



INVESTIGATING THE SERVICEABILITY OF NON-OWNERSHIP AND ITS INFLUENCE ON VALUE STRATEGY



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Abstract

This paper examines the serviceability of rented goods services in contrast to the serviceability of owned goods services. Serviceability can be explained as the capability to serve, from a business perspective. Customers can make critical value assessments based on serviceability. According to Lovelock & Gummesson (2004) there are fundamental differences in ownership and non-ownership. What are the differences in serviceability of using rented goods in contrast to using owned goods and which consequences do these differences have for a company's value strategy? In order to find out the differences 18 semi structured interviews are conducted among customers of a service supplying company. Serviceability is measured by the dimensions of service quality; tangibles, reliability, responsiveness empathy and assurance. Both desired and experienced value are measured. Furthermore the mediating factors 'value in use' and 'possession value' are measured. From the data it is apparent that non-ownership respondents' valued their experiences more than ownership respondents. Expectations differ at certain dimensions from ownership respondents' expectations.

Keywords: Serviceability, Non-ownership, value perception, b2b, service-dominant logic

I. Introduction

Probably we do not even realize ourselves how often we deal with services in our daily lives. For example when we make a phone call we often not realize that this service is provided by a service offering company. Today, services are of tremendous importance in our economy. The following statement indicates the role of service.

"This is a time when service markets have never been larger, competition in services has probably never been more intense and net-employment growth within developed economies is almost exclusively derived from services" (Lovelock & Gummesson, 2004 p.20).

Besides the enormous role of service in our economy, service is also the underlying basis for exchange (Vargo, Maglio & Akaka 2008). Therefore it is supposed to be a relevant topic for profit oriented companies. Companies can question themselves to implement a more service oriented strategy. Serviceability is in this view an import dimension for companies.

Vargo & Lusch (2004a) describe serviceability as the capability to serve, from a business perspective. These authors are convinced that a company's capabilities to serve are derived from value judgments by customers that experienced the service. Customers make critical value assessments when they experience service. These value assessments are based on serviceability.

The first question that rises is what is service exactly? According to the literature the answer is not unambiguous. Researchers use different definitions for service. Grönroos (2008, 2007) described service as a process where someone, for example a service firm, does something to assist someone else. According to this author the goal of service is to support customers for example in practice or with business outcomes. This support is according to the author given by a set of resources and or interactive processes. Swartz & Iacobucci (2000) give a more extensive description of service; they argue that there are differences in types of services. They make a distinction between services that are delivered

by people, by equipment or combinations of these two factors. A service which is delivered by people could be for example that a person gives an advice, like a consultant. Service delivered by goods could be for example renting a car, or software like a CRM system. In line with the contention of Swartz & Iacobucci, Judd already divided service into different areas in the year 1964. He divided service in to three areas, rented goods, owned goods services and non-goods services. He made a clear distinction between ownership, non-ownership and temporary ownership. Judd (1964) described 'Rented goods services' as the right to possess and use a product. A more extensive definition of rental services are presented by Lovelock & Gummesson (2004). They argue that rental services are offering benefits through access or temporary possession. The customers of rental services pay a rental- or access fees, these payments do not result in a transfer of ownership.

Goods- or ownership services are described by Judd (1964) as the services related to a product and custom creation of, repair, or improvement of a product. The exchange results in the ownership from seller to buyer. One of the differences of rental services and goods services are the transfer in ownership. Lovelock & Gummesson (2004) state, that there are fundamental differences in ownership and non-ownership service exchanges. They argue as follows:

“Service marketing exchanges that do not result in a transfer of ownership from seller to buyer are fundamentally different from those that do.”

What are these differences in ownership and non-ownership besides the transfer in ownership? The payments in the form of rental or access fees are different, although transfers that do result in ownership could also be paid on several manners for example by leasing. But are there more in-depth differences in service expectations or service experience?

As described by Lovelock and Gummesson (2004) there are fundamental differences in non-ownership and ownership. If serviceability of non-owned goods will be

measured and compared to the serviceability of owned goods, will there be fundamental differences? This paper explores the following question:

What are the differences in serviceability participating non-ownership service in contrast to participating ownership service and which consequences does this have for a company's value strategy?

Current theory seems to fail in adequately explaining what the differences of non-ownership versus ownership are in terms serviceability. According to Vargo & Lusch (2008) enterprises can offer their applied resources for value creation and collaboratively (interactively) create value following acceptance of value propositions, but cannot create and/or deliver value independently. When companies cannot create and/or deliver value independently they will need the value assessments of their customers or potential customers to create, possibly interactively, value. Can companies adjust a value strategy that is suited for both categories? Is it for example possible to create interactively value in both situations; non-ownership and ownership? The purpose of this study is to provide insights for marketing theory in the differences in serviceability of non-owned goods in contrast to owned goods and possible consequences for a company's value strategy. Insights in the differences of serviceability of ownership and non-ownership can be valuable for theory and practice. Knowledge is important for theory to get a better understanding of customer's experiences. If service is the underlying basis for exchange (Vargo et al, 2008), it supposed to be an important topic for companies. If scientists can make a distinction between the types of services like ownership and non-ownership service (Judd 1964, Lovelock & Gummesson 2004, Swartz & Iacobucci 2000), it is important to know what differences between these types of services are. The question is if we can treat service in non-ownership transfers and ownership transfers alike because differences are merely payment

conditions and the transfer of ownership? Or are there more in depth differences in serviceability like expectations and experiences? Because companies are not able to create value independently (Vargo & Lusch 2008), insights in customer's experience and expectations could be of great importance for value strategy. In addition to that this paper is also intended to react on a discussion in marketing theory which is about intangibility of service. One of the characteristics described of service often is intangibility (Kotler & Levy 1969, Inman 1985). Rental services demonstrate that services do not need to be intangible but could also include tangible performance activities (Lovelock & Gummesson, 2004). Presenting clear differences could lead to additional arguments in the discussion or provoke a new discussion.

The study is conducted among customers of a service providing company, named Bonhof. The company is an Agricultural Mechanization-, and Rental Company in the Netherlands. The service provider has both a machinery rental department and a sales department. They provide non-ownership service and ownership service to their customers. The products sold and rented are machines (e.g. platforms, tractors, shovels et cetera).

This article is divided into seven sections. This section is an introduction of the research subject. The second section provides insights derived from marketing theory about services and how the view on service marketing changed over time. The research propositions derived from literature are described in the third section. In the fourth section the research design of the study is explained followed by the results provided in section five. In this the research section results are presented and will be discussed. In section six, a discussion including managerial implications and limitations are presented followed by the conclusions of the study.

II. Theory

New perspectives on the view of marketing are appearing. Scientists are discussing whether we should change our view on marketing. Marketing evolved from a 'goods dominant' perspective to a 'service dominant' perspective. A new perspective is the 'rental perspective', how does this perspective relates to the comparison between non-ownership service versus ownership service ?

Service dominant logic a new perspective

Service can be defined as the application of specialized competences (knowledge & skills) through deeds, processes, and performances for the benefit of another entity or the entity itself (Vargo & Lusch 2004a, 2004b, 2008,). In earlier days service-marketing was not that obvious as that is nowadays, the view on marketing was based on goods and not on the service. According to the same authors the concept marketing has moved from a goods-dominant view to a service dominant view in which intangibility, exchange processes and relationships are central. The authors refer to two general meanings of value 'value in exchange' the price paid for something in the market and 'value-in-use', value as realized and determined by the individual (Vargo & Akaka 2009). The 'value-in-use' meaning of value is more an abstract value. 'Value in use' is considered by the customer and based upon in the extent the desired goal is reached. Before usage a certain goal is desired by the customer (Woodruff 1997). The customer wants to reach this goal by using the product or service.

'Value in use' and 'value in exchange' reflect on different ways of thinking about value and value creation. These concepts divided in a traditional and an alternative view (Vargo & Lusch 2004a, Vargo et. al 2008). Before the year 1900 the model of exchange had a strong focus on tangible goods which led to discrete transactions. Companies had a more traditional view on marketing. In their marketing activities the product itself was of great importance. The can be describes as

more operand resources oriented. Operand resources are typical physical resources of a company (Hunt & Madhavaram 2008). The traditional view is referred to as Goods-Dominant logic (GD-Logic) and is based on the value-in-exchange meaning of value (Vargo & Lusch 2004a). In the goods-dominant logic, value is created by the firm and distributed in the market, usually through exchange of goods and money. From this perspective the roles of producers and consumers are distinct, and value creation is often thought of as a series of activities performed by the firm (Vargo et al. 2008). Customers have in this view no influence on the value creation process.

Over time the view on marketing moved away from tangible output to intangible output. The view moves towards dynamic exchange relationships. These relationships involve performing processes and exchanging skills/and or services. Value is co-created with the consumer (Vargo & Lusch, 2004a). The view on the concept of marketing in the twenty-first century is according to Vargo & Lusch (2004a) focused on a service-centered model of Exchange. Intangibles are the basis for exchange, like competences, dynamic, exchange processes and relationships. The view is operand oriented. Operand resources are unlike Operand resources typically intangibles. Like service provided by employees which could be built upon the operand tangible products (Hunt & Madhavaram 2008).

This statement supports the service dominant view. In a service dominant logic, the roles of producers and consumers are not distinct, meaning that value is always co-created, jointly and reciprocally, in interactions among providers and beneficiaries through the integration of resources and application of competences, (Vargo et al., 2008, p146) , it is the customer who is the value creator instead of the organization. Following statement by Gummesson (1993) is in line with the interpretation of Vargo et al. 2008.

*“Service is more than saying we focus on the customer we ask them what they want”
(Gummesson, 1993, p.93).*

The alternative view, service dominant logic is tied to the value-in-use meaning of value. Value in use is described as followed by (Macdonald, E.K., Wilson, H. Martinez, V., Toossi, A., 2011):

“Value in use is a customer's outcome, purpose or objective that is achieved through service”

Since service is defined in terms of customer defined benefit, it is necessarily aligned with value-in-use, whether provided directly or through a good. Although value in use is related to the service dominant view, value-in-exchange remains important. (Vargo & Lusch 2008B). For example when renting a car, the type of car plays a role in indirect value creation. Organizations that implement a service dominant strategy, emphasize that all business interactions are essentially customer orientated and relational. The change in the view on marketing raises a number of challenges for companies. In order to involve customers in the value creation process, customer knowledge is a fundamental source of competitive advantage. (Hunt & Madhavaram 2008, Abela en Murphy 2007 p51, Cova & Salle 2008, Payne, Storbacka & Frow 2008). This seems rather logical but within the service dominant logic this is essential.

The view on marketing has moved over time from a goods dominant logic with a strong focus on the tangible goods to a service dominant logic. The service dominant logic involves a more dynamic exchange relationship. The focus is more on exchanging skills and ore services are in which value is co-created with the customer

An alternative paradigm on Service

Lovelock & Gummesson (2004) question themselves whether the academic field of services marketing is in danger due the service dominant view. According to them the academic field of marketing is losing its broad and in many respects coherent perspective.

The anxiety of Lovelock & Gummesson (2004) of narrowing down the view of marketing is based on unilateral view on service in the service dominant view. According to Wild (2010) services marketing is taking its lead form earlier work in economics, which held that a number of characteristics were enough to clearly specify service. Several authors described services as intangible goods that are subject to market transactions (Kotler & Levy 1969, Inman 1985). Lovelock & Gummesson (2004) refute that services based on characteristics are uniquely different from products; many services involve tangible performance activities that users experience during delivery. Judd (1964) distinguishes three areas of service:

Rented goods - service	The right to possess and use a product
Owned goods - service	Services related to a product and custom creation of repair or improvement of a product
Non goods - service	No product elements but rather an experience or what might be termed experiential possession.

Table 1 Types of service Judd (1964)

Vargo & Lusch (2004) and Vargo et al. (2008) do not seem to focus on the distinction between the types of services but rather search for new paradigms, but they do recognize that there are differences. They mention that offerings also can include tangible outputs in the service provision.

Lovelock & Gummesson (2004) proposed an alternative paradigm. They state that; service marketing exchanges that do not result in a transfer of ownership from seller to buyer are fundamentally different from those that do. The paradigm of Lovelock & Gummesson (2004) posits that services offers benefits through access or temporary possession instead of ownership, with payments taking the form of rentals or access fees. Lawson (2011) contributes to that a growing number of consumers are choosing to

forgo ownership and instead participate in non-ownership consumption through alternative forms of exchange such as renting. According to this author consumers find greater happiness in temporary possession through the reduction of risk, burdens of ownership and commitment. The rental perspective offers a different view on services. In fact Lovelock and Gummesson (2004) show with the rental perspective that service is not always based on the characteristic intangibility which is often assumed. They also argue that rental service provides value by liberating customers from costs and burdens of ownership. Ehret & Wirtz (2010) give an example of the rental perspective. They say that it is possible to enable yourself to use car either by buying or renting one. Most economic statistics would classify the first case as a goods business, and the second as a service business. The car in this case remains a value proposition; whether the user is the owner or is a temporary owner of the car (Gummesson, 2007).

The alternative paradigm of Lovelock & Gummesson (2004) could give an extra dimension for manufacturing companies who are willing to adopt a service dominant view. Lovelock & Gummesson (2004) state that marketing exchanges that result in a transfer of ownership from seller to buyer are fundamentally different from those that do. This leads to questions, what are value perceptions when renting a machine, and what are the differences when buying a machine? How can this be translated to serviceability? Services are presented as offering benefits through access or temporary possession, rather than ownership, with payments taking the form of rentals or access fees.

Serviceability; the capability to serve

Serviceability can be explained as the capability to serve, from a business perspective. This concept is used in service marketing theory. Johnson and Malek (1988) state that the term serviceability is also often used in the ICT sector, where it has to do with the aspects of a system design contributing to

ease of diagnosis and repair. Often it is called Maintainability. Serviceability related to marketing theory is derived from critical value assessments from consumers based on their experience with the service (Vargo & Lusch 2008).

“Most researchers and managers agree that value is a key constituent of marketing strategy development and implementation. It is commonly agreed upon that delivering superior value to customers will lead to superior value to the firm.”
Ulaga (2001).

Serviceability based up on value perceptions of customers can lead to value propositions. Walter and Lancaster (2000) describe value propositions as a statement of how value is to be delivered to customers. Externally it is the means by which the firm positions itself in the mind of customers.

Customers go through three phases when buying or renting a machine namely, desired customer value, experienced customer value and value assessment (Woodruff & Gardial 1996). Customers expect a certain value, when they use the product they experience the service and afterwards they can make a value assessment based on the gap between their expectations and experiences.

Desired customer value is the moment that they want to, in this case, rent or buy a machine. The customers desire a certain quality or experience of a company. These expectations could have influence on their value assessment. The second phase is that the product is in use; during this use certain expectations come true, or even exceed the desired value or can be beneath the desired value. Measuring expectations and perceptions separately also allows managers to better understand the dynamics of customers' assessment over time (Parasuraman, 1997). After a period in use or after the Non-ownership customers can make a critical value assessment. Company's can derive from this value assessments serviceability (Vargo & Lusch 2008).

In theory there are several perspectives on value. Value is different per individual and

depending on your personal and cultural references and values. The value perception of a customer can even change over time. Within this description it seems unfeasible to measure. Customer value though, becomes an important tool for competitive advantage (Woodruff, 1997). Measuring customer value could lead to more insight in customer needs. Customer value is according to Kotler, Keller, Brady, Goodman, Hansen (2009) the perceived value of the bundle of economical, functional and psychological benefits customers expect from a given marketing offer. Value results from the beneficial application of operant resources, like services, sometimes transmitted through operand resources, like products (Vargo & Lusch, 2004a). Woodruff, Flint & Gardial (1997) make a classification of value. Their classification is 'desired customer value' and 'value judgments' will be elaborated below.

'Desired customer value' is defined by Woodruff and Gardial (1996), as the customers' perception of what they want to have happen in a specific kind of use situation, with the help of a product or service offering, in order to accomplish a desired purpose or goals. Expectations are, according to Oliver (1981) consumer defined probabilities of the occurrence of positive and negative events if the consumer engages in some behavior. Expectations could be viewed as consumer predictions what would happen during the rental or purchase, in this research expectations are viewed as consumer predictions what should happen. To put it in another way, what does the consumer desire?

Where desired value is a measurement of what the customer want to happen, value judgments represent what has happened after the rental process or purchase process and a certain time in use. Woodruff et al., (1997) define value judgments as the customer's assessment of the value that has been created for them by a supplier given the trade-offs between all relevant benefits and sacrifices in a specific use situation. The consumer has a specific expectation of the service or transaction. After the use of the product a

value judgment can be given. This value judgment can be different as the desired expectations. These differences can be positive or negative.

There are several mediating factors which can influence customers' perception and expectations. Imagine your own reference frame. Your own experiences and environment influence your opinion; another person could have another opinion because he did not have the same experience as you have. Ladhari, Pons, Bressolles & Zins (2011) argue that cultural values and personal values influence consumers' perceived service quality. They notice that these two variables should be considered when measuring customer value. Beside personal- and cultural value, 'value in use' and 'possession value' also influences value assessment according to Woodruff and Gardial (1997). They mention that 'value-in-use' has influence on value perception. 'Value in use' reflects the use of the product or service in a situation to achieve a certain goal or set of goals. For example, a customer needs a machine for mowing several acres grass. When this desired goal is not obtained the customer could get dissatisfied. He could get frustrated because of several reasons, perhaps he is not able to mow grass because of personal reasons but it could also be that he is not properly advised of the physical capabilities or the use of the machine. Therefore 'value-in-use' has influence on the value assessment of the customer. This also applies for 'Possession value' described by Woodruff en Gardial (1997). 'Possession value' reflects the inherent meaning of the product or service to the customer. An example of possession value could be that the customer for example rents a machine at the highest rated company, because it is a comforting feeling to deal with the best. Because of this they have high expectations. It could be hard to meet these expectations for such a company; even the expectations could be unrealistic. According to Richins (2004), 'possession value' could also stand for the extent to which the products improves your appearance, makes others think well of you,

has social prestige or provides social status, is valuable in terms of money. Basically she sees it is a type of materialism.

Concluding on the value assessment process, in figure one this process is shown, which is designed to provide a clear insight for the reader. Customers use owned goods or use rented goods, during this use they create a value judgment. To define serviceability customers critical value assessments based on their serviceability is needed. (Vargo & Lusch 2004a). The experienced value is the actual assessment by the customer, which is influenced by the expectations of the customer. When customers experience the service, a gap can arise between what they experience and what they desire. For example, when customers have relative low expectations the probability is higher that experiences exceed expectations. When expectations are relatively high it is more difficult to exceed expectations. Mediating factors concerning these assessments are personal and cultural references and values.

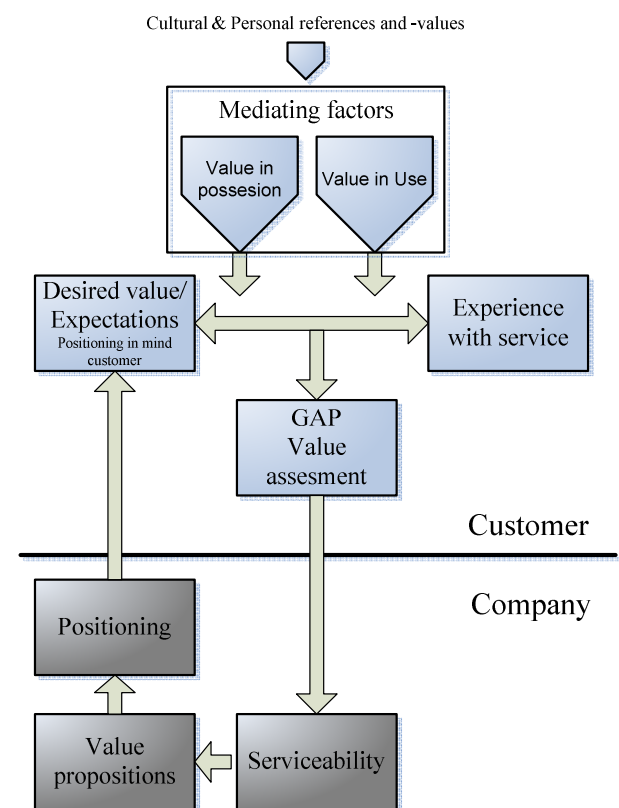


Figure 1 Value assessment process

Direct mediating factors are ‘value in use’, the degree in which the desired goal with the product or service is obtained. And ‘Possession value’, reflects on the inherent meaning the product or service has for the customers. For example, people can think renting a new expensive car would provide you a better social status.

The value assessment based on the experienced value of the customer leads to knowledge for the company. A company can derive from this assessment value propositions. Value propositions, like serviceability cannot be determined by the company itself without customer involvement (Vargo & Lusch 2008). The company will position itself in the market. This positioning can have influence on the expectations of the customer.

Service evaluation

Service evaluation research has led to the determination of some dimensions of service quality and has generated different service quality models. Efforts in service evaluation have been largely focused upon questionnaire-based tools that aim to operationalize and measure service quality concepts (Wild, 2010).

The service quality method SERVQUAL and the service performance method SERVPERF constitute the two major service quality measurement scales (Jain & Gupta 2004, Landrum, Prybutok, and Zhang 2006).

“Service quality as perceived by customers stems from a comparison of what they feel service firms should offer with their perceptions of the performance of the firm. Perceived service quality is therefore viewed as the degree and direction of the discrepancy between consumers’ perception and expectation” (Zeithaml, Berry & Parasuraman 1988b, p16).

The foundation for the SERVQUAL scale is a model proposed by Zeithaml et al (1988b). The SERVQUAL scale measures service quality by the gap or difference between consumer desires and perceptions. A negative difference between perceptions and desire

causes dissatisfaction, a positive difference leads to consumer delight. The SERVPERF model is a variant of the SERVQUAL model in which only performance is measured. Both SERVQUAL and SERVPERF measure the same basic variables. SERVPERF only measures the performance, based on customers’ perceptions of the service provider (Landrum et al. 2006). The dimensions of both theories are based on, and are composed by Zeithaml et al. (1988b). Zeithaml et al. (1988b) give the following labels for service quality; Tangibles, Reliability, Responsiveness, Assurance and Empathy. Service quality is subject of debate in service theory, it is been criticized on its reliability and validity. The SERVPERF method therefore only is based on the performance, because they argue that performance alone provides more predictive power. (Landrum et al 2006). Expectations are not measured, but this could be interesting information for managers and theory. With the SERVQUAL method managers can compare their scores to desired value. Measuring expectations and perceptions separately also allows managers to better understand the dynamics of customers’ assessment over time (Zeithaml, Berry & Parasuraman 1993)

Another critique on the service quality evaluation methods is that mediating factors cannot be measured, for example people can have different psychological benchmarks in mind against which they judge quality, besides that; peoples response tend to depend on the timeframes to which they are referring (Collin, Ograjenšek, Göb & Ahlemeyer-Stubbed 2011).

“However, in light of the need to predict behavioral intentions, the predominant view supports the use of performance perceptions when measuring service quality” (Brady, Knight, Cronin, Hult, Keillor 2005, p22).

There are several manners to measure service quality, most of the time questionnaire based methods. The service quality method SERVQUAL and the service performance method SERVPERF constitute the two major

service quality measurement scales. The SERVQUAL and SERVPERF method measures the dimension, Tangibles, Reliability, Responsiveness, Assurance and Empathy. The SERVPERF method only measures company performance. The SERVQUAL method measures both expectations and experiences.

III. Propositions

The service dominant logic by Vargo & Lusch (2004) and the alternative paradigm by Gummesson & Lovelock (2004) create the basis for this study. The service dominant logic emphasizes the importance of service in general but does not focus on rental services, although they do not ignore the existence of it. The alternative paradigm, which posits that services offers benefits through access or temporary possession instead of ownership, with payments taking the form of rentals or access fees, could give an extra dimension for manufacturing companies in terms of non-ownership of manufactured goods. It holds the potential to stimulate new approaches to both research and practice, and it provides a bridge to manufacturing by explicitly recognizing the role of service based rentals as an alternative to direct sale of durable products (Lovelock & Gummesson, 2004, p38). According to Lawson (2011) a growing number of consumers are choosing to forgo ownership and instead participate in non-ownership consumption through alternative forms of exchange such as renting, and thinks that consumer perhaps find greater happiness in temporary possession through the reduction of risk, burdens of ownership and commitment. This view suggests that the potential of rental services to score higher on serviceability rather than ownership services. When customers find greater happiness in temporary possession they will grade the experienced service higher in case of a rental machine instead of a bought machine. Assumed is that these customers also have higher expectations of service than ownership respondents. We suppose that these customers that forgo

ownership have high expectations concerning serviceability and therefore choose for this type of service. Derived from this thought the first proposition is proposed:

Proposition 1

Customer that participate in non-ownership consumption have higher expectations of serviceability than customers that choose for ownership

In line with this thought it is assumed that expectations of non-ownership services also should be higher. Otherwise these customers perhaps still will choose for ownership. The number of customer that choose for non-ownership is growing. Apparently they have good experiences with renting. Vargo & Lusch state that service is the underlying basis for exchange, the serviceability at non-ownership transfers is assumed to be high. This thought leads to the second proposition;

Proposition 2

The experienced serviceability will be assessed higher in case of non-ownership compared to ownership

Possession value' reflects the inherent meaning of the product or service to the customer (Woodruff & Gardial (1997). According to Richin (2004), the product could improve your appearance, make others think well of you, has social prestige, provide social status, or is valuable in terms of money. New machines are valuable in terms of money; it can provide some kind of social status because not everyone can afford it to buy a new machine. Therefore it is assumed that the mediating factor status or possession value is more important for customers who choose for ownership. This could be a logic thought, but the other way around is also possible. It is a possibility that customer for that reason choose for non-ownership. Within this manner it is easy to switch machines. In that case others may think well of you. Because this customers do not actual own the products, therefore this status is easy to reach for a lot of individuals due the fact that renting once in a

while is less expensive than buying machines. Because of this reason it is supposed that social status, 'Possession Value' is more important for customers that own goods instead of temporary own goods.

Proposition 3

Social status is more important for customers which choose for ownership instead of non-ownership

IV. Research design

Research design can be classified by the approach used to gather primary data in order to answer the research questions. A research design is supposed to represent a logical set of statements, and quality of the given design can be judged according to logic tests, according to Yin (1994). Concepts that have been offered for these tests include trust-worthiness, credibility, conformability, and data dependability. Four tests namely; construct validity; internal validity, external validity, and reliability have been commonly used to establish the quality of any empirical social research (Yin, 1994). The goal of this study is to provide insight in the differences in serviceability between ownership and non-ownership. To measure serviceability value assessments of customers have to be studied. Because existing theory fails to adequately explain what the differences are in serviceability of non-ownership versus ownership, one important thing is to understand these value assessments in order to find underlying meanings. According to Merriam (2002) understanding the meaning people have constructed about their experiences is a main characteristic of qualitative method. Meanwhile qualitative methods are most of the time conducted under a lower number of respondents which will be a threat for conclusion validity. Taking this into account the understanding of the phenomena will be the main goal and therefore a qualitative method fits with this research.

Induction and deduction are two modes of inquiry that represent an important variation

within social research (Babbie, 2007). Inductive reasoning or induction moves from the particular to the general, from a set of specific observations to the discovery of a patterns that represents some degree of order among all the given events. In contrast to induction deduction is based on the logical model in which specific expectations of hypothesis are developed on the basis of general principles. The research after the differences in service-ability between ownership and non-ownership will be a deductive research. A theoretical framework is the basis for observations in the field.

Semi structured interviews

To understand customers an in depth approach is needed. Therefore, in order to answer research question semi-structured interviews among consumers is chosen. With interviews qualitative data about value assessments can be obtained. During interviews is the researcher the only and primary instrument for data collections and data analysis (Merriam 2002). The goal of the research is to give insight in differences in serviceability and understand these differences; therefore this method has advantages. During the interview it is possible to adapt to the situation, respond and ask further for a more in-depth meaning. The topics being covered in the interview are; service quality, value in use and possession value. The respondents were asked to describe their desired value and experienced value concerning the topics. In the section operationalization the topics are further specified.

The interviews were carried out face to face at the customers home or at their work. The goal was to make it for the customers as convenient as possible. The interviews are anonymous; names were not noted and mentioned to the company's employees or management. Also the interviews were not taped which was a wish of the company. They are convinced that the respondents do not feel at ease when they know that they are taped. The interviews lasted from approximately 90 to 150 minutes. Interviewees were talking

from 70% to 80% of the time. During these interviews notes were taken directly. The question related to the dimension of service quality were also asked face to face. According to Patton (2002), questions aimed at the understanding the cognitive and interpretive processes of people ask about opinions, judgments, and values. Therefore judgments described in the service quality statements (from strongly agree to strongly disagree) were asked but also their arguments or a explanation for that answer. These answer were filled in a developed table with per dimension a empty column to take notes. The notes existed out of abbreviations and full sentences. The answers were direct after the interviews transcribed in a word document, and existed out of several a4 pages. The reports of the interviews were used for placing answers in a table. The table is filled with the essence and the concise message of the answers given. The table provided an overview of answers given per category, non-ownership & ownership. These answers are being analyzed.

Target population & Company & Sampling Frame

The target population for this research are customers in a business to business context that buy or rent products; which is explained by the right to poses and use a product for rental fee without having ownership, buy comparable products; which leads to ownership. Because service-perception can also depend per company, one company is selected to measure differences in serviceability of owned and non-owned goods. The goal is not to measure differences between serviceability of companies, but the differences in serviceability of non-owned and owned goods hence one company is selected. The selection of one company could influence the degree of generalizability. The selection of the service providing company is done on basis whether the company offered both ownership and non-ownership services. Also the products they offer should be comparable. To measure differences in serviceability of

owned and non-owned goods, comparable products can exclude product influences on the outcomes of customer perception. The company must also be willing to help and give permission and access to information sources like their CRM system, question employees and survey clients. The service provider is an agricultural mechanization company, they sell machines and rent machines like cradle elevators and tractors.

The target population of the research are consumers of the service providing company. The customers should have experience with renting machines, buying machines or renting and buying machines. The sampling frame comes from the CRM-system of the company where all of their customers are saved, with their buying and renting history. The sampling frame exists out of the customers of the service providing company who rented or bought a machine in 2011. Some machines are almost exclusively sold during springtime. To avoid the chance of questioning only this type of consumers the sampling frame exists out of consumer of an entire year to avoid seasonal fluctuations. To year 2011 is chosen because this is the last closed year. It is plausible that consumers remember their rental or purchase. It could be that this is not the case. During this time period a decline of economical growth in Europe is going on. This can have influence on the outcomes, for example companies could make the choice to rent machines because buying is experienced too risky. Or the other way around, companies buy machines because prices are low due to heavy competition. The population exists out of 41 rental customers and 202 ownership customers. There are several customers who have experience with both, non-ownership and ownership. The units of analysis are selected by probability sampling. From the Non-ownership customers sampling frame 10 respondents took part of the interview. From the Non-ownership customers sampling frame 8 respondents took part of the interview. The number of interviews depended on the extent of new information told by the respondents.

When no new information was told, one extra respondent had to cooperate with the interview.

Age		Branch	
21-30	7	Construction	4
31-40	5	Gardening	4
41-50	4	Automotive	1
51-60	1	Installation	1
61 - 70	1	Energy	1
		Agricultural	7

Table 2 Respondents

The respondents are males in the ages of 21 – 70 years old. From the data it is apparent that two thirds of the respondents is in the age of 21 – 40. The branches in which the respondents are active are: construction, gardening/landscaping, automotive, installation, energy supply, agricultural. The respondents from the Non-ownership category are mainly derived from the construction branch. The Ownership customers mainly are allocated in the agricultural branch. In the branches agricultural and landscaping are represented under both Non-ownership and Ownership customers. It is remarkable that Non-ownership customers are more often related to technical branches. The respondents are responsible when it comes down to purchasing or renting a machine. The group of respondents existed out of project managers/calculators, participants of a joint venture, directors and independent entrepreneurs. The companies involved are varying from size from one entrepreneur to a company with more than 200 employees.

Operationalization

During this study several concepts are being used to measure serviceability. Serviceability is derived from customer value assessments based on their experience with the service. Mediating factors are ‘Possession value’ and ‘Value in use’. These concepts are measured during semi-structured interviews with customers of a service providing company. Below concepts will be further explained. In

appendix 18 and 19 the interview questions are shown. During the interview additional questions can be asked. These are not mentioned in the appendix. The questions are not mentioned because they could arise in a conversation. During the conversation it is possible to adapt to answers.

Ownership/non-ownership

In this study the split is made between non-ownership and ownership. According to Lovelock and Gummesson (2004) there is a gray area between the split of ownership and non-ownership. In this study we assume that non-ownership is renting a machine. Renting could be described as the temporary possession of a machine; the consumer has to pay rental fees. Ownership is related to owning goods. Owning goods, is assumed to be a sold machine. The company also sells smaller material, but in this study the focus on the purchase of a machine. A machine is comparable with the non-ownership services because consumers rent machines. The owner of the machine does not pay a rental fee but paid, or will pay the total purchase amount and received the machine. The split between ownership and non-ownership is made by the records of the CRM system of the company.

Serviceability

Serviceability is based up on critical value assessments by customers (Vargo & Lusch 2008). Customers make critical value assessments on the service they experience. Before buying or renting a machine customers have expectations. These expectations can influence their value assessment when they experienced the service, e.g. expectations could be higher than their experienced service, or experiences could even exceed expectations. Therefore expectations will be measured first, by asking to their desired situation. Afterwards experienced value will be measured. The gaps are differences in expectations and experienced value. In table 3 an overview of the concepts measured is given. The topics measured to indicate serviceability are; value in use, possession

value and service quality. An overview is given in table 3; indicators serviceability. In table 4 and 5 the dimensions will be further specified.

Service quality:	Expectations & experiences (see table 4)
Mediating factors:	Value in use; Possession Value (table 5 & 6)

Table 3 Indicators 'Serviceability'

Service Quality

Service quality will be measured on basis of the dimension proposed by Zeithaml et al (1988). These dimensions are the basis for the two most important Service evaluation methods. The dimension will be measured in both the desired value as the experienced value. The SERVPERF method only measures performance. Measuring desired value is also for interesting for the company because in this manner they can measure what the customer desires and in which extent they provide this to their customers. Besides that also for theory measuring desired value is important. When comparing ownership and non-ownership the desired data is more neutral. The experienced data are all based on experiences with the company. The desired data is what the respondent want to happen. Because this method does not asses mediating factors, 'value-in-use' and 'possession value' are measured separately from the service quality dimensions. Because measuring desired value can be of valuable information for managers the gap between desired en expected value is measured. In table 4 the dimensions used in the method are described.

Tangibles	Physical facilities, equipment, and appearance of personnel.
Reliability	Ability to perform the promised service dependably and accurately.
Responsiveness	Willingness to help customers and provide prompt service.

Assurance	Knowledge and courtesy of employees and their ability to inspire and confidence.
Empathy	Caring, individualized attention the firm provides to its customers.

Table 4 Indicators "Service Quality"

Mediating factors

Mediating factors are factors that can have influence on the value assessment of the respondents. There are several mediating factors. Direct mediating factors on value assessment are Value in Use and Value in Possession described by Woodruff & Gardial (1997). These two mediating factors will be measured.

Value in use

Value in use is considered by the customer and based upon in the extent the desired goal is reached. Therefore value in use will be measured whether the desired goal is reached. Therefore the desired goal is been asked. When the desired goal is traced the question is what the expectations where to obtain this goal with the bought or rented machine. Finally, is asked whether this goal is obtained. And if the expectations matched to the experience with the product.

Product	Examination desired goal with the product, is the goal obtained
Service	Expectations of the service, experience with the service

Table 5 Indicators "Value in use"

Value in Possession

Possession value reflects the inherent meaning of the product or service to the customer (Woodruff & Gardial 1997). According to Richin (2004), 'possession value' could also stand for the extent to which the products improves your appearance, makes others think well of you, has social prestige or provides social status, is valuable in terms of money. Woodruff & Gardial mention that also brands and the company image could have influence on possession value. Richin (2004) sees

Possession value more as a form of materialism. Materialistic individuals are more likely to engage in unethical behavior and are more likely to condone such behavior (Vitell, Peolillo, Singh, 2006), besides that materialistic individuals also seem to be more disagreeable (Hong, Koh, Paunonen, 2012). In the Dutch culture this could be something to be ashamed of, therefore these questions are not asked directly. It is not beneficial for the research if respondents feel offended. Possession value is measured by the personal reasons to go to the company. Why they go to other suppliers. What their reason is to rent or buy the machine. The importance of the number of brands in the assortment of the supplier is measured and the importance of the company image. To get more relevant information on the topic questions as “Can you elaborate on that”, “Why is that important for you”, “Can you explain that” and “Could you give me more reasons.” are asked.

Brands	Number of brands, importance of brand name
Image	Image importance, company image

Table 6 Indicators "Possession Value"

V. Results

In search for an answer to the central question, a closer look is taken at the research results. The descriptives are enclosed in the appendixes 1 to 17. From the data and the stories told it is apparent that non-ownership machines are used less than ownership machines. It seems that the consideration of cost per use is made. When renting is too expensive because the machine is needed often, the machine will be bought. One of the respondents explained that when the rental fee exists out of 50% of the purchase amount the machine will be bought. He said they did prefer ownership instead of temporary possession, sometimes it is not profitable to buy rather expensive machines when they are not used that much. It also seems that when machines are important for one of the main

activities of a company, customers do not want to be dependent of a rental company. For example, mowers for agricultural companies. Mowing is only possible when weather predictions are good. In this period there is a high demand for mowers. The risk that mowers are already lent to other customers is too big. Tractors are most of the time used daily; in this case it is not profitable to rent a tractor.

Service Quality

Service quality is measured by the dimensions proposed by Zeithaml et al. (1988). These dimensions are Tangibles, Reliability, Responsiveness, Assurance and Empathy. Both desired and experienced value are measured. Serviceability is derived from value judgments of customers based on their experiences. Therefore experienced value is an important outcome measuring serviceability. Desired value is the dependent value. The mean outcomes per dimension are shown in table 7. Also the standard deviation is shown to present the variability about the mean. The standard deviation (SD) per dimension is shown to provide more insight in the distribution of the answers. The SD is measured by all the answers at the bundle of question within the dimension. As we can see from the table, differences between the two categories ownership and non-ownership are presented. The numbers are based on a 7 items likert scale. Number 1 means strongly agree as opposed to number 7 which means strongly disagree. The numbers are the average of a bundle questions belonging to the dimension.

The differences in the experienced value are shown in figure 2. It is obvious that non-ownership respondents assess their service quality experiences higher as opposed to the ownership respondents. On every dimension the assessment of non-ownership respondents the company higher.

The differences between the desired value is more clearly presented in figure 3. The most remarkable differences are within the dimension tangibles, responsiveness and reliability. Non-ownership respondents assess

their desired value concerning tangibles and responsiveness higher. While ownership respondents assess their desired value concerning the dimensions reliability and

assurance higher. The differences in desired and experienced value are further analyzed per service quality - dimension in the following sections.

	Ownership		Non-Ownership	
<i>Service quality</i>	<i>Desired</i>	<i>Experience</i>	<i>Desired</i>	<i>Experience</i>
<i>Tangibles</i>	3,94	3,63	2,73	2,98
<i>SD</i>	1.98	1.56	1.38	1.34
<i>Reliability</i>	1,35	3,33	1,8	2,38
<i>SD</i>	0.66	1.47	1.17	1.12
<i>Responsiveness</i>	2,84	3,48	1,95	2,4
<i>SD</i>	1.83	1.88	0.81	1.03
<i>Assurance</i>	1,66	2,97	1,88	2,20
<i>SD</i>	0.82	1.72	0.85	0.94
<i>Empathy</i>	2,73	3,23	2,68	2,72
<i>SD</i>	1.4	1.22	1.36	1.28

Table 7 Results Service Quality Note: 1 strongly agree, 7 strongly disagree

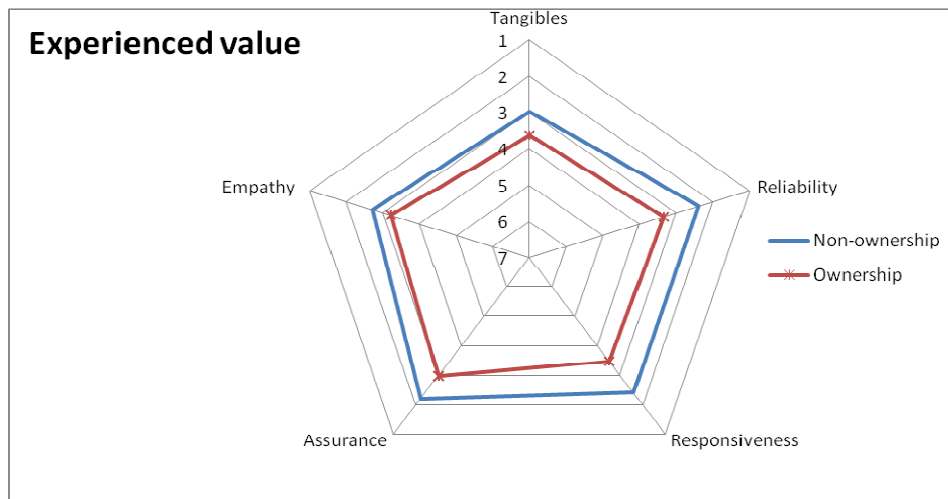


Figure 2 Experienced value non-ownership vs. Ownership Note: 1 strongly agree, 7 strongly disagree

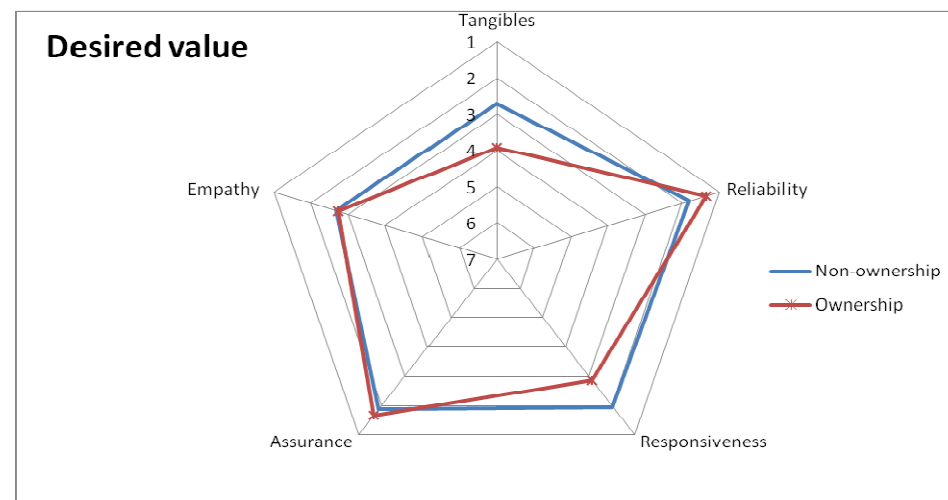


Figure 3 Desired value non-ownership vs. ownership Note: 1 strongly agree, 7 strongly disagree

Tangibles

The dimension ‘tangibles’ is measured by the desired and experienced circumstances of physical facilities, equipment and appearance of personnel. Statements about tangibles were asked and the respondents had to answer in which extent they did agree or did not agree. In table 8, an overview of the average scores is shown. The Standard Deviations (SD), which shows the variability about the mean, is presented per category.

<i>Tangibles</i>	Ownership		Non-ownership	
	<i>Desired</i>	<i>Experience</i>	<i>Desired</i>	<i>Experience</i>
<i>Up to date equipment</i>	4,88	3,25	2	2,2
<i>SD</i>	1.88	1.39	0.88	0.92
<i>Physical facilities visually appealing</i>	3,5	3,75	3,3	3
<i>SD</i>	1.85	1.67	1.88	1.15
<i>Well dressed, appear neat</i>	3,5	3,38	2,5	2,8
<i>SD</i>	1.69	1.69	0.85	0.92
<i>Appearance be in keeping with service</i>	3,88	4,13	3,1	3,9
<i>SD</i>	2.48	1.64	1.29	1.79

Table 8 Tangibles Note: 1 strongly agree, 7 strongly disagree

Equipment

The first statement whether a company should have up to date equipment was embraced by the non-ownership respondents. During the interviews one of the respondents argued that up to date equipment is important, he explained working safe is an important factor of hiring a machine. Another respondent from a construction company told that it is important that the machine is up to date and visually is appealing. He noticed that also their customers see the rented machine(s); therefore it is important that the machines are visually appealing because it has influence on their company image. As we can see from table 8 is that there is a slight difference in the desired value and experienced value at the non-

ownership respondents.

From the data it appears that ownership respondents in average do not desire up to date equipment like non-ownership respondents do. Respondents mentioned that they in most of the cases prefer to buy second hand equipment, because new machines are too costly. Therefore they do not prefer up to date equipment. Meanwhile the variability within the category is very high (SD. 1.88), respondents strongly agreed to strongly disagreed with this statement. Despite the variability the majority preferred second-hand equipment. The company provided newer up to date equipment than desired.

Concerning the statement up to date equipment there is a clear difference between ownership and non-ownership. Non-ownership respondents assess their desired value concerning newer machines higher than the ownership respondents. Ownership respondents prefer second-hand machines to reduce costs. Non-ownership respondents prefer new machines likely because they value safe machines and visually appealing machines.

Physical facilities

The second statement in the category is: Physical facilities should visually appealing. Non-ownership respondents assess appealing facilities slightly higher than the ownership respondents. Also within this category the variability is high (SD 1.85, 1.88) In line with this variance, arguments also vary from respondents that mention that they don’t care to respondent that say that they feel comfortable when facilities are visually appealing. One respondent argued that is definitely important because it influences your first impression.

A minor difference is to see between desired and experienced value of the non-ownership respondents. Ownership respondents are not more like-minded concerning this statement. Related arguments to the facilities shouldn’t be visually appealing is that respondents from the agricultural branch also want walk in for reparations in

their working clothes. When the facilities are too shiny respondents do not feel comfortable anymore. In line with this statement another respondent argued the following statement:

“I would perceive a barrier, if I don’t feel welcome anymore wearing my overalls while I did buy an expensive machine”

Another respondent also reacted related to the cost of a machines, he argued that when the physical facilities are look too precious, he got the feeling that he paid too much. As we can see from this statements, there is a high variety within the answers. One feels comfortable the other feels a barrier. The differences between the desired value of ownership and non-ownership concerning this statement are negligible. The average difference is minimal (0,2) and as we can see from the standard deviation, the variability within the categories are high. Non-ownership respondents assess their experience higher than ownership respondents. They also assess their desired value higher.

Appearance of personnel

The third statement within the dimension ‘Tangibles’ is that employees should be well dressed and appear neat. Non-ownership respondent react that they somewhat agree with the statement that personnel should be well dressed and appear neat. Noteworthy is that it is absolutely not necessary and desirable that personnel are dressed in suit. Non-ownership respondents asses desired and experienced value higher than ownership respondents. The following statement could be an explanation for this difference concerning appearance of personnel:

“When we rent a platform and it should be brought or repaired at the location, we want that personnel is well dressed. For example a clean overall. It is also in our own interest, a sloppy appearance of the personnel can also influence our image.”

Respondents also mention that it is desirable to recognize who is responsibility for which task, by clothing. Non-ownership respondents

experienced slightly less value than they desired. Several times mentioned by the respondents is that they cannot make a distinction between the rental employees and other employees. When picking up the equipment, the experience is that they cannot find the employee who is responsible for the rental equipment. Ownership respondents in general judge between ‘neutral’ and ‘somewhat agree’ that personnel needs to be dressed well and appear neat. One of the arguments mentioned was that clothes should be suited. For example, it is not necessary that a sales representative with a suit visits an agricultural company. Moreover another respondent argued that he doesn’t feel comfortable of the sales representative looks to neat, just jeans with a sweater is fine. The majority experienced the same value as they desired. But experiences are slightly higher than the desired value.

Non-ownership respondents assess well dressed and neat appearance of personnel higher than ownership respondents. An argument is that the customers of non-ownership respondents are more often getting in contact with the employees of the company. For example when the machines are delivered on location. Appearance of personnel can also influences their own company- image. Ownership respondents are more divided, This is also to see form the SD. 1.69 which is relatively high. In general ownership respondents want a neat appearance of personnel but not to neat. It should be suited to the situation.

Appearance in keeping with service

The final statement in the dimension tangibles concerns the appearance of the physical facilities, whether these are in keeping with the type of service provided. ‘Somewhat agree’ is the average response of the non-ownership respondents. The most non-ownership respondents answered neutral, with some outliers. These respondents with the outlying answers find it important that the appearance is in keeping with the services provided. One respondent elaborated about a

competitive company, he recognized direct that it was a rental company. At the service providing company it was not clear. 40% of the respondents experienced less value than they desired.

Ownership respondents assess their desired value less compared to non-ownership respondents, on average they assess the statement nearby neutral, but there is a high variability within the answers (SD. 2.48). But they do, like non-ownership respondents, experienced on average less than they desired. Three of the respondents told that they could not see from the outside what the company's business activities are they also were not able to mention all the business' activities. 50% of the respondents experienced less value than they desired.

Non-ownership respondents assess their value experience higher than ownership respondents. However, they also assess their desired value higher than ownership respondents.

Concerning the dimension tangibles we can assume that non-ownership respondents value their experienced value higher than ownership respondents. Moreover non-ownership respondents assess also their desired value higher than ownership respondents do. There is a clear gap to see at figure 3, desired value, concerning this category. An explanation could be that ownership respondents are more interested in second hand machines because of a lower purchase price. Besides that they seem to care less about appearance. The visually appearance of the physical facilities are assessed higher by non-ownership respondents than ownership respondents. And also in case the appearance of personnel assess non-ownership respondents their experience higher. It is assumed that employees get more often in contact with customers of the non-ownership respondents. Because the machines can be brought or repaired at the location. Ownership respondents have to bring their machines to the company, their customers do not see personnel.

Reliability

The dimension reliability is measured by 5 statements measuring the 'ability to perform the promised service dependably and accurately'. The average result, on basis of the 7 items likert scale, of the interviews are presented in table 9 Reliability. The standard deviation (SD) per question, are also presented in table 9.

Actions by a certain time

80% of the non-ownership respondents agreed or strongly agreed that actions should be performed by a promised times. Although the variability within the category is relatively high (SD 1.62) compared to the variability within the desired value of the ownership respondents (0.36). A reaction from a non-ownership respondent was that equipment needed to be delivered on time. Because his planning depended on this.

	Ownership		Non-ownership	
<i>Reliability</i>	<i>Desired</i>	<i>Experience</i>	<i>Desired</i>	<i>Experience</i>
<i>Actions by a certain time</i>	1,13	3,38	2,20	2,30
<i>SD</i>	0.36	1.41	1.62	0.68
<i>Sympathetic problems</i>	1,50	3,13	1,90	2,00
<i>SD</i>	1.07	1.24	0.99	0.82
<i>Dependable</i>	1,38	2,88	1,30	1,80
<i>SD</i>	0.52	1.46	0.68	0.79
<i>Service at promised times</i>	1,38	3,38	1,40	2,30
<i>SD</i>	0.74	1.69	0.7	0.82
<i>Records accurately</i>	1,38	3,88	2,20	3,50
<i>SD</i>	0.52	1.73	1.48	1.58

Table 9 Reliability Note: 1 strongly agree, 7 strongly disagree

Another respondent argued that in their case it was not necessary that machines had to be delivered on time because he only needed the machine a few times a year for general activities without a time limit. This can explain the high variability within the desired value of non-ownership respondent (1.62). On average the performance of the company is

assessed somewhat lower than desired, however the difference is minimal.

Apparently ownership respondents assess this topic very high, 87,5% of the ownership respondents strongly agreed with the statement, the other 12,5% agreed with the statement. Due to this clear answers the variability within the dimension is relative low (SD 0.36). Meanwhile the experienced value is assessed lower. Whether the company always performed action by a certain the respondents reacted on average that they somewhat agree. It has to be noted that there are outliers 'strongly agree' to 'somewhat disagree'. In 75% the experienced value is below the desired value. Therefore there is a great gap to see between desired and experienced value among ownership respondents.

Non-ownership respondents assess their experienced value higher than ownership respondents. Ownership respondents have high expectations concerning this topic (desired value 1.13), the gap between the experienced and desired value is high (experienced value 3.38). It could be that ownership respondents have very high expectations and therefore it could be difficult to exceed these expectations.

Reactions on problems

The statement; 'When customers have problems, these firms should be sympathetic and reassuring' was proposed to the respondents. The majority of the respondents reacted agreeing with this statement. In general non-ownership assess their desired value lower in comparison to ownership respondents. One of the non-ownership respondents mentioned that they had a problem with a machine, within a few minutes there was a mechanic to solve the problem. Non-ownership respondents assess their experience slightly lower than they desire. However the difference is minimal (difference 0.10)

In contrast to non-ownership respondents ownership respondents assess their experienced value less positive in case of

problems. The average score the company receives is beneath the desired value. The variability within the answers among ownership respondents is high (SD. 1.24). Among the respondents two, described a negative experience concerning this statement. One of them had received an invoice for a repair, which he believed was a warranty case. It took one year before it was solved. He discussed this case with the director of the company, and paid either one half. The other respondent, also had to pay a part of the reparation costs while he thought it was a warranty case. Opposite to these experiences, a respondent in the agricultural branch experienced very good service. His mower was broken, and they received for free another second hand mower they could make one of two mowers. This was exceeding their expectations. The man in question told that he would never forget this service. Although it started with a complaint, he was convinced no other company would offer this kind of service.

Non-ownership respondents assess their experiences higher in contrast to ownership respondents. However variability among ownership respondents are high (SD 1.24). This high variability can be explained by the varying experience concerning warranty cases. A possible reason for the difference within the experience of ownership and non-ownership respondents is that reparations and warranty cases also are belonging to the burdens of ownership respondents. Non-ownership respondents receive in this case for example a replacing machine. The responsibility for the repairs of the machines is belonging to the company in case of non-ownership.

Dependable

The following statement proposed was: 'These firms should be dependable'. Both ownership and non-ownership respondents answered that strongly agreed or agreed with this statement related to their desired value. On average expectations are almost similar (non ownership 1.38/ ownership 1.30). Respondents assess this topic relatively high. When the

statement 'The company is dependable' was proposed, related to their experienced value, non-ownership in general reacted that they agreed with the statement. Although 40% experienced less than they desired.

Unlike the non-ownership respondents that generally agreed with the statement, ownership respondents in general agreed with the statement. 75% of the respondents desired more than they experienced. It is noteworthy that the same ownership respondents that also lower assessed the subjects 'promise to do things' and 'reactions on problems' also assess this subject lower. On the other hand, the respondents with the positive experiences concerning warranty cases assessed these subjects higher. By this variance in answers the relative high standard deviation of 1.24 can be explained.

A clear difference is to see between the assessment of experiences. Non-ownership respondents assess their experienced value concerning this statement higher than ownership respondents (non-ownership 1.80 / ownership 2.88).

Provide services at promised times

One of the statements proposed associated to the dimension reliability is "Firms should provide their services at the time they promise to do so. The desired value of both ownership and non-ownership are nearly the same. Both categories 'strongly agree' or 'agree' with the statement when it comes to their desired situation. The gap between desired value and experienced value shows in both categories also a negative gap, which means that the experienced value is below the desired value. Non-ownership respondents assess the company in average almost one point lower than they desire on a 7 point likert-scale. Ownership respondents are even a little stricter, they assess the company two points lower than they desire. In the category ownership the same respondents judge more negative, and others more positive. One of the respondents argued that he was willing to buy a machine at the company, but because he

didn't got answer about a price negotiation of the sales representative on the promised time he purchased nothing.

"I had to call them myself, that is not what we agreed. A little effort to do so for them."

Non-ownership respondents assess their experience higher in contrast ownership respondents. Although the differences between desired value are negligible (ownership 1.38 – non-ownership 1.40), the differences of the experienced value are more clear (ownership 3.38 – non-ownership 2.30). Variability is high among the answers been given by the ownership respondents concerning experienced value (SD1.69)

Records

"They should keep their records accurately", is the last statement proposed in the category reliability. The data reveal that both categories are not quite satisfied with the administrative efforts of the company. The most non-ownership respondents agree with this statement. 70% of the respondents experienced less than they desired.

Ownership respondents have even a higher desired value than non-ownership respondents, the majority strongly agreed that in their desired situation the company kept records accurately. Customer do not experience at the company that records being kept accurately. One of the respondents received invoices which were intended for his father and brother, another respondent mentioned that he got an invoice which was intended for a company or person that he even didn't know.

Experienced value concerning records are assessed relatively low (ownership 3.88 – non-ownership 3.50) although the desired values are relatively high (ownership 1.38 – non-ownership 2.20). In case of ownership the purchase amount is most of the time high, perhaps customers want to keep this confidential.

Non-ownership respondents assess their experience concerning the dimension reliability higher for each question. However

ownership respondents assessed their desired value higher.

Responsiveness

The dimension responsiveness is measured by the indicators, ‘willingness to help customers and provide prompt service’ . Four questions related to this topic are proposed. The questions are proposed in a negative form, afterwards answered were coded so that they can be compared with results from the other dimensions (tangibles, empathy, assurance and reliability). The result are shown in table 10 responsiveness.

	Ownership		Non-ownership	
	Desired	Experience	Desired	Experience
<i>Responsiveness</i>				
<i>Don't tell when services will be performed</i>	2,88	3,28	1,9	2,8
<i>SD</i>	1.73	1.7	0.99	1.32
<i>Not realistic to expect prompt service</i>	2,75	4	1,7	2,4
<i>SD</i>	2.12	2.27	0.48	1.08
<i>Unwillingness to help customers</i>	2,5	2,88	1,7	2
<i>SD</i>	1.77	1.81	0.68	0.94
<i>Employees are to busy to respond</i>	3,25	3,75	2,5	2,4
<i>SD</i>	1.98	1.83	0.85	0.7

Table 10 Responsiveness Note: 1 strongly agree, 7 strongly disagree

Tell when services will be performed

‘They shouldn’t be expected to tell customers exactly when services will be performed’, is the first statement proposed to the respondents. The majority of the respondents disagreed with this statement. Customers argued that they need to know on which days the machines are available, also for our own planning. ‘The company does not tell customers exactly when services will be performed’, the majority

of the non-ownership respondents somewhat disagreed with this statement.

“I have got the idea that the company never knows for sure whether a machine is brought back in time, because it is also possible to bring your machine back after they are closed. When I rent the machine the next day it should be there, but they do not know for example if something is broken.”.

The majority of the non-ownership respondents somewhat disagreed with the first statement. They experienced concerning this statement slightly less value then they desired. Because ownership is related to high investments customers seem to be very conscious of their choices. Following statement is in line with this:

“When I need a machine it is not that I decide today that I want it and want to buy it tomorrow. It is an conscious choice, I am willing to wait . For example I told one of the sales man to watch out for a new tractor, with some specifications which must meet. Six months later, he called me that he found this machine with the specifications. That is service! And that without saying when it will be performed”.

Other ownership respondents reacted that they want more insight when services will be performed. Due to this different arguments the variability within this question is rather high concerning ownership respondents (desired 1.73 – experienced 1.7).

Non-ownership respondents asses their experienced value higher than ownership respondents (non ownership 3.28 – ownership 2.8).

Prompt service

The statements ‘It is not realistic for customers to expect prompt service from employees of these firms’ and ‘You do not receive prompt service from the company’s employees’ are proposed to the respondents. The outcomes within the categories ownership and non-ownership vary. Non-ownership respondents on average ‘disagree’ with the first statement. On the statement related to the company the majority reacted on average between disagree and somewhat disagree. In the case of

ownership the gap is greater. These respondents desire less, than non-ownership respondents but also experience less. They react on the statement concerning prompt service from employees of the company with the indicator 'neutral'. This average is influenced by one of the respondents that was unsatisfied concerning a complaint, this respondent strongly agreed. Apart from that still 62,5% of the ownership respondents experienced less than desired.

Non-ownership respondents experience a higher value concerning prompt services. The difference is very clear, ownership 4 – non-ownership 2.4.

Willingness to help customers

The majority of the non-ownership respondents react with the indicator 'disagree' to the statement 'their employees don't always have to be willing to help customers'. The difference in what they experienced at the company is minimal but slightly less. Therefore the gap is small. One of the respondents told that he experienced that employees were willing to help and really take the time to listen.

Ownership respondents have slightly lower expectations concerning their desired situation. They majority denied that 'Employees of the company are unwilling to help customers' with on average the indicator 'somewhat disagree'. The respondent that responded also that the sales representative did not meet the promised appointment concerning a price negotiation, also assessed this statement negative. Another respondent was searching for a spare part he explained that for a spare part, which costs only 2 euro's, they searched several hours. He was really satisfied although he had question marks whether it was profitable for the company.

Non-ownership respondents experience a higher value concerning the willingness of employees to help customers. Ownership respondents assessed the service experience with 2.88 to non-ownership respondents 2.

Promptly responses

The last statements of the category responsiveness proposed to the respondents are 'It is okay if they are too busy to respond to customer requests promptly' and 'Employees of the company are too busy to respond to customer requests promptly'.

Non-ownership respondents also at this statement of the dimension responsiveness have a higher desired value than the ownership respondents. They indicate that they disagree or somewhat disagree with the first general statement. The second statement related to the company is even assessed better. Although the difference is negligible, in general the expectations match with the experience. Ownership respondents react with 'somewhat disagree' or 'neutral' on the general statement. The second statement is being answered on average nearby 'neutral' value assessment, which is highly influenced by the respondent with a bad experience that had a bad experience with the responsiveness of a sales representative.

Ownership respondents assess their experiences lower than non-ownership respondents (ownership 3.75 – non-ownership 2.4). non-ownership respondents that they needed in most of the cases machines directly and therefore it is important that responses are quick.

Non-ownership respondents assess their value experience higher in contrast to ownership respondents. On average the difference is clear to see. Ownership respondents 3.48 – and non-ownership respondents 2.4. Moreover the desired value is also assessed higher by the non-ownership respondents. They argue that it is important that they get quick responses. Because in case of rental often the machine is often directly needed. Or the machines is an important part of a planning being made.

Assurance

The dimension assurance is being indicated as 'Knowledge and courtesy of employees and their ability to inspire trust and confidence'. Four statements are being proposed to the

respondents. In table 11 an overview of the results are shown.

	Ownership		Non-ownership	
	Desired	Experience	Desired	Experience
<i>Assurance</i>				
<i>Trust employees</i>	1,38	2,88	1,6	1,8
<i>SD</i>	0.52	1.64	0.84	0.92
<i>Feel safe in transactions</i>	1,5	3	1,8	1,9
<i>SD</i>	1.07	1.51	0.79	0.73
<i>Polite</i>	2	3	1,9	2,2
<i>SD</i>	1.07	1.31	0.73	0.79
<i>Support from firms</i>	1,75	3	2,2	2,89
<i>SD</i>	0.46	1.2	1.03	1.05

Table 11 assurance Note: 1 strongly agree, 7 strongly disagree

Trust employees

‘Customers should be able to trust employees of these firms’, the majority of the non ownership and ownership respondents ‘strongly agree’ to this statement. In case on ownership this is even valued more. ‘You can trust employees of the company’ is the second statement proposed. The respondents of non-ownership in 9 out of 10 cases confirm that they ‘strongly agreed’ or ‘agreed’ with the statement. In case of ownership the experience are different. The same respondents that had bad experiences with warranty cases also asses the trust in employees lower.

“The sales representative told me that the tractor was 100%, within one week it was broken! How can I trust the employees? I have to mention that I had one bad experience with that sales representative in question, I think that you can trust the other employees.”

In average the gap between desired value and experienced value exists out of 1,5 point on the 7 items- likert scale.

Non-ownership respondents asses their experiences concerning this statement higher than ownership respondents (ownership 2.88 non ownership 1.80). The high variety can be explained by the varying answers given

concerning the experiences with warranty cases.

Feel safe in transactions

‘Customers should be able to feel safe in their transactions with these firms’ employees’ is confessed by the ownership respondents, they somewhat agreed to strongly agreed to this statement. Also the same statement related to the company is confessed by these ownership respondents. There is a small difference in desired and experienced value, the difference is negligible.

Ownership respondents also desire a safe feeling in their transaction with these firms. 75% strongly agrees with this statement. Expectations in this case are high. The respondents that had a bad experience concerning warranty also in this case are negative in contrast to the respondent that had a exceeding experience concerning warranty. Therefore on average they somewhat agree to the statement ‘You feel safe in your transactions with the company’s employees’. The answer vary from strongly agree to somewhat disagree. Answers are in the line of the previous statement, ‘trusting employees’.

Non-ownership respondents asses their experiences higher than ownership respondents concerning this statement (ownership 3 – ownership 1.9).

Polite employees

Both categories, ownership and non-ownership agree in great or less extent in general that employees should be polite. One outlier is an ownership respondent he reacted neutral, he thought that being polite wasn’t the most important but honestly.

Also the experienced value at the company is in general that employees are polite. Non ownership respondents agree varying from somewhat agree to strongly agree. One gardener said:

“It is nice that the employees know who you are, they are in for a chat. But as company we are not happy with that. When two employees are picking the rented machine they are at least 15 minutes talking with the employees of the company. When

we have to go somewhere further away, the others are waiting. Let's say that another two employees are waiting. That is one hour for picking up the machine and one working hour for dropping off the machine."

Ownership respondents also agree or somewhat agree with the statement that employees of company are polite. Again the same respondents with bad experience concerning warranty cases have a different opinion.

Non-ownership respondents assess their experiences higher concerning this statement in contrast to ownership respondents (ownership 3 – non-ownership 2.2).

Firms' support to employees

'Their employees should get adequate support from these firm to do their jobs well', is the last statement belonging to the dimension assurance. Non-ownership and ownership respondents confirm this statement. From the data it is shown that non-ownership respondents find it slightly less important than ownership respondents. One of the ownership respondents that find it very important said as follows about the company:

"I think things can be made easier for the company, sometimes a have the feeling that everyone is responsible for everything. I have a company myself, and always use a simple trick it is named KISS, keep it stupid and simple. How easier you make things for your employees how more efficient they are working. This could be improved at the company."

The most respondents indicated the employee support from the company as 'neutral' or 'somewhat agree'. Just like the non-ownership respondents also the ownership respondents react on the statement related to the company 'neutral' or 'somewhat agree'.

Non ownership respondents assess their experiences slightly higher in contrast to ownership respondents (ownership 3 – non-ownership 2.89).

Non-ownership respondents in general assessed their experienced value higher for each question. On average the outcomes are

divided from ownership 2.97 to 2.20 for non-ownership (table 7 results service quality). Although the desired value is assessed higher by the ownership respondents.

Empathy

Empathy is the last dimension of the service quality method. Empathy is described as: 'Caring, individualized attention the firm provides its customers'. It contains 10 statements, 5 related to the desired value and 5 related to their experience with the company. The scores are reverse because statements are formulated negative. In table 12 the results are shown. The numbers are coded that they can be compared with the other dimension.

Empathy	Ownership		Non-ownership	
	Desired	Experience	Desired	Experience
<i>Firms no attention</i>	4,13	3,5	3,4	2,9
<i>SD</i>	1.13	0.93	1.58	1.2
<i>Employees no attention</i>	2,25	3	2,4	2,6
<i>SD</i>	1.67	1.60	1.08	1.35
<i>Don't know needs</i>	2,75	3,13	2,4	2,5
<i>SD</i>	1.28	1.46	1.43	0.85
<i>Don't know best interest</i>	2	3,13	2,5	2,4
<i>SD</i>	1.07	0.99	1.18	0.96
<i>Operating hours not convenient to customers</i>	2,5	3,38	2,7	3,2
<i>SD</i>	0.93	1.06	1.49	1.88

Table 12 empathy Note: 1 strongly agree, 7 strongly disagree

Firm's individual attention

'These firms should not be expected to give customers individual attentions' is the statement which respondents should react on. The reaction are varying from strongly disagree to somewhat agree among non-ownership and also ownership respondents. Some of the respondents ask why it is

necessary to get individual attention of the company. Others would appreciate it. At 50% of the non-ownership respondents the attention of the firm is exceeding their desired situation. On average the experienced value of non-ownership respondents exceeds the desired value with a half point of the 7 items likert scale. Also the experienced value of ownership respondents exceeded the desired value, on average it exceeds slightly more than the non-ownership respondents.

Non-ownership respondents assess their experiences higher than ownership respondents concerning this statement (ownership 3.5 – non-ownership 2.9).

Employees' personal attention

Employees of these firms cannot be expected to give customers personal attention, is the statement proposed to the respondents. Both ownership and non-ownership disagree with this statement. One deviant answer is given by one of the ownership respondents, he agreed with the statement.

“I am convinced that it is not necessary, and they have so many customers. Having personal contact would only makes the machines more expensive, because then they would need a lot of sales representatives.”

Even including this outlier, on average ownership respondents desire more personal attention. It is mentioned that it is a huge investment to buy a machine, therefore they want to speak to someone that knows the situation. A non-ownership respondent noticed that, for him the most important thing is that the service is quick, knowing people does not make it faster but when employees know your situation they can better imagine that you want your products fast. Non-ownership respondents experiences are almost equal to their desired value. Also 75% of the ownership respondents experience equal or exceeded value compared to their desired value. Non-ownership respondents assess their experiences higher than ownership respondents concerning this statement (ownership 3– non-ownership 2.6).

Customer needs

The following statement ‘It is unrealistic to expect employees to know what the needs of their customers are’ was proposed to the respondents. Also the statement related to the company was proposed. Non-Ownership respondents in general disagreed with the statement. They almost desire the same as what they experienced. The difference is negligible. Ownership respondents also disagreed with the statement but did experience slightly more than 1 point less on the 7 items likert scale as they would desired.

Non-ownership respondents assess their experiences higher than ownership respondents concerning this statement (ownership 3.13 – non-ownership 2.5).

Customers best interest

The statement ‘It is unrealistic to expect these firms to have their customers best interest at heart’ and ‘the company does not have your best interest at heart’ are proposed to the respondents. Non-ownership react in line with the previous statement almost the same on both statements. On average they ‘disagreed’ or ‘somewhat disagreed’ with the statement, both desired and experienced value.

Ownership respondents desire slightly more than non-ownership respondents. From the data we can say that on average they disagree with the statement. The gap between what they desire on average and what they experience on average is a little more than 1 point of the 7 items likert scale.

Non-ownership respondents assess their experiences higher than ownership respondents concerning this statement (ownership 3.13 – non-ownership 2.5).

Operating hours

‘They shouldn’t be expected to have operating hours convenient to all their customers’ is one of the statements proposed to the respondents. The most given answer to this statement is ‘I disagree’. Non-ownership respondents give more varying answers on what they desire.

Some of them strongly disagree, and some of them somewhat agree.

“I can imagine if operating hours are not convenient to all branches, some companies in the agricultural branch work day and night. It is impossible expect that you can bring back the rented products in the middle of the night”

Ownership respondents give less varying answers, they strongly disagree to a neutral answer.

The second statement on which the respondent had to react on was ‘The company does not have operating hours convenient to all their customers’. Non-ownership respondents experience the same as they desire. Some of the Non-ownership respondents mentioned that the rental department of the company starts at eight o'clock in the morning, most of the construction companies start earlier.

A respondent added to that he appreciates an information transfer. Not only respondents in the construction branch are facing this, but also a respondent in the landscaping sector had a comment on the operating hours.

“I have to bring the minicrane clean back, well that is possible. When I work about 30 kilometers away from the company, I have to go back early, clean the machine at home which is also in another direction as the company, then I have to bring it back to the company. It cost me a lot of time and money. I would prefer to bring or later back, but I prefer if someone else can clean the machine. I am even willing pay a fee for cleaning the machine.”

Ownership respondents know that the company has a repair service, customers can call the company. An employee will try to repair the machine. But the sales representatives are only available from 8 to 17 o'clock. Ownership customers also experienced this at the company. They react to the statement proposed related to the company with the indicators ‘neutral’, ‘somewhat disagree’ and ‘disagree’. One of the respondents mentioned that also the customer can make a better planning. He is convinced

adjusting operating hours is not necessary. Another respondent knew for sure that the sales representatives were also willing to drop by in the evening for a sales conversation. Non-ownership respondents assess their experiences higher than ownership respondents concerning this statement (ownership 3.13– non-ownership 2.4).

Concerning the dimension empathy on average a difference appears. Ownership respondents assess their experience with 3.32 as opposed to non-ownership respondents that assess their experiences higher 2.72.

Value in use

Value in use is measured by the degree respondents say that they obtained the desired goal with the machines. First the purpose or desired goal needed to be examined, secondly the expectation of actually obtaining this goal was asked. Finally the degree in which extent this goal was obtained needed to be examined.

In table 13 an overview of the results are provided concerning value in use. The numbers are the mean outcomes per group, based on 5 point likert scale. For example, within the dimension expectation it means that 1 stands for very low expectations to 5 which means very high expectations.

	Expectation	Value in use
Non-ownership	3,7	4,3
SD	1.15	0.47
Ownership	4	3,63
SD	0	0.74

Table 13 Value in use Note: 1 very low to 5 very high

Non-ownership respondents have good experiences or even very good experiences with obtaining the desired goal with the machines rented at the company. The majority had high or very high expectations on obtaining the desired goal with the product. Respondents with high or very high expectations explained that they found it easy that the company was located nearby. This is an advantage for the respondents. Respondents

argue that a rental company nearby is convenient, it is easy to drop by.

Most of the ‘Ownership’ respondents have good experiences with the value in use, except for two respondents who had bad or moderate experiences with the machines. One of the respondents had a bad experience with the machine. He bought a tractor, he trusted the salesman when he said that it was a high quality machine. Within a week the tractor was broken, therefore he could not reach the desired goal because he wanted to use the tractor directly. In a later moment the tractor was being repaired, but he still wasn’t satisfied, because he also had to pay for the broken part. In another case, a mower was broken. The respondent didn’t need the mower directly. The complaint was solved above expectation and the respondent described the service as extraordinary. From table 13 it is obvious that ownership respondents have high expectations, opinions are not varying. From table 14 it is clear that 25% of the respondents experienced less value in use than expected, 75% of the respondents experienced the same as expected. None of them experienced a better value in use than expected.

Ownership respondents have slightly higher expectations concerning value in use, opposed to Non-ownership customers. However Ownership customer did not experience what they expected. A clear difference is to see in table 14. Table 14 provides an overview of the gap between experienced and desired value. From this table we can see that Ownership respondents’ experiences are more often neutral or even below expectations opposed to Non-ownership respondents. Experiences of 40% of the Non-ownership respondents even exceed value expectations. An argument for this difference mentioned during the interviews is that the buying process is different in case of temporary or full possession. Buying a machine is in most cases is a great investment, therefore it is a well thought purchase. Most of the time information on the product and skills are gathered before a purchase. Customers already know what they can expect. Because

buying a machine is a considerable investment, respondents want to be sure that they buy qualitative good machines. The machine has to work efficient and effective. When the machine is used often, like daily or weekly usage it also has to work, comfortable.

In case of a rental machine, respondents do not have to work daily with the machine. Companies need, most of the time, immediately or on short-term a machine with the specifications that they need. They rent it at most 25 days per year. The costs are lower for them, it is more important that the machine is quick on the location. They do expect a certain quality, but do not know in advance if they will receive this quality. According to three respondents in common rental machines do not have a very good quality.

<i>Gap- analysis expectations & experiences</i>	Ownership respondents	Non-ownership respondents
Below expectations	25%	
Neutral	75%	60%
Exceeding expectations		40%

Table 14 Value in use GAP

Possession Value

During the interviews attention is given to Possession value which is measured by the importance of the company image and the number of brands. The outcomes are presented in table 15. The mean outcomes are presented. These items were measured on a 1-5 Likert scale as follows: 1: very low to 5 very high. The variance per question is also displayed in the table.

Possession Value	Ownership		Non-ownership	
	Desired	Experience	Desired	Experience
Number of brands	2,63	3,87	2,3	4
SD	1,41	1,25	1,16	0,94
Company image	4,63	3,75	4,5	3,9
SD	0,52	1,17	0,53	0,73

Table 15 Possession Value Note: 1 very low to 5 very high

Brands

Respondents are being asked to respond to the following statement: 'The number of brands that a company has is important for me'. The results presented in table 15 show that the number of brands is not that important for both ownership and non-ownership respondents. 50% of the non-ownership respondents mentioned that quality is more important for them instead of the number of brands. As long as the quality of the machine is high, the brand does not matter. 80% of the non-ownership respondents feel that the company offers more brands than they expected. The other 20% experienced the same number of brands as expected.

Ownership respondents (75%) also believe that the company exceeds expectation concerning the number of brands. Mentioned by the agricultural respondents is that they prefer a sales representative that has knowledge of the tractor brand that they own.

However both ownership respondents and non-ownership asses the number of brands not very important. In both categories the experience is exceeding the desired value.

Company image

The respondents are being asked whether company image is important for them. All the agreed with the statement, except for one respondent among the non-ownership respondents he 'somewhat agreed' with the statement. Why is company image that important?

"I trust a company when others say that the company has a good image".

In both cases, Ownership and Non-ownership there is a gap between the desired en experienced value concerning company image. Image is assessed relatively high by the respondents, the company does not meet the expectations. Among ownership respondents the gap is greater. A few ownership respondents had a bad experience with the company concerning a warranty case, others had good experiences with the company. One

reaction of a respondent with a negative experience is described below:

"Not only I experienced this with the company, there are more people. Negative experiences are always widespread although it could be incidental".

This is an explanation for the high variance within the experienced value (SD 1.17) of ownership respondents. Ownership respondents mentioned that it is important that they want to be sure that they can go back to the company in case of warranty. They feel satisfied when a company has a good image although company image is no guarantee for good service. Non-ownership respondents also want to come back in case the machine doesn't function. However rental is in most of the cases for a shorter term, for example one day. When the service is bad the customers go to another rental company. Ownership respondents slightly have higher expectations concerning the image of a company.

Value in possession is slightly more important for ownership respondents. Both statements concerning desired value are assessed higher by ownership respondents opposed to non-ownership respondents although the gaps are minimal.

VI. Discussion

From the data several noteworthy results are found. This findings reinforces Lovelock & Gummesson (2004) statement that there are differences between ownership and non-ownership. Taking into account that the data are derived from quantitative research which has an explorative function. In this section each proposition is discussed.

Concerning the first proposition, the data would seem to suggest that there are differences in expectations or desired value but not on every aspect of service quality. The dimensions 'Tangibles' and 'Responsiveness' are being assed higher by the Non-ownership respondents than the Ownership respondents.

Within the dimension 'Tangibles' up to date equipment – desires shown the greatest gap between ownership and non-ownership respondents. Remarkable is also that ownership respondents demand a higher value concerning appearance of personnel. Which is argued that personnel in case of reparation is also been seen by their customers. 'Responsiveness' is also one dimension that is being assessed higher by Non-ownership respondents when it comes to desired value. It seems that Non-ownership respondents desire a higher responsiveness. Several respondents indicated that they needed machines exactly on the days that they planned them, because else project limits came in danger. Ownership respondent are presumed to rather think longer about making such an investment as buying a new machine. Ownership respondents therefore have a higher desired value concerning reliability and assurance. It is supposed that they need to feel comfortable with the sales representative and with the company, because it is a high investment. Besides that they go more into a long term partnership, because also with warranty cases they have to come back. Therefore promises made need to be performed, and employees have to sympathetic by problems.

In this case of the second proposition it seems that it is true that Non-ownership respondents assess their experience more positive as the ownership respondents do. Among the ownership respondents there seems to be a more negative tendency because some respondents had a negative experience with warranty cases. They assessed their experience in general lower than the other respondents. One of the respondents had a positive experience with warranty. He assessed in general the experience higher. Therefore it cannot be concluded that the differences in the data are due to non-ownership or ownership. Therefore future research is recommended.

Concerning the third proposition the data of the Ownership respondents indicate that they have higher expectations of the company

image than the Non-ownership respondents have. In the case of Tangibles Non-ownership respondent indicate that hiring up to date equipment has a side effect, which is that it is positive for their own image. When they go with their machines to customers. Improving your own Image is also a type of Possession value. In case of ownership this is not an issue. A reason for this could be that there are differences in the branch the ownership respondents and non-ownership respondents are active. Although there is an overlap, the majority of the non-ownership respondents is active in the construction branch where it occurs that also customers see the equipment. The ownership respondents demand less up to date equipment. Therefore we cannot conclude that Possession Value is more important for customers which choose for ownership instead of non-ownership.

Managerial implications

The current study has practical implications as well. Firstly, a caution is been given. It cannot be denied that data presume that warranty cases have influence on the general value assessment. In this study the cases are viewed unilateral, because of anonymity the story cannot be checked with the company. But it is advisable to take this implications in mind handling a warranty case.

Secondly, a more strategic advice is given. The findings are consistent with Lovelock & Gummesson's contention that there are differences in Ownership and Non-ownership. It is been stated that in order to involve customers in the value creation process, knowledge is a fundamental source of competitive advantage. (Hunt & Madhavaram 2008, Abela en Murphy 2007 p51, Cova & Salle 2008, Payne, Storbacka & Frow 2008). Advisable is to use the knowledge derived from this study to adjust value strategy, and respond to desired value. The data would suggest that positioning as a reliable partner would be more valued by ownership respondents than Non-ownership respondents.

Finally, more practical advices been given. A practical issue which is been

indicated by non-ownership respondents that they cannot easily recognize Non-ownership respondents. Therefore, easy adjustment can be made e.g. one point of contact in the form of an rental office or other colors of overalls. Also Non-ownership respondents have difficulties with waiting, because that costs money. When the company values to do more in the rental branch, they could consider to extend their office hours. Starting one hour earlier would more fit within the landscaping sector and construction branch. Another consideration is to offer an extra service in the form of cleaning the rented machines for a fee. These considerations should be weighted with the mission and vision of the company.

Limitations & possible future research directions

This research has a number of limitations which should be considered when interpreting the results. First, the results of this research have limited generalizability. Some careful considerations need to be made, when making generalizations on basis of this research. According to Shadish, Cook and Campbell (2002), the problem of generalization is to infer whether a causal relationship holds over variations in units, treatments, outcomes and settings. An important limitation of this study is that a small number of interviewees participated. A qualitative research method is chosen because this study is intended to explore the research topic. The result show a interesting difference in service experiences between ownership and non-ownership, therefore it is advisable to do quantitative research to strengthen arguments. It is a possibility that ownership respondents have higher expectations because they are better informed.

Examples of these threats are: persons who were interviewed do not speak the truth, cannot imagine what a desired situation should be or persons feel not happy to speak due to the relation with the company. The SERVQUAL theory did not made use of weighted categories. Personally I think that this theory could be more valuable when a

customers can indicate the dimension; Tangibles, Reliability, Responsiveness, Assurance and Empathy on how important they think it is. And also within the categories weight how important they think the theme is. For example a customer needs to judge tangibles. He both agrees with the fact that a company needs to have new machines and salesmen need to be dressed well. Therefore he judges both of the questions with the number 2 'I agree'. But when you ask him what do you think is more important that a company has new machines or that salesmen are dressed well? Perhaps he would choose for 'the new machines'. It is not possible in this theory to make a distinction in the weighted perception. Now we treat them alike. Measuring quality over time is useful in order to see if improvements have been made or if expectations have changed (Asubonteng, McCleary, Swan 1996), therefore for the company it could be useful to measure serviceability within over time.

VII. Conclusion

From the data it is clear that there are differences in serviceability between ownership respondents and non-ownership respondents. Non-ownership respondents asses their experiences in every dimension of the service quality method higher in contrast to ownership respondents.

In case of the desired value the differences are more nuanced. Non-ownership respondents have higher expectations concerning 'tangibles', 'responsiveness' and 'empathy'. Ownership respondents have higher expectations concerning 'Reliability' and 'Assurance'. Proposition 1, assumes that customer that participate in non-ownership consumption have higher expectations of serviceability than customers that choose for ownership. This proposition needs to be rejected. Non-ownership respondents have in some dimensions higher expectation than ownership respondents but not in every dimension.

Non-ownership respondents asses their

experience in every service quality dimension higher in contrast to ownership respondents.. Therefore proposition 2, that assumed experienced serviceability will be assessed higher in case of non-ownership compared to ownership cannot be rejected. From the numbers it is clear that non-ownership assessed the experienced serviceability higher than ownership respondents. In every category, possession value, value in use, tangibles, empathy, responsiveness, assurance and reliability this is the case. This finding is in line with the assumption of Lawson 2011, that consumers perhaps find greater happiness in temporary possession. Although Lawson (2011) states that a possible reason for this happiness is through the reduction of risk, burdens of ownership and commitment, it is not for sure if this is the reason for a higher service experience. Possible ownership respondents are better prepared before the transaction. Concerning this case ownership respondents have to make great investments to buy machines, because of these investments it could be that they are better prepared and informed about for example the technical possibilities of the machines than non-ownership respondents.

Another finding of this research is that ownership respondents have slightly higher expectations of the dimension related to 'Possession Value' or social status. Possession value is also been referred to as the inherent meaning of a product or a service to the customers (Woordruff & Gardial 1997). Experiences of non-ownership respondents concerning the dimensions of 'Possession Value' are higher. The differences between ownership and non-ownership are minimal. Therefore further research is needed concerning the third proposition, 'Possession value is more important for customers which choose for ownership instead of non-ownership'. Proposition 3 is rejected. Besides these differences, from the service quality dimension it appeared that non-ownership respondents preferred newer machines and a neat appearance of personnel. An argument for this was that the appearance of personnel and

machines also have influences on their own company image. Image is also an inherent meaning of a product or service. Renting this product could improve your appearance and is therefore related to 'Possession Value' (Richin 2004). Therefore no unambiguous answer can be formulated concerning 'Possession Value'. We can say that there are differences in serviceability between ownership and non-ownership. Non-ownership respondents value their experiences on every dimension of the service quality dimension higher than non-ownership respondents. This research is based up on the main question: what are the differences in serviceability between ownership and non-ownership and what are consequences for value strategy. This explorative research searched for the differences in serviceability, clear differences in serviceability are that non-ownership respondents assess their experienced value higher concerning all the service quality variables; tangibles, reliability, responsiveness, assurance, empathy and tangibles. However ownership respondent do have higher expectations in contrast to non-ownership respondents concerning Reliability and Assurance. It seems that ownership respondents assess these two factors higher because they have to make high investments when buying new machines. Therefore it seems that they want to be sure that they can come back in case of a reparation or warranty case. Non-ownership have higher expectations concerning Tangibles, Responsiveness and Empathy. However, the difference in empathy is very small. This in contrast to the dimension Tangibles, a clear difference is to see that non-ownership respondents assess their desired value concerning tangibles higher than ownership respondents. In general ownership respondents prefer second hand machines, because of the costs. Non-ownership respondents prefer newer machines, it seems that the reason for this is that new machines improves also their own appearance, the perception that new machines function better and because of the perception that new machines have better safety requirements.

Concerning the dimension responsiveness it appeared that non-ownership respondents high higher expectations. Renting a machine could be a temporary solution. When a machine is rented it could be directly needed, for example for mowing grass which is a very important task for agricultural companies and only possible with good weather circumstances. Another example from the construction branch

where planning is very important, when a platform is not there on time it could be that other activities cannot be carried out.

These differences in serviceability but also desired value make it possible for companies to adapt to the wishes of non-ownership respondents and ownership respondents.

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Appendix 1 General information Non-ownership respondents

Non-ownership respondents	Age	Branch	Times rent	Products	Goal	Times a year
Respondent 1	41 – 50	Construction	Sometimes	Platform	Construction work	5 times
Respondent 2	31 – 40	Gardening/Landscaping	Regularly	Mini crane	Digging/gardening	10 times
Respondent 3	31 – 40	Automotive	Sometimes	Shovel	Gardening	2 times
Respondent 4	61 – 70	Gardening/Supplier	Sometimes	Mini crane	Digging/gardening	5 times
Respondent 5	21 – 30	Installation	Often	Platform	Construction work/ safe	25 times
Respondent 6	31 – 40	Energy/Generator supplier	Regularly	Platform	Examination of machines/safety	6 times
Respondent 7	21 – 30	Agricultural	Sometimes	Harrow	Harrowing	2 times
Respondent 8	41 – 50	Construction	Regularly	Platform	Construction work/safe	7 times
Respondent 9	21 – 30	Independent entrepreneur construction	Sometimes	Scaffold	Construction work/safe	4 times
Respondent 10	21- 30	Construction	Sometimes	Mini crane	Digging	3 times
Frequencies	21 – 30 : 4 31 – 40 : 3 41 – 50 : 2 51 – 60 : 0 61 – 70: 1	Construction: 4 Gardening: 2 Automotive: 1 Installation: 1 Energy: 1 Agricultural: 1	Sometimes: 6 Regularly: 3 Often: 1	Platform:4 Mini crane: 3 Shovel: 1 Harrow: 1 Scaffold: 1	Construction: 4 Working safe: 4 Digging/Gardening: 4 Examination machines: 1 Harrowing: 1	Average: 7,33 Highest: 25 Lowest: 2

General information Ownership respondents

Ownership respondents	Age	Branch	Times purchased	Products	Goal	Times a year
Respondent 1	21 -30	Agricultural	Regularly	Mower	Mowing	Season, intensive
Respondent 2	31 -40	Gardening/Landscaping	Once	Snow/debris plow	Shove debris	Weakly (52)
Respondent 3	41 – 50	Agricultural	Regularly	Sweeping machine	Sweeping barnyard	Weakly (52)
Respondent 4	31 – 40	Agricultural	Sometimes	Mowing	Mowing	Season, intensive
Respondent 5	21 – 30	Agricultural	Sometimes	Tractor	Daily use	Daily
Respondent 6	51 – 60	Gardening/Landscaping	Sometimes	Mower	Mowing	20, intensive
Respondent 7	41 – 50	Agricultural	Regularly	Tractor	Daily use	Daily
Respondent 8	21 – 30	Agricultural	Regularly	Mower	Mowing	Season, intensive
Frequencies	21-30 : 3 31 – 40: 2 41 – 50: 2 51 – 60: 1	Agricultural: 6 Gardening/landscaping: 2	Once: 1 Sometimes: 3 Regurlarly: 4	Mower: 4 Tractor: 2 Sweeping machine: 1 Snowplow: 1	Mowing: 4 Daily use at barnyard: 2 Shove debris: 1 Sweeping barnyard:1	Daily: 2 Weakly: 2 Season intensive: 4

Appendix 2: value in use

Non-ownership respondents	Value in use	Using expectation	GAP
Respondent 1	Very good	Very high	Neutral
Respondent 2	Good	Low	Exceeding
Respondent 3	Very good	High	Exceeding
Respondent 4	Good	Moderate	Exceeding
Respondent 5	Good	High	Neutral
Respondent 6	Good	High	Neutral
Respondent 7	Good	High	Neutral
Respondent 8	Good	High	Neutral
Respondent 9	Good	Moderate	Exceeding
Respondent 10	Very Good	Very high	Neutral
Frequencies	Good: 7 Very good: 3	Low: 1 Moderate: 2 High: 5 Very high: 2	Neutral: 6 Exceeding expectation: 4

Ownership respondents	Value in use	Using expectation	GAP
Respondent 1	Good	High	Neutral
Respondent 2	Good	High	Neutral
Respondent 3	Good	High	Neutral
Respondent 4	Good	High	Neutral
Respondent 5	Bad	High	Below expectations
Respondent 6	Good	High	Neutral
Respondent 7	Good	High	Neutral
Respondent 8	Moderate	High	Below expectations
Frequencies	Good: 6 Moderate: 1 Bad: 1	High: 8	Below: 2 Neutral: 6

Appendix 3: Value in Use/Value in Possession Non-ownership respondents

Non-ownership respondents	Service experience	Service expectation	GAP	Reason Non-ownership	Reason
Respondent 1	Bad	High	Below expectations	Investment/ usage	Nearby/ Ease
Respondent 2	Good	Moderate	Exceeding expectations	Investment/usage economic situation	Nearby, good quality
Respondent 3	Good	High	Neutral	Ease, cost saving	Approachable, price, employees
Respondent 4	Moderate	Moderate	Neutral	Easy, investment	Nearby, on route
Respondent 5	Good	High	Neutral	Ease, safety, investment	Quality, price, service
Respondent 6	Good	High	Neutral	Investment, usage	Nearby
Respondent 7	Good	High	Neutral	Damage own material	Nearby, quick
Respondent 8	Good	High	Neutral	Investment/usage	Price, quick service
Respondent 9	Good	Moderate	Exceeding expectations	Investment/usage	Nearby, always available
Respondent 10	Very Good	High	Neutral	Investment/usage	Nearby, ease
Frequencies	Bad: 1 Moderate: 1 Good: 7 Very Good: 1	Moderate: 3 High: 7	Below expectations: 1 Neutral: 7 Exceeding: 2	Investment: 7 Less usage: 4 Ease: 3 Safety: 1 Damage: 1 Cost saving: 1 Economic situation: 1	Nearby: 7 Quality: 2 Price: 2 Quick/availability: 3 Ease: 2 Approachable: 1 Employees: 1

Value in Use/Value in Possession Ownership respondents

Ownership respondents	Service experience	Service expectation	GAP	Reason Purchase	Reason
Respondent 1	Very Good	Moderate	Exceeding expectations	Independent Ownership	Nearby Loyalty
Respondent 2	Very bad	High	Below expectations	Ownership, weakly usage	Price
Respondent 3	Good	Moderate	Exceeding expectations	Ownership, weakly usage	Nearby, total supplier
Respondent 4	Moderate	High	Below expectations	Ownership, rental to costly	Nearby, reparations
Respondent 5	Bad	High	Below expectations	Daily use, ownership	Nearby
Respondent 6	Good	High	Neutral	To many times needed	Assortment
Respondent 7	Good	High	Neutral	Daily use	Nearby
Respondent 8	Good	High	Neutral	Needed on certain times, independent	Product specifications/assortment
Frequencies	Very bad: 1 Bad: 1 Moderate: 1 Good: 4 Very good: 1	Moderate: 2 High: 6	Below: 3 Neutral: 3 Exceeding: 2	Usage: 6 Ownership: 3 Independent: 2 Rental to costly: 1	Nearby: 5 Assortment/product: 3 Reparations: 1 Price: 1 Loyalty: 1

Appendix 4: Desired value Tangibles

Overall mean: 2,92 / var 1,79

Non-ownership respondents TANGIBLES	Up to date equipment	Physical facilities visually appearing	Well dressed, appear neat	Appearance be in keeping with service
Respondent 1	2	7	2	2
Respondent 2	2	2	2	2
Respondent 3	3	3	4	4
Respondent 4	3	6	2	4
Respondent 5	2	3	3	4
Respondent 6	1	4	2	2
Respondent 7	3	3	3	3
Respondent 8	1	2	3	5
Respondent 9	2	2	3	4
Respondent 10	1	1	1	1
Average	2	3,3	2,5	3,1
Var:	0,67	3,57	0,72	1,66

Overall mean: 4,36 / var 3,93

Ownership respondents TANGBILES	Up to date equipment	Physical facilities visually appearing	Well dressed, appear neat	Appearance be in keeping with service
Respondent 1	6	4	4	3
Respondent 2	5	2	2	1
Respondent 3	7	7	5	7
Respondent 4	4	2	2	2
Respondent 5	4	4	4	7
Respondent 6	6	4	6	5
Respondent 7	6	4	4	5
Respondent 8	1	1	1	1
Average	4,875	3,5	3,5	3,875
Var:	3,55	3,43	2,86	6,13

Appendix 5: Desired value Reliability

Overall mean: 1,89 /1,39

Non-ownership respondents Reliability	Actions by a certain time	Sympathetic problems	Dependable	Service at promised time	Records accurately
Respondent 1	1	1	1	1	2
Respondent 2	2	2	1	1	1
Respondent 3	4	4	3	3	6
Respondent 4	1	1	1	1	1
Respondent 5	1	1	1	2	2
Respondent 6	6	3	1	1	2
Respondent 7	2	2	1	2	3
Respondent 8	2	2	2	1	2
Respondent 9	2	2	1	1	2
Respondent 10	1	1	1	1	1
Average	2,2	1,9	1,3	1,4	2,2
var	2,62	0,99	0,46	0,49	2,18

Desired value Overall mean: 1,4 / var 0,44

Purchase respondents Reliability	Actions by a certain time	Sympathetic problems	Dependable	Service at promised time	Records accurately
Respondent 1	1	1	1	1	1
Respondent 2	1	1	1	1	1
Respondent 3	2	2	2	3	2
Respondent 4	1	1	1	1	2
Respondent 5	1	1	2	1	1
Respondent 6	1	4	1	1	1
Respondent 7	1	1	2	2	2
Respondent 8	1	1	1	1	1
Average	1,125	1,5	1,375	1,375	1,375
VAR	0,13	1,14	0,27	0,55	0,27

Appendix 6: Desired value Responsiveness

Desired value Overall mean: * REVERSE SCORES 6,06 / var 0,66

Non-ownership respondents Responsiveness	Don't tell when services will be performed	Unrealistic expect prompt service	Unwilling to help customers	It is okay if they are to busy to respond
Respondent 1	7	6	6	4
Respondent 2	7	6	7	5
Respondent 3	6	7	5	5
Respondent 4	4	7	7	6
Respondent 5	7	7	7	7
Respondent 6	7	6	6	6
Respondent 7	6	6	6	5
Respondent 8	5	6	6	6
Respondent 9	6	6	7	5
Respondent 10	6	6	6	6
Average	6,1	6,3	6,3	5,5
VAR	0,99	0,23	0,46	0,72

Desired value Overall mean: 5,04 / 3,37

Ownership respondents Responsiveness	Don't tell when services will be performed	Unrealistic expect prompt service	Unwilling to help customers	It is okay if they are to busy to respond
Respondent 1	7	7	7	1
Respondent 2	6	7	7	7
Respondent 3	4	2	5	5
Respondent 4	7	7	7	7
Respondent 5	5	5	4	4
Respondent 6	2	2	2	4
Respondent 7	4	6	6	4
Respondent 8	6	6	6	6
Average	5,125	5,25	5,5	4,75
VAR	2,98	4,50	3,14	3,93

Appendix 7: Desired value Assurance

Desired value Overall mean: 1,97 /0,73

Non-ownership respondents Assurance	Trust employees	Feel safe in transactions	Polite	Support from firms
Respondent 1	1	1	1	2
Respondent 2	1	2	2	3
Respondent 3	3	3	3	1
Respondent 4	1	1	1	1
Respondent 5	2	2	2	2
Respondent 6	2	2	2	2
Respondent 7	3	3	3	3
Respondent 8	1	2	2	4
Respondent 9	1	1	2	3
Respondent 10	1	1	1	1
Average	1,6	1,8	1,9	2,2
Var	0,71	0,62	0,54	1,07

Desired value Total mean: 1,71/ Var: 0,68

Ownership respondents Assurance	Trust employees	Feel safe in transactions	Polite	Support from firms
Respondent 1	1	1	2	1
Respondent 2	1	1	1	1
Respondent 3	1	2	2	2
Respondent 4	2	1	3	2
Respondent 5	1	1	2	2
Respondent 6	2	4	4	2
Respondent 7	2	1	1	2
Respondent 8	1	1	1	2
Average	1,375	1,5	2	1,75
Var	0,27	1,14	1,14	0,21

Appendix 8: Desired value Empathy

Desired value REVERSE SCORES Total mean: 5,22 / VAR 1,85

Non-ownership respondents Empathy	Firms no attention	Employees no attention	Don't know needs	Don't know best interest	Operating hours not convenient to customers
Respondent 1	3	6	6	6	5
Respondent 2	3	4	3	3	4
Respondent 3	5	5	7	6	6
Respondent 4	6	6	4	6	6
Respondent 5	7	7	7	6	7
Respondent 6	3	6	6	4	6
Respondent 7	4	4	4	5	3
Respondent 8	4	6	6	6	6
Respondent 9	4	5	6	6	7
Respondent 10	7	7	7	7	3
Average	4,6	5,6	5,6	5,5	5,3
VAR	2,49	1,16	2,04	1,39	2,23

Desired value REVERSE SCORES Total mean: 5,57/ VAR 1,95

Ownership respondents Empathy	Firms no attention	Employees no attention	Don't know needs	Don't know best interest	Operating hours not convenient to customers
Respondent 1	4	6	5	7	6
Respondent 2	3	7	7	7	5
Respondent 3	5	6	6	6	6
Respondent 4	3	7	7	7	7
Respondent 5	5	5	5	5	6
Respondent 6	5	7	4	6	5
Respondent 7	4	6	4	6	5
Respondent 8	2	2	4	4	4
Average	3,875	5,75	5,25	6	5,5
Var	1,27	2,79	1,64	1,14	0,86

Appendix 9: Desired Possession value

Desired value Total mean: 3,5

Non-ownership respondents Possession value	Number of brands	Company image
Respondent 1	1	5
Respondent 2	1	5
Respondent 3	3	4
Respondent 4	2	4
Respondent 5	3	5
Respondent 6	4	4
Respondent 7	2	4
Respondent 8	2	4
Respondent 9	1	5
Respondent 10	4	5
Average	2,3	4,5
Var	1,34	0,28

Desired value Total mean: 3,63

Ownership respondents Possession value	Number of brands	Company image
Respondent 1	2	5
Respondent 2	3	5
Respondent 3	1	4
Respondent 4	4	5
Respondent 5	2	4
Respondent 6	3	4
Respondent 7	1	5
Respondent 8	5	5
Average	2,63	4,63
VAR	1,98	0,27

Appendix 10: Experienced value Tangibles

Experienced value Total mean: 2,94 / VAR 1,82

Non-ownership respondents TANGIBLES	Up to date equipment	Physical facilities visually appearing	Well dressed, appear neat	Appearance be in keeping with service
Respondent 1	2	4	2	3
Respondent 2	1	2	1	2
Respondent 3	3	4	3	3
Respondent 4	4	4	4	4
Respondent 5	2	2	3	3
Respondent 6	2	2	2	2
Respondent 7	3	3	3	3
Respondent 8	2	4	3	6
Respondent 9	2	4	3	6
Respondent 10	1	1	4	7
Average	2,2	3	2,8	3,9
Var	0,84	1,33	0,84	3,21

Experienced value Total mean: 3,96 / VAR 2,44

Ownership respondents TANGBILES	Up to date equipment	Physical facilities visually appearing	Well dressed, appear neat	Appearce be in keeping with service
Respondent 1	3	3	3	3
Respondent 2	3	4	2	5
Respondent 3	2	2	2	2
Respondent 4	4	5	4	5
Respondent 5	5	5	5	6
Respondent 6	5	6	6	6
Respondent 7	3	4	4	4
Respondent 8	1	1	1	2
Average	3,25	3,75	3,375	4,125
	1,93	2,79	2,84	2,70

Appendix 11: Experienced value Reliability

Experienced value Total mean: 2,47 / VAR 1,26

Non-ownership respondents Reliability	Actions by a certain time	Sympathetic problems	Dependable	Service at promised time	Records accurately
Respondent 1	2	3	1	2	1
Respondent 2	2	1	1	2	3
Respondent 3	3	3	3	3	7
Respondent 4	3	2	3	4	4
Respondent 5	2	2	2	2	4
Respondent 6	2	2	2	2	4
Respondent 7	3	3	2	2	3
Respondent 8	3	1	2	2	2
Respondent 9	2	2	1	3	3
Respondent 10	1	1	1	1	4
Average	2,3	2	1,8	2,3	3,5
Var	0,46	0,67	0,62	0,68	2,5

Experienced value Total mean: 3,26 / VAR 2,17

Purchase respondents Reliability	Actions by a certain time	Sympathetic problems	Dependable	Service at promised time	Records accurately
Respondent 1	1	1	1	1	1
Respondent 2	5	4	3	5	5
Respondent 3	2	2	2	2	2
Respondent 4	3	3	3	3	4
Respondent 5	4	3	3	4	5
Respondent 6	5	5	6	6	6
Respondent 7	3	3	3	2	3
Respondent 8	4	4	2	4	5
Average	3,375	3,125	2,875	3,375	3,875
Var	1,98	1,55	2,13	2,84	2,98

Appendix 12: Experienced value Responsiveness

Experienced value REVERSE SCORES Total mean: 5,61 / VAR 1,07

Non-ownership respondents Responsiveness	Don't tell when services will be performed	Unrealistic expect prompt service	Unwilling to help respondents	It is okay if they are to busy to respond
Respondent 1	6	4	6	6
Respondent 2	6	7	6	6
Respondent 3	4	4	5	5
Respondent 4	4	6	4	5
Respondent 5	6	6	6	6
Respondent 6	6	6	6	6
Respondent 7	3	5	6	6
Respondent 8	6	6	7	6
Respondent 9	7	5	7	6
Respondent 10	4	7	7	4
Average	5,2	5,6	6	5,6
Var	1,73	1,16	0,89	0,49

Experienced value REVERSE SCORES Total mean: 4,48 / VAR 3,52

Ownership respondents Responsiveness	Don't tell when services will be performed	Unrealistic expect prompt service	Unwilling to help respondents	It is okay if they are to busy to respond
Respondent 1	7	7	7	5
Respondent 2	3	2	5	1
Respondent 3	3	2	6	6
Respondent 4	7	6	7	6
Respondent 5	4	1	2	3
Respondent 6	x	3	3	3
Respondent 7	4	6	6	6
Respondent 8	5	5	5	4
Average	4,71	4	5,125	4,25
VAR	2,90	5,14	3,27	3,36

Appendix 13: Experienced value Assurance

Experienced value Total mean: 2,31 / VAR 0,89

Non-ownership respondents Assurance	Trust employees	Feel safe in transactions	Polite	Support from firms
Respondent 1	1	1	1	3
Respondent 2	1	2	2	3
Respondent 3	4	3	3	4
Respondent 4	2	2	3	3
Respondent 5	2	2	2	4
Respondent 6	2	2	2	2
Respondent 7	2	2	3	2
Respondent 8	2	3	3	X
Respondent 9	1	1	2	4
Respondent 10	1	1	1	1
Average	1,8	1,9	2,2	2,89
VAR	0,84	0,54	0,62	1,11

Experienced value Total mean: 2,89 / VAR 1,84

Ownership respondents Assurance	Trust employees	Feel safe in transactions	Polite	Support from firms
Respondent 1	1	1	2	1
Respondent 2	3	3	2	4
Respondent 3	2	2	2	2
Respondent 4	1	2	3	3
Respondent 5	5	5	5	3
Respondent 6	5	5	5	5
Respondent 7	2	2	2	3
Respondent 8	4	4	3	3
Average	2,875	3	3	3
VAR	2,70	2,29	1,71	1,43

Appendix 14: Experienced value Empathy

Experienced value Total mean: 5,22 / VAR 1,63

Non-ownership respondents Empathy	Firms no attention	Employees no attention	Don't know needs	Don't know best interest	Operating hours not convenient to respondents
Respondent 1	4	4	5	5	1
Respondent 2	5	4	5	5	3
Respondent 3	4	5	5	4	4
Respondent 4	6	6	6	6	5
Respondent 5	7	7	7	7	7
Respondent 6	4	6	6	6	6
Respondent 7	4	3	5	6	5
Respondent 8	5	6	6	5	7
Respondent 9	5	6	6	5	6
Respondent 10	7	7	4	7	4
Average	5,1	5,4	5,5	5,6	4,8
VAR	1,43	1,82	0,72	0,93	3,51

Experienced value Total mean: 4,86 / VAR 1,41

Ownership respondents Empathy	Firms no attention	Employees no attention	Don't know needs	Don't know best interest	Operating hours not convenient to respondents
Respondent 1	4	6	6	6	6
Respondent 2	5	2	2	4	3
Respondent 3	5	6	6	5	5
Respondent 4	5	7	6	6	4
Respondent 5	6	5	5	4	4
Respondent 6	3	4	4	4	4
Respondent 7	4	6	6	6	6
Respondent 8	4	4	4	4	5
Average	4,5	5	4,875	4,875	4,625
Var	0,86	2,57	2,13	0,98	1,13

Appendix 15: Experienced Possession Value

Experienced value total mean 3,95

Non-ownership respondents Possession value	Number of brands	Company image
Respondent 1	4	3
Respondent 2	5	4
Respondent 3	3	3
Respondent 4	4	3
Respondent 5	4	5
Respondent 6	4	4
Respondent 7	5	4
Respondent 8	2	4
Respondent 9	4	4
Respondent 10	5	5
Average	4	3,9
VAR	0,89	0,54

Experienced value Total mean 3,82

Ownership respondents Possession value	Number of brands	Company image
Respondent 1	5	4
Respondent 2	2	4
Respondent 3	4	4
Respondent 4	4	4
Respondent 5	4	2
Respondent 6	2	2
Respondent 7	5	5
Respondent 8	5	5
Average	3,88	3,75
Var:	1,55	1,36

Appendix 16: Table non-ownership respondents

Non-ownership respondents	Desired value (average)	Experienced value (average)	Discrepancy (between averages)	
			POS	NEG
Tangibles				
Up to date equipment	2	2,2		-0,2
Physical facilities visually appearing	3,3	3	0,3	
Well dressed, appear neat	2,5	2,8		-0,3
Appearance in keeping with service	3,1	3,9		-0,8
Reliability				
Actions by a certain time	2,2	2,3		-0,1
Sympathetic by problems	1,9	2		-0,1
Dependable	1,3	1,8		-0,5
Service at promised times	1,4	2,3		-0,9
Records accurately	2,2	3,5		-1,3
Responsiveness *Reverse scores				
Don't tell when services will be performed	6,1	5,2		-0,9
Unrealistic expect prompt service	6,3	5,6		-0,7
Unwilling to help customers	6,3	6		-0,3
It is okay if they are too busy to respond	5,5	5,6	0,1	
Assurance				
Trust employees	1,6	1,8		-0,2
Feel safe in transactions	1,8	1,9		-0,1
Polite	1,9	2,2		-0,3
Support from firms	2,2	2,89		-0,69
Empathy * Reverse scores				
Firms no attention	4,6	5,1	0,5	
Employees no attention	5,6	5,4		-0,2
Don't know needs	5,6	5,5		-0,1
Don't know best interest	5,5	5,6	0,1	
Operating hours not convenient to customers	5,3	4,8		-0,5

Appendix 17: Table ownership respondents

Ownership respondents	Desired value	Experienced value	Discrepancy
Tangibles			POS NEG
Up to date equipment	4,875	3,25	1,62
Physical facilities visually appearing	3,5	3,75	-0,25
Well dressed, appear neat	3,5	3,375	0,125
Appearance in keeping with service	3,875	4,125	-0,25
Reliability			
Actions by a certain time	1,125	3,375	-2,25
Sympathetic by problems	1,5	3,125	-1,625
Dependable	1,375	2,875	-1,5
Service at promised times	1,375	3,375	-2
Records accurately	1,375	3,875	-2,5
Responsiveness * Reverse scores			
Don't tell when services will be performed	5,125	4,714	-0,411
Unrealistic expect prompt service	5,25	4	-1,25
Unwilling to help customers	5,5	5,125	-0,375
It is okay if they are too busy to respond	4,75	4,25	-0,5
Assurance			
Trust employees	1,375	2,875	-1,5
Feel safe in transactions	1,5	3	-1,5
Polite	2	3	-1
Support from firms	1,75	3	-1,25
Empathy * Reverse scores			
Firms no attention	3,875	4,5	0,625
Employees no attention	5,75	5	-0,75
Don't know needs	5,25	4,875	-0,375
Don't know best interest	6	4,875	-1,125
Operating hours not convenient to customers	5,5	4,625	-0,875

Verkoop service

In het kader van mijn studie die ik voor mijn afstudeeropdracht onderzoek naar service. Bonhof werkt hier aan mee. U kunt anoniem meewerken aan dit onderzoek. Antwoorden of uw naam zullen in geen enkel geval bekend worden gemaakt aan medewerkers of directie. Er zijn geen foute of goede antwoorden. Uiteraard zijn eerlijke antwoorden gewenst.

Deze enquête gaat over uw mening met betrekking tot verkoop-services. De eerste vragen zijn algemene vragen. Daarop volgen vragen over de verwachtingen maar vooral de gewenste service die u zou willen ontvangen van aanbieders van machines/tractoren in het algemeen. Vervolgens gaan de vragen specifiek over uw ervaring met Bonhof.

1. Wat is uw leeftijd?
2. In welke branche bent u actief?
3. Heeft u vaak machines gekocht bij Bonhof?
4. Voor welk doel gebruikt de machines?
5. Mijn verwachtingen ,vooraf, om dit beoogde doel te behalen waren: 1-5
6. Heeft u het doel met de machine bereikt? 1-5
7. Wat zijn voordelen van het kopen van een machine t.o.v. het huren?
8. Wat zijn uw redenen om voor Bonhof te kiezen om een machine te kopen?
8. Mijn verwachtingen over het bedrijf Bonhof waren vooraf:
9. Hoe zou u Bonhof momenteel beoordelen?

<i>Onderstaande stellingen gaan over uw mening met betrekking tot verkoopbedrijven in het algemeen. U kunt invullen wat u wenselijk vindt voor een verkoopbedrijf. 7 staat voor 'zeer mee oneens', 1 staat voor 'zeer mee eens'.</i>	<i>Zeer mee oneens</i>	<i>Oneens</i>	<i>Een beetje oneens</i>	<i>Neutraal</i>	<i>Een beetje eens</i>	<i>Eens</i>	<i>zeer mee eens</i>
Een verkoopbedrijf moet moderne machines hebben	7	6	5	4	3	2	1
De fysieke faciliteiten moeten mooi zijn	7	6	5	4	3	2	1
Medewerkers moeten goed gekleed zien en er netjes uit zien	7	6	5	4	3	2	1
De uitstraling van de fysieke faciliteiten moeten overeenkomen met de diensten die ze bieden	7	6	5	4	3	2	1
Als ze beloven een vraag te beantwoorden op een bepaald tijdstip moeten ze dit nakomen	7	6	5	4	3	2	1
Als klanten problemen hebben moeten ze sympathiek en geruststellend reageren	7	6	5	4	3	2	1
Ze moeten betrouwbaar zijn	7	6	5	4	3	2	1
Ze moeten hun diensten uitvoeren op de tijden dat ze dit beloven	7	6	5	4	3	2	1
Ze moeten hun administratie nauwkeurig bijhouden	7	6	5	4	3	2	1
Je hoeft niet te verwachten dat ze hun klanten precies vertellen wanneer diensten worden uitgevoerd	7	6	5	4	3	2	1
Het is niet realistisch om vlotte service van medewerkers te verwachten	7	6	5	4	3	2	1
Medewerkers hoeven niet altijd bereid te zijn klanten te helpen	7	6	5	4	3	2	1
Het is geen probleem als medewerkers te druk zijn om reactie te geven op klantvragen	7	6	5	4	3	2	1
Klanten moeten medewerkers kunnen vertrouwen	7	6	5	4	3	2	1
Klanten moeten zich op hun gemak voelen bij medewerkers	7	6	5	4	3	2	1
De medewerkers moeten beleefd zijn	7	6	5	4	3	2	1
Medewerkers moeten voldoende ondersteuning krijgen van het bedrijf om hun werk goed te doen.	7	6	5	4	3	2	1
Je kunt geen individuele aandacht verwachten van een bedrijf	7	6	5	4	3	2	1
Je kunt niet van medewerkers verwachten dat ze je persoonlijke aandacht geven	7	6	5	4	3	2	1
Het is onrealistisch te verwachten dat medewerkers weten wat de behoeften van hun klanten zijn	7	6	5	4	3	2	1
Het is onrealistisch te verwachten dat verkoopbedrijven de belangen van de klant nauwkeurig weten	7	6	5	4	3	2	1
Er kan niet worden verwacht dat verkoopbedrijven werktijden die passend zijn aan die van al hun klanten	7	6	5	4	3	2	1

1-5 Zeer mee eens – zeer mee oneens	<i>Zeer mee eens</i>	<i>Mee eens</i>	<i>Neutraal</i>	<i>Oneens</i>	<i>Zeer mee oneens</i>
Het bedrijf moet meerdere merken voeren					
Het bedrijf moet goed aangeschreven zijn					

Onderstaande stellingen gaan over uw mening met betrekking tot de verkooppraktijk van Bonhof. U kunt invullen wat u wenselijk vindt voor een verkoopbedrijf. 7 staat voor 'zeer mee oneens', 1 staat voor 'zeer mee eens'.	<i>Zeer mee oneens</i>	<i>Oneens</i>	<i>Een beetje oneens</i>	<i>Neutraal</i>	<i>Een beetje eens</i>	<i>Eens</i>	<i>zeer mee eens</i>
Bonhof heeft moderne machines	7	6	5	4	3	2	1
De fysieke faciliteiten bij Bonhof zijn mooi	7	6	5	4	3	2	1
De medewerkers van Bonhof zijn goed gekleed en zien er netjes uit	7	6	5	4	3	2	1
De uitstraling van de fysieke faciliteiten komen overeen met de diensten die ze aanbieden	7	6	5	4	3	2	1
Bonhof beantwoordt vragen op de beloofde tijdstippen	7	6	5	4	3	2	1
Als je problemen hebt is Bonhof sympathiek en geruststellend	7	6	5	4	3	2	1
Bonhof is betrouwbaar	7	6	5	4	3	2	1
Bonhof voert diensten uit op afgesproken tijden	7	6	5	4	3	2	1
Bonhof heeft haar administratie nauwkeurig bijgehouden	7	6	5	4	3	2	1
Bonhof vertelt niet precies wanneer diensten worden uitgevoerd	7	6	5	4	3	2	1
Je ontvangt geen vlotte service van medewerkers van Bonhof	7	6	5	4	3	2	1
Medewerkers van Bonhof zijn niet altijd bereid om klanten te helpen	7	6	5	4	3	2	1
Medewerkers van Bonhof zijn te druk om snel op klantvragen te reageren	7	6	5	4	3	2	1
Je kunt de medewerkers van Bonhof vertrouwen	7	6	5	4	3	2	1
Je voelt je op je gemak bij medewerkers van Bonhof	7	6	5	4	3	2	1
Medewerkers van Bonhof zijn beleefd	7	6	5	4	3	2	1
Medewerkers krijgen voldoende ondersteuning van Bonhof om hun werkzaamheden goed uit te voeren	7	6	5	4	3	2	1
Bonhof geeft je geen individuele aandacht	7	6	5	4	3	2	1
Medewerkers van Bonhof geven je geen persoonlijke aandacht	7	6	5	4	3	2	1
Medewerkers van Bonhof weten niet wat de behoeften van hun klanten zijn	7	6	5	4	3	2	1
Bonhof weet de belangen van de klant niet nauwkeurig	7	6	5	4	3	2	1
Bonhof heeft geen werktijden die passend zijn aan die van al hun klanten	7	6	5	4	3	2	1

1-5 Zeer mee eens – zeer mee oneens	<i>Zeer mee eens</i>	<i>Mee eens</i>	<i>Neutraal</i>	<i>Oneens</i>	<i>Zeer mee oneens</i>
Bonhof voert voldoende merken	1	2	3	4	5
Bonhof staat goed aangeschreven	1	2	3	4	5

Service in de verhuurbranche

In het kader van mijn studie die ik voor mijn afstudeeropdracht onderzoek naar service. Bonhof werkt hier aan mee. U kunt anoniem meewerken aan dit onderzoek. Antwoorden of uw naam zullen in geen enkel geval bekend worden gemaakt aan medewerkers of directie. Er zijn geen foute of goede antwoorden. Uiteraard zijn eerlijke antwoorden gewenst.

Deze enquête gaat over uw mening met betrekking tot verhuur-services. De eerste vragen zijn algemene vragen. Daarop volgen vragen over de verwachtingen maar vooral de gewenste service die u zou willen ontvangen van verhuurbedrijven in het algemeen. Vervolgens gaan de vragen specifiek over uw ervaring met Bonhof.

1. Wat is uw leeftijd?
2. In welke branche bent u actief?
3. Hoe vaak huurt u een machine bij Bonhof?
4. Voor welk doel huurt u machines?
5. Mijn verwachtingen ,vooraf, om dit beoogde doel te behalen waren: 1-5
6. Heeft u het doel met de machine bereikt? 1-5
7. Wat zijn voordelen van het huren van een machine t.o.v. het kopen?
8. Wat zijn uw redenen om voor Bonhof te kiezen om een machine te huren?
9. Mijn verwachtingen over het bedrijf Bonhof waren vooraf:
10. Hoe zou u Bonhof momenteel beoordelen?

<i>Onderstaande stellingen gaan over uw mening met betrekking tot verhuurbedrijven in het algemeen. U kunt invullen wat u wenselijk vindt voor een verhuurbedrijf. 7 staat voor 'zeer mee oneens', 1 staat voor 'zeer mee eens'.</i>	<i>Zeer mee oneens</i>	<i>Oneens</i>	<i>Een beetje oneens</i>	<i>Neutraal</i>	<i>Een beetje eens</i>	<i>Eens</i>	<i>zeer mee eens</i>
Een verhuurbedrijf moet moderne machines hebben	7	6	5	4	3	2	1
De fysieke faciliteiten moeten mooi zijn	7	6	5	4	3	2	1
Medewerkers moeten goed gekleed zien en er netjes uit zien	7	6	5	4	3	2	1
De uitstraling van de fysieke faciliteiten moeten overeenkomen met de diensten die ze bieden	7	6	5	4	3	2	1
Als ze beloven een vraag te beantwoorden op een bepaald tijdstip moeten ze dit nakomen	7	6	5	4	3	2	1
Als klanten problemen hebben moeten ze sympathiek en geruststellend reageren	7	6	5	4	3	2	1
Ze moeten betrouwbaar zijn	7	6	5	4	3	2	1
Ze moeten hun diensten uitvoeren op de tijden dat ze dit beloven	7	6	5	4	3	2	1
Ze moeten hun administratie nauwkeurig bijhouden	7	6	5	4	3	2	1
Je hoeft niet te verwachten dat ze hun klanten precies vertellen wanneer diensten worden uitgevoerd	7	6	5	4	3	2	1
Het is niet realistisch om vlotte service van medewerkers te verwachten	7	6	5	4	3	2	1
Medewerkers hoeven niet altijd bereid te zijn klanten te helpen	7	6	5	4	3	2	1
Het is geen probleem als medewerkers te druk zijn om reactie te geven op klantvragen	7	6	5	4	3	2	1
Klanten moeten medewerkers kunnen vertrouwen	7	6	5	4	3	2	1
Klanten moeten zich op hun gemak voelen bij medewerkers	7	6	5	4	3	2	1
De medewerkers moeten beleefd zijn	7	6	5	4	3	2	1
Medewerkers moeten voldoende ondersteuning krijgen van het bedrijf om hun werk goed te doen.	7	6	5	4	3	2	1
Je kunt geen persoonlijke aandacht verwachten	7	6	5	4	3	2	1
Het is onrealistisch te verwachten dat medewerkers weten wat de behoeften van hun klanten zijn	7	6	5	4	3	2	1
Het is onrealistisch te verwachten dat verhuurbedrijven de belangen van de klant nauwkeurig weten	7	6	5	4	3	2	1
Er kan niet worden verwacht dat verhuurbedrijven werktijden die passend zijn aan die van al hun klanten	7	6	5	4	3	2	1

<i>1-5 Zeer mee eens – zeer mee oneens</i>	<i>Zeer mee eens</i>	<i>Mee eens</i>	<i>Neutraal</i>	<i>Oneens</i>	<i>Zeer mee oneens</i>
Het bedrijf moet meerdere merken voeren					
Het bedrijf moet goed aangeschreven zijn					

Onderstaande stellingen gaan over uw mening met betrekking tot de verhuurrak van Bonhof. U kunt invullen wat u wenselijk vindt voor een verhuurbedrijf. 7 staat voor 'zeer mee oneens', 1 staat voor 'zeer mee eens'.	<i>Zeer mee oneens</i>	<i>Oneens</i>	<i>Een beetje oneens</i>	<i>Neutraal</i>	<i>Een beetje eens</i>	<i>Eens</i>	<i>zeer mee eens</i>
Bonhof heeft moderne machines	7	6	5	4	3	2	1
Bonhof's fysieke faciliteiten zijn mooi	7	6	5	4	3	2	1
De medewerkers van Bonhof zijn goed gekleed en zien er netjes uit	7	6	5	4	3	2	1
De uitstraling van de fysieke faciliteiten komen overeen met de diensten die ze aanbieden	7	6	5	4	3	2	1
Bonhof beantwoordt vragen op de beloofde tijdstippen	7	6	5	4	3	2	1
Als je problemen hebt is Bonhof sympathiek en geruststellend	7	6	5	4	3	2	1
Bonhof is betrouwbaar	7	6	5	4	3	2	1
Bonhof voert diensten uit op afgesproken tijden	7	6	5	4	3	2	1
Bonhof heeft haar administratie nauwkeurig bijgehouden	7	6	5	4	3	2	1
Bonhof vertelt niet precies wanneer diensten worden uitgevoerd	7	6	5	4	3	2	1
Je ontvangt geen vlotte service van medewerkers van Bonhof	7	6	5	4	3	2	1
Medewerkers van Bonhof zijn niet altijd bereid om klanten te helpen	7	6	5	4	3	2	1
Medewerkers van Bonhof zijn te druk om snel op klantvragen te reageren	7	6	5	4	3	2	1
Je kunt de medewerkers van Bonhof vertrouwen	7	6	5	4	3	2	1
Je voelt je op je gemak bij medewerkers van Bonhof	7	6	5	4	3	2	1
Medewerkers van Bonhof zijn beleefd	7	6	5	4	3	2	1
Medewerkers krijgen voldoende ondersteuning van Bonhof om hun werkzaamheden goed uit te voeren	7	6	5	4	3	2	1
Bonhof geeft je niet geen individuele aandacht	7	6	5	4	3	2	1
Medewerkers van bonhof geven je geen persoonlijke aandacht	7	6	5	4	3	2	1
Medewerkers van Bonhof weten niet wat de behoeften van hun klanten zijn	7	6	5	4	3	2	1
Bonhof weet de belangen van de klant niet nauwkeurig	7	6	5	4	3	2	1
Bonhof heeft geen werktijden die passend zijn aan die van al hun klanten	7	6	5	4	3	2	1

1-5 Zeer mee eens – zeer mee oneens	<i>Zeer mee eens</i>	<i>Mee eens</i>	<i>Neutraal</i>	<i>Oneens</i>	<i>Zeer mee oneens</i>
Bonhof voert voldoende merken					
Bonhof staat goed aangeschreven					