

東海大學國際經營與貿易學系碩士班

碩士論文

探討共享經濟在 O2O 架構下
對顧客忠誠之影響

**Understanding Customer Loyalty in O2O
Business Model of Shared Economy:
A Uber Case Study**

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周瑜 君所撰碩士論文：

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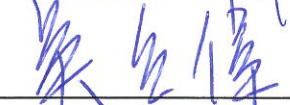
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摘要

近年來網路科技快速發展，智慧型手機及行動網路的普及促使共享經濟蓬勃發展。透過網路資訊快速流通，讓分享商品更簡易可行。「共享經濟」所開創的消費共享模式，不僅使資源更充分有效地利用，更能為社會大眾開發新收入。此趨勢加速了 Uber 在全球的發展，現在已是全球矚目的新創事業。

本研究主要目的為探討共享經濟在 Online to Offline (O2O) 下對顧客信任與忠誠之影響。研究架構如下：口碑 (WOM)、知覺易用性、知覺有用性、聲譽對線上信任之間的關係。聲譽、感知價值、服務質量對線下信任之間的關係。線上、現下信任對線上、線下忠誠之間的關係。線上信任對線下信任之間的關聯性。線下忠誠對線上忠誠間的影響之情形。

研究結果發現口碑 (WOM)、知覺易用性、知覺有用性、聲譽對線上信任有顯著且正向的影響；聲譽、知覺價值對線下信任有顯著且正向的影響；線下信任對線下忠誠、線上信任對線下信任、線上信任對線上忠誠、線下忠誠對線上忠誠有顯著且正向的影響。然而，服務品質對線下信任則並無顯著之正向影響。最後，本研究提出對 Uber 進軍台灣的一些意見供業者參考，及根據實證結果提出後續研究之建議。

關鍵字：線上信任、線下信任、使用者滿意度、口碑、科技接受模式、聲譽、知覺價值、服務品質

Abstract

In recent years, network and technology have rapidly developed. The popularity of smart phones and mobile networks had prompted Shared Economy. Shared Economy has pioneered a new consumption model for goods sharing which had become more easier through Internet. Shared economy is not only effective in the use of resources, but also bring revenue to the community. Uber, as an example, who's global market share has increased drastically due to this trend, has gained global attention as one of the most successful startups.

The goal of this thesis is to increase our understanding in the operation of online and offline business model in shared economy, as well as to investigate the connection of customer trust and loyalty. This includes the discussion of following topic as well as: The influence of WOM quality, perceived ease of use, perceived usefulness and reputation on online trust then the online loyalty. The influence of reputations, service quality and perceived value on offline trust thus offline loyalty. The relationship between online and offline trust, and offline trust and offline loyalty. The relationship between offline online trust and offline loyalty. The relationship between online loyalty and online trust.

The results of the analysis have shown that WOM quality, perceived ease of use, perceived usefulness and reputation have positive influences on the online trust. Both reputation and perceived value have positive influence on the offline trust and offline loyalty. Online trust have positive influence on online loyalty and offline trust have positive influence on offline loyalty. In addition, online trust have positive influence on online trust and offline loyalty have positive influence on online loyalty. However, service quality didn't have significant influences to offline trust. Most important of all, this study not only provided some comments for Uber to enter Taiwan market but also proposed some recommendations based on empirical research results.

Keywords: Online trust, Offline trust, Customer loyalty, WOM, TAM, Reputation, Perceived Value, Service quality

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I. Introduction

1.1 Background

In recent years, the use of the smart phone have increased in both electronic commerce and consumption. Online to Offline (O2O) commerce, also known as the O2O business model, which is defined as a process of improving the management and increasing sales of offline business through online marketing and purchasing. The studies have shown that regardless of online or offline shopping, customers would most likely use the Internet to search for products and services (Bei et al., 2004; Verhoef et al., 2007).

O2O business model utilizes web-based markets and tools to attract the digital shoppers to participate in in-person retail consumption, which in turn provides business opportunities. However, the actual purchasing experience will occur offline in a physical store (Du & Tang, 2014). For instance, physical store may deliver messages carrying promotions, discounts and booking information, etc. to the Internet users. This way, online customers will tempt to shop offline through the collaboration between online and offline purchase platform. Customers will buy directly online through the promotion of goods or services.

Based on the above discussion, O2O business model is a new type of business model with good prospective. Business competition will not only exist in products and channels, but also in the integration of resources in the future (Weng & Zhang, 2015). Therefore, who control both resources and consumers will most likely gain competitive advantage.

According to latest survey result published the Institute for Information Industry (FIND), for every three out of four people in Taiwan owns a smartphone above the age of 12, which is equivalent to 16.04 million smartphones in total. This is a joint investing conducted by FIND and Mobile First.

The research was conducted in 2015, from March to April using the technique of stratified random sampling through telephone interview. The entire population was divided into smaller groups according to gender, population, age and place of residence defined by the interior Ministry.

Compared to the survey results six months ago, mobile subscribers have increased 1.7 million, reaching a total of 16.04 million. From the recent statistic, the smartphone user penetration rate is 73.4%, which correlates to be roughly 15.25 million subscribers. In addition, the tablet PC user penetration rate is calculated to be 32%, around 6.65 million users. Finally, the penetration rate of owning both smartphone and tablet is about 28.2%

Owing a smartphone is now becoming more popular in population over 50 years old, it is no longer a trend in younger generations. According to the investing by FIND, the smart phone use penetration rate for users older than 50 years old has reached 26.6%, and it is still increasing.

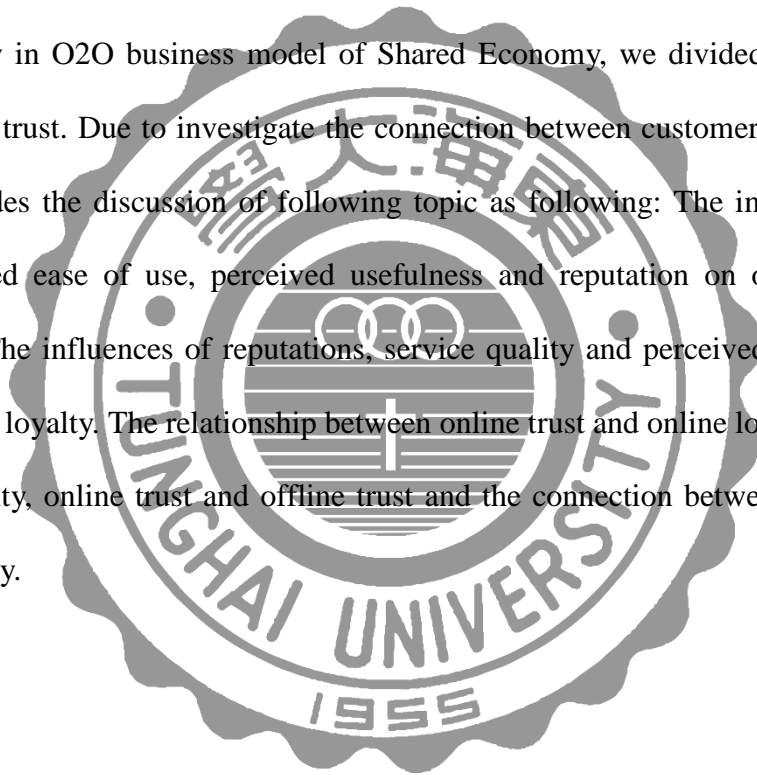
Shared Economy has increased rapidly due to the popularity of the smartphones and Internet developed. Shared Economy emphasized the variety of things that can be shared through the rapid flow of network information environment, which make goods sharing more simple and feasible. There are various forms of Shared Economy, it not only effective the use of resources but also develop new revenue for the community. Shared Economy have pioneered a new consumption model for sharing which traditional industries had a greater impact on it. According to the market research of PricewaterhouseCoopers, the market grows will increased to \$ 335 billion in 2050!

Uber's global market share have increased rapidly due to this trend. Uber is also regarded as an on-demand economy, which means user can met their need by simply pressing a few buttons on the smartphone. Examples including finding a taxi (Uber), renting house or

hotel (Airbnb), and hiring professionals for their services.

The market capitalization of Uber has increased from initial 2.4 billion to currently, 4 billion US dollars within 5 years. With the rise of Uber, it has attracted high attention from both the public, industry and the government. They have encountered endless troubles including industrial protests and government imposed restrictions. However, the Uber still remain strong and cannot be underestimated!

Trust is the main crucial in Shared Economy. Therefore, in order to understand the customer loyalty in O2O business model of Shared Economy, we divided trust into online trust and offline trust. Due to investigate the connection between customer trust and loyalty, this study includes the discussion of following topic as following: The influence of WOM quality, perceived ease of use, perceived usefulness and reputation on online trust, thus, online loyalty. The influences of reputations, service quality and perceived value on offline trust then offline loyalty. The relationship between online trust and online loyalty, offline trust and offline loyalty, online trust and offline trust and the connection between offline loyalty and online loyalty.



1.2 Motivation

O2O (Offline to Online) business model is a new type of e-commerce business model with good prospective. Unfortunately, due to the lack of research on this topic, the application of this model is still not very common in Taiwan. The main application would most likely be in western countries.

Recently, Shared Economy has become a trend. Due to the problem of excess resources, Shared Economy emerged. People are more likely to share their assets to others rather than just keeping our assets idle. Users can meet their needs by pressing a few buttons on their smartphone. This includes services such as laundry, food delivery, vehicle services, etc. But it would be difficult for anyone to share their assets to strangers. How can they share their things to strangers? The answer to this is trust. Without a doubt, Trust is the only reason which build bridges between them. This however, would not have worked if there is no trust. Therefore, trust become a new quasi-currency in the era of Shared Economy which make Shared Economy rapidly developed.

“Trust” is the most important key factor that support Shared Economy to be implemented. People don’t need to focus on the “trust issue” when using internet online because internet is both very convenient and transparent. However, when it comes to “Shared Economy”, trust becomes critical issue from online to offline.

According to the above and to combine the O2O business model which mention before, we decided to use both online trust and offline trust as the key factor of this study. Online trust represents the customer’s trust on Uber APP and offline trust represents the customer’s trust on Uber car.

Legal issues definitely influence the customer trust for using Uber as a taxi driving. But due to the good reputation and word of mouth, Uber revenue increase rapidly in the world. Both perceived ease of use and perceived usefulness are two main factor for investing Uber app's interface which influence people's online trust. For offline trust, service quality and perceived value must be the direct issues which influence the trust on taking Uber.

Loyalty is also a key factor in marketing, due to buy again. If customers trust increase, brand loyalty will also increase. Therefore, we suggest that online loyalty represents customer loyalty on Uber app, offline loyalty represents the customer loyalty on Uber car. Customer trust on Uber car will increase due to the increase of customer's trust on Uber APP. Customer loyalty for taking a ride on Uber would have effect on the loyalty of using Uber app. When customers have loyalty on taking Uber, they will also have more loyalty on the Uber app.

Due to investigate the relationship between trust and customer loyalty in O2O business model of Shared Economy, this study includes the discussion of following topic as well as (1) the influence of WOM quality, perceived ease of use, perceived usefulness and reputation on online trust then the online loyalty (2) the influence of reputations, service quality and perceived value on offline trust thus offline loyalty (3) the relationship between online and offline trust, offline trust and offline loyalty, offline online trust and offline loyalty, and online loyalty and online trust.

In 2013, Uber officially announced to expand their business into Taiwan. Although the demand was not as high as they expected, it is undeniable that Uber is leading a new purchasing trend. As a result, the author has decided to take Uber as an example to investing the consumption value of O2O business model, the relationship between

online/ offline trust and consumer loyalty. Most importantly, to investigate the degree of understanding of O2O model in this highly competitive application service providing industry.



1.3 Research Produce

To begin with, this study will discuss the background of the thesis then will introduce literature review and hypotheses development. After that, will discuss research methodology, data analysis and empirical results. Lastly, will concluded all the information and managerial implication. The research procedures are shown in Figure 1.

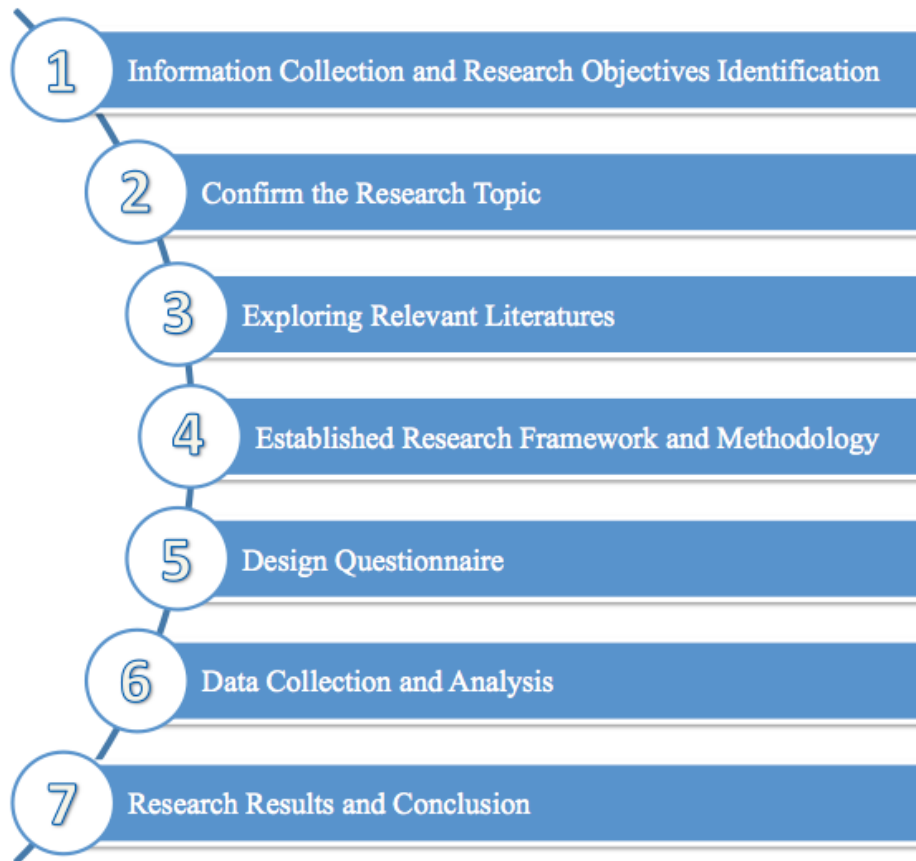


Figure 1 Research Procedures

II. Literature review and hypotheses development

2.1 Trust

Rousseau et al. (1998) considered trust as an extension from the psychological state of human behavior. There has been many studies focusing on Trust and there are variations in how the term Trust is defined across the literature. Many psychologists emphasize trust as a factor of personal feelings from the reaction of external environment in 1950. In addition, trust can also be developed by believing that the other party will respond positively, thus generating expecting. Certain aspects of trust is convinced that the other party's positive response which generate the users expectations.

Trust is the foundation of the cooperation between both parties. Thomas (1998) believed that when both partners have mutual benefit, neither one of them will consider their own interest exclusively, but will make decision based on interest of the party as a whole.

Regardless of whether the cooperation is between two or multiple partners, work will be assigned amongst them. Trust happens when the person who distributes work believes that all the partners involved are capable to completing the tasks assigned before the deadline (Sitkin & Roth, 1993).

Trust is defined as the situation when one party believes that the action taken by another party will be able to meet their needs in the future (Anderson & Weitz, 1992). In the case, trust has been viewed as a judgement of reliability and integrity between the two trading parties (Morgan & Hunt, 1994). In addition, Dwyer et al. (1987) viewed trust as a creation that comes from experience. These experience will affect the cooperation in terms of fairness, honestly and awareness within the partnership.

Shared Economy would not work if there were no trust. Therefore, this study have

divided trust into online trust and offline trust. Online trust represents the customer's trust on Uber APP and offline trust represents the customer's trust on Uber car.

2.2 Word-of-Mouth Quality

Arndt (1967) considered word of mouth as a speech communication between sender and receiver, in which the sender passes non-commercial, information of brand, product or service through oral communication. Word of mouth is constituted by an informal message. Customers deepening other consumer's impression by delivered the message of specific stores, products or services to others through whispering and personal individual approach. (Westbrok, 1987; Lau & Ng, 2001) There has been many studies focusing on word-of-mouth (WOM) and there are variations in how the term WOM is defined across the literature. Duhan et al. (1997) believed that WOM arises from personal connections and it is achieved via communication or recommendation of a product, brand or non-commercial service. More specifically, WOM refers to the communication or discussion of the market phenomena or purchase information between customers. The discussion is associated with non-commercial, mutual communication, experience-oriented and promptness. (Silverman, 1997)

There exists two types of WOM, namely positive WOM (PWOM) and negative WOM (NWOM). PWOM is when a customer shares positive comments or satisfaction about a product or service he/she received after the purchase. (Brown et al., 2005). On the contrary, NWOM occurs when a customer share comments or information about their dissatisfaction about purchasing or using a product or service with other people. (Anderson & Gerbing, 1988). A disappointed customer may persuade potential customers not to purchase that product/service.

PWOM may attract new customers and potentially reduce the cost of marketing for the enterprise, whereas NWOM is likely to damage the credibility of the company's

advertisement. (Reichheld & Sasser, 1990) WOM has gained the people's trust hence people nowadays are more aware of their own existence on the internet.

Kim & Prabhakar (2002) believed that the information that collected by the customers would influence their thought for the brand if they feel the uncertainty of the brand. Customer may create greater trust relationship on brand if they know more about the brand and get positive WOM from their close friends. There has been many studies focusing on the relationship with WOM and trust in website (Kuan & Bock, 2007; Lim et al., 2006; Walczuch & Lundgren, 2004; Kim & Prabhakar, 2002). Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H1: WOM will have a positive effect on online trust

2.3 TAM

After Davis et al. (1989) modifying the Theory of Reasoned Action (TRA) proposed by Fishbein & Ajzen (1977). They proposed Technology Acceptance Model (TAM) in 1989. TAM has been used to explain and predict online user for the acceptance of information technology. TAM is proposed theory that could provide an explanation as to how the information technology is used. In general, it discusses the user behavior of the information technology, and the factors affecting the use acceptance of it. The model provides a subjective evaluation on user's performance and effort through the proposal of two concepts, "perceived usefulness" and "perceived ease of use". These two concepts focus on the user acceptance technology, and is widely used in the study of this topic.

2.3.1 Perceived Ease of Use

Perceived ease of use (PEOU) is defined as "the degree to which user believes that less efforts they provided by using a particular system can not only raise the acceptance of the system but also get higher self-efficacy for the operation of system." (Davis, 1989) In a

nutshell, it is “the ease of operation for system which the online user subjectively believe”. PEOU is also defined as “the extent to which a consumer believes that the effort forgetting product information from online website is free which applied to online consumer behavior”. (Pavlou & Fygenson, 2006) Therefore, the more easy operating from the interface of system, the more familiar with the sense of control in operating the system.

Gefen et al. (2003) believed that the PEOU will increase users' trust on the website. Through friendly user interface, the online user can better relate the developers / retailers effort on maintaining their relationship with its customers. It has been suggested that the “ the ease of understanding processes” contributes to trust (Kumar,1996), hence reducing misunderstandings in business transactions (Blau,1964). There were other studies showing a positive association between PEOU and trust, including the study conducted by Pavlou (2003) and Pavlou & Fygenson (2006). Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H2: PEOU will have a positive effect on online trust

2.3.2 Perceived Usefulness

Perceived usefulness (PU) is defined as the degree to which “people subjectively believe to use or not use an application to the extent can enhance their work performance” (Davis, 1989). When people believe that the application works, he/she will have a positive feeling on this system. Most importantly, perceived usefulness has been regards as a strong determinant of online user’s acceptance, adoption, usage behavior, and online trust (Gefen, 1997; Gefen & Keil, 1998). Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H3: PU will have a positive effect on online trust

2.4 Reputation

Simonin & Ruth (1998) believed that reputation is customer's cognition of brand and familiarity of brand awareness. Reputation can provide that information for customers, but it can mean different things within different contexts (Mahon, 2002). When customers decides which products or services they want to purchase, they will require information to solidify their trust perception. Reputation can be applied to individuals, products, professions, government agencies, corporations, and to the industry. Given the expansive nature of this concept, it is critical that research-investigating reputation is clear about its operational definition, its scope, and the context in which it is being applied (Deephouse, 2000). Although there have varies research in the conceptualization and operationalization of the construct, most studies agree that reputation represents a publicly held perception of a specific referent (Fombrun & Shanley, 1990; Wartick, 2002).

Reputation can be regarded as the extent to which buyers believe that the enterprise of selling organization is honest and concerned about its customers (Doney & Cannon, 1997). An organization's reputation and size were found to correlate to trust (Anderson & Weitz, 1989; Doney & Cannon, 1997; Ganesan, 1994). Sabater & Sierra (2005) demonstrated that the main sources of information used by the trust and reputation models are direct experiences and information from the third party agents. Li et al. (2008), McKnight et al. (2002) and Jarvenpa et al. (1999) believed that the reputation of a web vendor as being an antecedent factor of trust. In this study, we considered that reputation of Uber would have influences on both online trust on Uber APP and offline trust on Uber car. Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H4: Reputation will have a positive effect on online trust

H5: Reputation will have a positive effect on offline trust

2.5 Service Quality

Service quality (SQ), which is also known as quality of service, can be regarded as a form of attitude that results in a long-run overall evaluative perception of service encounters and best assessed by performance-based measurements (Cronin & Taylor, 1992). From the buyers' perspective, the attitude of SQ is also being considered as an evaluation of the service consumption experience (Fornell et al., 1996). Service quality is considered to be one of the most critical antecedents of Relationship Quality (Crosby et al., 1990; Hennig-Thurau et al., 2002; Hsieh & Hsiang, 2004). Service quality has a positive impact on satisfaction and trust (Roberts et al., 2003). It has a great influence on customers' satisfaction and level of trust for how well the performance of the company's business processes had perceived.

After extensive research, Parasuraman et al. (2002) found five dimensions customers use when evaluating service quality. They named their survey instrument SERQUAL and its five dimensions are tangibility, reliability, responsiveness, assurance, and empathy. The five dimensions are:

- Tangibility: Using appearance of physical facilities, equipment, layout, graphic design, personnel appearance and written information as a representation of service quality.
- Reliability: The ability to perform the promised service accurately and on-time.
- Responsiveness: The willingness to assist customers on their inquiries.
- Assurance: The ability of the service provider to convey trust and confidence through providing professional service.
- Empathy: The act of caring its customers and the willingness to provide personalized service or individual attention.

According to social exchange theory (Blau, 1964), trust is established when the user's expectations are met. Service quality will not only affect trust but also influence user trust in service providers' ability, integrity, and benevolence. Gefen (2002) believe that service quality affects online consumers' trust. Harris & Goode (2004) suggested that service quality affect customer's trust. Chiou et al. (2002), Hsieh & Hiang (2004) and Roberts et al. (2003) believed that service quality has a positive impact on satisfaction and trust. Therefore, based on the literature review, we can posit the following hypothesis:

H6: Service quality will have a positive effect on offline trust

2.6 Perceived Value

Perceived Value (PV) is a subjective feeling experienced by the customers that is balance between the costs and benefits from the evaluation of the effectiveness the product or service from the process of obtaining goods and services (Zeithaml, 1988). In a nutshell, it means the worth that a product or service has in the mind of the consumer. Therefore, a consumer's perceived value of a good or service affect the price he or she is willing to pay.

Possible factors that could increase the perceived value include the usefulness of a product, the enjoyment that the product brings, ease of control, time convenience and service compatibility. On the other hand, factors that could decrease the perceived value includes the risks, perceived fees, technicality and cognitive effort (Kim et al., 2007; Kleijnen et al., 2007). Another way to look at perceived value is that it also reflects user expectation. According to the previously mentioned social exchanged theory (Blau, 1964), perceived value can not only affect user's trust, but also reflect the service provider's ability, integrity and benevolence. Harris & Goode (2004) suggested that perceived value affect user trust. Therefore, based on the literature review, we can posit the following multivariate hypothesis:

H7: Perceived Value will have a positive effect on offline trust

2.7 Loyalty

Parasuraman et al. (1994) believed that loyalty is the willingness to buy again and recommend the product or service to their friends and family for buying it. Kotler (1991) believed that loyalty is the degree of satisfaction or dissatisfaction after customer buys the product or service, the more satisfaction they get the higher willingness to buy again. Customer loyalty is the purchase intent in future of buying particular product or service, and it is divided into short-term loyalty and long-term loyalty (Jones & Sasser, 1995). Long-term customer loyalty represents the customer will not easily change the purchase intention and short-term customer loyalty is that customer will easily change their consumption or even leave immediately if there is a homogeneity of service or better quality of service. This study has divided loyalty into online loyalty and offline loyalty. As Uber a case study, online loyalty can be regarded as customers reusing the Uber app due to the trust and satisfaction of product and service. Offline loyalty represents that customer willing to take a ride on Uber again.

From the previous studies, it has shown that trust as has a direct impact on loyalty (Cyr, 2008; Harris & Goode, 2004; Polites et al., 2012; Yoon, 2002; Yoon & Kim, 2009). For instance, from the empirical studies, which examining trust and website loyalty intentions in e-commerce indicate that e-service organization. They believe by building better trust with their consumers should have a higher likelihood of increased consumer spending and the intentions to repurchase from the website (Bart et al., 2005; Mukherjee & Nath, 2007; Fassnacht & Köse, 2007). Moreover, trust drives broader website loyalty outcomes including recommendation behaviors, intention to book/register at the website and reduced likelihood of switching behavior to a competing website offering (Bart et al., 2005; Fassnacht & Köse, 2007; Ribbink et al., 2004). Most importantly, trust had been regarded as a significant antecedent of customers' willingness to engage in e-commerce (Gefen, 2000; Gefen, 2002).

This view suggests that if internet shoppers do not trust a website, they are unlikely to return to it even if they are generally satisfied with other aspects of the website (Anderson & Srinivasan, 2003). Increased trust can also lead to a more favorable attitude towards the online store (Jarvenpaa et al., 2000) and hence loyalty towards it. Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H8: Online trust will have a positive effect on online loyalty

Trust can establish long-term relationship between sellers and buyers (Doney & Cannon, 1997). Moreover, trust can have a favorable impact on buyer's future intentions (Garbarino & Johnson, 1999). Singh and Sirdeshmukh (2000) believe that trust is an antecedent of satisfaction, which in turn will influence loyalty. When consumers find problems with a certain brand, they may question the brand's capability in achieving commitment and performing tasks. The doubt in brand reliability will reduce the possibility of future purchasing. Sirdeshmukh et al. (2002) and Chaudhuri & Holbrook (2001) also considered that trust would increase the perceived value, following by the increase in brand loyalty. Therefore, offline trust is regarded as an indispensable factor of loyalty. Based on the above discussion, we can posit the following multivariate hypothesis:

H9: Offline trust will have a positive effect on offline loyalty

2.8 Trust Transfer

“Trust Transfer” has recently been discussed by many scholars. Trust has been related to the degree of confidence from the specific target of goodwill, honesty, or the ability for people and things (Doney & Cannon, 1997). Trust can be transferred from a known target to another, which is closely related to the previously unknown targets (Doney et al., 1998). It would definitely help the transfer from one entity to another if two entities were considered in connection, moreover, in the same ethnic group (Stewart, 2003).

In this study, we suggested that online trust represents the customer trust on Uber APP and offline trust represent the trust on Uber car. Consider the relationship between online trust and offline trust from a first-time Uber riders point of view, since it is their first time riding Uber, they don't have any previous experience using this service, and therefore trust on Uber doesn't exist.

In addition, we suggest that the trust on Uber app will have positive influence on Uber car. The trust of Uber APP will have influence on Uber car, therefore, customer trust on Uber car will increase due to the increase of customer's trust on Uber APP. Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H10: Online trust will have a positive effect on offline trust

2.9 Loyalty Transfer

Blackwell et al. (2001) have considered that the loyal customers have biased information processing which accepts only positive information and rejecting negative information from the retailer to which they are loyal. Supphellen & Nysveen (2001) further contend that brand loyalty influences attitudes toward the website, which implies loyal customers will tend to form favorable attitudes toward the website even though the website is not better than other sites.

In this study, we suggested that offline loyalty will influence on online loyalty. Consider the relationship between online loyalty and offline loyalty from a first-time Uber riders point of view. After using Uber car as a car riding, customer will have the experience on taking ride on Uber car. If the riding experience is great, customer will have loyalty on Uber car thus will increase the loyalty on Uber app and buy again which will increase the loyalty on Uber app to take Uber.

Customer loyalty for taking a ride on Uber would have effect on the loyalty of using Uber app. When customers have loyalty on taking Uber, they will also have more loyalty on the Uber app. Therefore, based on the above discussion, we can posit the following multivariate hypothesis:

H11: Offline Loyalty will have a positive effect on online loyalty



III. Research Methodology

3.1 Conceptual framework

In order to further understand how Uber organize its market strategy in O2O (Online to Offline) market, we have proposed a list of hypothesis which will be tested using questionnaires. The hypothesis states that the WOM quality, perceived ease of use, perceived usefulness and reputation will have a positive influence on online trust, thus online loyalty. Reputations, service quality and perceived value will have positive influences on offline trust, and therefore offline loyalty. In addition reputation will also have a direct impact on online trust. Online trust will also have an impact on offline trust whereas offline loyalty will have an impact on online loyalty. These relationships can be summarized in the conceptual framework as shown in the diagram below:

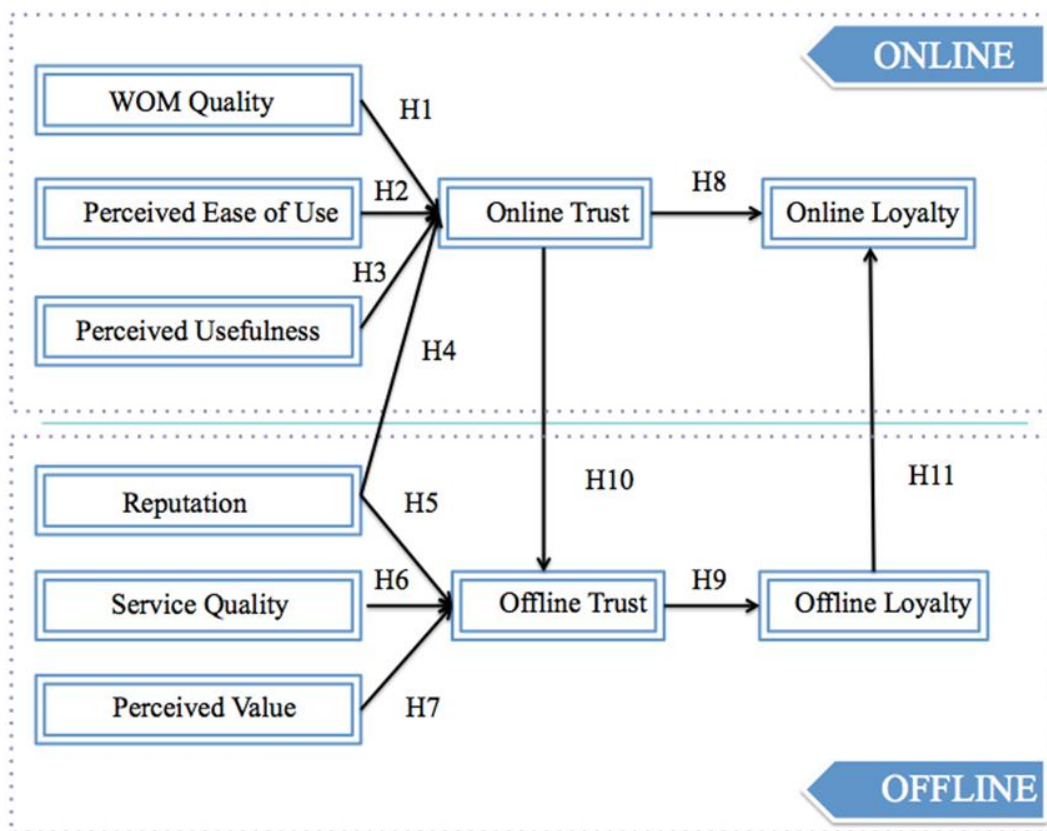
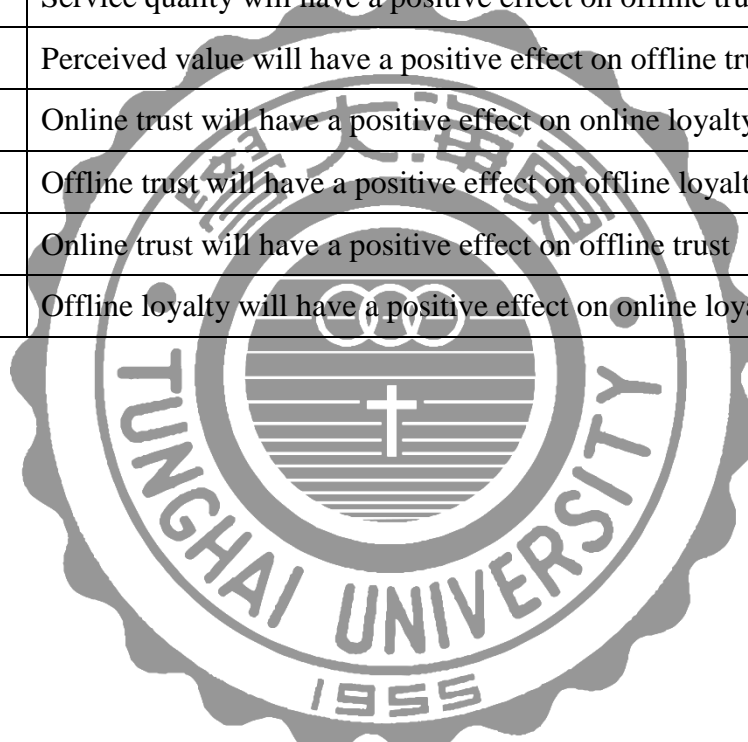


Figure 2 Conceptual Framework

Base on the above conceptual framework, the hypotheses of this study are as per following table 1:

Table 1 Hypotheses

H1	WOM will have a positive effect on online trust
H2	PEOU will have a positive effect on online trust
H3	PU will have a positive effect on online trust
H4	Reputation will have a positive effect on online trust
H5	Reputation will have a positive effect on offline trust
H6	Service quality will have a positive effect on offline trust
H7	Perceived value will have a positive effect on offline trust
H8	Online trust will have a positive effect on online loyalty
H9	Offline trust will have a positive effect on offline loyalty
H10	Online trust will have a positive effect on offline trust
H11	Offline loyalty will have a positive effect on online loyalty



3.2 Sample and Data Collection

After finished collecting the formal questionnaire, we established the Excel data files for valid questionnaires and applied the Statistical Analysis Software (SPSS 20 and Amos 18) as a tool of analysis research data for data analysis and hypothesis testing.

This study conducted survey of Uber riding experience in both Taiwan and United Kingdom through online survey and paper survey. Formal questionnaires are collected from 2016/3/11 to 2016/4/8. The number of questionnaires among the study which collected from United Kingdom through online survey is 103 and 64 responses were used after dropping invalid ones (response rate = 62%). The number of questionnaires among the study which collected from Taiwan through both online survey and paper survey is 438 and 147 responses were used after dropping invalid ones (response rate = 34%).

The total number of questionnaires among the study is 541 and 211 responses were used after dropping invalid ones (response rate = 39%). The sample was 53.1% female, with a mean age of 21 to 25 and a mean career of students. Respondents have a median education of four years of college. 75.8% of them receive income less than £ 10,000 which is about NTD 500,000 a year. (Table 2)

Table 2 Descriptive Statistics of Respondents

	Items	Number	Percentage
Gender	Male	99	46.9%
	Female	112	53.1%
Age	Under 20	12	5.7%
	21~25	138	65.4%
	26~30	24	11.4%
	31~35	16	7.6%
	36~40	5	2.4%
	Over 40	16	7.6%
	Education Background	High School graduate, diploma or equivalent	14
Associate degree		12	4.7%
Bachelor's degree		97	46%
Master's degree		78	37%
Professional degree		4	1.9%
Doctorate degree		6	2.8%
Employment Level	Employment for wages	67	31.8%
	Self-employed	11	5.2%
	Out of work and looking for work	7	3.3%
	Student	123	58.3%
	Military	3	1.4%
	Income	Under £ 10,000	160
£ 10,000- £ 19,999		25	11.8%
£ 20,000- £ 29,999		8	3.8%
£ 30,000- £ 39,999		6	2.8%
£ 40,000- £ 49,999		2	0.9%
Over £ 50,000		10	4.7%
Total		211	100%

3.3 Measures

On the basis of previous researches, thirty measures were used to capture the various constructs. Some items of online loyalty and offline loyalty were drawn from related studies. However, because these articles discussed issues in terms of different thesis, some items and working were revised to correspond to the context of this study. The other measures were adapted from a variety of sources because appropriate and similar measurements were not available.

To capture the WOM quality, reputation and perceived value, three items each were adapted from Goyette et al. (2010), Nguyen & LeBlanc (2001) and Kim et al. (2007). According to previous studies (Gefen et al., 2003), three items were adapted for perceived ease of use and two items were adapted for perceived usefulness. The scale contains five items as measures for service quality which were adapted from Parasuraman et al. (1991). According to previous studies (Jin et al., 2010), three items were adapted for online loyalty and two items were adapted for offline loyalty. To capture the online trust and offline trust, three items each were adapted from Wulf et al. (2001).

Table 3 Measures and Items about Online / Offline Trust and Loyalty

Measures and Items	Source
<p>Online Trust</p> <p>Uber app gives me a feeling of trust.</p> <p>I have trust in Uber app.</p> <p>Uber app gives me a trustworthy impression.</p>	Wulf et al. (2001)
<p>Offline Trust</p> <p>Uber gives me a feeling of trust.</p> <p>I have trust in Uber.</p> <p>Uber gives me a trustworthy impression.</p>	Wulf et al. (2001)
<p>Online loyalty</p> <p>I believe this is my favorite taxi-booking app.</p> <p>I like to book taxi from Uber app.</p> <p>To me, Uber app is the best taxi-booking app in terms of booking.</p>	Jin et al. (2010)
<p>Offline loyalty</p> <p>I mostly ride on Uber.</p> <p>I like to take a ride on Uber taxi.</p>	Jin et al. (2010)

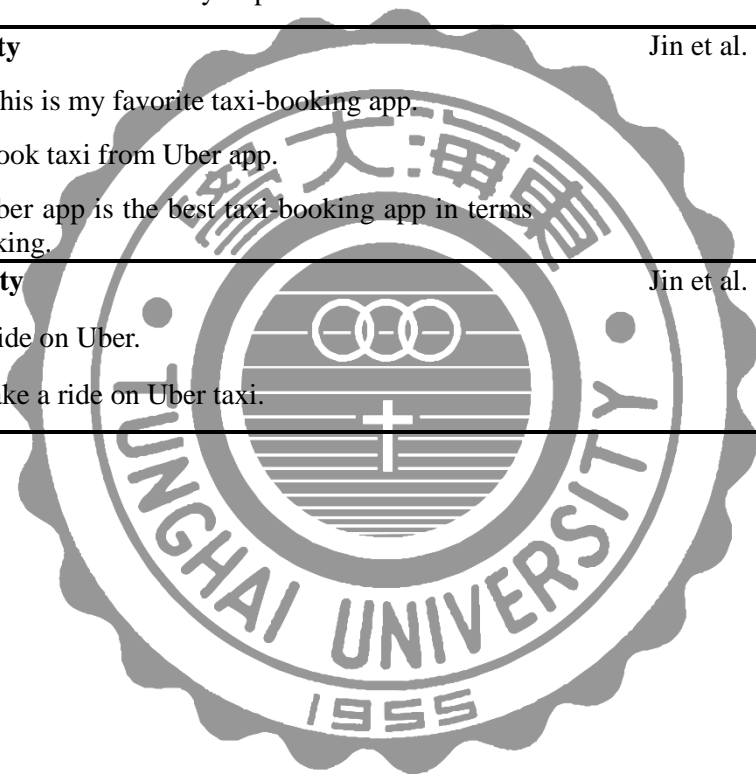


Table 4 Measures and Items

Measures and Items	Source	
WOM Quality		
I recommend Uber.	Goyette et al. (2010)	
I speak positively about Uber.		
I would recommended Uber to other people.		
Perceived Ease of Use		
I found the Uber app interface is user friendly.	Gefen et al. (2003)	
I found it easy to learn to operate the Uber app.		
It is easy to interact with Uber app.		
Perceived Usefulness		
I believe Uber app enables me to search and book faster.	Gefen et al. (2003)	
Uber app makes it easier to book a taxi.		
Reputation		
I believe Uber has a good reputation.	Nguyen & LeBlanc (2001)	
I believe Uber's reputation is better than the reputation of other.		
I believe Uber is consistent in what it offers and delivers.		
Service Quality		
Tangibles		
Uber is a well-designed app	Parasuraman et al. (1991)	
Reliability		
Uber deliver its promises.		
Responsiveness		
Uber tell customers exactly when car will arrive.		
Assurance		
Uber is consistently courteous with customers.		
Empathy		
Uber understand you specific needs.		
Perceived Value		
Uber is a good value for the money.	Kim et al. (2007)	
The price of Uber is reasonable.		
The price of Uber is economical.		

IV. Data Analysis and Empirical Results

4.1 Descriptive Statistics

On the basis of previous researches, thirty measures were used to capture the various constructs. All items were measured on seven-points Likert scales, anchored by “strongly disagree”(1) to “strongly agree”(7).

According to Table 5, the minimum and maximum of each measure are 1 and 7, which represent the process of inputting the data is beyond the scope. The respondents of the questionnaires have a tendency of neither agree nor disagree (4) to agree (6), most of it are slightly agree (5).

Range/Standard deviation is a key factor for discriminated whether the answer of the questionnaire have centralized option issue. If Range/S.D is between 3 to 6, means the representative of the measure's answer have no consistency. From the following chart we can see that it's between 4 to 6, which means all the measures have discrimination.

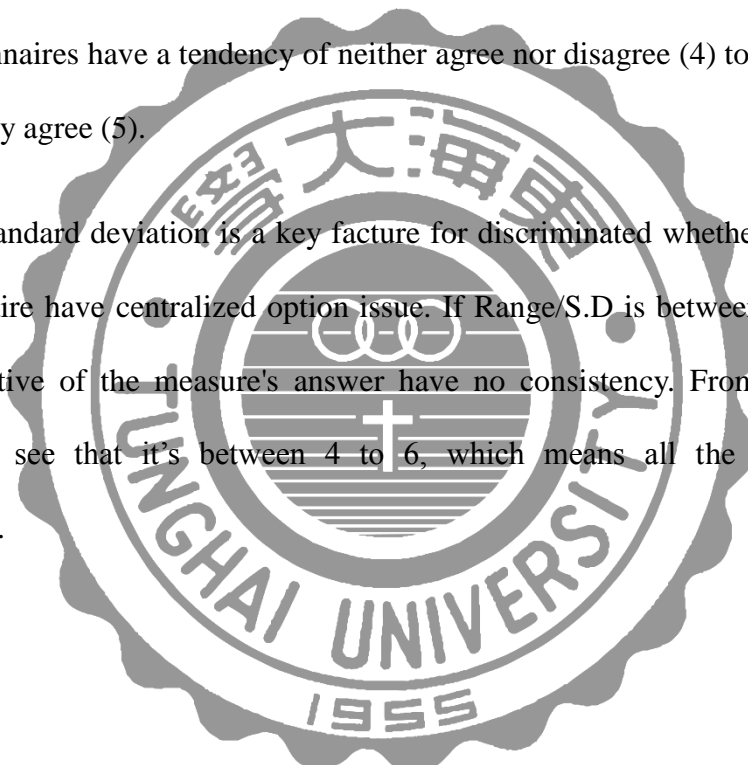


Table 5 Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	S.D	Range/S.D
WOM1	211	4	3	7	5.56	0.92	4.348
WOM2	211	5	2	7	5.39	1.069	4.677
WOM3	211	5	2	7	5.41	1.026	4.873
PEOU1	211	5	2	7	5.59	1.007	4.965
PEOU2	211	5	2	7	5.66	1.008	4.960
PEOU3	211	5	2	7	5.63	0.969	5.160
PU1	211	4	3	7	5.73	0.934	4.283
PU2	211	5	2	7	5.73	0.944	5.297
REP1	211	5	2	7	4.9	1.076	4.647
REP2	211	6	1	7	4.98	1.193	5.029
REP3	211	5	2	7	5.43	0.98	5.102
SQ1	211	5	2	7	5.61	0.937	5.336
SQ2	211	4	3	7	5.62	0.965	4.145
SQ3	211	6	1	7	5.65	0.946	6.342
SQ4	211	4	3	7	5.81	1.096	3.650
SQ5	211	6	1	7	5.39	0.971	6.179
PV1	211	4	3	7	5.69	0.82	4.878
PV2	211	4	3	7	5.76	0.853	4.689
PV3	211	6	1	7	5.73	0.965	6.218
ONL1	211	6	1	7	5.44	1.037	5.786
ONL2	211	6	1	7	5.27	1.142	5.254
ONL3	211	6	1	7	5.39	1.056	5.682
OFFL1	211	6	1	7	4.85	1.229	4.882
OFFL2	211	5	2	7	5.27	1.054	4.744
ONT1	211	4	3	7	5.42	0.919	4.353
ONT2	211	4	3	7	5.4	0.932	4.292
ONT3	211	4	3	7	5.38	0.92	4.348
OFFT1	211	5	2	7	5.42	0.979	5.107
OFFT2	211	5	2	7	5.39	1.02	4.902
OFFT3	211	5	2	7	5.48	1.02	4.902

4.2 Reliability and Validity Analysis

Validity reflects the true meaning of the scores derived from the measure items. This study has examined both content validity and constructs validity. The items of questionnaire was developed from previous literature review, therefore, the evidence provided by those strategies are convincing and the content validity is high. Besides, some appropriate wording has been made to better consumers' real attitudes and fit in with the study.

In this study, factor analysis was adopted to test the construct validity. The size of the factor loading means that the measure items of each construct are only influenced by one factor, to examine the extent of factor loading between each measure item and the factor. Hair et al. (2010) pointed that the item is valid if factor loading more than the suggested value of 0.50. And all the Factor Loading had had values higher than suggested level of 0.50. Furthermore, KMO (Kaiser-Meyer-Olkin) test is used to test the effect of the factor analysis. The value of KMO below 0.50 is unacceptable; in the 0.50s is miserable; in the 0.60s is mediocre; in the 0.70s is middling; in the 0.80s is meritorious; and in 0.90s is marvelous (Kaiser, 1974). The Bartlett ball shape test is used to examine whether the data are appropriate to be examined by factor loading.

The entire factor loading over 0.50 reflects validity. Further, the higher average variance extracted (AVE) means the latent variables with higher validity and convergent validity. Fornell & Larcker (1981) suggested the AVE should over 0.5, and the results of this study met the requirement. The extraction of each construct is described as the following table, all the AVE had had values higher than suggested level of 0.50, except the AVE of service quality that is slightly lower than the suggested value of 0.5.

The research analyzes the reliability through Cronbach's Alpha. Value of Cronbach's Alpha means the internal consistency and correctness of the construct. Hair et al. (2010) pointed that Cronbach's Alpha should over 0.7. And the coefficient between 0.7 and 0.98 reflects high reliability. As a whole, the reliability of all constructs in this study have shown high internal consistency and correctness.

Moreover, the composite/construct reliability (C.R) was calculated by using the formula proposed by Hair et al. (1998). The estimates range from 0.809 to 0.930. According to Table 6, all the constructs had values higher than suggested level of 0.70 and, therefore, hold composite reliability.

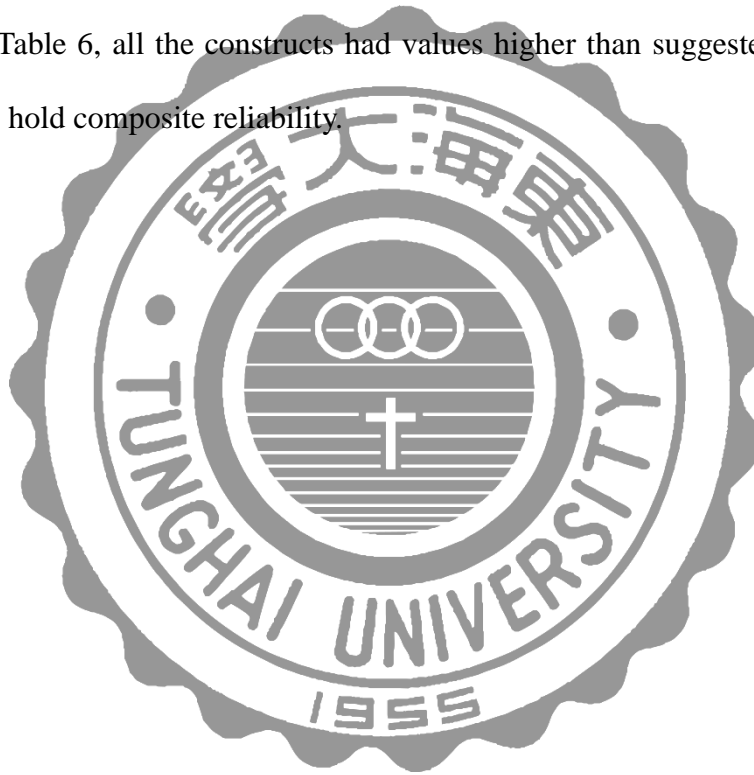


Table 6 Result for Reliability and Validity analysis

Construct	Measure Item	Factor Loading	Corrected Item-Total Correlation	Cronbach's α	CR	AVE
WOM	WOM1	.798	.725	0.880	0.884	0.718
	WOM2	.847	.775			
	WOM3	.895	.815			
Perceived Ease of Use	PEOU1	.851	.800	0.910	0.910	0.772
	PEOU2	.886	.835			
	PEOU3	.898	.823			
Perceived Usefulness	PU1	.837	.671	0.803	0.804	0.672
	PU2	.802	.671			
Reputation	REP1	.759	.687	0.817	0.820	0.604
	REP2	.814	.727			
	REP3	.757	.610			
Perceived Value	PV1	.663	.559	0.809	0.822	0.609
	PV2	.847	.749			
	PV3	.819	.683			
Service Quality	SQ1	.632	.518	0.806	0.812	0.467
	SQ2	.829	.731			
	SQ3	.601	.533			
	SQ4	.680	.642			
	SQ5	.653	.541			
Online Loyalty	ONL1	.860	.785	0.884	0.885	0.719
	ONL2	.832	.772			
	ONL3	.852	.770			
Offline Loyalty	OFFL1	.835	.678	0.803	0.809	0.679
	OFFL2	.813	.678			
Online Trust	ONT1	.828	.784	0.913	0.914	0.780
	ONT2	.894	.847			
	ONT3	.924	.843			
Offline Trust	OFFT1	.890	.840	0.929	0.930	0.816
	OFFT2	.923	.879			
	OFFT3	.896	.847			

4.3 Correlation Analysis

This study used the Pearson product-moment correlation to analyze the direction and strength of correlation, and understanding the correlation of each constructs. Overall, the result shows all the constructs are correlation, and suits to do the SEM analysis. As Hair et al. (2010) suggested, the value of correlation should smaller then 0.9 to avoid collinear. The significant level is 0.01 (two-tail) and correlation is significant. The result of correlation analysis is showed as following table 7.

Also, to assess discriminant validity can use the AVE values (Fornell & Larker, 1981). Discriminant validity means that one can empirically distinguish a construct from other constructs that could be alike and resemble, and can decide what is not associated with the construct. Thus, the variance-extracted estimates were compared with the squared correlations among all contrasts. The correlation matrix was shown in Table 7, and discriminant validity was apparent because the correlations of all constructs were signifying different from unity (Jap & Ganesan, 2000).

The AVE was reported in Table 8 as well. If the average AVE is larger than the squared correlation, discriminant validity is deemed existent. As expected, the correlations of all elements had sufficient evidence of discriminant validity. Consequently, all the instruments met the requirement of internal consistency, convergent, and discriminant validity for adoption in the structural model (Fornell & Larcker, 1981).

Table 7 Correlation Matrix

	WOM	PEOU	PU	REP	PV	SQ	ONL	OFFL	ONT	OFFT
WOM	1									
PEOU	.384	1								
PU	.499	.591	1							
REP	.583	.458	.418	1						
PV	.525	.457	.437	.430	1					
SQ	.526	.651	.527	.618	.600	1				
ONL	.668	.530	.520	.616	.575	.651	1			
OFFL	.662	.487	.508	.561	.576	.546	.757	1		
ONT	.621	.525	.549	.585	.595	.580	.677	.690	1	
OFFT	.637	.501	.481	.620	.528	.659	.719	.701	.744	1

Note: WOM= WOM Quality, PEOU= Perceived Ease of Used, PU= Perceived Usefulness,
 REP= Reputation, PV= Perceived Value, SQ= Service Quality, ONL= Online Loyalty,
 OFFL= Offline Loyalty, ONT= Online Trust, OFFT= Offline Trust
 *:P<0.05 **:P<0.01 ***:P<0.001

Table 8 Discriminant Validity

	WOM	PEOU	PU	REP	PV	SQ	ONL	OFFL	ONT	OFFT
WOM	0.718									
PEOU	0.148	0.772								
PU	0.249	0.349	0.672							
REP	0.340	0.209	0.175	0.604						
PV	0.275	0.209	0.191	0.185	0.609					
SQ	0.277	0.423	0.278	0.381	0.360	0.467				
ONL	0.446	0.281	0.270	0.380	0.331	0.424	0.719			
OFFL	0.438	0.237	0.258	0.315	0.331	0.298	0.573	0.679		
ONT	0.386	0.275	0.301	0.343	0.355	0.337	0.459	0.476	0.780	
OFFT	0.406	0.251	0.231	0.384	0.279	0.434	0.516	0.492	0.554	0.816

Note: WOM= WOM Quality, PEOU= Perceived Ease of Used, PU= Perceived Usefulness,
 REP= Reputation, PV= Perceived Value, SQ= Service Quality, ONL= Online Loyalty,
 OFFL= Offline Loyalty, ONT= Online Trust, OFFT= Offline Trust

*:P<0.05 **:P<0.01 ***:P<0.001

*AVE is on the diagonal

4.4 Hypotheses Test

This study adopted AMOS 18 to test valid data and estimates the suitability of theoretical model. To test the construct validity of each scale, a confirmatory factor analysis (CFA) was conducted. The fit statistics of reputation and intention model ($\chi^2 = 692.96$; $\chi^2/df = 1.828$; goodness-of-fit index [GFI]=0.824 ; adjusted goodness of fit index [AGFI]=0.784 ; comparative fit index [CFI]=0.933 ; root mean square error of approximation [RMSEA]=0.063) filled the requirements suggested by the literature.

Table 9 Model Fitness

Goodness of Fit	Evaluation Rule	Nurmeric	Result
χ^2 (DMIN)		692.963	
Df		379	
Absolute Fit Measure Index			
RMSEA	<0.08	0.063	Y
GFI	>0.9	0.824	N
AGFI	>0.8	0.784	N
Relative Fit Measure Index			
NFI	>0.9	0.865	N
RFI	>0.9	0.846	N
IFI	>0.9	0.934	Y
TLI	>0.9	0.924	Y
CFI	>0.9	0.933	Y
Parsimonious Fit Measure Index			
PGFI	>0.5	0.672	Y
PNFI	>0.5	0.754	Y
PCFI	>0.5	0.813	Y
χ^2/df	<3	1.828	Y

4.5 SEM Analysis

To use Amos 18 tests the p-value of the paths in this study, this finds all the p-value are smaller than 0.05, it means all the effects are significant. The results are showed as following Table 9.

According to the results, H1 is supported as WOM Quality have a effect on online trust ($\gamma = 0.368$, $P < 0.001$). Consist with H2 and H3, which affirmed PEOU and PU are positively related to online trust, the results indicate the same direction ($\gamma = 0.181$, $P = 0.034 < 0.05$) ($\gamma = 0.199$, $P = 0.041 < 0.05$), therefore, H2 and H3 are also supported. Consisted with the expectations, reputation is significantly positively associated with online trust ($\gamma = 0.222$, $P = 0.016 < 0.05$) and offline trust ($\gamma = 0.288$, $P = 0.003 < 0.01$), supported H4 and H5. Subsequently our findings provide support for H7, since perceived value is significantly positively related to offline trust ($\gamma = 0.173$, $P = 0.021 < 0.05$). The positive relationship between online trust and online loyalty in H8 is also supported ($\beta = 0.362$, $P < 0.001$). Offline trust exert a significantly positive influence on offline loyalty ($\beta = 0.939$, $P < 0.001$), thus H9 is supported. Online trust have a significantly positive influence on offline trust ($\beta = 0.486$, $P < 0.001$), therefore, H10 is supported. H11 is also supported as offline loyalty have a effect on online loyalty ($\beta = 0.438$, $P < 0.001$). Although H6 is not supported which service quality is not significant positively associated with offline trust ($\gamma = 0.19$, $P = 0.083$), but still have positive relationship between it.

Table 10 Amos Result

Path	Standardized Estimate	C.R.	P
WOM Quality→Online Trust	0.368	3.995	***
Perceived Ease of Use→Online Trust	0.181	2.117	0.034 *
Perceived Usefulness→Online Trust	0.199	2.048	0.041 *
Reputation→Online Trust	0.222	2.415	0.016 *
Reputation→Offline Trust	0.288	2.957	0.003**
Perceived Value→Offline Trust	0.173	2.312	0.021 *
Service Quality→Offline Trust	0.190	1.735	0.083
Online Trust→Offline Trust	0.362	4.872	***
Offline Trust→Offline Loyalty	0.939	13.659	***
Offline Loyalty→Online Loyalty	0.486	5.987	***
Online Trust→Online Loyalty	0.438	5.599	***

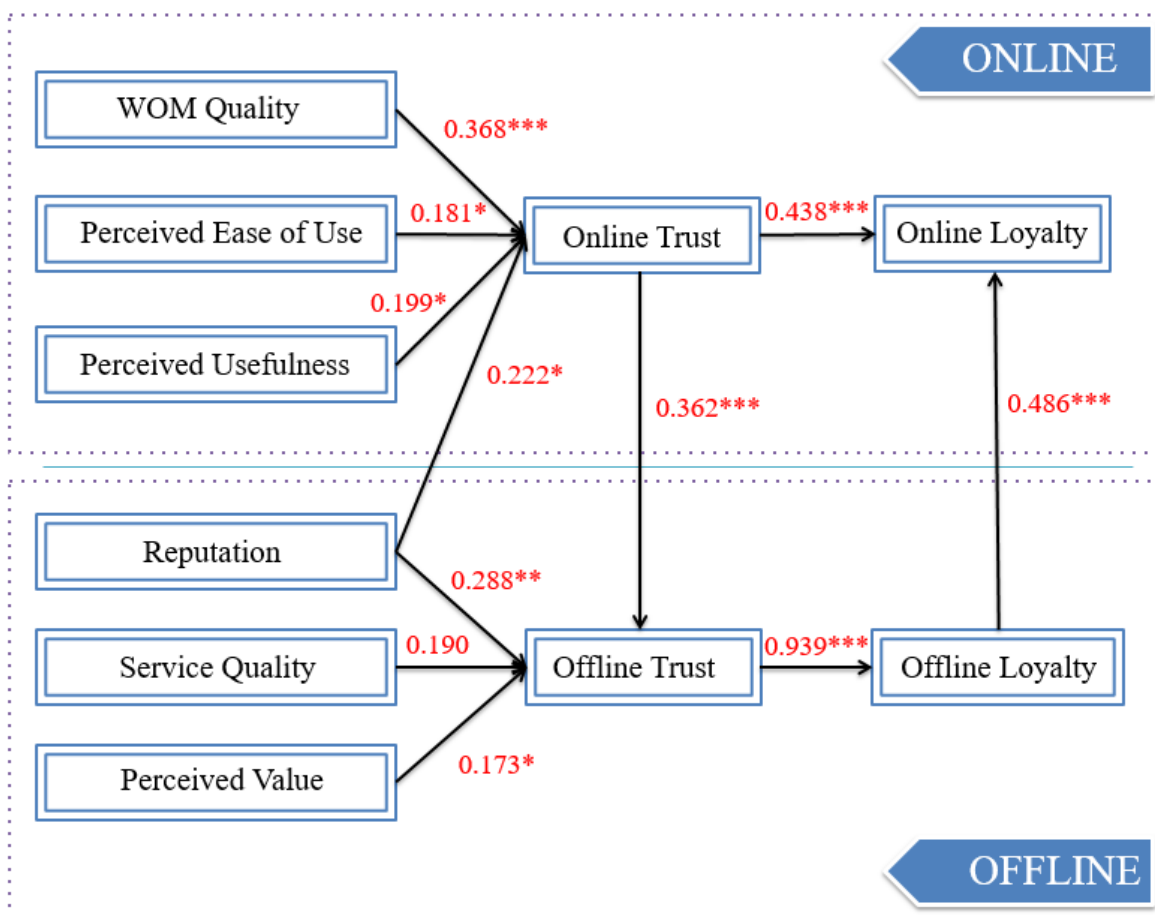


Figure 3 Conceptual Framework

V. Discussion and Managerial implications

The main objective of this study is to investigate customer loyalty under the O2O business model of Shared Economy. In addition, to investigate the eleven proposed hypotheses (H1~H11) as a basis for this empirical study. The conclusion and future recommendations are as follows:

5.1 Conclusion

The reason why Shared Economy has rapidly developed in the world is due to the excess resources in the modern society. While we understand that it is better to share instead of keeping our assets idle, it would be difficult for anyone to share their assets to strangers. The answer to this is trust, the driving force behind Shared Economy. The success of Shared Economy is highly dependent on the establishment of mutual trust. When stranger's trust and share information with each other, the information transparency will increase, and thus the trust between them.

This study examines the relationships among WOM quality, perceived ease of use, perceived usefulness, reputation, service quality, perceived value, trust and loyalty. As shown in Figure 3, most of the results have shown significance towards rejecting the null hypothesis. WOM quality, perceived ease of use, perceived usefulness and reputation have positive influence on the online trust. Both reputation and perceived value have positive influence on the offline trust and offline loyalty. Online trust have positive influence on online loyalty and offline trust have positive influence on offline loyalty. In addition, online trust have positive influence on online trust and offline loyalty have positive influence on online loyalty. However, service quality didn't have

significant influences to offline trust, but it still have positive influence on offline trust.

As mentioned earlier, customer's online trust will increase when (1) the WOM quality and reputation of the brand are good (2) PEOU and PU of software interface are high. Furthermore, customer's offline trust will increase when (3) brand reputation are good (4) the brand provided good quality of service (5) the perceived value of the goods or service are high. When both customer's online and offline trust increase, customer's loyalty for the brand will also increase.

To begin with, trust of using the Uber app will significantly increase the trust on taking Uber. The results of the analysis have shown that WOM quality has positive effect on online trust. Customer's online trust will increase due to the good WOM quality of Uber. When customer get better information from other, their trust on Uber will be increased.

Next, due to PEOU and PU have positive effect on online trust, customer's trust on Uber will highly increase if Uber APP is easy to use and more convenient to achieve customer's goal for taking a ride on Uber. After using Uber APP, Uber will find the nearest car for customers and give them a ride to their destination.

In addition, reputation has positive effect on both online trust and offline trust. Good reputation will not only increase both customer's online trust on Uber APP but also increase the customer's offline trust on Uber car. If consumer's perceived value of willing to pay the price of a good or service, customer will buy again. Reputation and perceived value will increase customer's trust on Uber.

Moreover, the results of the analysis have shown that service quality has slightly positive on offline trust. As this study mentioned earlier about the SERQUAL which

founded by Parasuraman et al. (1991). SERQUAL have 22 measures for five dimensions (tangibility, reliability, responsiveness, assurance, and empathy) customers use when evaluating service quality. And the measure of our questionnaire is adopted from SERQUAL. Therefore, we suggest that the reason why service quality is not significant effect on offline trust is the inappropriate selection, 5 measures from 22 measures. Although service quality is not the main feature on offline trust, customer's trust will still increase if Uber provided better quality of service. However, customers using Uber will still increase because of its low cost and the convenience it brings.

Finally, the results of the analysis have shown that online trust has positive effect on online loyalty, offline trust has positive effect on offline loyalty. Customer's trust definitely increases the loyalty of Uber APP and Uber car. As the study mention before, consider the relationship between online trust and offline trust from a first-time Uber riders point of view, since it is their first time riding Uber, they don't have any previous experience using this service, and therefore trust on Uber doesn't exist. Therefore we suggest that customer's trust on Uber will have a positive effect on customer's trust on Uber car. The results of the analysis have also shown that online trust has positive effect on offline trust. Customer trust on Uber car will increase due to the trust on Uber APP.

Consider the relationship between online loyalty and offline loyalty from a first-time uber riders point of view. After using Uber car as a car riding, customer will have the experience on taking ride on Uber car. The results of the analysis have shown that offline loyalty has positive effect on online loyalty. Loyalty of using Uber app will highly increase if the loyalty for taking a ride on Uber increases. When customers have loyalty on taking Uber, they will have more loyalty on the Uber app. As a result, users will increase the use of Uber.

5.2 Managerial Implications

The findings of our study propose several practical suggestions to managers while planning to run a business plan in Shared Economy.

To start with, in order to increase sales revenue, managers should increase customers' loyalty and trust level toward the firm. Managers should always take customer's feedback seriously, no matter it's positive WOM or negative WOM. Word of mouth tends to affect both customer's trust and confidence in the brand. Furthermore, it's very important for marketing promotion. Enterprises can know what's customer need, have better respond to consumer demand and improve their service and product through WOM.

Next, managers should also devote their efforts to improve the APP interface. APP interface should be more easier to use and decrease customers' perception of the time. Our findings suggest that making customers to trust the brand and be satisfied with the product and service is the most effective way to increase customers' intention to re-patronize.

In addition, in order to increase the corporate profits, managers should focus on the customer's perceived value due to it's important role in offline trust. Our finding revealed perceived value will have positive influence on offline trust thus offline loyalty. Therefore, due to increase customers trust and buy again, company should enhance customer's perceived value, to let them feel "it's was worthwhile to buy this product or service". For instance, company can not only enhance the interaction of company website or app's responsiveness but also enhance the product functionality.

Finally, manager should enhance the company's reputation in order to increase

customer's trust. Our findings revealed the firm's reputation plays a critical role in an offline operation. While a favorable reputation may be important in encouraging a customer to take that next step and increase the customer trust of the brand. For example, enterprises should invest some company advertisement. Decisions regarding investments in company's commerce should focus not only on attracting customers but also on developing capabilities that provide a positive direct app using experience. In this case, due to the good reputation and word of mouth, Uber revenue increase rapidly in the world.

5.3 Theoretical Contributions

The main purpose of this study is to understand the customer loyalty in O2O business model of Shared Economy. In recent year, Shared Economy has increased rapidly due to the increase in popularity of the smartphones and Internet. Therefore, Shared Economy is one of the newest topics in marketing research. O2O business model is a new type of e-commerce business model with good prospective. However, due to the lack of research on this topic the limited research in this field, the application of this model is still not very common in Taiwan. However, the lack of research on Shared Economy in Taiwan implies that the application of this model is still uncommon in the country.

Uber officially announced to expand their business into Taiwan in 2013. The demand of Uber in Taiwan has been increasing since the introduction. Although the demand was not as high as they expected, it is undeniable that Uber is leading a new purchasing trend. Therefore, the theoretical contributions of this study are as following: To begin with, due to the lack of research on O2O business model, this study investigates the relationship between online/ offline trust and consumer loyalty.

Furthermore, this study conducted survey of Uber riding experience in not only Taiwan but also United Kingdom.

Last but not least, the concept of this study is according to Alex Rampell (2010) who proposed the concept of Online to Offline (O2O) business model. This study not only understanding of O2O business model but also add the concept of Shared Economy. Using Uber, the leading businesses that are advancing the concept of the “sharing economy”, as a case study. To investigate the degree of Uber in O2O business model in this highly competitive application service providing industry.

5.4 Limitations and Further Research

The study still has room for improvement and expansion. The following are some recommendations which subsequent scholars can further the research in presents this field for future research directions and reference.

To begin with, the target population of this study is anyone who has any riding experience using Uber. It is recommended that in future studies, a larger population should be used. In this study, the questionnaire collection period was from 2016/3/11 to 2016/4/8, and here we recommend the collection period to be increased for more a reliable confirmation on the country.

Furthermore, the study was conducted through survey of Uber riding experience in both Taiwan and United Kingdom through online survey and paper survey. Due to the limitation of time and human resources, the target volume of questionnaires to be collected was not reached. As a result, the questionnaires collected in both the UK and Taiwan was merged. Therefore, the implication on this conclusion of this study should be used with cautious.

Last but not the least, this study has six variables for the trust (WOM quality, PEOU, PU, Reputation, Service quality, Perceived Value). It is recommended that subsequent researchers can add other variables for this research topic, which expand the research infrastructure and have more results for the research.



Appendix

Shared economy questionnaire: A Uber case study

Dear respondent:

I'd like to invite you to help me with my master's research on Online and Offline trust. The main purpose of this question is to further our understanding in Shared Economy operate in both online and offline business model and to investigate the connection of customer trust and loyalty. Please spend a few minutes on this questionnaire and if there is any question please don't hesitate to contact me via my email address: Your identity and answer to all the questions will remain anonymous.

International Business, Tung-Hai University

Advisor : Dr. Li-Wei Wu

Graduate : Yu Chou

Have you heard of Uber before? Yes No

Have you ever use Uber before? Yes No

A. **Background**

1. Gender: Male Female
2. Age: Under 20 21-25 26-30 31-35 36-40 Over 40
3. Education: No schooling completed High School graduate, diploma or equivalent Associate degree Bachelor's degree Master's degree Professional degree Doctorate degree
4. Employment Status: Employed for wages Self-employed Out of work and looking for work Out of work but not currently looking for work Student Military Retired Unable to work
5. Household Income: Under £10,000 £10,000-£19,999 £20,000-£29,999 £30,000-£39,999 £40,000-£49,999 Over £50,000

B. Agreement Scale

	Strongly Disagree (1)	(2)	(3)	(4)	(5)	(6)	Strongly Agree (7)
1. I recommend Uber.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I speak positively about Uber.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I would recommended Uber to other people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I found the Uber app interface is user friendly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I found it easy to learn to operate the Uber app.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. It is easy to interact with Uber app.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I believe Uber app enables me to search and book faster.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Uber app makes it easier to book a taxi.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I believe Uber has a good reputation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I believe Uber's reputation is better than the reputation of other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I believe Uber is consistent in what it offers and delivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Uber is a well-designed app	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Uber deliver its promises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Uber tell customers exactly when car will arrive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Uber is consistently courteous with customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Uber understand you specific needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Uber is a good value for the money.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The price of Uber is reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The price of Uber is economical.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I believe this is my favorite taxi-booking app.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. I like to book taxi from Uber app.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. To me, Uber app is the best taxi-booking app in terms of booking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I mostly ride on Uber.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I like to take a ride on Uber taxi.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
APP EXPERIENCE							
25. Uber app gives me a feeling of trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I have trust in Uber app.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Uber app gives me a trustworthy impression.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RIDE EXPERIENCE							
28. Uber gives me a feeling of trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I have trust in Uber.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Uber gives me a trustworthy impression.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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