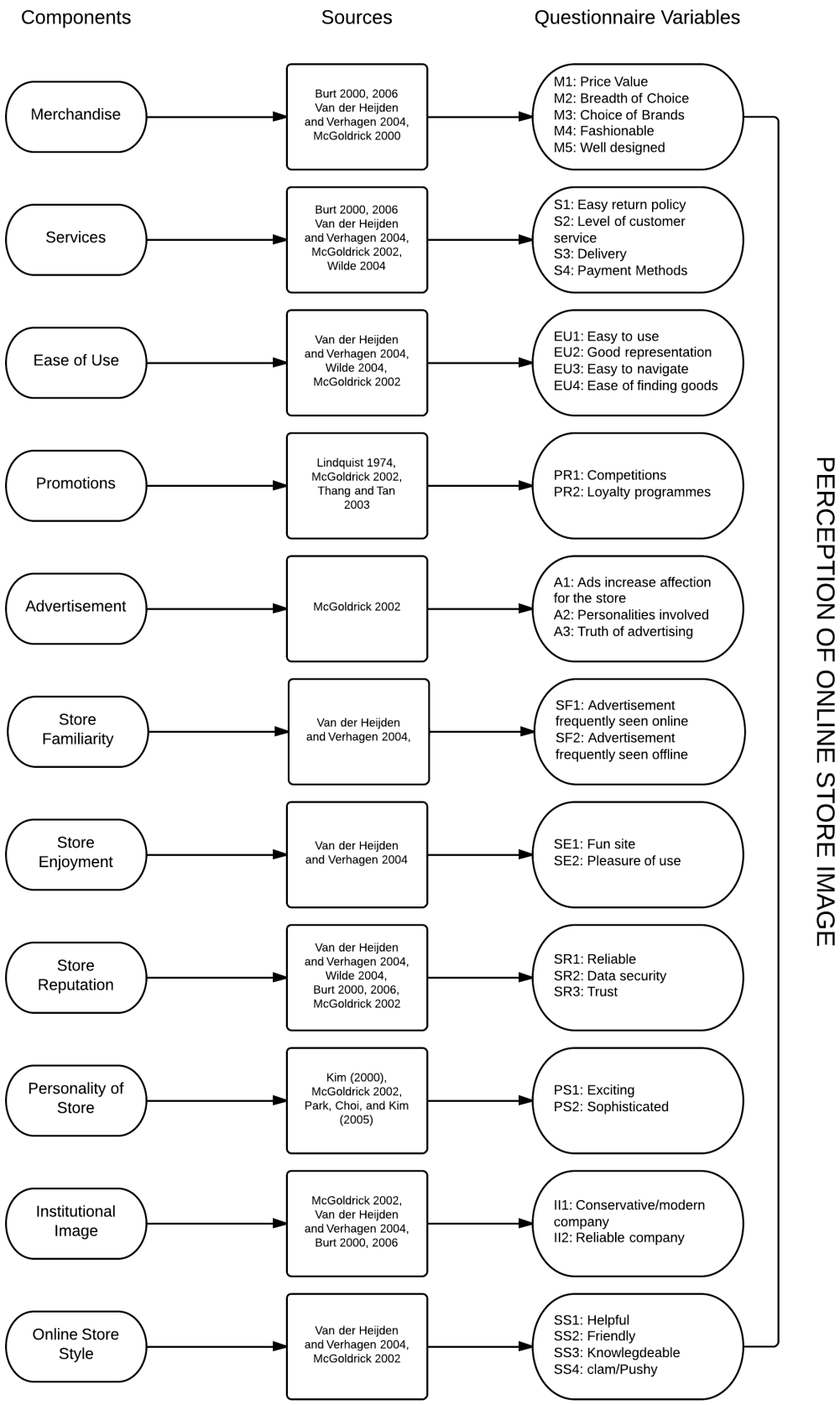


Figure 5: Visual Operationalization of Online Retail Image, adapted from Anselmsson et al. (2010)

especially when considering that the country specific results are compared. According to Chapman and Carter (1979), the results of a research can suffer from the possibility that they are wrong due to translation errors, when proper translation is not applied. To overcome this possible error in results, back translation is the most frequently applied and recommended translation procedure in order to guarantee meaning equivalence (Chapman and Carter, 1979). When applying back translation, the instrument, in this case the questionnaire, is translated from the first language (English, seen in Table 5) into the second language (German, Dutch, Swedish). The resulting version is then translated back into the original language (Chapman and Carter, 1979). According to Brislin, Lonner, Thorndike et al. (1973) the back translation should be at least applied three times by different translators.

Table 5: Questionaire Variables and Statements in the English Translation

Code	Questionnaire Variables	Statement
M1	Price vs. Quality	Zalando offers a good relationship between price and quality.
M2	Different products	Zalando has a lot of different products.
M3	Different brands	Zalando offers a lot of different brands.
M4	Quality products	The merchandise of Zalando consists of quality products.
M5	Well designed	The branded products sold by Zalando are well designed.
S1	Convenient return policy	The return policy of Zalando is convenient.
S2	High customer service	The level of customer service at Zalando is high.
S3	Fast Delivery	The delivery of Zalando is fast.
S4	Payment Methods	Zalando offers payment methods that I prefer.
PS1	Exciting personality	Zalando' online store has an exciting personality.
PS2	Sophisticated personality	Zalando's online store has a sophisticated personality.
PR1	Attractive competitions	Zalando offers attractive competitions (e.g. raffels).
PR2	Attractive loyalty programmes	Zalando offers attractive loyalty programs (e.g. Newsletter).
A1	Ads increase affection for the store	Zalando's advertisement increases my affection for the store.
A2	Can relate to personalities in ads	I can relate to the personalities presented in Zalando's advertisements.
A3	Ads tell the truth	Zalando's advertisements are telling the truth.
SF1	Ads frequently seen online	I frequently see Zalando's advertisement online (e.g. Banners).
SF2	Ads frequently seen offline	I frequently see Zalando's advertisement is offline (e.g. TV).
SR1	Store is reliable	Zalando's online store is reliable.
SR2	Store treats Data appropriately	Zalando's online store treats my data appropriately.
SR3	Store is trustworthy	Zalando's online store is totally trustworthy.
II1	Modern company	The company Zalando is a modern company.
II2	Reliable company	The company Zalando is a reliable company.
SE1	Fun to use site	It is fun to use the site of Zalando.
SE2	Pleasure to use site	It is a pleasure to use the site of Zalando.
EU1	Easy to use	Zalando is easy to use.
EU2	Display of goods	Zalando displays the product in a good way.
EU3	Easy to navigate	Zalando is easy to navigate.
EU4	Easy to find products	It is easy to find the products I want in Zalando.
SS1	Helpful style	The style of Zalando is helpful.
SS2	Friendly style	The style of Zalando is friendly.
SS3	Knowledgeable style	The style of Zalando is knowledgeable.
SS4	Calm style	The style of Zalando is calm rather than pushy.
PI1	Purchase intention 1	I am positive towards buying apparel at Zalando.
PI2	Purchase intention 2	The thought of buying apparel at Zalando is appealing to me.
PI3	Purchase intention 3	I think it is a good idea to buy aparrel at Zalando.

Note: The German, Swedish and Dutch translation of these Questionnaire Statements can be found in Appendix C

Due to time, money and resource constraints the back translation was applied only once for every country in this thesis. With the help of German, Dutch and Swedish native speakers, who were also fluent in English, we applied the back translation. In a few cases the back translation proved to be very helpful and assured meaning equivalence. As

a result of the back translation three language adjusted questionnaires were generated. These questionnaires can be seen in Appendix C.

In addition to the 33 statements with regard to the online store image of Zalando, three questions concerning the customer's purchase intention, originally designed by Chen and Teng (2013), were added. To assure the applicability and suitability of these questions they were adapted to this thesis's content. In order to obtain demographic information, respondents were asked to state their gender and age. For this purpose respondents were asked to specify their age via the help of four age groups (10-19, 20-29, 30-39 and 40+). Very importantly, participants of the questionnaire were asked if they know Zalando or not. If people stated that they do not know Zalando, their response was evaluated as not valid and not further used.

3.5.4 Sampling

In order to be able to generalize and postulate something about a bigger population it is important to select samples of a sufficient size (Bryman and Bell, 2003). Thereby "the prime determinant of the precision of sample estimates is the sample size; larger sample sizes increase statistical power" (Sawyer and Ball, 1981, p. 275). The required sample for analysis is thereby, on the one hand dependent on the researched population and the desired level of significance (Kotrlik and Higgins, 2001), but on the other hand constrained by financial and time considerations (Malhotra, 2008). A sample size of 150 respondents for each of the countries was chosen due to time and cost limitations. In total 450 responses have been collected. Similar studies for the offline environment by Burt and Carralero-Encinas (2000) and Anselmsson et al. (2010) used the same sample size (150) in each of the researched countries.

There is no perfect representative sample (Bryman and Bell, 2003) and advantages and disadvantages have to be considered when choosing an approach. Since this study tries to examine the online store image of Zalando in Germany, Sweden and the Netherlands, Internet proficient users in social media were surveyed, using a web-survey technique. This procedure provided several benefits, such as access to a large population in different countries, savings in time and money as well as a higher ease of approaching our specific target (Schmidt, 1997; Malhotra, 2008). Because this study considers online users' perceptions of store image, it is appropriate and essential to use a web-survey technique. The survey was shared in randomly selected discussion groups in Facebook. Groups for each of the countries have been chosen and a short explanation in the respective native language as well as a link to the survey have been shared. The sampling frame consists of volunteers who know the Zalando brand and were either from Germany, Sweden or the Netherlands. The respondents completed the self-completion questionnaire online.

Even though the pursued sampling procedure was the ideal approach, given our time and cost constraints, it carries potential drawbacks which are discussed in the literature and are presented below. Bryman and Bell (2003) summarize a number of problems with regard to self-completion questionnaires: naturally, if the questionnaire is self-completion questionnaire, no interviewer is present, who can help respondents to answer the survey, which might result in difficulties if questions are not understood correctly. Furthermore, respondents tend become tired because of too many questions faster, than in structured interviews leading to an increased risk of missing data. In many online surveys, respondents are able to read the whole questionnaire before answering, if this happens, the questions are not independent from each other anymore. In this survey

the questions were therefore divided into three pages and each page was just accessible after the other questions were answered. Additionally there are lower response rates as in comparable structured interview surveys. Zhang (2000) furthermore adds the problem of self-selection bias. Since most Internet surveys, for example the one conducted within this thesis, depends on self-selected respondents, a self-selction bias might appear. It might be, that the group of people who does not answer the survey, even though they were approached and asked to do so, differs from the group that did participate- Thereby the end-result might not be representative for the population anymore.

3.6 Data Analysis

3.6.1 Mean Comparison

Bearing in mind one purpose of this thesis, which was to compare the image of the online retailer, Zalando, in Germany, the Netherlands and Sweden in order to examine the role of online store image in the internationalization process of online retailers, a technique needs to be found that allows for the statistical comparison of means. For every store image attribute means can be calculated and compared, since the concept of store image was operationalized via a multi-attributed based list of store image items and since the questionnaire that was used for gathering data is based on 7-point Likert scale.

Examining the role of online store image in the internationalization process of online retailers that are eager to replicate their domestic online store image abroad, the German online store image is compared with the Dutch and the Swedish ones. A comparison between the Dutch and the Swedish online store image is not necessary, since the thesis aims to examine if the replication of the domestic online store image of Zalando is possible or not.

In order to examine whether or not the means of the online store image attributes deviate significantly an independent-samples t test has been performed via SPSS and a significance level of .05 has been applied. The t-test hereby measures, if the mean deviation is significant or not. The null hypothesis claims that the means concerning the customers' perception of the online store image attributes is the same across either Germany and the Netherlands or Germany and Sweden. However if the p-value is below .05, the means deviate significantly, and thus the null hypothesis has to be rejected.

3.6.2 Factor Analysis

In order to identify underlying factors in the collected data, factor analysis was utilized. This step was taken in order to simplify the process of result interpretation and in order to build a basis for a regression analysis. The data were successfully tested of suitability for factor analysis, which was finally performed using SPSS.

In a first step the correlation matrix was created, sets of correlations above .3, indicate that factor analysis is appropriate. Formal tests of appropriateness of the facor model include Barlett's test of sphericity and the Kaiser-Meyer-Ohlin (KMO) measure. The Barlett test of sphericity is used to test the null hypothesis that the variables are uncorrelated in the population. A high value of the test statistic thereby favors the rejection of the null hypothesis. If the null hypothesis can not be rejected the application of the factor analysis is not appropriate. The KMO compares the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients, thereby small KMO values (below .5) indicate that factor analysis might not be appropriate (Malhotra, 2008).

The principal component analysis was applied in order to determine the underlying factors of Zalando's online store image.

Factor analysis offers different approaches for the determination of the number of factors. Malhotra (2008) states "*a priori* determination", "determination based on eigenvalues", "determination based on scree plot", "determination based on percentage of variance", "determination based on split-half reliability" and "determination based on significance tests". This thesis applies the "*a priori* determination", based on the judgment of the authors, since the "determination based on eigenvalues" did not provide with satisfactory results. Finally the results of the component analysis were interpreted and the model fit determined.

3.6.3 Regression Analysis

A further aim of this thesis is to examine which online store image components have the biggest impact on the purchase intention of Zalando's customers in Germany, the Netherlands and Sweden *(RQ5)*. In order to measure the influence of the online store image components a multiple-regression analysis has been preformed via SPSS. Hereby the components of online store image, which were retrieved via the factor analysis described above, constitute the independent variables. The dependent variable, purchase intention, is derived from the three questions concerning the purchase intention which German, Swedish and Dutch customers were asked in the end of the questionnaire. To obtain one dependent variable the mean of the three questions was calculated for each respondent.

According to Malhotra (2008), a regression analysis allows to determine if independent variables explain a significant variation in the depended variable. It therefore enables researchers to find out whether or not there is a relationship between the dependent and the independent variables. Furthermore, a regression analysis helps to determine whether or not the variance in the dependent variable can be explained by the variance in the independent variables (Malhotra, 2008). The regression analysis helps hereby to explain the power of the applied model. In order to explain the variation in the dependent variable that can be explained by the independent variables the measure R^2 is used. The measure R^2 shows how much percent of the variation in the dependent variable can be explained by the independent variables. For example a R^2 value of .6 means that 60% percent of the variation in the dependent variable (purchase intention) can be explained by the independent variables (online store image components).

Whether or not the influence of a component is statistically significant with regard to the customers purchase intention can be derived from its p-value. In this thesis a statistical significance level of .05 is utilized. Applying a significance level of .05 implies that if a p-value of a components coefficient is equal to or smaller than .05, there is a linear relationship between the independent and the dependent variable (Malhotra, 2008). In case the p-value is bigger than .05 the linear relationship between the independent and dependent variable is not significant. When the p-value is smaller than .05 the null hypotheses, that the components has no influence on the purchase intention, has to be rejected.

When applying a regression analysis it is important to bear in mind that the analysis does not assume or imply any kind of causality since it is only concerned with the degree of association and relationship between the dependent and independent variable (Malhotra, 2008).

4 ANALYSES AND RESULTS

4.1 Demography

Before comparing the online store image of Zalando in Germany, the Netherlands and Sweden, the demographics of the participants in the self-completion questionnaire are illustrated. In every country 150 participants (n=150) filled in the self-completion questionnaire. In total 450 respondents from Germany, the Netherlands and Sweden completed the survey. While 881 people started the survey, just 450 participants completed it.

First of all, the gender of the survey participants is depicted and compared. In general, more females filled in the self-completion questionnaire than males (Figure 6). This is especially true for Sweden, where approximately 78% (117) of the respondents were female and respectively 22% (33) were male. The picture in the Netherlands is similar. In the Netherlands 76% (114) of the participants were female whereas 24 % (26) were male. In Germany the ratio between women and men is a little bit different to that in Sweden and the Netherlands. While in Sweden and the Netherlands mostly women filled in the survey, 44% (66) of the respondents in Germany were male and 56% (84) female.

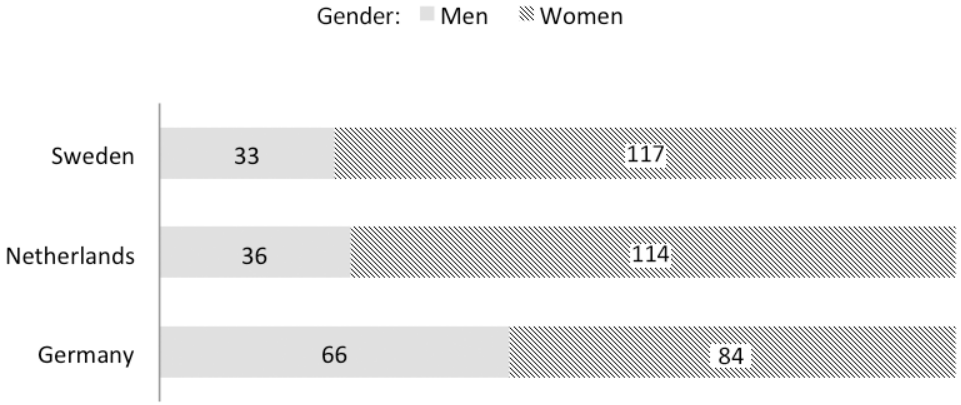


Figure 6: Gender of the Survey Participants

As a next step the respondents' age needs to be illustrated and compared. The respondents were asked to state their age via the help of four age groups (10-19, 20-29, 30-39 and 40+). Figure 7 shows that most participants in all three countries are between 20 and 29 years old. This group represents 53% (80) respondents from Sweden, 62% (93) in the Netherlands and 61% (92) in Germany. The other age groups (10-19, 30-40 and 40+) have a similar frequency in all countries.

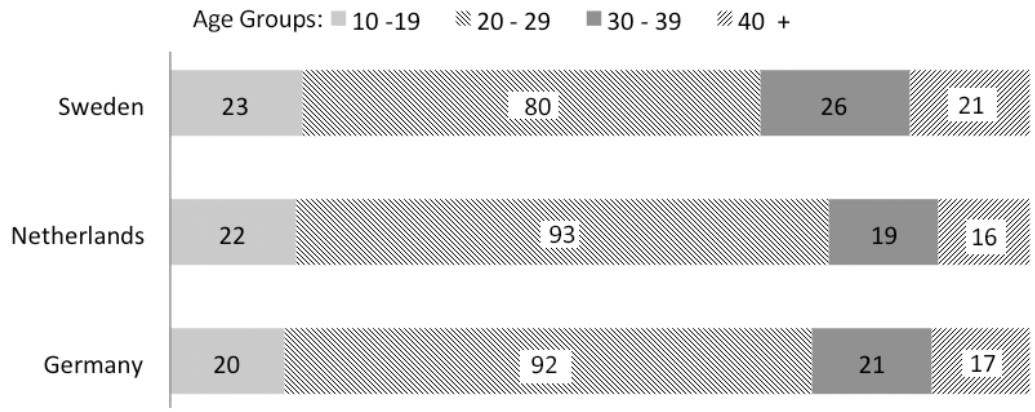


Figure 7: Age of the Survey Participants

4.2 International Comparison

In order to examine whether or not Zalando managed to replicate its domestic online store image in the Netherlands or Sweden, Zalando's customers from Germany, Sweden and the Netherlands were asked to evaluate 33 online store image attributes on a 7-point Likert scale. The gathered data was then used to calculate means for each particular attribute and country. This step allowed us to further examine to which extent certain image attributes have been transferred in the internationalization process of Zalando. When presenting the results, each online store image component is separately described. The components themselves however are separated into tangible and intangible attributes. To further analyze if the deviation between the online store image attributes is significant, a t-test was conducted in order to test the deviation's statistical significance (.05 significance level). The Figures 8 and 9 provide an overview with respect to the overall image transfer, while the Tables 6 and 7, provide evidence whether or not the measured deviation of the means is significant.

To begin with the online store image of Zalando in Germany and the Netherlands is compared.

4.2.1 Zalando: Germany vs. The Netherlands

Figure 8 on page 37 illustrates that the customers in Germany and the Netherlands have a very similar perception of Zalando's online store image. However Figure 8 also displays that Dutch customers tend to have a more favorable image perception of Zalando's online store than the German customers. To further illustrate the results each component is presented. Furthermore it is discussed whether or not the deviation in means is significant.

4.2.1.1 Tangible components

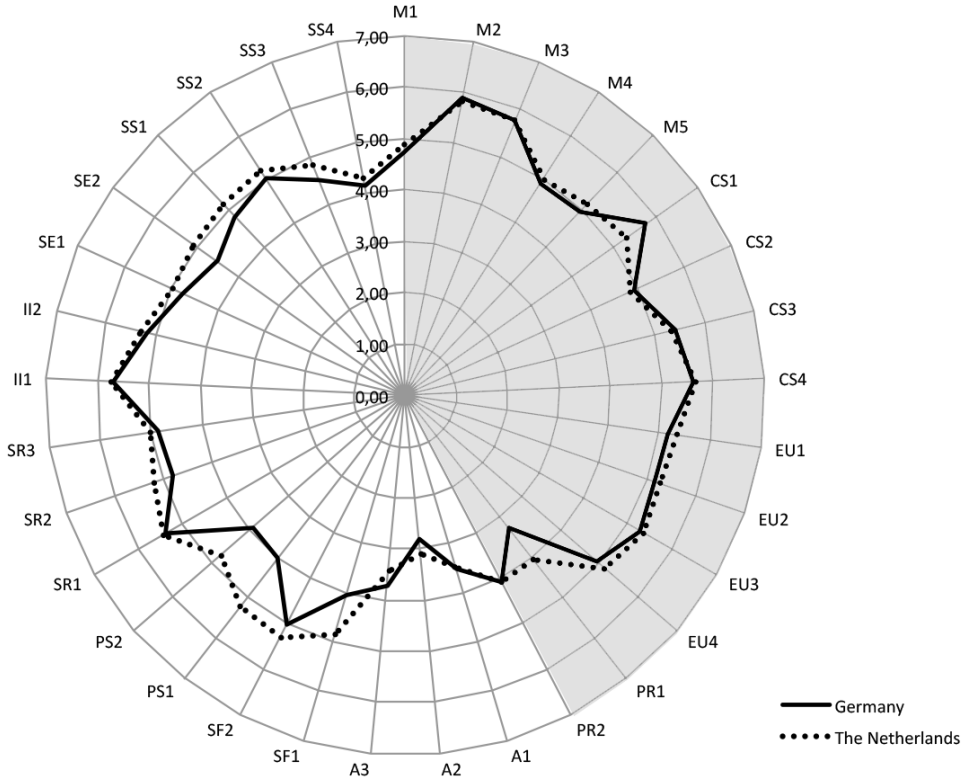
The list of the tangible components consists of the following components: merchandise, services, ease of use and promotion.

To start with the results of the component **merchandise** are presented. The component merchandise consists of five different attributes. The attribute of the component merchandise that scored the highest in both countries, is concerned with the breadth ("Zalando carries a lot products") of Zalando's product range. Even though this attribute is evaluated

Table 6: Comparison of Online Store Image Means Between Germany and The Netherlands

		Means				Sig.	
Code	**Attributes**	**GER**	**NL**	$\Delta\overline{x}$	*t-test*	**(2-tailed)**	
M1	Price vs. Quality	4.75	4.87	-.12	-.843	.400	ns
M2	Different products	5.92	5.81	.11	.736	.462	ns
M3	Different brands	5.77	5.77	.00	0.000	1.000	ns
M4	Quality products	4.89	4.99	-.09	-.612	.541	ns
M5	Well designed	4.93	5.16	-.23	-1.639	.102	ns
S1	Convenient return policy	5.76	5.30	.46	2.773	.006	s
S2	High customer service	4.89	4.81	.08	.536	.592	ns
S3	Fast delivery	5.43	5.32	.11	.679	.498	ns
S4	Payment methods	5.62	5.67	-.05	-.276	.783	ns
EU1	Easy to use	5.17	5.34	-.17	-1.102	.271	ns
EU2	Display of goods	5.14	5.25	-.11	-.684	.495	ns
EU3	Easy to navigate	5.29	5.35	-.06	-.389	.698	ns
EU4	Easy to find the products	4.95	5.15	-.20	-1.165	.245	ns
PR1	Attractive competitions	3.26	4.06	-.80	-4.861	.000	s
PR2	Attractive loyalty programs	4.09	4.09	.01	.042	.966	ns
A1	Ads increase affection for store	3.53	3.49	.04	.182	.856	ns
A2	Can relate to personalities in ads	2.81	3.09	-.28	-1.430	.154	ns
A3	Ads telling the truth	3.73	3.42	.31	1.715	.087	ns
SF1	Ads frequently seen online	4.04	4.84	-.80	-3.577	.000	s
SF2	Ads frequently seen offline	5.01	5.30	-.29	-1.435	.152	ns
PS1	Exciting personality	4.01	5.20	-1.19	-7.113	.000	s
PS2	Sophisticated personality	3.94	4.75	-.81	-4.742	.000	s
SR1	Store is reliable	5.39	5.45	-.07	-.453	.651	ns
SR2	Store treats data appropriately	4.80	5.17	-.37	-2.449	.015	s
SR3	Store is trustworthy	4.87	5.03	-.17	-.985	.326	ns
II1	Modern company	5.70	5.74	-.04	-.276	.783	ns
II2	Reliable company	5.18	5.28	-.10	-.672	.502	ns
SE1	Fun to use site	4.77	4.99	-.23	-1.223	.222	ns
SE2	Pleasure to use site	4.51	5.05	-.54	-3.055	.002	s
SS1	Helpful style	4.80	5.14	-.34	-2.171	.031	s
SS2	Friendly style	5.01	5.20	-.19	-1.190	.235	ns
SS3	Knowledgeable style	4.52	4.84	-.32	-2.044	.042	s
SS4	Calm style	4.16	4.31	-.15	-.838	.403	ns

Note: Significantly different ($p < .05$) attributes are highlighted.



Note: Tangible attributes are presented on a grey background.

Figure 8: Online Store Image of Zalando in Germany and the Netherlands

slightly higher in Germany (5.92) than in the Netherlands (5.81), no statistical significant deviation can be detected (Table 6). Following this pattern the other four attributes of this component do not differ in a statistically significant manner either. Even though, there is a minor difference between the German and the Dutch perception of the attributes that take into account the "relationship between price and quality", "the number of different brands", "the quality of products" and the "design of the products", there is no statistical evidence that the customer's perception in the Netherlands and Germany with respect to those attributes is significantly different. To sum up, it can be stated that the attributes forming the component merchandise are on average perceived equally among German and Dutch customers.

In a next step the average Dutch and German customer perception, concerning the four attributes of the component **services** are illustrated. In Germany the customers evaluated the attribute "convenient return policy" the highest (5.76), whereas the Dutch customers rank the attribute "payment methods" the best (5.67). In this component only the attribute "convenient return policy" is perceived significantly more positive in Germany (5.76) than in the Netherlands (5.30). The other attributes of this component, "high customer service", "fast delivery" and "payment methods" are on average not perceived significantly different by German and Dutch customers.

In the following the results of the component **ease of use** are depicted. The component consists of four attributes. Of these four, the attribute "easy to navigate" has scored the highest on average in both the Netherlands (5.35) and Germany (5.29). All of the four attributes "easy to use", "display of goods", "easy to navigate" and "easy to find goods" are

perceived slightly more positive in the Netherlands than in Germany. However the means are not significantly different from each other, so that on average the perception of the attributes of the component "ease of use" is statistically the same in both countries.

Finally the results of the component **promotions** are illustrated. The component promotions consist of two attributes. Both attributes, "attractive competitions" and "attractive loyalty programs" scored rather low when compared to the other functional attributes. Whereas the attribute "attractive competitions" is perceived significantly different between the Dutch (4.06) and the German (3.26) customers, the attribute "attractive loyalty programs" is not. Nevertheless, it needs to be stated that this component is rather perceived as neither positive nor negative.

4.2.1.2 Intangible components

The components that describe the intangible dimensions of online store image are: advertising, store familiarity, personality of the store, store reputation, institutional image, store enjoyment and online store style.

The attributes of the components **advertising** are perceived rather negatively by both the Dutch and the German customers. Moreover, the average perception of these attributes is not statistically different in the Netherlands and Germany.

The component **store familiarity** consists of two attributes, which measure whether customers see Zalando's advertisement frequently online or offline. In Germany and the Netherlands customers see Zalando advertisement on average more frequently offline (5.01, 5.30) than online (4.04, 4.84). While there is no significant difference for the attribute "frequently offline", Dutch customers perceive to see Zalando's advertisement significantly more often online.

With regard to the component **personality of the store**, both attributes, "exciting personality" and sophisticated personality" are evaluated higher by the Dutch customers and the deviation for the attributes is significant.

The component **store reliability** measures if the online store is reliable in general, whether the data are treated responsibly and the online store's trustworthiness. The German (5.39) and the Dutch customers (5.45) have quiet the same perception of Zalando's online store reliability and the respective means are not significantly different. When it comes to the question whether Zalando treats the data of the customers appropriately, the Dutch have a significantly more positive perception than the German customers (5.17, 4.80). Furthermore there is no statistical significant deviation in the means concerning the attribute online store trustworthiness.

Concerning the **institutional online store image** of Zalando both, German and Dutch customers perceive Zalando to be a rather modern (5.7, 5.74) and a reliable (5.28, 5.28) company. The means are not significantly different.

Comparing the component **online store enjoyment**, there is no statistical difference between Dutch and the German perception when it comes to the attribute "fun to use the site". Nevertheless Dutch customers feel significantly more pleasure when using the store's site than German customers.

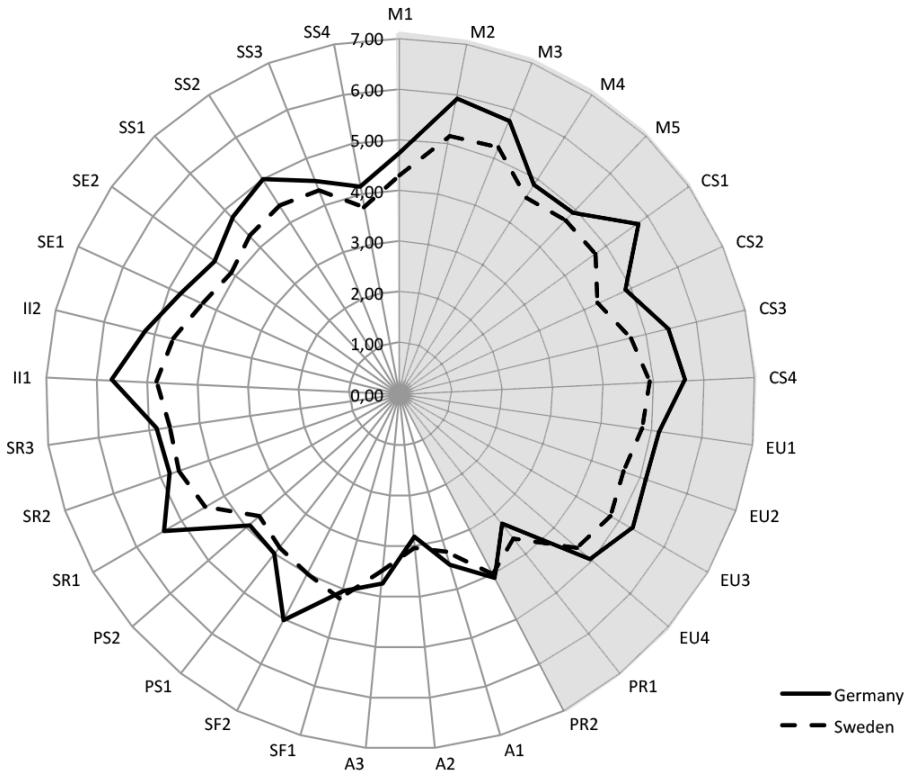
Finally the results concerning the component **online store style** needs to be illustrated. The attributes "calm style" and "knowledgeable style" deviate significantly in both countries and are evaluated slightly higher in the Netherlands than in Germany. The missing two

attributes "friendly style" and "calm style" are perceived statistically equally on average by both countries.

To sum up, the online store image of Zalando in Germany and the Netherlands is very similar. There is only one attribute that differs significantly between the Dutch and German customers and which is at the same time perceived more positively by German customers. This attribute is "convenient return policy" and it is an attribute of the component services, which is labeled as a tangible component.

4.2.2 Zalando: Germany vs. Sweden

Figure 9 shows that the online store image of Zalando is perceived more positively by the German customers when compared to the Swedish customers. Not taking the statistical significance of the mean deviations into account, there are only three attributes that are perceived more positively or equal by the Swedish customers. These attributes are "attractive competitions" (PR1), "I can relate to the personalities in the advertisements" (A2) and "ads frequently seen online" (SF1). All other 30 attributes are perceived more positively by the German customers. In the next step the results for each online store image component are be presented. Hereby the statistical significance is taken into account as well.



Note: Tangible attributes are presented on a grey background.

Figure 9: Online Store Image of Zalando in Germany and Sweden

Table 7: Comparison of Online Store Image Means Between Germany and Sweden

		Means				Sig.	
Code	**Attributes**	**GER**	**SV**	$\Delta\bar{x}$	*t-test*	**(2-tailed)**	
M1	Price vs. Quality	4.75	4.31	.44	2.884	.004	s
M2	Different products	5.92	5.15	.77	4.967	.000	s
M3	Different brands	5.77	5.21	.57	3.539	.000	s
M4	Quality products	4.89	4.57	.32	1.985	.048	s
M5	Well designed	4.93	4.73	.21	1.284	.200	ns
S1	Convenient return policy	5.76	4.72	1.04	5.964	.000	s
S2	High customer service	4.89	4.29	.61	3.725	.000	s
S3	Fast delivery	5.43	4.69	.74	4.390	.000	s
S4	Payment methods	5.62	4.94	.68	3.738	.000	s
EU1	Easy to use	5.17	4.81	.37	2.129	.034	s
EU2	Display of goods	5.14	4.64	.50	2.824	.005	s
EU3	Easy to navigate	5.29	4.80	.49	2.911	.004	s
EU4	Easy to find the products	4.95	4.63	.33	1.758	.080	ns
PR1	Attractive competitions	3.26	3.61	-.35	-2.007	.046	s
PR2	Attractive loyalty programs	4.09	3.97	.12	.772	.441	ns
A1	Ads increase affection for store	3.53	3.25	.27	1.220	.223	ns
A2	Can relate to personalities in ads	2.81	3.06	-.25	-1.178	.240	ns
A3	Ads telling the truth	3.73	3.50	.23	1.196	.233	ns
SF1	Ads frequently seen online	4.04	4.21	-.17	-.718	.473	ns
SF2	Ads frequently seen offline	5.01	4.01	1.01	4.475	.000	s
PS1	Exciting personality	4.01	3.84	.17	.909	.364	ns
PS2	Sophisticated personality	3.94	3.69	.25	1.401	.162	ns
SR1	Store is reliable	5.39	4.45	.94	5.143	.000	s
SR2	Store treats data appropriately	4.80	4.61	.19	1.134	.258	ns
SR3	Store is trustworthy	4.87	4.60	.27	1.512	.132	ns
II1	Modern company	5.70	4.83	.87	4.836	.000	s
II2	Reliable company	5.18	4.59	.59	3.348	.001	s
SE1	Fun to use site	4.77	4.27	.49	2.423	.016	s
SE2	Pleasure to use site	4.51	4.09	.42	2.137	.033	s
SS1	Helpful style	4.80	4.31	.49	2.840	.005	s
SS2	Friendly style	5.01	4.39	.63	3.710	.000	s
SS3	Knowledgeable style	4.52	4.31	.21	1.279	0.20	ns
SS4	Calm style	4.16	3.74	.42	2.431	0.02	s

Note: Significantly different ($p < .05$) attributes are highlighted.

4.2.2.1 Tangible components

To begin with the results of the tangible online store image component **merchandise** are illustrated. All of the five attributes of the component merchandise were evaluated higher by German customers. However the customer perceptions with regard to the attribute "well designed products" does not differ significantly within both countries. The attribute, which has the highest mean deviation, is the one measuring the breadth of the merchandise ("different products"). Summing up, the component merchandise scores lower in Sweden than in Germany.

The component **services**, which consists of four attributes, also scores higher in Germany than in Sweden. Furthermore the deviation in means is significant for all attributes. The highest deviation in means can be detected for the attributes "convenient return policy" and "fast delivery". While German customers perceive the attribute "convenient return policy" on average with 5.76 points, Swedish customers evaluated this particular attribute only with 4.72 points.

Further the results of the component **ease of use** need to be illustrated. Again the Swedish customers evaluate the attributes of the component lower than the German customers. However the difference in mean is not as big as it is for the other above two mentioned components. The biggest mean deviation can be detected for the attributes "display of goods" (Δ .5) and "easy to navigate" (Δ .49). Whereas the three attributes "easy to navigate", "display of goods" and "easy to use" differ significantly in both countries, the attribute "easy to find products" does not deviate significantly.

The last tangible component, **promotions**, offers another picture concerning the customers' perception, when compared to the other tangible components. The attribute "attractive competitions" reached a higher score in Sweden than in Germany. However this attribute scored very low in general. Both Swedish and German customers, do not agree that Zalando offers attractive competitions. Furthermore the attribute "attractive loyalty programs" is rather perceived indifferent by both countries and does not deviate significantly.

4.2.2.2 Intangible components

After having depicted the results for the tangible components and its respective attributes, the results for the intangible components are illustrated now.

The first component is the one considering the aspect of **advertising** in the online store image of Zalando. Both German and Swedish customers rather disagree (average below 4), that they can "can relate to the personalities in ads" in the advertisements, that the "ads increase the affection for the store" or that the "ads are telling the truth". All three attributes differ significantly from each other. The attributes the "ads are telling the truth" and "ads increase the affection for the store" score higher in Germany than in Sweden, , whereas the attribute "can relate to the personalities in ads" is more positively evaluated in Sweden.

With regard to the component **store familiarity** it can be said that German customers see the ads of Zalando more often offline, whereas Swedish customers tend to see the ads more frequently online.

The component **personality of the store** consists of two attributes (exciting and sophisticated store). Whereas on average the Swedes cannot really agree that Zalando's store has an exciting or sophisticated personality, the German customers are neutral with respect to those attributes. Nevertheless both attributes are significantly different from each other in Sweden and Germany.

The next component **online store reliability** consists of three attributes and measures whether or not customers perceive Zalando's online store as reliable. What is very remarkable here is the fact that the attribute "store is reliable" is much more negatively perceived by the Swedish than by the German customers. On average German customers evaluated this attribute with a score of 5.39 whereas the Swedish customers gave it only 4.45 points on average. The other two attributes, "the store treats the data appropriately" and the "store is trustworthy" are perceived pretty similar and positive. The means for this two components do not differ significantly.

Concerning the component **institutional image** both attributes "modern company" and "reliable company" are evaluated higher by German customers. The deviation in means hereby is significant for both online store image attributes.

The online store image component **online store enjoyment** is also more positively perceived by German customers. Both attributes, "fun to use the site" and "pleasure to use the site" are perceived significantly more negatively by the Swedish customers. Unlike the German customers who slightly agree to the statements regarding the component of online store enjoyment, the Swedish customers are rather neutral towards this component.

Last but not least the results of the component **online store style** need to be illustrated. The component is based on four attributes. All these four attributes have scored higher in Germany than in Sweden. Whereas the means for the attributes "helpful style", "friendly style" and "calm style" differ significantly from each other, the attribute "knowledgeable style" is (statistically) perceived similar.

When looking at the whole picture it becomes obvious that the Swedish customers perceive the online store image of Zalando in Sweden less positive than their German counterparts. It is very interesting to see that only three of 15 tangible attribute of online store image are perceived statistically equal in both countries, whereas 9 of the intangible online store image attributes are perceived the same by Swedish and German customers.

4.2.3 Zalando: Germany vs. The Netherlands vs. Sweden

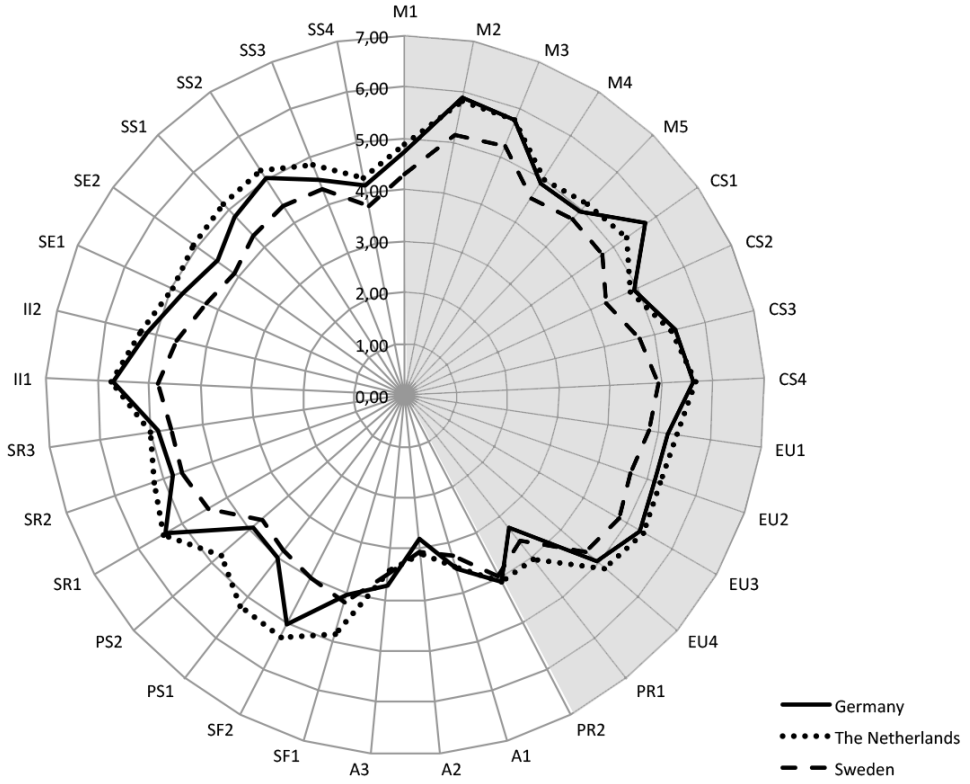
When comparing the online store image of Zalando in Germany, the Netherlands and Sweden it becomes obvious that the online store image of Zalando in Germany and the Netherlands is pretty similar, whereas the online store image of Zalando in Sweden is perceived differently. Most online store image attributes score lower in Sweden than in Germany or the Netherlands. Figure 10 on Page 43 visualizes these observations.

4.3 Principal Component Analysis

The analysis of principal components is classified among the descriptive methods analyzing interdependencies between variables. It helps in identifying fewer factors that can explain most of the total information contained in the original variables, based on a subsequent set of variables.

For the principal components analysis, we analyzed the interrelationships between the above compared image attributes.

The Correlation Matrix Table (Table 13 on page XVII) shows several sets of correlations above 0.30 (about 86% of all sets), therefore the application of the factorial analysis on these variables is appropriate.



Note: Tangible attributes are presented on a grey background.

Figure 10: Online Store Image of Zalando in Germany, The Netherlands and Sweden

In order to further test the appropriateness of the factor model the KMO test and Barlett's test of sphericity were used (Table 14 on Page XVIII). Barlett's test of sphericity is used in order to test the null hypothesis that the variables are uncorrelated in the population (Malhotra, 2008). The approximate χ^2 statistic is 12931.351, p <.05 - therefore the correlations matrix is significantly different from the identity matrix in which the variables would not correlate with each other, accordingly the variables are considered appropriate for factorization with regard to Barlett's test of sphericity. The KMO index compares the magnitudes of the observed correlation coefficcients to the magnitudes of the partial correlation coefficients (Malhotra, 2008). Thereby small values of the KMO statistic indicate that correlations between pairs of variables can not be explained by other variables. The KMO-index in this analysis was .964, which characterizes the set of variables as being very good for factorial analysis. (minimum according to Malhotra: .5).

We further examined the lower half of the anti-image matrices (Table 15 on page XIX). Since in the principal diagonal of the anti-image correlation field, there are no measures of sampling adequacy under .50, the coefficients are very good, indicating that they are suitable for the factorial analysis. It can be seen, that for attribute M1, the coefficient is .984, for M2 .956, for M3 .951 etc.

With regard to the determination of the number of factors for the principal component analysis, the authors decided to use an eight factor solution. This was an *a priori* determination, based on the authors judgment. The determination based on eigenvalues proposed a four factor solution (Table 16 on page XX), even-though this solution would have been acceptable with regard to the total variance explained (66.73%), the four factor solution

would have created three rather big factors. The authors chose an 8 factor solution over the proposed 4 factor solution, because of its better applicability to practical implications, due to its more detailed picture of online store image.

Table 12 (page XVI) shows eigenvalues for each factor, the percentage of variance explained by each extracted factor, as well as the percentages of cumulative variance explained by all factors extracted before and after rotation. The 8 factor solution cumulatively explains 77.10% of the variance. Thereby factor 1 accounts for 51.55%, factor 2 for 7.43%, factor 3 for 4.38%, factor 4 for 3.36%, factor 5 for 3.01%, factor 6 for 2.83%, factor 7 for 2.42% and factor 8 for 2.09% of the total variance.

In order to check the suitability of the model, the percentage of non-redundant residues which are greater than .05, in the reproduced correlations table (Table 17 on page XXI), is checked. The rule is that the percentage of non-redundant residues above .05 should be under 50% (Malhotra, 2008). In this case only 47 (8.0%) of the residuals have a greater value than .05, thereby indicating an acceptable fit. For a better suitability the percentage should be as small as possible.

The Component Matrix Table (Table 18 on page XXII) presents the factorial saturation of the items in factors before rotation. Table 8 on page 45 shows the Rotated Component Matrix. As it can be seen in Table 8, factor 1 consists of the attributes EU4, EU3, EU2, EU1, SS1, SS2, SE2, SS3, SE1 and II1. Factor 2 is build by the service attributes S1-S4, factor 3 includes SR3,SR2,SR1 and II2, factor 4 is build by advertising factors (A1-A3), factor 5 by merchandise (M1-M5), factor 6 personality (PS2 and PS1), factor 7 includes store familiarity (SF2 and SF1) while factor 8 includes promotion (PR2 and PR1).

Reviewing the composition of the items of the eight factors, as a result of principal components analysis, we could define the factors as follows: F1 factor relates to the usability, enjoyment and style of the website, therefore the factor is labeled "**site experience**", F2 factor relates to the "**services**", factor F3 to the reliability and overall reputation with regard to trustworthiness and data security. Therefore the factor is labeled "**reputation**". Factor F4 is labled "**advertising**". Because factor 5 contains all attributes with regard to merchandise, it is labeled "**merchandise**". Factor 6 deals with the personality attributes and is therefore called "**personality**". Factor 7 includes both store familiarity attributes, and is therefore also labeled "**store familiarity**". Finally factor 8 constitutes the promotion attributes in the "**promotion**" factor.

As it can be seen, the factor analysis verified much of the theoretical model. The alignment and composition of the components "services", "advertising", "merchandise", "personality", "store familiarity" and "promotion", based on the attributes suggested by Van der Heijden and Verhagen (2004) and McGoldrick (2002), were confirmed by the factor analysis. Hereby the new composition was verified. The theoretical component of "institutional image" split up between factor 1 and factor 3. The attribute "modern company" correlated strongest with factor 1 (site experience), while "reliable company" correlated with the "store reputation" (factor 3) attributes. Factor 1 is an accumulation of those attributes concerned with the fun generated by the store and the overall usability of the store, aspects which might drive Zalando's "modern company image". This could serve as a valid explanation for the correlation of these attributes.

Table 8: Correlations between Variables and Factors Following the Rotation of the Axis

Rotated Component Matrix[a]								
	Component							
	1: Site Experience	2: Services	3: Reputation	4: Advertisement	5: Merchandise	6: Personality	7: Store Familiarity	8: Promotion
EU4	.823							
EU3	.808							
EU2	.777							
EU1	.771							
SS1	.717							
SS2	.674							
SE2	.616							
SS3	.600							
SE1	.574							
II1	.502							
S3		.701						
S4		.666						
S1		.649						
S2		.635						
SR3			.734					
SR2			.716					
II2			.669					
SR1			.558					
SS4[b]								
A2				.884				
A1				.828				
A3				.778				
M4					.745			
M5					.697			
M3					.647			
M2					.575			
M1					.521			
PS2						.749		
PS1						.742		
SF2							.811	
SF1							.727	
PR2								.648
PR1						.528		.615

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

[a] Rotation converged in 8 iterations.

[b] Dropped because of too low loadings.

Note: Factor loadings below .5 are not shown, see Table19 on Page XXIII for all loadings.

4.4 Regression Analysis

In order to examine which online store image components are the most important with respect to the customers purchase intention, a multiple regression analysis was performed. This multiple regression analysis allows to argue how strong the purchase intention of the German, Swedish and Dutch (n=450) customers is related to the eight components found in the above performed factor analysis. Hereby the regression analysis helps to discuss which online store image components should be accentuated when expanding the online retail business to a new country.

The independent variables of this multiple regression analysis are the components found in the factor analysis illustrated in the section above. These components are "site experience", "services", "online store reputation", "advertisement", "merchandise", "personality", "store familiarity" and "promotion". The dependent variables are constituted of the three questions with regard to the purchase intention of the Swedish, Dutch and German Zalando customers. In order to get one dependent variable the mean for these three questions was calculated.

Before presenting the results of the multiple regression analysis the R^2 value of the regression model are analyzed. The R^2 value determines the strength of the association between the dependent variable (purchase intention) and the eight independent variables. As it can be seen in Table 9, the R^2 value of this multiple regression model is .610. This

Table 9: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781[a]	.610	.602	1.13136

a. Predictors: (Constant), Promotion, Store Familiarity, Merchandise, Advertisement, Personality, Reputation, Services, Site Experience

Table 10: Regression - ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	881.089	8	110.136	86.046	.000[b]
	Residual	564.469	441	1.28		
	Total	1445.558	449			

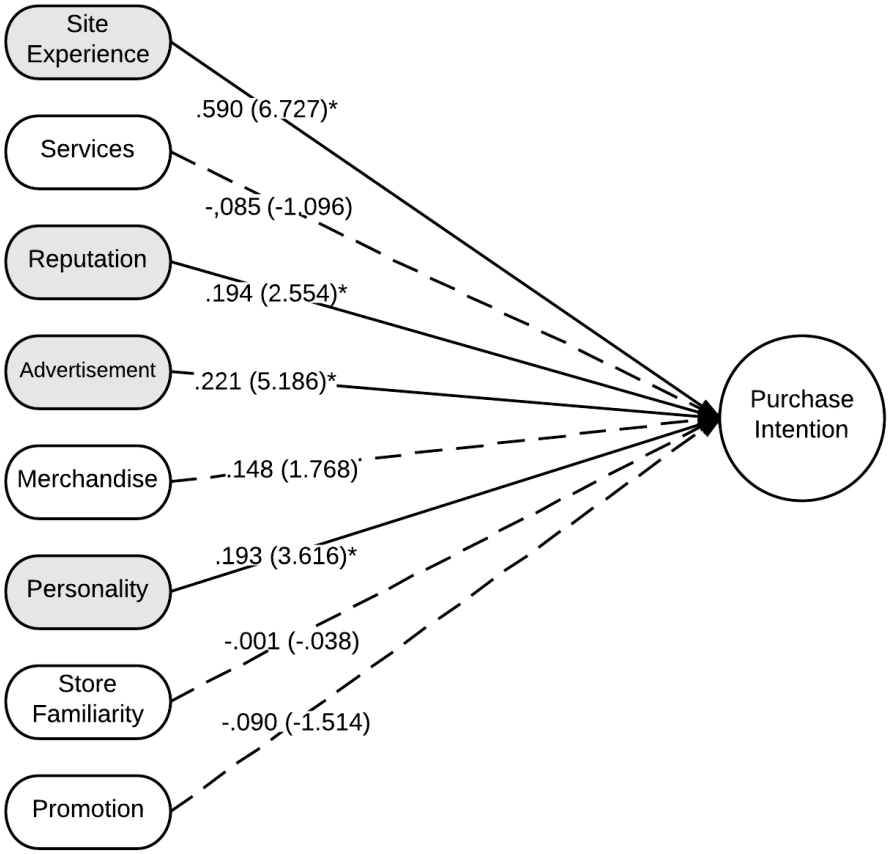
a. Dependent Variable: Purchase Intention *b.* Predictors: (Constant), Promotion, Store Familiarity, Merchandise, Advertisement, Personality, Reputation, Services, Site Experience

means that 61% of the variance in the dependent variable is explained by the independent variables variance. The applied model (online store image), so to say, explains 61% of the customers purchase intention in the case of Zalando.

In the next step the unstandardized coefficients (Table 11) for the respective independent variables (components) are illustrated. The coefficients are perceived as significant if their p-value is smaller than .05. Provided that the p-value is below .05 the component (independent variable) has a significant influence on the purchase intentions of Zalando's customers. The components that have p-value smaller than .05 are "site experience", "reputation", "advertisement" and "personality" of the online store.

The component which has the highest influence on the customers purchase intention is "site experience" with an unstandardized coefficient of .590. A coefficient of .590 implies that the purchase intention of customers will increase by .590 points if the score for the component "site experience" rises by 1. According to this regression model the second highest influence on the purchase intention has the component "advertisement" with a coefficient of .221. The components "reputation" and "personality" have a very similar effect on the purchase intention with a coefficient of .194 and .193 respectively (Figure 11).

On the other hand four online store image components seem to not have a significant influence on the purchase intention of customers. These components are "services", "merchandise", "store familiarity" and "promotion". The implications of these findings for online retailers are discussed later on and it is also discussed which online store components are the most important ones when online retailers internationalize their business (Figure 11).



Notes: t-values of the unstandardized coefficients are in parentheses.
*Paths marked with * are significant on the $p < .05$ level*

Figure 11: Influence of the Image Components on Purchase Intention

Table 11: Regression Coefficients between Components and Purchase Intention

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.021	.274		-3.718	.000
	Site Experience	.590	.088	.426	6.727	.000
	Services	-.085	.078	-.058	-1.096	.274
	Reputation	.194	.076	.145	2.554	.011
	Advertisment	.221	.043	.196	5.186	.000
	Merchandise	.148	.084	.090	1.768	.078
	Personality	.193	.053	.168	3.616	.000
	StoreFamiliarity	-.001	.037	-.001	-.038	.970
	promotion	-.090	.059	-.063	-1.514	.131

a. Dependent Variable: Purchase Intention

5 DISCUSSION OF FINDINGS

5.1 Comparison of Domestic vs. Foreign Image (RQ1)

The first research question that is discussed is if the online store image is perceived more positively in the domestic market and whether or not a replication of the online store image is possible when online retailers expand their business abroad *(RQ1)*. The guideline for discussing this research questions are the expectations formed with regard to this particular question in the very end of the literature review (Section 2.6).

The first aspect, with regard to this research question, that needs to be examined is whether or not the domestic customers perceive the online store image of Zalando more positive than the Swedish and Dutch customers. The findings of Burt and Mavrommatis (2006) and Burt and Carralero-Encinas (2000) gave reasons to assume that the online store image of Zalando is more favorably perceived in Germany than in Sweden or the Netherlands. The findings of this study however are ambiguous with regard to this issue.

When comparing the image perception of Dutch and German customers, it becomes obvious that the customers evaluate most (24 of 33) of the online store image attributes very similar. Furthermore, the results showed that of those 9 online store image attributes, that are perceived significantly different in the comparison between Germany and the Netherlands, only one (convenient return policy) has scored significantly lower in the Netherlands. The other eight attributes scored significantly higher in the Netherlands. So the findings of the online store image perception between German and Dutch customers do not confirm the findings by Burt and Mavrommatis (2006), it rather shows that Dutch customers perceive the online store image of Zalando more positive.

Examining the results of the comparison between the Swedish and German customers of Zalando it turns out that the Swedish customers did not evaluate the online store image of Zalando as high as their German counterparts. Only 12 out of 33 online store image attributes were perceived significantly equal among Swedish and German customers. Consequently the online store image of Zalando is perceived more positively by the German customers.

With respect to the research questions under examination it also has to be addressed whether or not a replication of the online store image took place in the Netherlands and Sweden. Considering the findings of other researchers (Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006; McGoldrick, 1998), it was expected that a replication of the entire domestic online store image is rather unlikely. The results show that the replication of Zalando's domestic online store image did not take place in Sweden, since only 12 out of the 33 online store image attributes are perceived equally in Germany and Sweden. On the other hand the mean comparison between the German and the Dutch customer perception of Zalando's online store image gives reason to assume that the replication of the online store image took place while Zalando expanded its business to the Netherlands. Whereas most of the attributes were either perceived equally or even better by Dutch customers, only one attribute, "convenient return policy" was evaluated lower by Dutch customers. To sum up, Zalando managed to replicate its online store image in the Netherlands, with the exception of one attribute, however they did not manage to replicate it in Sweden yet.

The above illustrated findings both contradict and confirm the results of prior studies with regard to role of store image in the internationalization process of retailers. There might be several reasons for these ambiguous findings.

First of all the time aspect needs to be considered. Whereas Zalando is present in the Netherlands since 2010 it started its business in Sweden not before April 2012. Consequently, Dutch customers have a longer experience with Zalando, which could have led to the fact that the image perception of Dutch customers is more closely to that of German customers and that the online store image as whole could have been transferred to the Netherlands more thoroughly. This assumption would be in line with the argumentation of Burt, Johansson and Thelander (2010).

Moreover the image formation model of McGoldrick illustrated in the literature review (Figure 3 on Page 20) suggests further reasons that could have influenced the image transfer. McGoldrick (1998) assumes when retailers just recently have entered a foreign market, most of the image formation will take place based on general and predetermined expectations held by the customers. These general expectations themselves are influenced by for example the existing competition, culture and lifestyles. With regard to the existing competition it cannot be ruled out that Zalando had a unique market position in the Netherlands whereas there might already been similar competitors in Sweden by the time Zalando entered the Swedish market. So it might have been the case that Swedish customers have already made up their minds with regard to how an online store should be, whereas the Dutch average customer perception of an online fashion store was directly shaped by Zalando's online store. This becomes obvious when looking at the Swedish customers' perception of the component "ease of use" and "store enjoyment". Unlike Dutch and German customers, Swedes do not evaluate attributes such as "easy to use" or "easy to navigate" as strong. Furthermore Swedes tend to have less fun when shopping online at Zalando. These different perceptions could be caused by the fact that the Swedes already had comparable players in their market, whereas the concept of Zalando was new and unique in Germany and the Netherlands.

Even though Germany, the Netherlands and Sweden are culturally close countries there could be some cultural particularities or differences in the lifestyles (different fashion trends), that might prevent the replication of Zalando's domestic online store image in Sweden. That this might be the case can be seen when taking a closer look at the attributes of the component "merchandise". Contrary to their German counterparts for example, Swedish customers perceive the breadth and depth of Zalando's range of merchandise less appealing. A lesser score with respect to these attributes could justify the assumptions that Zalando's merchandise in Sweden is not yet culturally adjusted to perfectly meet Swedish fashion trends.

5.2 Transfer of Image Attributes with Regard to Positioning (RQ2)

This paragraph aims to discuss whether or not those online store image attributes tend to transfer faster that represent the unique selling proposition of Zalando's online store image and hence Zalando's positioning. In accordance to the results of Burt and Mavrommatis (2006) we expected the online store image attributes that embody the positioning of Zalando to transfer quicker and more easily since they will probably be more emphasized by the Zalando management.

As it is outlined in the methodology chapter, Zalando's positioning is based on its convenient return policy, its fast delivery, its wide and fashionable range of merchandise, its modern image and the enjoyment customers are supposed to experience when shopping at Zalando. The respective attributes would be S1 (convenient return policy), S3 (fast

delivery), M2 (different products), M3 (different brands), II1 (modern company) and SE1 (fun to use the site).

In order to answer this research question more emphasize is placed on the data gathered for the comparison of the online store image perception in Sweden and Germany. The reason for that is pretty straight forward. Since the domestic online store image of Zalando nearly perfectly transferred to the Netherlands, it cannot be reconstructed whether or not the transfer of those online store image attributes that represent Zalando's positioning was more likely and maybe even faster than of those that were not considered unique with respect to their positioning. However it can be stated, that within the three year time frame, in which Zalando operates in the Netherlands, Zalando managed not only to transfer its positioning with the exception of the attribute S1, but it also managed to transfer the other attributes of their online store image.

With regard to the Swedish data the question can be answered more clearly. When comparing those attributes that represent the unique selling proposition of Zalando in Sweden and Germany, it can be seen that none of the six attributes (S1, S3, M2, M3, II1, SE1) have been transferred. These results show that the positioning in Sweden did not take place yet. Even though there is no clear pattern in the list of the online store image attributes that transferred to Sweden, four attributes transferred which allow Zalando to be perceived as a competitor or potential candidate in the online fashion market. These attributes are "store treats data appropriately", "store is trustworthy", "products are easy to find" and "helpfully style".

Numerous reason could be stated why the transfer of those online store image attributes that describe Zalando's positioning did not take place in Sweden. This discussion however, is very closely related to the one above when reasons were named why the online store image of Zalando is less positively perceived in Sweden and why the replication of Zalando's online store image did not occur in Sweden. The main points that were addressed above were the time aspect, the fact that the customers' perception of online fashion stores in Sweden might have already been influenced by competitors and that possible difference in the customers' fashion taste, based on minor cultural differences, could have prevented the transfer of attributes describing the range of Zalando's merchandise.

Summing up, the results in the Netherlands do not allow concluding whether or not the attributes that describe the positioning of Zalando transfer more easily than the other products since all except for one attribute transferred in the last three years in which Zalando operates in the Netherlands. With respect to the Swedish results it can be stated that those attributes embodying the positioning of Zalando did not yet transfer. Taking both results together no clear conclusion can be drawn whether or not the attributes making up Zalando's positioning transfer more easily or if those are the ones that tend to transfer at all.

5.3 Transfer of Intangible and Tangible Online Store Image Attributes (RQ3)

The aim of this paragraph is to answer the question whether or not tangible online store image attributes tend to transfer better than intangible ones. Based on the literature review, which offered an ambiguous picture of whether or not tangible attributes transfer better than intangible attributes, it was expected that no clear evidence will be found that tangible attributes have a higher chance to be transferred in the internationalization process of online retailers. To answer the question it is examined to what extent tangible

and intangible online store images attributes transferred to the Swedish and Dutch market in the internationalization process of Zalando.

As it was the case before, the gathered data concerning the Dutch customers perception of Zalandos online store image do not provide a rich base for answering this question. Since all except for one attribute is perceived equally or better by Dutch Zalando customers, no clear statement with regard to the question in focus can be made. At this point in time, after Zalando has run its business for approximately three years, tangible and intangible online store image attributes transferred alike and Zalando managed to most probably replicate its domestic online store image in the Netherlands.

The Swedish customer perceptions of Zalando allow for a more detailed answer to this question. When looking at the data gathered for the Swedish market it can be seen that 13 out of 33 online store image attributes (see Table 7) do not deviate significantly from the German customer perceptions. From this 13 attributes, 9 attributes were labeled as intangible attributes, whereas four were categorized as tangible ones. Consequently 70% of the attributes that were transferred in the internationalization process of Zalando are of intangible nature. Furthermore it can be seen that relatively speaking 50% of the intangible attributes transferred whereas only 20% of the tangible did so. This ratio favoring intangible attributes, could lead to the conclusion that intangible online store image attributes tend transfer better whereas the transfer of tangible attributes is a little more complex and time intense. However this conclusion needs to be handled carefully and should be less perceived as a clear cut rule but as a tendency.

There might be several reasons for the fact why the intangible attributes did transfer in a higher number. The most obvious explanation might be that Zalando did not adjust and adapt (tangible) aspects of its retail offering to the cultural needs and lifestyles of its Swedish customers. As it was stated in the literature review (Section 2.4.2.3), there is a certain need for adaption with regard to cultural needs and particularities when online retailers internationalize their business (for example Okazaki (2004)); Tixier (2005); Shneor (2012)). In this case, in which Zalando expanded its business to the Swedish market it becomes obvious that Zalando did not yet achieve to provide its customers with for example a product range that is considered as wide as in Germany. Furthermore Swedish customers unlike their German counterparts are not equally satisfied with the payment methods and delivery of Zalando in Sweden, which can be rooted in cultural or lifestyle differences as well. Consequently Zalando did not yet culturally adapt its tangible retail offering to an extent which would allow Zalando to replicate its domestic online store image in Sweden.

Summing up, the data gathered for the Dutch market does not allow to give a clear answer to research question 3 *(RQ3)*. The Swedish data however suggests that intangible attributes tend to transfer better than tangible attributes.

5.4 Time and the Transfer of Online Store Image (RQ4)

With regard to the influence of time on the transfer of online store image, based on McGoldrick (1998) and Thelander and Johansson (2010), we expected that image develops gradually over time and hence the image should be better if Zalando was present longer in a specific market.

Zalando has been founded in Germany in 2008, ventured to The Netherlands in September 2010 and launched Zalando.se in Sweden in April 2012. Accordingly one would expect

that the image perception of Zalando should be best in Germany, second best in The Netherlands and worst in Sweden.

The data gives ambiguous results. On the one hand the data analysis has shown, that the image in The Netherlands is indeed better than in Sweden. This might (to some extend) be a result of the longer presence in the Dutch market. While Zalando was active in the Netherlands for more than two and a half year at the time of this study, it was active in Sweden for around one year.

On the other hand, the fact that the Dutch perception of eight image attributes (PR1, SF1, PS1, PS2, SR2, SE2, SS1,SS3) is significantly better than the German perception, is surprising with regard to the theoretical expectations, since Zalando is active in Germany for almost five years. Nevertheless one has to take in mind, that the majority of image attributes is not perceived significantly different (around 72,72%) and therefore the image transfer can be considered successful.

As one can see, the findings support the assumption that image develops over time as suggested by McGoldrick (1998) and Thelander and Johansson (2010). Given the limitations of a cross-sectional study, these findings seem valid. Nevertheless these results, with regard to the influence of time in the formation and transfer of retail image, have to be handled with care. In order to get an even better understanding of the influence of time in online retailer internationalization a longitudinal research design should be employed.

5.5 Most Important Components for Purchase Intention (RQ5)

The last major research question of this thesis addressed the search for the most important online store image components with regard to purchase intention, in order to determine, which components should be prioritized when online retailers internationalize *(RQ5)*.

Earlier research (Van der Heijden and Verhagen, 2004; Chen and Teng, 2013) made us expect that components like merchandise, services, trust and enjoyment factors are important drivers of purchase intention.

As it can be seen in the before presented regression analysis, the most important online store image component, with regard to purchase intention at Zalando, is site experience. A component which describes the overall experience a customer makes with the online store. On the one hand site this dimension includes the ease of shopping at the online store and on the other hand the fun that is generated by doing so. This factor is by far the most important, having a unstandardized coefficient of .590 (significant at the $p < .05$ level), which is almost three times as high as the next most important component (advertisement, .221, s). This result is partly surprising, since the site experience component did not include any aspects of merchandise (B .148, ns), services (B -.085, ns) or trust (B .194, s). Even though it includes store enjoyment, Van der Heijden and Verhagen (2004), found enjoyment to be the least important (but still significant) factor (beta = .14). Chen and Teng (2013) found store enjoyment and ease of use to not to directly influences on purchase intention, but just indirectly influence the components usefulness (merchandise) and trust. Hence our data suggests a different role of the attributes, included in the store experience dimension, than previous research.

Even though no significant impact of merchandise (p-value .078) or services (p-value .274) on purchase intention could be measured , this does not necessarily mean that these are unimportant factors. We rather assume, that factors like merchandise and services in the fashion industry might be perceived as qualifying factors, rather than winners. According

to Hill (1994) (cited in Doney and Cannon (1997)) qualifiers are "those criteria that a company must meet for a customer to even consider it as a possible supplier". This might be a result of the special surroundings of the internet. Online a competitor is just one click away, customers do not need to make compromise with regard to the merchandise selection anymore. Since deep product assortments are common and prices are transparent (Zentes et al., 2011), the site experience becomes the most important driver of purchase intention. Since the assortment often includes several thousand products, it is most important that customers find the desired goods fast and easy and have fun browsing the assortment.

Besides store experience the components of advertisement (B .221), reputation (trust) (B .194) and personality (B .193) proved to have a significant influence on purchase intention. With regard to trust we could confirm the results of Van der Heijden and Verhagen (2004), while we contradict the results of Chen and Teng (2013). It is interesting to see that the perception of Zalando's store personality (exciting, sophisticated) seems to be linked to purchase intention.

Summing up the above it seems that the online purchase intention in the fashion environment is strongly related to the intangible attributes of online store image. Nevertheless we assume that the tangible attributes, are important qualifiers, which must be met in order to become a part of the customers consideration set in the first place.

6 IMPLICATIONS AND CONCLUSIONS

6.1 Theoretical Implications

Since having a model of online store image was a prerequisite for answering the research questions of this thesis, such a model was theoretically derived and formed. Albeit, major operationalizations of online store image already existed (Van der Heijden and Verhagen, 2004; Yun and Good, 2007), it appeared that those operationalizations did not capture the whole scope of online store image. It was primarily perceived that the already existing operationalizations of online store image did lack certain aspects of the operationalizations of offline store image (for example store personality or promotions), which could have been applied to the online environment. To close this gap, relevant researchers were asked to identify those offline store image components (suggested by McGoldrick (2002)) that could be applied in an online retailing setting. Having identified those offline store image attributes that could be theoretically deployed online, a factor analysis among 70 students was performed with 45 attributes, including those attributes identified by Van der Heijden and Verhagen (2004), describing online store image. As a result we operationalized online store image based on 33 online store image attributes in 11 components. These components are merchandise, services, ease of use, promotions, advertisement, store familiarity, store reputation, personality of the store, institutional image and online store style (see Figure 5 on 29). The existing operationalizations of online store image were hereby extended by the components personality of the store and promotions. Additionally, new components based on already existing components and new attributes were formed. These new arrangements were later confirmed in the factor analysis performed with the answers of German, Dutch and Swedish customers (n=450). Consequently, even though not aiming primarily to establish and extend a model of online store image, new components were found that contribute to the extension of the operationalization of online store image. Given the weakness of the attribute based operationalization of online store image it cannot be stated for sure, if the derived model enhances the overall picture of online store image. However, it can be stated that the scope of online store image as such could have been extended by including retail store image attributes of the offline retail setting.

The findings of this thesis further allow contributing to the discussion of standardization versus adaptation in the internationalization process of online retailers. Aiming to replicate its domestic online store image abroad or at least to achieve a similar one, Zalando standardizes certain aspects (e.g. online store style) of its retail offerings while adapting others to a bigger or lesser extent (range of merchandise, language and payment methods). Having successfully replicated its online store image in the Netherlands, Zalando did not yet manage to do so in Sweden. Reasons could be numerous, but the time aspect, already existing competition and cultural differences seem to be the most reasonable and at the same time most influential factors. Focusing on the influence of culture on the image transfer process, it could be argued that Zalando did not yet manage to fully adapt tangible attributes such as its range of merchandise to the customers' tastes and needs in Sweden. Consequently, as it was already stated in the literature review and argued by many scholars there is a need for cultural adaption when online retailers internationalize their business. Confirming the findings of Tixier (2005) and Sinkovics et al. (2007), Zalando is also using a "glocalization" strategy in their internationalization process. Applying a glocalization strategy theoretically enables Zalando to replicate its domestic online store image abroad, since it allows Zalando to adapt certain aspects of their retail offerings which might be

exposed to cultural particularities. As it can be seen, however, in the difference between the Dutch and the Swedish results, the degree to which companies need to adapt its retail offering can differ from country to country and consequently each internationalization strategy and market entry strategy has to be customized to each market.

Summing up, it can be noted that the issue concerning standardization vs. adaptation can be solved by applying of a glocalization strategy, which requires the standardization of certain online store image attributes while adapting others, mostly tangible attributes. These observations correspond with the findings of Swoboda and Elsner (2013) who found that successful international retailers tend to adapt tangible elements of their retail offer while standardizing core elements such as the layout (online store style).

6.2 Practical Implications

Besides the theoretical implications mentioned before, the findings of this thesis also have important implications for e-commerce, which are presented below.

First, the above mentioned operationalization of online store image proves to be valuable, not only to academics, but also practitioners. The concept of online store image is diffuse and it is hard to grasp. With the help of the presented online store image model, online retailers can identify which aspects of their online store are important for online store image and then try to improve the these specific factors and thence the overall image of the online store.

Second, the results of the international comparison show, at least in the case of Sweden, that the intangible online store image attributes did transfer better than the tangible ones. The reason why for instance the component merchandise is perceived significantly more negative in Sweden could be based on the aspect of time or cultural differences in terms of tastes in fashion or different fashion trends. Assuming that cultural differences are the root cause for the fact that the tangible attributes did not transfer to such a high degree as the intangible ones did, it can be implied that tangible components such as merchandise should be more thoroughly adapted to the particularities to a countries fashion taste and trend. Additionally this finding shows that some aspects (mostly intangible attributes such as personality of the store) of the online store image can be standardized whereas tangible attributes should be adjusted to the customers need and taste. Consequently online retailers should pursue a glocalization strategy when aiming to internationalize their business. However, applying a glocalization strategy more attention should be directed towards tangible attributes when aiming to adapt certain aspects of the retail offering. Knowing that tangible attributes tend to transfer not as good as intangible online store image attributes is very crucial for managers, since a big gap in the inter-country customer perception of tangible components such as merchandise may represent a fundamental problem of the retail offer as such, which could limit the potential success of an online retailer in a foreign market (Burt and Carralero-Encinas, 2000).

Third, this thesis gives insight into which online store image aspects are most important with regard to purchase intention. The results of our study suggested that the customer's "store experience", based on store ease of use, style and enjoyment has a very strong impact on purchase intention. Customers can be overwhelmed by the huge assortments of today's online stores, therefore it is most important to make it easy and enjoyable for customers to find what they want. Higher purchase intentions are desirable since, if a consumer's purchase intention increases, the e-tailer is more likely to earn a profit (Lee, 2002).

Consequently, if online retailers want to convert website visitors into online shoppers, they must increase the usability and user friendliness of their sites. Shop owners have to make sure that customers enjoy using the store, that they can navigate easily, find products quick and efficient and find the relevant information for the desired products. The style of the website should thereby be helpful, friendly, calm and should communicate the specialist knowledge of the retailer.

6.3 Limitations

The findings of this thesis have to be seen under the consideration of the following limitations:

First, the sample of this study is limited to active social media users. Even though it was a random sample, the choice of using social media as a medium might have resulted in a sample younger than the general population in the three countries. Nevertheless since Zalando's customers are assumed to be young too, this is not necessarily a disadvantage. A possible bias connected to the sampling procedure can be found within the self-selection bias. It might be, that the group of people who saw the survey, but that did not participate, to some degree differs from the group that did participate. Given the resource constraints of this study, this bias could not be solved.

Second, the participants involvement with fashion and internet shopping experience was not measured. This could have given a better insight into the appropriateness of the sample. With regard to the latter point, the assumption, that people active in social media, also have a certain experience with e-commerce, seems reasonable.

Third, the online store image attributes chosen in this study do not represent the whole spectrum of actual online store image. This is an inherent problem of the attribute based approach, chosen for this thesis. Even though, better comparability and the empowerment for usage of statistical analysis outweighed this disadvantage in the opinion of the authors of this thesis, it has to be taken into consideration when looking at the results.

Fourth, this thesis measured the impact of the perception of online store image attributes on the intention to purchase at Zalando *(RQ5)*. Thereby it has to be mentioned that the intention to purchase is dissimilar to the actual behavior of purchasing a product. The intention to purchase always is just a small part of the overall decision to actually buy at a particular retailer. These other aspects should be taken into consideration for a more detailed picture.

Fifth, with regard to the store choice decision making (purchase intention at Zalando) it has to be mentioned that the current research design just examines the impact of image perception under the frame of one online store, Zalando, while it would be even more interesting to see the impact of online store image in the decision making process between different online stores.

Sixth, with regard to the analysis of the impact of time on the transfer of online store image, the cross-sectional research design of this study is a drawback. The applied research design did not allow to observe the image development over time, but instead assumptions have been drawn from analyzing three countries with a different length of experience with the e-tailer. A longitudinal research design could yield even better and more exact results, with regard to *RQ4*.

6.4 Conclusions

This thesis aimed to explore the role of online store image in the internationalization process of online retailer, in order to improve the theoretical understanding of online store image in the context of internationalization and in order to derive concrete guidance for e-commerce managers. By having studied the case object Zalando these aims could be achieved.

In the research process, first a pilot study was conducted on the basis of an in-depth literature review which resulted in a general applicable model of online store image. This model is widely similar to the one suggested by Van der Heijden and Verhagen (2004), but extended the perception of online store image to some other aspects. The general model was then utilized to study the online store image of the Geman fashion online retailer Zalando in three countries.

The data analysis and interpretation revealed that it is possible to replicate the domestic online store image abroad and that the domestic online store image is supposedly better than abroad, however if the transfer of store image is successful the image in foreign countries can even be more favorable than the initial domestic image *(RQ1)*. No clear answer could be drawn with regard to the question if an online retailer can transfer the image aspects that describe the domestic positioning more easily than other attributes *(RQ2)*. Data furthermore suggested that intangible image attributes tend to transfer better than tangible attributes *(RQ3)*. What is more, the study suggests that online store image develops positively over time *(RQ4)* and the most important online store image component with regard to purchase intention is the "site experience", describing the usability, style and enjoyment of an online store *(RQ5)*.

This thesis contributes to the academic discourse by demonstrating that the methods used in the international retail literature (McGoldrick and Ho, 1992; McGoldrick, 1998; Burt and Carralero-Encinas, 2000; Burt and Mavrommatis, 2006) are applicable to the online field. It furthermore improved existing models of online store image and yielded unique insights into the image, and process of image transfer, of an international online retailer.

Practitioners gain valuable insights into the operationalization and measurement of online store image and furthermore see, first, which dimensions of online store image have to be thoroughly adapted in the internationalization process and second, which components are the most important with regard to purchase intention (site experience, advertising, reputation, personality).

Future research might use a different operationalization of online store image. Instead of an attribute-based approach, researchers could apply an approach based on open questions in order to see if the customer's perception of online store image differs from the researchers perception. Furthermore, hence online retailers, like Zalando, tend to open offline stores (Zalando GmbH, 2013), it will be interesting to see how the image perception of the Brick & Mortar store affects the perception of the online store and vice versa. A similar study has been pursued by Verhagen and Van Dolen (2009), the extraordinary thing about the case object Zalando is the fact that it is an online retailer who is going into multichannel and not an offline player going online, like it has happened before.

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A Statistics

Table 12: Values of the Components and the Variance Explained

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.013	51.554	51.554	17.013	51.554	51.554	6.880	20.850	20.850
2	2.454	7.437	58.991	2.454	7.437	58.991	3.522	10.673	31.523
3	1.446	4.382	63.372	1.446	4.382	63.372	3.342	10.126	41.649
4	1.110	3.363	66.735	1.110	3.363	66.735	3.220	9.757	51.406
5	.993	3.011	69.746	.993	3.011	69.746	3.219	9.755	61.161
6	.937	2.839	72.585	.937	2.839	72.585	2.629	7.967	69.129
7	.799	2.420	75.006	.799	2.420	75.006	1.475	4.469	73.598
8	.693	2.099	77.104	.693	2.099	77.104	1.157	3.507	77.104
9	.610	1.849	78.953						
10	.592	1.795	80.748						
11	.543	1.645	82.392						
12	.479	1.452	83.844						
13	.445	1.348	85.192						
14	.419	1.271	86.463						
15	.406	1.231	87.694						
16	.382	1.157	88.851						
17	.364	1.104	89.956						
18	.341	1.034	90.990						
19	.327	.991	91.981						
20	.300	.908	92.889						
21	.275	.832	93.722						
22	.255	.773	94.495						
23	.234	.709	95.204						
24	.214	.650	95.854						
25	.211	.638	96.492						
26	.181	.548	97.040						
27	.177	.538	97.578						
28	.156	.473	98.050						
29	.150	.453	98.503						
30	.143	.433	98.936						
31	.135	.410	99.346						
32	.111	.337	99.683						
33	.104	.317	100.000						

Table 13: Matrix of Correlation Coefficients Between the Variables Analyzed

Correlation Matrixa																																			
		M1	M2	M3	M4	M5	S1	S2	S3	S4	PS1	PS2	PR1	PR2	A1	A2	A3	SF1	SF2	SR1	SR2	SR3	II1	II2	SE1	SE2	EU1	EU2	EU3	EU4	SS1	SS2	SS3	SS4
Correlation	M1	1.000	.535	.539	.584	.632	.512	.568	.555	.515	.467	.426	.329	.386	.287	.256	.346	.297	.246	.555	.519	.514	.516	.539	.578	.565	.583	.585	.546	.504	.525	.532	.526	.452
	M2	.535	1.000	.713	.518	.577	.547	.485	.553	.538	.355	.354	.162	.281	.173	.142	.235	.234	.262	.538	.424	.422	.565	.475	.492	.476	.527	.530	.484	.499	.494	.499	.452	.353
	M3	.539	.713	1.000	.599	.590	.505	.474	.553	.556	.364	.313	.186	.310	.144	.076	.214	.247	.309	.520	.451	.457	.544	.461	.463	.442	.501	.496	.487	.475	.442	.461	.460	.327
	M4	.584	.518	.599	1.000	.772	.505	.533	.530	.505	.474	.473	.315	.362	.302	.243	.305	.261	.266	.562	.543	.571	.547	.565	.525	.483	.494	.536	.498	.462	.501	.520	.558	.484
	M5	.632	.577	.590	.772	1.000	.557	.569	.592	.528	.501	.515	.347	.422	.341	.301	.335	.262	.222	.595	.570	.566	.625	.592	.585	.579	.593	.599	.566	.552	.592	.561	.600	.491
	S1	.512	.547	.505	.505	.557	1.000	.640	.589	.586	.441	.451	.251	.359	.259	.193	.337	.248	.215	.626	.563	.544	.550	.578	.585	.546	.564	.521	.513	.499	.542	.565	.522	.435
	S2	.568	.485	.474	.533	.569	.640	1.000	.670	.574	.540	.538	.358	.509	.361	.333	.447	.296	.200	.650	.551	.586	.538	.615	.591	.585	.555	.552	.541	.499	.573	.555	.540	.503
	S3	.555	.553	.553	.530	.592	.589	.670	1.000	.656	.444	.426	.271	.421	.263	.224	.332	.201	.196	.648	.525	.519	.545	.555	.535	.506	.572	.565	.546	.496	.530	.533	.528	.401
	S4	.515	.538	.556	.505	.528	.586	.574	.656	1.000	.471	.431	.276	.374	.232	.209	.332	.274	.245	.599	.547	.519	.525	.563	.524	.514	.582	.525	.527	.502	.541	.519	.541	.379
	PS1	.467	.355	.364	.474	.501	.441	.540	.444	.471	1.000	.831	.575	.503	.463	.388	.443	.339	.211	.540	.543	.513	.561	.571	.647	.663	.537	.528	.483	.480	.611	.590	.612	.480
	PS2	.426	.354	.313	.473	.515	.451	.538	.426	.431	.831	1.000	.566	.492	.477	.425	.455	.321	.180	.548	.529	.510	.544	.581	.639	.640	.524	.503	.479	.476	.584	.556	.607	.524
	PR1	.329	.162	.186	.315	.347	.251	.358	.271	.276	.575	.566	1.000	.547	.442	.400	.384	.239	.093	.326	.366	.337	.350	.389	.426	.407	.373	.354	.304	.309	.399	.374	.433	.353
	PR2	.386	.281	.310	.362	.422	.359	.509	.421	.374	.503	.492	.547	1.000	.502	.450	.510	.245	.108	.440	.433	.436	.424	.446	.487	.439	.490	.473	.448	.457	.479	.462	.509	.398
	A1	.287	.173	.144	.302	.341	.259	.361	.263	.232	.463	.477	.442	.502	1.000	.757	.645	.275	.021	.362	.366	.356	.359	.371	.445	.406	.302	.306	.279	.256	.380	.368	.427	.405
	A2	.256	.142	.076	.243	.301	.193	.333	.224	.209	.388	.425	.400	.450	.757	1.000	.676	.262	.039	.309	.289	.303	.280	.324	.403	.368	.262	.222	.224	.215	.343	.327	.348	.398
	A3	.346	.235	.214	.305	.335	.337	.447	.332	.332	.443	.455	.384	.510	.645	.676	1.000	.319	.047	.440	.404	.440	.373	.466	.476	.454	.416	.413	.373	.367	.449	.443	.477	.427
	SF1	.297	.234	.247	.261	.262	.248	.296	.201	.274	.339	.321	.239	.245	.275	.262	.319	1.000	.328	.380	.327	.313	.297	.326	.378	.365	.289	.271	.271	.278	.329	.314	.310	.273
	SF2	.246	.262	.309	.266	.222	.215	.200	.196	.245	.211	.180	.093	.108	.021	.039	.047	.328	1.000	.213	.203	.183	.232	.195	.187	.192	.188	.175	.173	.150	.171	.178	.140	.108
	SR1	.555	.538	.520	.562	.595	.626	.650	.648	.599	.540	.548	.326	.440	.362	.309	.440	.380	.213	1.000	.743	.747	.736	.811	.682	.668	.655	.653	.663	.607	.671	.689	.665	.522
	SR2	.519	.424	.451	.543	.570	.563	.551	.525	.547	.543	.529	.366	.433	.366	.289	.404	.327	.203	.743	1.000	.829	.651	.784	.654	.627	.593	.607	.602	.565	.621	.619	.663	.524
	SR3	.514	.422	.457	.571	.566	.544	.586	.519	.519	.513	.510	.337	.436	.356	.303	.440	.313	.183	.747	.829	1.000	.644	.823	.657	.636	.634	.624	.638	.580	.620	.640	.664	.549
	II1	.516	.565	.544	.547	.625	.550	.538	.545	.525	.561	.544	.350	.424	.359	.280	.373	.297	.232	.736	.651	.644	1.000	.790	.676	.652	.686	.678	.651	.594	.650	.663	.672	.511
	II2	.539	.475	.461	.565	.592	.578	.615	.555	.563	.571	.581	.389	.446	.371	.324	.466	.326	.195	.811	.784	.823	.790	1.000	.705	.674	.674	.683	.664	.617	.671	.694	.691	.569
	SE1	.578	.492	.463	.525	.585	.585	.591	.535	.524	.647	.639	.426	.487	.445	.403	.476	.378	.187	.682	.654	.657	.676	.705	1.000	.874	.712	.700	.659	.637	.704	.702	.679	.541
	SE2	.565	.476	.442	.483	.579	.546	.585	.506	.514	.663	.640	.407	.439	.406	.368	.454	.365	.192	.668	.627	.636	.652	.674	.874	1.000	.731	.706	.672	.653	.708	.683	.690	.535
	EU1	.583	.527	.501	.494	.593	.564	.555	.572	.582	.537	.524	.373	.490	.302	.262	.416	.289	.188	.655	.593	.634	.686	.674	.712	.731	1.000	.801	.806	.762	.725	.703	.703	.472
	EU2	.585	.530	.496	.536	.599	.521	.552	.565	.525	.528	.503	.354	.473	.306	.222	.413	.271	.175	.653	.607	.624	.678	.683	.700	.706	.801	1.000	.807	.740	.745	.728	.726	.513
	EU3	.546	.484	.487	.498	.566	.513	.541	.546	.527	.483	.479	.304	.448	.279	.224	.373	.271	.173	.663	.602	.638	.651	.664	.659	.672	.806	.807	1.000	.826	.717	.690	.689	.502
	EU4	.504	.499	.475	.462	.552	.499	.499	.496	.502	.480	.476	.309	.457	.256	.215	.367	.278	.150	.607	.565	.580	.594	.617	.637	.653	.762	.740	.826	1.000	.747	.693	.654	.466
	SS1	.525	.494	.442	.501	.592	.542	.573	.530	.541	.611	.584	.399	.479	.380	.343	.449	.329	.171	.671	.621	.620	.650	.671	.704	.708	.725	.745	.717	.747	1.000	.832	.739	.544
	SS2	.532	.499	.461	.520	.561	.565	.555	.533	.519	.590	.556	.374	.462	.368	.327	.443	.314	.178	.689	.619	.640	.663	.694	.702	.683	.703	.728	.690	.693	.832	1.000	.732	.569
	SS3	.526	.452	.460	.558	.600	.522	.540	.528	.541	.612	.607	.433	.509	.427	.348	.477	.310	.140	.665	.663	.664	.672	.691	.679	.690	.703	.726	.689	.654	.739	.732	1.000	.624
	SS4	.452	.353	.327	.484	.491	.435	.503	.401	.379	.480	.524	.353	.398	.405	.398	.427	.273	.108	.522	.524	.549	.511	.569	.541	.535	.472	.513	.502	.466	.544	.569	.624	1.000
Sig. (1-tailed)	M1		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	M2	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	M3	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.054	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	M4	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	M5	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	S1	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	S2	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	S3	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	S4	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	PS1	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	PS2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	PR1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.024	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	PR2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.011	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	A1	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.329	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	A2	.000	.001	.054	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.202	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	A3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.162	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	SF1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	SF2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.024	.011	.329	.202	.162	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.002	.011
	SR1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	SR2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	SR3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	II1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	II2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	SE1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	SE2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	EU1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	EU2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	EU3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	EU4	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	SS1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	SS2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	SS3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	SS4	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.011	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		

Table 14: KMO and Barlett's Test Table

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.964
Bartlett's Test of Sphericity	Approx. Chi-Square	12931.351
	df	528
	Sig.	0.000

Table 15: Coefficients for Assessing the Suitability of Variables to the Factorial Model

		Anti-image Matrices																													
		M1	M2	M3	M4	M5	s1	s2	s3	s4	PS1	PS2	PR1	PR2	A1	A2	A3	SF1	SF2	SR1	SR2	SR3	II1	II2	SE1	SE2	EU1	EU2	EU3	EU4	SS1	SS2	SS3	SS4
Anti-image Covariance	M1	.447	-.036	-.027	-.030	-.058	.002	-.042	-.022	-.007	-.020	.034	-.033	.012	.004	-.004	-.008	-.026	-.031	-.001	-.016	.012	.031	-.003	-.017	-.008	-.027	-.024	-.008	.012	.016	-.006	.011	-.032
	M2	-.036	.382	-.162	.011	-.024	-.049	-.001	-.021	-.028	.022	-.021	.033	.022	.007	-.019	.011	.001	-.015	-.015	.017	.012	-.040	.009	-.001	.000	-.003	-.027	.027	-.025	-.008	-.008	.019	-.006
	M3	-.027	-.162	.363	-.068	-.014	.002	.001	-.023	-.047	-.016	.032	.000	-.025	.004	.041	-.018	-.013	-.053	-.001	.000	-.016	-.037	.024	-.005	.002	.006	.014	-.009	-.013	.019	-.002	-.010	.014
	M4	-.030	.011	-.068	.323	-.154	.003	-.012	.008	-.015	-.011	-.010	-.007	.023	-.012	.007	.008	.005	-.046	-.006	.011	-.032	.017	-.005	-.016	.032	.021	-.018	-.001	.008	.019	-.012	-.020	-.033
	M5	-.058	-.024	-.014	-.154	.281	-.025	.001	-.036	.016	.017	-.019	-.003	-.012	-.002	-.029	.029	.006	.023	.014	-.014	.004	-.037	.005	.017	-.020	-.008	-.001	.007	-.014	-.026	.022	-.005	.003
	s1	.002	-.049	.002	.003	-.025	.423	-.097	-.015	-.058	.018	-.012	.013	.018	-.015	.045	-.023	.026	-.021	-.025	-.030	.009	.002	.005	-.035	.011	-.025	.025	.011	-.002	.007	-.031	.004	-.017
	s2	-.042	-.001	.001	-.012	.001	-.097	.350	-.099	-.014	-.015	-.015	.010	-.073	.009	-.005	-.023	-.011	.001	-.021	.028	-.021	.020	-.018	.012	-.022	.017	.000	-.010	.013	-.021	.017	.030	-.040
	s3	-.022	-.021	-.023	.008	-.036	-.015	-.099	.365	-.106	-.003	.006	.007	-.019	.001	-.003	.006	.060	.004	-.060	-.002	.010	.005	.015	-.010	.021	-.010	-.018	-.007	.012	.011	-.005	-.004	.012
	s4	-.007	-.028	-.047	-.015	.016	-.058	-.014	-.106	.425	-.028	.013	.004	.004	.021	-.011	-.010	-.020	-.024	-.006	-.028	.017	.023	-.020	.009	.002	-.039	.020	-.001	.003	-.019	.018	-.026	.020
	PS1	-.020	.022	-.016	-.011	.017	.018	-.015	-.003	-.028	.243	-.150	-.057	-.013	-.018	.017	-.003	-.013	-.020	.016	-.012	.004	-.023	.007	.003	-.032	.010	.002	.009	.008	-.017	-.021	-.005	.023
	PS2	.034	-.021	.032	-.010	-.019	-.012	-.015	.006	.013	-.150	.255	-.052	.002	-.006	-.009	-.001	.005	-.012	-.013	.005	.011	.009	-.014	-.015	-.005	-.005	.015	-.002	-.006	.000	.015	-.018	-.040
	PR1	-.033	.033	.000	-.007	-.003	.013	.010	.007	.004	-.057	-.052	.534	-.148	-.022	-.022	.019	-.020	.012	.022	-.013	.017	.009	-.022	.000	.007	-.020	-.005	.017	.008	-.006	.006	-.011	.000
	PR2	.012	.022	-.025	.023	-.012	.018	-.073	-.019	.004	-.013	.002	-.148	.478	-.050	-.018	-.049	.013	-.011	.000	-.007	-.008	-.002	.020	-.021	.043	-.025	-.017	.006	-.038	.011	.000	-.022	.007
	A1	.004	.007	.004	-.012	-.002	-.015	.009	.001	.021	-.018	-.006	-.022	-.050	.346	-.170	-.068	-.020	.044	-.003	-.017	.001	-.028	.018	-.009	.002	.020	-.007	-.005	.016	.002	.004	-.019	.004
	A2	-.004	-.019	.041	.007	-.029	.045	-.005	-.003	-.011	.017	-.009	-.022	-.018	-.170	.325	-.134	.002	-.029	-.001	.011	.002	.005	.000	-.019	-.005	-.004	.045	-.003	.010	-.014	-.007	.016	-.049
	A3	-.008	.011	-.018	.008	.029	-.023	-.023	.006	-.010	-.003	-.001	.019	-.049	-.068	-.134	.403	-.055	.039	-.003	.017	-.013	.029	-.026	.010	-.001	-.011	-.032	.015	-.008	.002	.000	-.019	.001
	SF1	-.026	.001	-.013	.005	.006	.026	-.011	.060	-.020	-.013	.005	-.020	.013	-.020	.002	-.055	.716	-.206	-.065	-.007	.005	.015	.013	-.029	-.004	.003	.016	.009	-.015	-.011	.007	-.002	-.018
	SF2	-.031	-.015	-.053	-.046	.023	-.021	.001	.004	-.024	-.020	-.012	.012	-.011	.044	-.029	.039	-.206	.786	.019	-.016	.002	-.030	.003	.022	-.010	-.001	-.001	-.009	.021	.000	-.005	.036	.028
	SR1	-.001	-.015	-.001	-.006	.014	-.025	-.021	-.060	-.006	.016	-.013	.022	.000	-.003	-.001	-.003	-.065	.019	.226	-.033	-.016	-.038	-.048	.008	-.016	.012	.012	-.020	.008	-.008	-.021	.000	.019
	SR2	-.016	.017	.000	.011	-.014	-.030	.028	-.002	-.028	-.012	.005	-.013	-.007	-.017	.011	.017	-.007	-.016	-.033	.246	-.105	-.001	-.026	-.011	.002	.024	-.004	.004	-.009	-.009	.015	-.023	-.003
	SR3	.012	.012	-.016	-.032	.004	.009	-.021	.010	.017	.004	.011	.017	-.008	.001	.002	-.013	.005	.002	-.016	-.105	.209	.033	-.066	-.003	-.007	-.022	.013	-.016	.009	.006	-.008	-.010	-.018
	II1	.031	-.040	-.037	.017	-.037	.002	.020	.005	.023	-.023	.009	.009	-.002	-.028	.005	.029	.015	-.030	-.038	-.001	.033	.262	-.085	-.014	.005	-.032	-.009	-.011	.021	.001	-.004	-.022	-.010
	II2	-.003	.009	.024	-.005	.005	.005	-.018	.015	-.020	.007	-.014	-.022	.020	.018	.000	-.026	.013	.003	-.048	-.026	-.066	-.085	.167	-.011	.009	.003	-.014	.006	-.009	.007	-.011	.005	-.013
	SE1	-.017	-.001	-.005	-.016	.017	-.035	.012	-.010	.009	.003	-.015	.000	-.021	-.009	-.019	.010	-.029	.022	.008	-.011	-.003	-.014	-.011	.185	-.111	-.004	-.011	.002	.002	-.003	-.016	.014	.006
	SE2	-.008	.000	.002	.032	-.020	.011	-.022	.021	.002	-.032	-.005	.007	.043	.002	-.005	-.001	-.004	-.010	-.016	.002	-.007	.005	.009	-.111	.184	-.029	-.014	.000	-.010	-.005	.009	-.018	-.010
	EU1	-.027	-.003	.006	.021	-.008	-.025	.017	-.010	-.039	.010	-.005	-.020	-.025	.020	-.004	-.011	.003	-.001	.012	.024	-.022	-.032	.003	-.004	-.029	.216	-.045	-.049	-.031	-.003	-.005	-.015	.035
	EU2	-.024	-.027	.014	-.018	-.001	.025	.000	-.018	.020	.002	.015	-.005	-.017	-.007	.045	-.032	.016	-.001	.012	-.004	.013	-.009	-.014	-.011	-.014	-.045	.220	-.060	.001	-.024	-.018	-.031	-.002
	EU3	-.008	.027	-.009	-.001	.007	.011	-.010	-.007	-.001	.009	-.002	.017	.006	-.005	-.003	.015	.009	-.009	-.020	.004	-.016	-.011	.006	.002	.000	-.049	-.060	.200	-.100	.003	.003	-.009	-.018
	EU4	.012	-.025	-.013	.008	-.014	-.002	.013	.012	.003	.008	-.006	.008	-.038	.016	.010	-.008	-.015	.021	.008	-.009	.009	.021	-.009	.002	-.010	-.031	.001	-.100	.246	-.053	-.011	.004	.002
	SS1	.016	-.008	.019	.019	-.026	.007	-.021	.011	-.019	-.017	.000	-.006	.011	.002	-.014	.002	-.011	.00	-.008	-.009	.006	.001	.007	-.003	-.005	-.003	-.024	.003	-.053	.214	-.103	-.029	.005
	SS2	-.006	-.008	-.002	-.012	.022	-.031	.017	-.005	.018	-.021	.015	.006	.000	.004	-.007	.000	.007	-.005	-.021	.015	-.008	-.004	-.011	-.016	.009	-.005	-.018	.003	-.011	-.103	.239	-.029	-.034
	SS3	.011	.019	-.010	-.020	-.005	.004	.030	-.004	-.026	-.005	-.018	-.011	-.022	-.019	.016	-.019	-.002	.036	.000	-.023	-.010	-.022	.005	.014	-.018	-.015	-.031	-.009	.004	-.029	-.029	.275	-.080
	SS4	-.032	-.006	.014	-.033	.003	-.017	-.040	.012	.020	.023	-.040	.000	.007	.004	-.049	.001	-.018	.028	.019	-.003	-.018	-.010	-.013	.006	-.010	.035	-.002	-.018	.002	.005	-.034	-.080	.497
Anti-image Correlation	M1	.984[a]	-.088	-.067	-.080	-.164	.004	-.107	-.053	-.015	-.060	.100	-.068	.027	.010	-.010	-.019	-.045	-.052	-.004	-.047	.040	.092	-.013	-.059	-.029	-.087	-.075	-.027	.036	.052	-.020	.031	-.068
	M2	-.088	.956[a]	-.434	.032	-.074	-.122	-.003	-.055	-.068	.073	-.068	.072	.051	.018	-.052	.028	.002	-.028	-.051	.054	.042	-.127	.036	-.005	-.002	-.011	-.091	.096	-.083	-.030	-.026	.058	-.015
	M3	-.067	-.434	.951[a]	-.197	-.043	.005	.003	-.064	-.121	-.055	.106	.000	-.059	.010	.119	-.046	-.026	-.099	-.004	.001	-.056	-.120	.099	-.020	.006	.020	.050	-.033	-.045	.067	-.008	-.031	.034
	M4	-.080	.032	-.197	.951[a]	-.510	.008	-.036	.024	-.042	-.039	-.034	-.018	.058	-.037	.021	.023	.011	-.092	-.023	.040	-.121	.059	-.021	-.067	.133	.080	-.067	-.004	.028	.071	-.044	-.068	-.081
	M5	-.164	-.074	-.043	-.510	.958[a]	-.074	.002	-.114	.047	.064	-.072	-.007	-.033	-.008	-.097	.087	.013	.049	.056	-.052	.018	-.138	.025	.075	-.090	-.031	-.004	.030	-.055	-.104	.085	-.016	.007
	S1	.004	-.122	.005	.008	-.074	.976[a]	-.251	-.037	-.137	.055	-.037	.027	.040	-.038	.122	-.056	.048	-.036	-.080	-.093	.031	.006	.018	-.126	.040	-.083	.082	.037	-.006	.023	-.098	.013	-.037
	S2	-.107	-.003	.003	-.036	.002	-.251	.970[a]	-.276	-.037	-.050	-.049	.023	-.179	.026	-.014	-.061	-.022	.003	-.075	.095	-.077	.067	-.076	.048	-.088	.061	.000	-.038	.046	-.076	.059	.096	-.096
	S3	-.053	-.055	-.064	.024	-.114	-.037	-.276	.969[a]	-.269	-.012	.018	.016	-.045	.004	-.009	.017	.117	.007	-.208	-.007	.037	.017	.059	-.040	.080	-.037	-.065	-.025	.040	.038	-.019	-.014	.027
	S4	-.015	-.068	-.121	-.042	.047	-.137	-.037	-.269	.976[a]	-.087	.038	.008	.009	.054	-.029	-.024	-.036	-.042	-.019	-.087	.059	.069	-.076	.032	.006	-.128	.066	-.003	.011	-.064	.056	-.076	.044
	PS1	-.060	.073	-.055	-.039	.064	.055	-.050	-.012	-.087	.946[a]	-.601	-.159	-.038	-.061	.062	-.008	-.030	-.045	.068	-.050	.017	-.092	.034	.016	-.153	.042	.008	.041	.031	-.073	-.088	-.021	.067
	PS2	.100	-.068	.106	-.034	-.072	-.037	-.049	.018	.038	-.601	.947[a]	-.140	.005	-.021	-.030	-.005	.011	-.027	-.053	.019	.046	.036	-.066	-.068	-.023	-.019	.063	-.008	-.024	-.001	.060	-.066	-.113
	PR1	-.068	.072	.000	-.018	-.007	.027	.023	.016	.008	-.159	-.140	.961[a]	-.292	-.052	-.054	.041	-.032	.019	.064	-.035	.050	.024	-.072	.001	.021	-.059	-.015	.052	.023	-.018	.015	-.028	.000
	PR2	.027	.051	-.059	.058	-.033	.040	-.179	-.045	.009	-.038	.005	-.292	.964[a]	-.122	-.046	-.111	.023	-.019	-.001	-.020	-.027	-.005	.071	-.071	.143	-.076	-.052	.019	-.111	.035	-.001	-.061	.014
	A1	.010	.018	.010	-.037	-.008	-.038	.026	.004	.054	-.061	-.021	-.052	-.122	.927[a]	-.507	-.183	-.041	.085	-.010	-.059	.005	-.094	.074	-.034	.008	.073	-.025	-.018	.055	.008	.015	-.060	.009
	A2	-.010	-.052	.119	.021	-.097	.122	-.014	-.009	-.029	.062	-.030	-.054	-.046	-.507	.880[a]	-.371	.004	-.056	-.004	.039	.007	.016	-.002	-.078	-.021	-.017	.169	-.011	.036	-.051	-.027	.054	-.121
	A3	-.019	.028	-.046	.023	.087	-.056	-.061	.017	-.024	-.008	-.005	.041	-.111	-.183	-.371	.955[a]	-.102	.069	-.012	.052	-.044	.089	-.098	.035	-.002	-.039	-.107	.053	-.026	.008	-.002	-.056	.003
	SF1	-.045	.002	-.026	.011	.013	.048	-.022	.117	-.036	-.030	.011	-.032	.023	-.041	.004	-.102	.948[a]	-.275	-.162	-.017	.013	.035	.037	-.079	-.012	.008	.041	.023	-.035	-.028	.017	-.005	-.030
	SF2	-.052	-.028	-.099	-.092	.049	-.036	.003	.007	-.042	-.045	-.027	.019	-.019	.085	-.056	.069	-.275	.895[a]	.045	-.037	.004	-.066	.008	.057	-.027	-.002	-.003	-.022	.047	.00	-.011	.077	.045
	SR1	-.004	-.051	-.004	-.023	.056	-.080	-.075	-.208	-.019	.068	-.053	.064	-.001	-.010	-.004	-.012	-.162	.045	.978[a]	-.140	-.075	-.155	-.245	.040	-.079	.052	.054	-.092	.033	-.036	-.089	.001	.057
	SR2	-.047	.054	.001	.040	-.052	-.093	.095	-.007	-.087	-.050	.019	-.035	-.020	-.059	.039	.052	-.017	-.037	-.140	.968[a]	-.464	-.005	-.127	-.052	.010	.104	-.017	.018	-.037	-.040	.062	-.087	-.008
	SR3	.040	.042	-.056	-.121	.018	.031	-.077	.037	.059	.017	.046	.050	-.027	.005	.007	-.044	.013	.004	-.075	-.464	.958[a]	.143	-.354	-.014	-.034	-.101	.061	-.077	.041	.028	-.034	-.043	-.057
	II1	.092	-.127	-.120	.059	-.138	.006	.067	.017	.069	-.092	.036	.024	-.005	-.094	.016	.089	.035	-.066	-.155	-.005	.143	.967[a]	-.404	-.064	.023	-.136	-.039	-.048	.085	.003	-.018	-.080	-.027
	II2	-.013	.036	.099	-.021	.025	.018	-.076	.059	-.076	.034	-.066	-.072	.071	.074	-.002	-.098	.037	.008	-.245	-.127	-.354	-.404	.962[a]	-.063	.051	.013	-.074	.034	-.047	.036	-.053	.025	-.044
	SE1	-.059	-.005	-.020	-.067	.075	-.126	.048	-.040	.032	.016	-.068	.001	-.071	-.034	-.078	.035	-.079	.057	.040	-.052	-.014	-.064	-.063	.961[a]	-.604	-.021	-.055	.012	.007	-.016	-.077	.062	.021
	SE2	-.029	-.002	.006	.133	-.090	.040	-.088	.080	.006	-.153	-.023	.021	.143	.008	-.021	-.002	-.012	-.027	-.079	.010	-.034	.023	.051	-.604	.956[a]	-.144	-.067	.003	-.048	-.025	.041	-.081	-.033
	EU1	-.087	-.011	.020	.080	-.031	-.083	.061	-.037	-.128	.042	-.019	-.059	-.076	.073	-.017	-.039	.008	-.002	.052	.104	-.101	-.136	.013	-.021	-.144	.977[a]	-.208	-.235	-.133	-.016	-.021	-.063	.106
	EU2	-.075	-.091	.050	-.067	-.004	.082	.000	-.065	.066	.008	.063	-.015	-.052	-.025	.169	-.107	.041	-.003	.054	-.017	.061	-.039	-.074	-.055	-.067	-.208	.976[a]	-.283	.006	-.111	-.079	-.125	-.006
	EU3	-.027	.096	-.033	-.004	.030	.037	-.038	-.025	-.003	.041	-.008	.052	.019	-.018	-.011	.053	.023	-.022	-.092	.018	-.077	-.048	.034	.012	.003	-.235	-.283	.964[a]	-.452	.012	.014	-.039	-.057
	EU4	.036	-.083	-.045	.028	-.055	-.006	.046	.040	.011	.031	-.024	.023	-.111	.055	.036	-.026	-.035	.047	.033	-.037	.041	.085	-.047	.007	-.048	-.133	.006	-.452	.966[a]	-.233	-.047	.014	.005
	SS1	.052	-.030	.067	.071	-.104	.023	-.076	.038	-.064	-.073	-.001	-.018	.035	.008	-.051	.008	-.028	-.00	-.036	-.040	.028	.003	.036	-.016	-.025	-.016	-.111	.012	-.233	.970[a]	-.454	-.120	.015
	SS2	-.020	-.026	-.008	-.044	.085	-.098	.059	-.019	.056	-.088	.060	.015	-.001	.015	-.027	-.002	.017	-.011	-.089	.062	-.034	-.018	-.053	-.077	.041	-.021	-.079	.014	-.047	-.454	.973[a]	-.113	-.098
	SS3	.031	.058	-.031	-.068	-.016	.013	.096	-.014	-.076	-.021	-.066	-.028	-.061	-.060	.054	-.056	-.005	.077	.001	-.087	-.043	-.080	.025	.062	-.081	-.063	-.125	-.039	.014	-.120	-.113	.984[a]	-.216
	SS4	-.068	-.015	.034	-.081	.007	-.037	-.096	.027	.044	.067	-.113	.000	.014	.009	-.121	.003	-.030	.045	.057	-.008	-.057	-.027	-.044	.021	-.033	.106	-.006	-.057	.005	.015	-.098	-.216	.980[a]

a. Measures of Sampling Adequacy(MSA)

Table 16: Component Matrix and Total Variance explained with Factor Determination based on Eigenvalues

Rotated Component Matrix[a]				
	Component			
	1	2	3	4
EU3	.806			
EU4	.790			
EU2	.784			
EU1	.771			
SS1	.764			
SS2	.744			
SE2	.714			
SS3	.709			
II2	.689			
SE1	.680			
SR3	.644			
II1	.636			
SR2	.618			
SR1	.617	.502		
SS4				
M3		.770		
M2		.735		
S3		.719		
M4		.676		
M5		.672		
S4		.643		
S1		.625		
M1		.607		
S2		.598		
A2			.856	
A1			.847	
A3			.743	
PR1			.593	
PR2			.592	
PS2			.539	
PS1			.505	
SF2				.779
SF1				.672

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.013	51.554	51.554	9.217	27.931	27.931
2	2.454	7.437	58.991	6.333	19.191	47.122
3	1.446	4.382	63.372	4.774	14.467	61.589
4	1.11	3.363	66.735	1.698	5.147	66.735
5	0.993	3.011	69.746			
6	0.937	2.839	72.585			
7	0.799	2.42	75.006			
8	0.693	2.099	77.104			
9	0.61	1.849	78.953			
10	0.592	1.795	80.748			
11	0.543	1.645	82.392			
12	0.479	1.452	83.844			
13	0.445	1.348	85.192			
14	0.419	1.271	86.463			
15	0.406	1.231	87.694			
16	0.382	1.157	88.851			
17	0.364	1.104	89.956			
18	0.341	1.034	90.99			
19	0.327	0.991	91.981			
20	0.3	0.908	92.889			
21	0.275	0.832	93.722			
22	0.255	0.773	94.495			
23	0.234	0.709	95.204			
24	0.214	0.65	95.854			
25	0.211	0.638	96.492			
26	0.181	0.548	97.04			
27	0.177	0.538	97.578			
28	0.156	0.473	98.05			
29	0.15	0.453	98.503			
30	0.143	0.433	98.936			
31	0.135	0.41	99.346			
32	0.111	0.337	99.683			
33	0.104	0.317	100			

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. *a.* Rotation converged in 6 iterations. *Note: Factor loadings below 0.50 are not shown.*

Table 17: Model Suitability Analysis

		Reproduced Correlations																																	
		M1	M2	M3	M4	M5	S1	S2	S3	S4	PS1	PS2	PR1	PR2	A1	A2	A3	SF1	SF2	SR1	SR2	SR3	II1	II2	SE1	SE2	EU1	EU2	EU3	EU4	SS1	SS2	SS3	SS4
Reproduced Correlation	M1	.604[a]	.609	.620	.635	.666	.528	.545	.568	.538	.472	.458	.316	.411	.315	.273	.346	.276	.281	.558	.496	.500	.570	.533	.556	.540	.572	.577	.548	.530	.552	.549	.555	.456
	M2	.609	.729[a]	.702	.595	.641	.580	.530	.606	.578	.354	.334	.100	.241	.169	.143	.237	.249	.285	.514	.382	.386	.520	.433	.511	.503	.546	.541	.514	.506	.503	.460	.364
	M3	.620	.702	.732[a]	.660	.674	.540	.514	.602	.569	.330	.304	.160	.295	.131	.092	.187	.239	.376	.510	.422	.425	.522	.450	.450	.432	.520	.524	.501	.480	.457	.462	.449	.346
	M4	.635	.595	.660	.809[a]	.784	.485	.505	.523	.475	.470	.472	.347	.368	.318	.257	.278	.214	.295	.564	.575	.581	.606	.586	.510	.479	.485	.525	.479	.440	.486	.506	.569	.543
	M5	.666	.641	.674	.784	.793[a]	.534	.555	.577	.525	.518	.516	.367	.420	.356	.298	.340	.211	.240	.594	.571	.579	.637	.602	.583	.560	.577	.608	.564	.534	.573	.581	.624	.562
	S1	.528	.580	.540	.485	.534	.693[a]	.676	.684	.665	.485	.475	.212	.330	.244	.205	.341	.258	.176	.667	.566	.558	.568	.604	.593	.576	.553	.522	.505	.475	.540	.546	.513	.408
	S2	.545	.530	.514	.505	.555	.676	.725[a]	.706	.676	.562	.551	.386	.510	.390	.349	.467	.275	.181	.676	.596	.587	.571	.627	.608	.579	.569	.532	.511	.481	.557	.556	.553	.440
	S3	.568	.606	.602	.523	.577	.684	.706	.754[a]	.705	.441	.421	.283	.468	.255	.210	.361	.173	.174	.642	.540	.537	.548	.572	.536	.508	.581	.547	.534	.504	.524	.522	.507	.364
	S4	.538	.578	.569	.475	.525	.665	.676	.705	.686[a]	.462	.436	.272	.427	.222	.182	.336	.271	.262	.638	.537	.528	.542	.568	.549	.529	.574	.534	.526	.499	.526	.522	.493	.342
	PS1	.472	.354	.330	.470	.518	.485	.562	.441	.462	.851[a]	.843	.657	.500	.451	.388	.405	.361	.212	.540	.526	.492	.554	.568	.696	.702	.541	.522	.464	.466	.616	.592	.617	.520
	PS2	.458	.334	.304	.472	.516	.475	.551	.421	.436	.843	.843[a]	.645	.482	.480	.420	.423	.340	.164	.535	.529	.498	.549	.571	.691	.695	.515	.501	.441	.440	.603	.583	.615	.543
	PR1	.316	.100	.160	.347	.367	.212	.386	.283	.272	.657	.645	.775[a]	.659	.456	.394	.379	.184	.157	.304	.366	.339	.338	.371	.412	.399	.370	.358	.316	.317	.399	.365	.452	.346
	PR2	.411	.241	.295	.368	.420	.330	.510	.468	.427	.500	.482	.659	.790[a]	.530	.489	.558	.203	.145	.434	.438	.441	.406	.455	.441	.409	.523	.498	.490	.478	.486	.451	.510	.346
	A1	.315	.169	.131	.318	.356	.244	.390	.255	.222	.451	.480	.456	.530	.794[a]	.806	.737	.315	-.011	.354	.343	.358	.324	.374	.445	.408	.296	.294	.260	.252	.383	.374	.429	.474
	A2	.273	.143	.092	.257	.298	.205	.349	.210	.182	.388	.420	.394	.489	.806	.834[a]	.753	.334	-.017	.303	.279	.296	.266	.311	.400	.362	.242	.236	.206	.202	.333	.324	.369	.434
	A3	.346	.237	.187	.278	.340	.341	.467	.361	.336	.405	.423	.379	.558	.737	.753	.762[a]	.364	.026	.458	.411	.433	.382	.450	.496	.461	.415	.395	.386	.373	.463	.451	.469	.447
	SF1	.276	.249	.239	.214	.211	.258	.275	.173	.271	.361	.340	.184	.203	.315	.334	.364	.709[a]	.568	.377	.335	.322	.329	.347	.412	.409	.298	.270	.271	.268	.340	.335	.293	.252
	SF2	.281	.285	.376	.295	.240	.176	.181	.174	.262	.212	.164	.157	.145	-.011	-.017	.026	.568	.759[a]	.233	.223	.194	.227	.195	.179	.173	.182	.163	.163	.157	.148	.146	.127	.053
	SR1	.558	.514	.510	.564	.594	.667	.676	.642	.638	.540	.535	.304	.434	.354	.303	.458	.377	.233	.812[a]	.784	.793	.713	.814	.699	.676	.669	.661	.660	.609	.669	.683	.680	.557
	SR2	.496	.382	.422	.575	.571	.566	.596	.540	.537	.526	.529	.366	.438	.343	.279	.411	.335	.223	.784	.829[a]	.840	.698	.837	.638	.610	.600	.611	.611	.547	.612	.635	.673	.573
	SR3	.500	.386	.425	.581	.579	.558	.587	.537	.528	.492	.498	.339	.441	.358	.296	.433	.322	.194	.793	.840	.858[a]	.709	.850	.639	.610	.618	.634	.640	.573	.627	.651	.689	.588
	II1	.570	.520	.522	.606	.637	.568	.571	.548	.542	.554	.549	.338	.406	.324	.266	.382	.329	.227	.713	.698	.709	.694[a]	.737	.682	.673	.671	.683	.670	.633	.676	.682	.689	.567
	II2	.533	.433	.450	.586	.602	.604	.627	.572	.568	.568	.571	.371	.455	.374	.311	.450	.347	.195	.814	.837	.850	.737	.860[a]	.704	.682	.669	.678	.677	.619	.684	.702	.726	.610
	SE1	.556	.511	.450	.510	.583	.593	.608	.536	.549	.696	.691	.412	.441	.445	.400	.496	.412	.179	.699	.638	.639	.682	.704	.788[a]	.792	.712	.702	.678	.665	.754	.741	.721	.592
	SE2	.540	.503	.432	.479	.560	.576	.579	.508	.529	.702	.695	.399	.409	.408	.362	.461	.409	.173	.676	.610	.610	.673	.682	.792	.805[a]	.720	.710	.685	.679	.763	.747	.716	.577
	EU1	.572	.546	.520	.485	.577	.553	.569	.581	.574	.541	.515	.370	.523	.296	.242	.415	.298	.182	.669	.600	.618	.671	.669	.712	.720	.822[a]	.814	.818	.806	.779	.752	.721	.486
	EU2	.577	.541	.524	.525	.608	.522	.532	.547	.534	.522	.501	.358	.498	.294	.236	.395	.270	.163	.661	.611	.634	.683	.678	.702	.710	.814	.820[a]	.822	.807	.776	.754	.735	.515
	EU3	.548	.514	.501	.479	.564	.505	.511	.534	.526	.464	.441	.316	.490	.260	.206	.386	.271	.163	.660	.611	.640	.670	.677	.678	.685	.818	.822	.836[a]	.818	.766	.745	.718	.483
	EU4	.530	.506	.480	.440	.534	.475	.481	.504	.499	.466	.440	.317	.478	.252	.202	.373	.268	.157	.609	.547	.573	.633	.619	.665	.679	.806	.807	.818	.811[a]	.756	.728	.693	.453
	SS1	.552	.503	.457	.486	.573	.540	.557	.524	.526	.616	.603	.399	.486	.383	.333	.463	.340	.148	.669	.612	.627	.676	.684	.754	.763	.779	.776	.766	.756	.782[a]	.760	.737	.552
	SS2	.549	.503	.462	.506	.581	.546	.556	.522	.522	.592	.583	.365	.451	.374	.324	.451	.335	.146	.683	.635	.651	.682	.702	.741	.747	.752	.754	.745	.728	.760	.746[a]	.727	.563
	SS3	.555	.460	.449	.569	.624	.513	.553	.507	.493	.617	.615	.452	.510	.429	.369	.469	.293	.127	.680	.673	.689	.689	.726	.721	.716	.721	.735	.718	.693	.737	.727	.745[a]	.603
	SS4	.456	.364	.346	.543	.562	.408	.440	.364	.342	.520	.543	.346	.346	.474	.434	.447	.252	.053	.557	.573	.588	.567	.610	.592	.577	.486	.515	.483	.453	.552	.563	.603	.591[a]
Residual[b]	M1		-.075	-.081	-.052	-.033	-.016	.023	-.012	-.023	-.006	-.033	.014	-.024	-.028	-.017	.001	.021	-.035	-.003	.023	.013	-.054	.005	.022	.025	.011	.008	-.003	-.026	-.027	-.017	-.029	-.004
	M2	-.075		.011	-.077	-.064	-.032	-.045	-.053	-.040	.001	.020	.063	.039	.004	.000	-.002	-.015	-.023	.024	.042	.036	.045	.043	-.019	-.027	-.019	-.011	-.031	-.006	-.009	-.004	-.008	-.011
	M3	-.081	.011		-.061	-.084	-.035	-.040	-.048	-.014	.034	.010	.025	.015	.013	-.016	.027	.008	-.067	.009	.029	.032	.022	.011	.013	.010	-.019	-.028	-.014	-.006	-.015	-.001	.011	-.019
	M4	-.052	-.077	-.061		-.011	.021	.028	.007	.031	.004	.001	-.032	-.006	-.016	-.014	.026	.048	-.028	-.002	-.032	-.010	-.060	-.021	.015	.004	.010	.011	.019	.022	.015	.014	-.010	-.059
	M5	-.033	-.064	-.084	-.011		.023	.014	.015	.003	-.016	-.001	-.021	.001	-.015	.004	-.005	.051	-.018	.001	.000	-.013	-.012	-.010	.002	.019	.015	-.010	.002	.018	.019	-.020	-.024	-.071
	S1	-.016	-.032	-.035	.021	.023		-.036	-.095	-.078	-.045	-.024	.040	.028	.015	-.012	-.004	-.010	.039	-.042	-.003	-.014	-.018	-.026	-.008	-.030	.011	-.001	.008	.024	.003	.019	.008	.027
	S2	.023	-.045	-.040	.028	.014	-.036		-.036	-.102	-.022	-.013	-.028	-.002	-.030	-.015	-.020	.021	.020	-.025	-.045	-.001	-.033	-.012	-.017	.006	-.014	.020	.030	.019	.016	-.001	-.013	.063
	S3	-.012	-.053	-.048	.007	.015	-.095	-.036		-.049	.003	.005	-.012	-.048	.008	.014	-.029	.029	.022	.006	-.014	-.018	-.003	-.017	-.002	-.002	-.009	.018	.012	-.008	.006	.011	.021	.037
	S4	-.023	-.040	-.014	.031	.003	-.078	-.102	-.049		.009	-.006	.004	-.053	.010	.027	-.005	.003	-.017	-.039	.010	-.009	-.017	-.005	-.026	-.015	.008	-.009	.001	.003	.015	-.003	.048	.037
	PS1	-.006	.001	.034	.004	-.016	-.045	-.022	.003	.009		-.012	-.083	.002	.012	.000	.037	-.022	-.001	.001	.017	.020	.007	.003	-.049	-.038	-.004	.006	.019	.014	-.005	-.002	-.006	-.041
	PS2	-.033	.020	.010	.001	-.001	-.024	-.013	.005	-.006	-.012		-.079	.010	-.004	.006	.032	-.019	.016	.013	.000	.012	-.005	.009	-.052	-.054	.010	.002	.038	.036	-.019	-.027	-.009	-.019
	PR1	.014	.063	.025	-.032	-.021	.040	-.028	-.012	.004	-.083	-.079		-.112	-.014	.005	.005	.055	-.064	.021	.000	-.002	.012	.018	.014	.008	.003	-.004	-.012	-.008	.000	.010	-.020	.007
	PR2	-.024	.039	.015	-.006	.001	.028	-.002	-.048	-.053	.002	.010	-.112		-.028	-.039	-.047	.043	-.037	.006	-.005	-.005	.018	-.009	.046	.029	-.033	-.025	-.042	-.022	-.007	.011	-.001	.053
	A1	-.028	.004	.013	-.016	-.015	.015	-.030	.008	.010	.012	-.004	-.014	-.028		-.049	-.092	-.040	.031	.008	.022	-.002	.035	-.003	.000	-.002	.006	.013	.019	.004	-.003	-.006	-.002	-.069
	A2	-.017	.000	-.016	-.014	.004	-.012	-.015	.014	.027	.000	.006	.005	-.039	-.049		-.076	-.073	.056	.005	.010	.007	.014	.014	.003	.006	.019	-.014	.018	.014	.010	.003	-.021	-.035
	A3	.001	-.002	.027	.026	-.005	-.004	-.020	-.029	-.005	.037	.032	.005	-.047	-.092	-.076		-.045	.021	-.018	-.007	.007	-.009	.016	-.021	-.007	.002	.018	-.014	-.006	-.013	-.008	.007	-.020
	SF1	.021	-.015	.008	.048	.051	-.010	.021	.029	.003	-.022	-.019	.055	.043	-.040	-.073	-.045		-.240	.003	-.008	-.010	-.032	-.021	-.034	-.045	-.009	.001	.000	.011	-.011	-.021	.017	.020
	SF2	-.035	-.023	-.067	-.028	-.018	.039	.020	.022	-.017	-.001	.016	-.064	-.037	.031	.056	.021	-.240		-.020	-.019	-.011	.006	.000	.008	.020	.005	.012	.010	-.006	.024	.032	.012	.054
	SR1	-.003	.024	.009	-.002	.001	-.042	-.025	.006	-.039	.001	.013	.021	.006	.008	.005	-.018	.003	-.020		-.041	-.046	.023	-.002	-.017	-.008	-.014	-.008	.003	-.001	.002	.006	-.015	-.036
	SR2	.023	.042	.029	-.032	.000	-.003	-.045	-.014	.010	.017	.000	.000	-.005	.022	.010	-.007	-.008	-.019	-.041		-.011	-.047	-.053	.016	.017	-.007	-.004	-.010	.019	.009	-.017	-.010	-.049
	SR3	.013	.036	.032	-.010	-.013	-.014	-.001	-.018	-.009	.020	.012	-.002	-.005	-.002	.007	.007	-.010	-.011	-.046	-.011		-.065	-.027	.018	.027	.016	-.011	-.002	.007	-.007	-.011	-.024	-.039
	II1	-.054	.045	.022	-.060	-.012	-.018	-.033	-.003	-.017	.007	-.005	.012	.018	.035	.014	-.009	-.032	.006	.023	-.047	-.065		.053	-.006	-.020	.015	-.005	-.019	-.039	-.027	-.019	-.018	-.056
	II2	.005	.043	.011	-.021	-.010	-.026	-.012	-.017	-.005	.003	.009	.018	-.009	-.003	.014	.016	-.021	.000	-.002	-.053	-.027	.053		.000	-.008	.005	.004	-.013	-.002	-.014	-.008	-.035	-.041
	SE1	.022	-.019	.013	.015	.002	-.008	-.017	-.002	-.026	-.049	-.052	.014	.046	.000	.003	-.021	-.034	.008	-.017	.016	.018	-.006	.000		.082	.001	-.003	-.019	-.027	-.050	-.040	-.042	-.051
	SE2	.025	-.027	.010	.004	.019	-.030	.006	-.002	-.015	-.038	-.054	.008	.029	-.002	.006	-.007	-.045	.020	-.008	.017	.027	-.020	-.008	.082		.011	-.004	-.013	-.025	-.056	-.064	-.026	-.041
	EU1	.011	-.019	-.019	.010	.015	.011	-.014	-.009	.008	-.004	.010	.003	-.033	.006	.019	.002	-.009	.005	-.014	-.007	.016	.015	.005	.001	.011		-.012	-.012	-.044	-.054	-.050	-.018	-.013
	EU2	.008	-.011	-.028	.011	-.010	-.001	.020	.018	-.009	.006	.002	-.004	-.025	.013	-.014	.018	.001	.012	-.008	-.004	-.011	-.005	.004	-.003	-.004	-.012		-.015	-.067	-.031	-.026	-.008	-.003
	EU3	-.003	-.031	-.014	.019	.002	.008	.030	.012	.001	.019	.038	-.012	-.042	.019	.018	-.014	.000	.010	.003	-.010	-.002	-.019	-.013	-.019	-.013	-.012	-.015		.008	-.050	-.055	-.030	.019
	EU4	-.026	-.006	-.006	.022	.018	.024	.019	-.008	.003	.014	.036	-.008	-.022	.004	.014	-.006	.011	-.006	-.001	.019	.007	-.039	-.002	-.027	-.025	-.044	-.067	.008		-.009	-.035	-.039	.013
	SS1	-.027	-.009	-.015	.015	.019	.003	.016	.006	.015	-.005	-.019	.000	-.007	-.003	.010	-.013	-.011	.024	.002	.009	-.007	-.027	-.014	-.050	-.056	-.054	-.031	-.050	-.009		.072	.003	-.007
	SS2	-.017	-.004	-.001	.014	-.020	.019	-.001	.011	-.003	-.002	-.027	.010	.011	-.006	.003	-.008	-.021	.032	.006	-.017	-.011	-.019	-.008	-.040	-.064	-.050	-.026	-.055	-.035	.072		.004	.006
	SS3	-.029	-.008	.011	-.010	-.024	.008	-.013	.021	.048	-.006	-.009	-.020	-.001	-.002	-.021	.007	.017	.012	-.015	-.010	-.024	-.018	-.035	-.042	-.026	-.018	-.008	-.030	-.039	.003	.004		.021
	SS4	-.004	-.011	-.019	-.059	-.071	.027	.063	.037	.037	-.041	-.019	.007	.053	-.069	-.035	-.020	.020	.054	-.036	-.049	-.039	-.056	-.041	-.051	-.041	-.013	-.003	.019	.013	-.007	.006	.021	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 47 (8.0%) nonredundant residuals with absolute values greater than 0.05.

Table 18: Correlations between the Variables and the Principal Components

Component Matrix[a]								
	Component Matrix							
	1	2	3	4	5	6	7	8
II2	.846	-.032	-.121	.032	.263	-.220	.009	.100
SE1	.845	.074	-.108	.104	-.002	.011	.014	-.213
SR1	.840	-.102	-.019	-.004	.261	-.120	.116	.019
SS1	.833	.003	-.243	.063	-.070	.120	-.005	-.071
SS3	.832	.058	-.188	.008	-.024	-.026	-.113	.027
SE2	.829	.055	-.160	.147	-.040	.026	.011	-.255
EU1	.829	-.128	-.249	.018	-.113	.193	.063	.052
SS2	.826	-.019	-.222	.047	-.005	.076	-.032	-.074
EU2	.824	-.138	-.275	.005	-.100	.169	-.048	.073
II1	.809	-.111	-.066	.042	.087	-.079	-.090	.008
EU3	.802	-.166	-.324	.011	-.048	.208	-.007	.123
SR3	.798	-.037	-.109	.009	.334	-.241	-.023	.194
SR2	.791	-.034	-.069	.050	.296	-.280	.010	.171
EU4	.770	-.148	-.330	.032	-.113	.257	-.001	.081
M5	.763	-.154	.219	-.145	-.111	-.057	-.320	.029
S2	.751	-.019	.202	-.164	.012	-.091	.285	-.049
PS1	.731	.273	.056	.231	-.292	-.244	.055	-.193
PS2	.720	.311	.047	.192	-.255	-.274	.018	-.219
S3	.711	-.225	.206	-.268	-.043	-.023	.284	.007
M1	.708	-.156	.206	-.072	-.096	.078	-.124	.001
S1	.706	-.208	.149	-.135	.076	-.087	.249	-.187
M4	.702	-.174	.301	-.099	-.049	-.149	-.389	.097
S4	.697	-.225	.197	-.105	-.011	-.005	.315	-.023
SS4	.670	.166	-.044	-.053	.112	-.123	-.271	-.092
M2	.640	-.385	.262	-.130	-.084	.200	-.077	-.181
M3	.629	-.421	.331	-.091	-.099	.126	-.122	.024
PR2	.614	.351	.070	-.119	-.241	.092	.188	.411
A3	.573	.528	.088	-.177	.205	.261	.075	.011
PR1	.509	.451	.080	.125	-.424	-.211	.053	.255
A2	.444	.691	.200	-.176	.163	.224	-.090	-.062
A1	.505	.660	.171	-.170	.113	.147	-.100	-.028
SF2	.268	-.215	.462	.598	.040	.153	.016	.213
SF1	.421	.135	.255	.551	.268	.257	.060	-.064

Extraction Method: Principal Component Analysis. *a.* 8 components extracted.

Table 19: Correlations Between Variables and Factors Following the Rotation of the Axis

Rotated Component Matrix[a]								
	Component Matrix							
	1	2	3	4	5	6	7	8
EU4	.823	.195	.157	.086	.191	.079	.068	.130
EU3	.808	.212	.250	.085	.208	.051	.063	.137
EU2	.777	.212	.229	.106	.267	.132	.048	.130
EU1	.771	.297	.189	.113	.202	.146	.082	.146
SS1	.717	.227	.229	.207	.183	.282	.075	.051
SS2	.674	.227	.290	.201	.206	.261	.070	.012
SE2	.616	.261	.235	.228	.159	.449	.129	-.080
SS3	.600	.156	.368	.237	.268	.288	.019	.119
SE1	.574	.288	.274	.271	.185	.417	.127	-.051
II1	.502	.251	.437	.127	.327	.224	.115	.025
S3	.293	.701	.199	.102	.310	.081	.006	.155
S4	.308	.666	.199	.067	.234	.125	.140	.113
S1	.293	.649	.270	.095	.236	.200	.062	-.063
S2	.258	.635	.272	.239	.213	.234	.061	.142
SR3	.401	.243	.734	.171	.197	.115	.094	.099
SR2	.362	.266	.716	.143	.187	.177	.123	.112
II2	.456	.286	.669	.174	.191	.205	.096	.069
SR1	.436	.441	.558	.180	.196	.157	.145	.010
SS4	.332	.049	.398	.346	.327	.300	-.028	-.047
A2	.078	.044	.077	.884	.083	.156	.045	.078
A1	.113	.052	.130	.828	.119	.211	.018	.133
A3	.259	.207	.159	.778	.017	.066	.070	.116
M4	.201	.172	.342	.119	.745	.183	.088	.112
M5	.328	.235	.257	.162	.697	.204	.036	.101
M3	.299	.418	.078	-.025	.647	.000	.204	.041
M2	.368	.472	-.007	.046	.575	.053	.146	-.121
M1	.362	.325	.147	.157	.521	.151	.139	.089
PS2	.283	.196	.207	.258	.160	.749	.090	.146
PS1	.311	.221	.177	.217	.156	.742	.137	.181
SF2	.022	.094	.057	-.113	.235	.034	.811	.139
SF1	.191	.085	.136	.290	-.002	.155	.727	-.103
PR2	.318	.240	.111	.411	.101	.135	.045	.648
PR1	.156	.029	.107	.262	.097	.528	.058	.615

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. *a* Rotation converged in 8 iterations.

B ONLINE SURVEY: PILOT STUDY ONLINE STORE IMAGE

Survey Online Store Image Attributes

Dear Participant,

Within the context of our master's thesis at Lund University, we want to find out what aspects of an online store impact the image perception of customers.

The purpose of this questionnaire is to evaluate the most important online store image aspects. In other words, the question is: "how important is the particular aspect presented below to the image of an online store" in general?

Filling in the survey would help us a lot. It consists of 3 pages and 45 items. It should not take more than 5 minutes to answer.

Thank you very much,

Patrick Breuling (Lund University), Arne Wesche (Lund University)

Instructions:

The term "the online store" refers to online stores in general. Examples could include shops like: amazon.com, asos.com, zalando.com and others.

How to understand the items below

Example:

Item: "Prices of the online store are fair"

What you should read:

I think that the item *"Prices of the online store are fair"* is important (unimportant) as an indicator for online store image in general.

* **What is your Occupation?**

Choose one of the following answers

Please choose...

* **Please evaluate the following items according to their importance for online store image (1 = Very Unimportant, 7 = Very Important).**

	1 Very Unimportant	2	3	4 Neutral	5	6	7 Very Important
Prices of the online store are fair	○	○	○	○	○	○	○
Prices of the online store are low when compared to similar online stores	○	○	○	○	○	○	○
When shopping at the online store I receive value for my money	○	○	○	○	○	○	○
The online store offers a good relationship between price and quality	○	○	○	○	○	○	○
The online store has a lot of different products	○	○	○	○	○	○	○
The online store has a lot of different sizes and colors in stock	○	○	○	○	○	○	○
The online store carries products I like	○	○	○	○	○	○	○
The online store offers a lot of different brands	○	○	○	○	○	○	○
The merchandise of the online store is fashionable	○	○	○	○	○	○	○
The merchandise of the online store consists of quality products	○	○	○	○	○	○	○
The products of the private label (own brand) of the online store are well designed.	○	○	○	○	○	○	○
The branded products sold by the online store are well designed.	○	○	○	○	○	○	○

* Please evaluate the following items according to their importance for online store image (1 = Very Unimportant, 7 = Very Important).

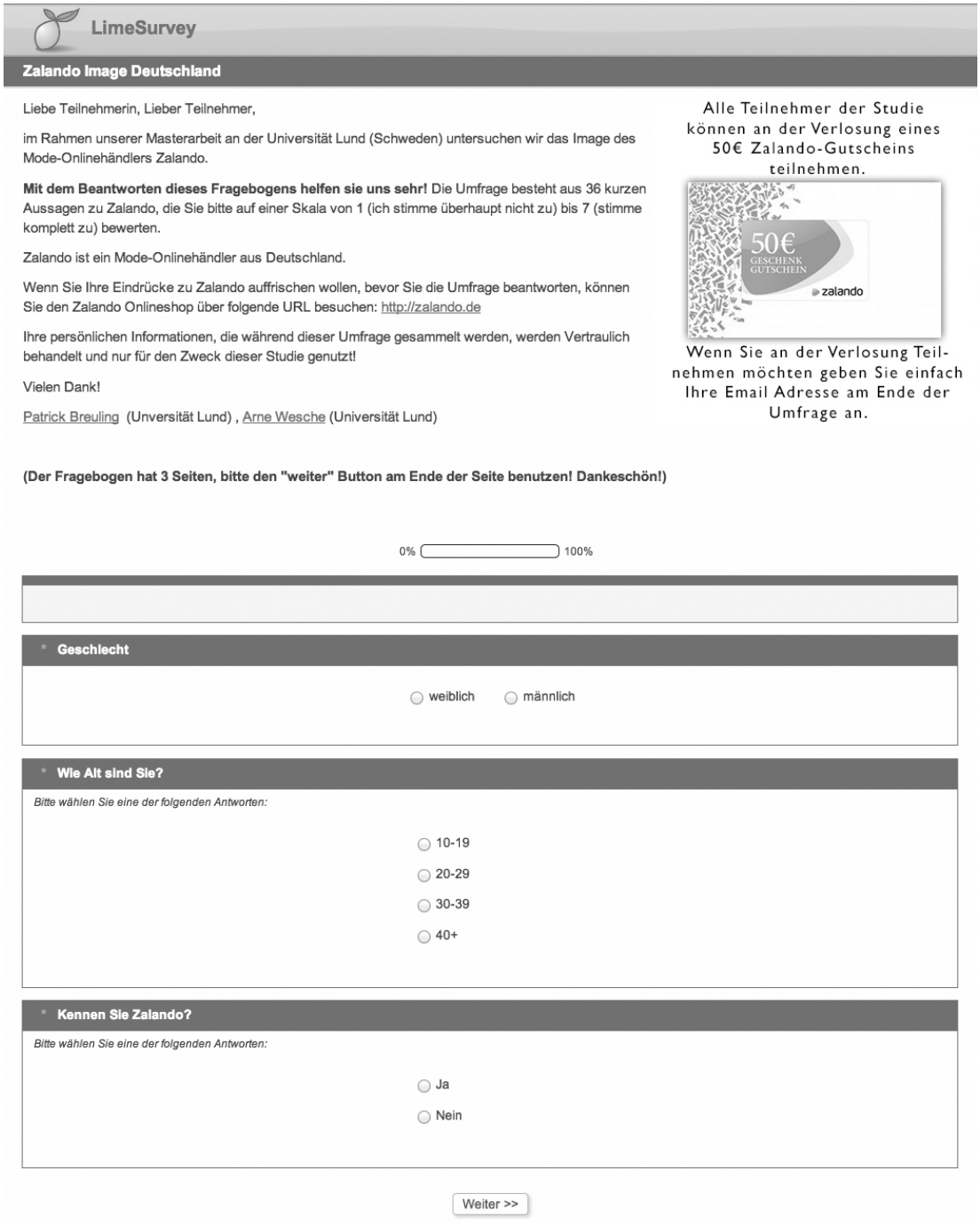
	1 Very Unimportant	2	3	4 Neutral	5	6	7 Very Important
The return policy of the online store is convenient	○	○	○	○	○	○	○
The level of customer service at the online store is high	○	○	○	○	○	○	○
The delivery of the online store is fast	○	○	○	○	○	○	○
The online store offers payment methods that I prefer	○	○	○	○	○	○	○
The online store has a sincere personality	○	○	○	○	○	○	○
The online store has an exciting personality	○	○	○	○	○	○	○
The online store has a competent personality	○	○	○	○	○	○	○
The online store has a sophisticated personality	○	○	○	○	○	○	○
The online store offers attractive seasonal sales	○	○	○	○	○	○	○
The online store offers attractive competitions	○	○	○	○	○	○	○
The online store offers attractive loyalty programs	○	○	○	○	○	○	○
The online store's advertisement increases my affection for the store	○	○	○	○	○	○	○
The online store's advertisement is appealing	○	○	○	○	○	○	○
I can relate to the personalities presented in the online store's advertisements	○	○	○	○	○	○	○
The online store's advertisements are telling the truth	○	○	○	○	○	○	○
The online store's advertisement is frequently seen online	○	○	○	○	○	○	○
The online store's advertisement is frequently seen offline	○	○	○	○	○	○	○

* Please evaluate the following items according to their importance for online store image (1 = Very Unimportant, 7 = Very Important).

	1 Very Unimportant	2	3	4 Neutral	5	6	7 Very Important
The online store is reliable	○	○	○	○	○	○	○
The online store treats your data appropriately	○	○	○	○	○	○	○
The online store is totally trustworthy.	○	○	○	○	○	○	○
The company is a modern company	○	○	○	○	○	○	○
The company is a reliable company	○	○	○	○	○	○	○
The company is a ethical responsible company	○	○	○	○	○	○	○
It is an enjoyment to use the site of the online store	○	○	○	○	○	○	○
It is a pleasure to use the site of the online store	○	○	○	○	○	○	○
The online store is easy to use	○	○	○	○	○	○	○
The online store displays the product in a good way	○	○	○	○	○	○	○
The online store is easy to navigate	○	○	○	○	○	○	○
It is easy to find the products I want in the online store	○	○	○	○	○	○	○
The style of the online store is helpful	○	○	○	○	○	○	○
The style of the online store is friendly	○	○	○	○	○	○	○
The style of the online store is knowledgeable	○	○	○	○	○	○	○
The style of the online store is calm rather than pushy	○	○	○	○	○	○	○

C ONLINE SURVEY: ONLINE STORE IMAGE ZALANDO

C.1 Survey Germany



LimeSurvey

Zalando Image Deutschland

Liebe Teilnehmerin, Lieber Teilnehmer,

im Rahmen unserer Masterarbeit an der Universität Lund (Schweden) untersuchen wir das Image des Mode-Onlinehändlers Zalando.

Mit dem Beantworten dieses Fragebogens helfen sie uns sehr! Die Umfrage besteht aus 36 kurzen Aussagen zu Zalando, die Sie bitte auf einer Skala von 1 (ich stimme überhaupt nicht zu) bis 7 (stimme komplett zu) bewerten.

Zalando ist ein Mode-Onlinehändler aus Deutschland.

Wenn Sie Ihre Eindrücke zu Zalando auffrischen wollen, bevor Sie die Umfrage beantworten, können Sie den Zalando Onlineshop über folgende URL besuchen: http://zalando.de

Ihre persönlichen Informationen, die während dieser Umfrage gesammelt werden, werden Vertraulich behandelt und nur für den Zweck dieser Studie genutzt!

Vielen Dank!

Patrick Breuling (Unversität Lund) , Arne Wesche (Universität Lund)

Alle Teilnehmer der Studie können an der Verlosung eines 50€ Zalando-Gutscheins teilnehmen.

Wenn Sie an der Verlosung Teilnehmen möchten geben Sie einfach Ihre Email Adresse am Ende der Umfrage an.

(Der Fragebogen hat 3 Seiten, bitte den "weiter" Button am Ende der Seite benutzen! Dankeschön!)

0% 100%

* **Geschlecht**

weiblich männlich

* **Wie Alt sind Sie?**

Bitte wählen Sie eine der folgenden Antworten:

10-19
20-29
30-39
40+

* **Kennen Sie Zalando?**

Bitte wählen Sie eine der folgenden Antworten:

Ja
Nein

Weiter >>

0% 100%

* Inwieweit stimmen Sie mit den Folgenden Aussagen überein? (1 = stimme überhaupt nicht zu, 7 = ich stimme komplett zu)

	1 Ich stimme überhaupt nicht zu	2	3	4 Neutral	5	6	7 Ich stimme komplett zu
Zalando bietet ein gutes Verhältnis zwischen Preis und Qualität	○	○	○	○	○	○	○
Zalando hat eine Vielzahl von unterschiedlichen Produkten im Sortiment	○	○	○	○	○	○	○
Zalando bietet eine Vielzahl von unterschiedlichen Marken	○	○	○	○	○	○	○
Das Angebot von Zalando besteht aus Qualitätsprodukten	○	○	○	○	○	○	○
Die Markenprodukte, verkauft in Zalandos Onlineshop, sind gut designed.	○	○	○	○	○	○	○
Das Rückgaberecht bei Zalando ist komfortabel.	○	○	○	○	○	○	○

* Inwieweit stimmen Sie mit den Folgenden Aussagen überein? (1 = stimme überhaupt nicht zu, 7 = ich stimme komplett zu)

	1 Ich stimme überhaupt nicht zu	2	3	4 Neutral	5	6	7 Ich stimme komplett zu
Das Niveau des Kundenservice bei Zalando ist gut.	○	○	○	○	○	○	○
Zalando liefert schnell.	○	○	○	○	○	○	○
Zalando bietet die von mir bevorzugten Zahlungsmöglichkeiten.	○	○	○	○	○	○	○
Zalandos Onlineshop hat eine aufregende Persönlichkeit.	○	○	○	○	○	○	○
Zalandos Onlineshop hat eine anspruchsvolle Perönlichkeit.	○	○	○	○	○	○	○
Zalando bietet attraktive Gewinnspiele (z.B Verlosungen)	○	○	○	○	○	○	○

* Inwieweit stimmen Sie mit den Folgenden Aussagen überein? (1 = stimme überhaupt nicht zu, 7 = ich stimme komplett zu)

	1 Ich stimme überhaupt nicht zu	2	3	4 Neutral	5	6	7 Ich stimme komplett zu
Zalando bietet attraktive Programme für Stammkunden (z.B. Newsletter).	○	○	○	○	○	○	○
Zalandos Werbung erhöht meine Sympathie für den Onlineshop	○	○	○	○	○	○	○
Ich kann mich mit den Personen in der Zalando Werbung identifizieren.	○	○	○	○	○	○	○
Zalandos Werbeaussagen entsprechen der Wahrheit.	○	○	○	○	○	○	○
Ich sehe Zalandos Werbung regelmäßig online (z.B. Banner)	○	○	○	○	○	○	○
Ich sehe Zalandos Werbung regelmäßig offline (z.B. im TV)	○	○	○	○	○	○	○

Weiter >>

* Inwieweit stimmen Sie mit den Folgenden Aussagen überein? (1 = stimme überhaupt nicht zu, 7 = ich stimme komplett zu)

	1 Ich stimme überhaupt nicht zu	2	3	4 Neutral	5	6	7 Ich stimme komplett zu
Der Onlineshop von Zalando ist zuverlässig.	○	○	○	○	○	○	○
Der Onlineshop von Zalando behandlet meine persönlichen Daten angemessen.	○	○	○	○	○	○	○
Der Onlineshop von Zalando ist völlig vertrauenswürdig.	○	○	○	○	○	○	○
Die Firma Zalando ist ein modernes Unternehmen.	○	○	○	○	○	○	○
Die Firma Zalando ist ein verlässliches Unternehmen.	○	○	○	○	○	○	○
Es macht Spaß die Zalando Seite zu benutzen.	○	○	○	○	○	○	○

* Inwieweit stimmen Sie mit den Folgenden Aussagen überein? (1 = stimme überhaupt nicht zu, 7 = ich stimme komplett zu)

	1 Ich stimme überhaupt nicht zu	2	3	4 Neutral	5	6	7 Ich stimme komplett zu
Es ist ein Vergnügen die Seite von Zalando zu nutzen.	○	○	○	○	○	○	○
Zalando's Onlineshop ist benutzerfreundlich.	○	○	○	○	○	○	○
Zalando's Onlineshop hat eine gute Produktdarstellung.	○	○	○	○	○	○	○
Es ist leicht in Zalando's Onlineshop zu navigieren.	○	○	○	○	○	○	○
Es ist leicht die Produkte auf Zalando zu finden die mich interessieren.	○	○	○	○	○	○	○
Der Stil von Zalando's Onlineshop ist hilfsbereit.	○	○	○	○	○	○	○
Der Stil von Zalando's Onlineshop ist freundlich.	○	○	○	○	○	○	○

* Inwieweit stimmen Sie mit den Folgenden Aussagen überein? (1 = stimme überhaupt nicht zu, 7 = ich stimme komplett zu)

	1 Ich stimme überhaupt nicht zu	2	3	4 Neutral	5	6	7 Ich stimme komplett zu
Der Stil von Zalando's Onlineshop ist sachkundig.	○	○	○	○	○	○	○
Der Stil von Zalando's Onlineshop ist eher zurückhaltend als aufdringlich.	○	○	○	○	○	○	○
Ich bin geneigt dazu Kleidung bei Zalando zu kaufen.	○	○	○	○	○	○	○
Die Vorstellung Kleidung bei Zalando zu kaufen ist ansprechend für mich.	○	○	○	○	○	○	○
Ich denke es ist eine gute idee Kleidung bei Zalando zu kaufen.	○	○	○	○	○	○	○

C.2 Survey Netherlands

LimeSurvey

Zalando imago Nederland

Beste deelnemer,

vanuit onze Masterthesis voor onze studie aan de Universiteit van Lund (Zweden) onderzoeken wij het imago van de online modewinkel Zalando.

Wij zijn ten zeerste geholpen als u de vragenlijst voor ons in wil vullen. De enquete bestaat uit 33 korte stellingen die u beoordeelt op een schaal van 1 (volledig oneens) tot 7 (volledig eens)

Zalando is een Duitse online modewinkel.

Als u uw indruk van de winkel wilt opfrissen voordat u de vragenlijst beantwoordt, kunt u hun website bezoeken op het volgende adres: http://www.zalando.nl

Persoonlijke informatie die we verkrijgen in deze enquete wordt vertrouwelijk behandeld en enkel gebruikt voor dit onderzoek.

Hartelijk bedankt!

Patrick Breuling (Universiteit van Lund) , Arne Wesche (Universiteit van Lund)

Alle deelnemers aan dit onderzoek kunnen meedoen aan een loterij om een Zalando-kadobon ter waarde van €50 te winnen.

Mocht u daar aan mee willen doen, vermeld dan uw naam en e-mailadres aan het einde van de enquete.

0% 100%

* **Geslacht**

○ Vrouwelijk ○ Mannelijk

* **Uw leeftijd:**

Kies een van de volgende antwoorden

○ 10-19
○ 20-29
○ 30-39
○ 40+

* **Kent u Zalando?**

Kies een van de volgende antwoorden

○ ja
○ nee

* **In hoeverre bent u het eens met de volgende stellingen over Zalando? (1=sterk oneens en 7=sterk eens)**

	1 sterk oneens	2	3	4 neutraal	5	6	7 sterk eens
Zalando biedt een goede prijs/kwaliteitverhouding	○	○	○	○	○	○	○
Zalando biedt veel verschillende producten aan	○	○	○	○	○	○	○
Zalando biedt veel verschillende merken	○	○	○	○	○	○	○
De producten van Zalando hebben een hoge kwaliteit	○	○	○	○	○	○	○
De merkproducten die Zalando verkoopt zijn goed ontworpen	○	○	○	○	○	○	○
Het retoursysteem van Zalando is handig	○	○	○	○	○	○	○

* In hoeverre bent u het eens met de volgende stellingen over Zalando? (1=sterk oneens en 7=sterk eens)

	1 sterk oneens	2	3	4 neutraal	5	6	7 sterk eens
De klantenservice van Zalando is van hoog niveau	○	○	○	○	○	○	○
Zalando levert snel	○	○	○	○	○	○	○
Zalando biedt de betaalmogelijkheden van mijn voorkeur	○	○	○	○	○	○	○
De online winkel van Zalando heeft een enthousiaste uitstraling	○	○	○	○	○	○	○
De online winkel van Zalando heeft een verfijnde uitstraling	○	○	○	○	○	○	○
Zalando biedt aantrekkelijke klantenwedstrijden (bijv. kans maken op gratis producten)	○	○	○	○	○	○	○

* In hoeverre bent u het eens met de volgende stellingen over Zalando? (1=sterk oneens en 7=sterk eens)

	1 sterk oneens	2	3	4 neutraal	5	6	7 sterk eens
Zalando biedt aantrekkelijke loyaliteitsprogramma's (bijv. de nieuwsbrief)	○	○	○	○	○	○	○
De advertentie van Zalando verhoogt mijn aantrekking tot de winkel	○	○	○	○	○	○	○
De personen in de advertenties van Zalando hebben betrekking op mij	○	○	○	○	○	○	○
De advertenties van Zalando spreken de waarheid	○	○	○	○	○	○	○
Ik zie de advertenties van Zalando regelmatig online (bijv. banners op websites)	○	○	○	○	○	○	○
Ik zie de advertenties van Zalando regelmatig offline (bijv. op TV)	○	○	○	○	○	○	○

* In hoeverre bent u het eens met de volgende stellingen over Zalando? (1=sterk oneens en 7=sterk eens)

	1 sterk oneens	2	3	4 neutraal	5	6	7 sterk eens
De online winkel van Zalando is betrouwbaar	○	○	○	○	○	○	○
De online winkel van Zalando behandelt mijn gegevens op de juiste wijze	○	○	○	○	○	○	○
De online winkel van Zalando is volledig te vertrouwen	○	○	○	○	○	○	○
Zalando is een modern bedrijf	○	○	○	○	○	○	○
Zalando is een betrouwbaar bedrijf	○	○	○	○	○	○	○
Het is leuk om de site van Zalando te gebruiken	○	○	○	○	○	○	○

* **In hoeverre bent u het eens met de volgende stellingen over Zalando? (1=sterk oneens en 7=sterk eens)**

	1 sterk oneens	2	3	4 neutraal	5	6	7 sterk eens
Het is prettig om de site van Zalando te gebruiken	○	○	○	○	○	○	○
Zalando is gebruiksvriendelijk	○	○	○	○	○	○	○
Zalando laat de producten op een goede manier zien	○	○	○	○	○	○	○
Het is makkelijk om door de website van Zalando te navigeren	○	○	○	○	○	○	○
Het is bij Zalando makkelijk om de producten te vinden die ik wil	○	○	○	○	○	○	○
De stijl van Zalando is behulpzaam	○	○	○	○	○	○	○
De stijl van Zalando is vriendelijk	○	○	○	○	○	○	○

* **In hoeverre bent u het eens met de volgende stellingen over Zalando? (1=sterk oneens en 7=sterk eens)**

	1 sterk oneens	2	3	4 neutraal	5	6	7 sterk eens
De stijl van Zalando laat zien dat ze verstand van zaken hebben	○	○	○	○	○	○	○
De stijl van Zalando is eerder kalm dan dwingend	○	○	○	○	○	○	○
Ik sta positief tegenover kleding kopen bij Zalando	○	○	○	○	○	○	○
Het idee van kleding kopen bij Zalando spreekt mij aan	○	○	○	○	○	○	○
Ik denk dat het een goed idee is om kleding te kopen bij Zalando	○	○	○	○	○	○	○

C.3 Survey Sweden

LimeSurvey

Zalando Image Sweden

Kära deltagare,

vi håller på med vår masteruppsats på Lunds Universitet. Målet med vårt projekt är att undersöka allmänhetens bild av onlinebutiken Zalando.

Vi hade verkligen uppskattat om ni hade kunnat hjälpa oss med att göra denna enkäten. Enkäten består av 36 korta frågor där ni ska svara på en skala mellan håller inte alls med (1) håller fullständigt med (7).

Zalando är en onlinebutik från Tyskland som erbjuder modekläder.

Om ni inte har sett Zalandos reklam eller inte känner igen företaget, kan ni besöka deras hemsida på: http://zalando.se

Personlig information från den här enkäten kommer att bevaras konfidentiell och kommer endast att användas för syftet med den här studien.

Tack så mycket!

Patrick Breuling (Unversität Lund) , Arne Wesche (Universität Lund)

Alla deltagare kan delta i ett lotteri för att vinna ett presentkort på Zalando värt 500kr

Om du vill delta, var god ange e-postadress på slutet av enkäten.

0% 100%

* **Kön?**

Kvinna Man

* **hur gammal är du?**

Välj ett av följande svar

10-19
20-29
30-39
40+

* **Känner du till Zalando**

Välj ett av följande svar

Ja
Nej

Nästa >>

* **I vilken utsträckning håller du med följande påståenden om Zalando? (1=starkt emot och 7=starkt för)**

	1 starkt emot	2	3	4 neutral	5	6	7 starkt för
Pris och kvalitiets ration är bra på zalando.							
Zalando har ett brett utbud.							
Zalando har manga olika varumärken							
Zalandos produkter har bra kvalitiet							
Zalandos produkter har en snygg design.							
Återlämnings alternativen vid byte eller dylikt fungerar bra.							

* I vilken utsträckning håller du med följande påståenden om Zalando? (1=starkt emot och 7=starkt för)

	1 starkt emot	2	3	4 neutral	5	6	7 starkt för
Zalandos kundservice är bra	○	○	○	○	○	○	○
Leverans tiden från Zalando är snabb	○	○	○	○	○	○	○
Betalnings alternativen på Zalando stämmer överens med mina krav.	○	○	○	○	○	○	○
Zalando har en spännande personlighet	○	○	○	○	○	○	○
Zalando har en sofistikerad personlighet	○	○	○	○	○	○	○
Tävlingarna som Zalando erbjuder är attraktiva.	○	○	○	○	○	○	○

* I vilken utsträckning håller du med följande påståenden om Zalando? (1=starkt emot och 7=starkt för)

	1 starkt emot	2	3	4 neutral	5	6	7 starkt för
Zalando erbjuder ett bra lojalitets program (rabatter, newsletter, etc.)	○	○	○	○	○	○	○
Zaladons reklamer ökar min känsla för affären positivit.	○	○	○	○	○	○	○
Jag kan relatera till personligheterna i Zalandos reklamer.	○	○	○	○	○	○	○
Zalandos reklamer är ärliga och talar sanning.	○	○	○	○	○	○	○
Jag ser ofta reklam online från Zalando	○	○	○	○	○	○	○
ser ofta reklam offline från Zalando.	○	○	○	○	○	○	○

* I vilken utsträckning håller du med följande påståenden om Zalando? (1=starkt emot och 7=starkt för)

	1 starkt emot	2	3	4 neutral	5	6	7 starkt för
Zalando är en trovärdig affär	○	○	○	○	○	○	○
Zalando behandlar min personliga information på ett bra sätt	○	○	○	○	○	○	○
Zalando är en affär man kan lita på	○	○	○	○	○	○	○
Zalando är ett modernt företag	○	○	○	○	○	○	○
Zalando är ett trovärdigt företag	○	○	○	○	○	○	○
Det är kul att använda Zalando	○	○	○	○	○	○	○

* I vilken utsträckning håller du med följande påståenden om Zalando? (1=starkt emot och 7=starkt för)

	1 starkt emot	2	3	4 neutral	5	6	7 starkt för
Det är ett nöje att använda Zalando	○	○	○	○	○	○	○
Det är lätt att använda Zalandos hemsida.	○	○	○	○	○	○	○
Zalando visar produkterna på ett bra sätt.	○	○	○	○	○	○	○
Det är lätt att navigera sig genom Zalandos hemsida.	○	○	○	○	○	○	○
Det är lätta att hitta de produkter jag söker på hemsidan.	○	○	○	○	○	○	○
Zalandos stil är hjälpsam	○	○	○	○	○	○	○
Zalandos stil är vänlig	○	○	○	○	○	○	○

* I vilken utsträckning håller du med följande påståenden om Zalando? (1=starkt emot och 7=starkt för)

	1 starkt emot	2	3	4 neutral	5	6	7 starkt för
Zalandos stil är välinformerad	○	○	○	○	○	○	○
Zalandos stil är mer avslappnat än pådrivande.	○	○	○	○	○	○	○
Jag är positiv till at köpa produkter från Zalando	○	○	○	○	○	○	○
Tanken at köpa produkter från Zalando är lockande	○	○	○	○	○	○	○
Jag tycker att det är en bra idé att köpa produkter från Zalando	○	○	○	○	○	○	○