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**CUSTOMER PARTICIPATION IN SERVICE
DELIVERY: A STUDY ON MARINAS**

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THESIS APPROVAL PAGE



DECLARATION

I hereby declare that this doctoral thesis titled as “Customer Participation in Service Delivery: A Study on Marinas” has been written myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of mentioned resources in the reference list. I verify all these with my honour.



15/02/2021

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ABSTRACT

Doctoral Thesis

Doctor of Philosophy (Ph.D.)

Customer Participation in Service Delivery: A Study on Marinas

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Marinas are the most significant element in yacht tourism. They are marine tourism facilities, and they fundamentally provide sheltering for boats, and relevant infrastructure services. With the increase in yachting activities in the world, marinas have gained prominence. Today, marinas are becoming facilities where a wide variety of services such as social life opportunities, shopping, sports and health are offered as well. They create social environments to spend quality time as well as taking the community benefit into account, and contributing to the sustainable development of nearby regions. Satisfying the expectations of customers in marina services, mostly classified as luxury services, is becoming more and more difficult since competition in the sector is rapidly increasing. Thus, marinas now need to cooperate with customers actively, offer customized services according to their needs and demands, and ultimately, establish sustainable and long-term customer relationships. In this respect, it is vital for marina managements to ensure the participation of customers in service delivery transactions in order to stay attractive to the customer, and implement improvements to the offered services when needed.

The purpose of this dissertation is to investigate the nature of customer participation in marina industry, and to reveal the facilitating factors and consequences of customer participation. So as to achieve these aims, a preliminary qualitative and a quantitative research were administered. In the qualitative study, in-depth interviews were conducted with ten marina managers. A semi-structured questionnaire with open-ended questions was employed to

facilitate the interview. Content analysis method was applied to the obtained data. This preliminary study explored the meaning of customer participation in marina services, and revealed the possible antecedents and consequences of customer participation in marina industry. Afterwards, a questionnaire including specific constructs such as customer trust, customer self-efficacy, customer participation and customer co-created value was developed based on the results of the qualitative findings. Data was collected from 602 yachtsmen through purposive and snowball sampling, and it was analyzed via Generalized Linear Model (GLM) using SPSS 25.

The results demonstrate that almost all intended antecedents including self-efficacy and sub-dimensions of trust (cognitive and affective) have significant and positive impacts on three types of customer participation behaviors in service delivery. Cognitive trusting belief of the customer is the only antecedent that does not significantly influence informational participation. Emotion-based confidence of yachtsmen (affective) strongly affects all types of participative behaviors. Furthermore, their higher self-efficacy beliefs encourage customers to undertake more tasks, and eagerly become a part of co-creation processes. Customer participation behavior significantly influences economic and relational co-created value perception of the customer as well. Additionally, among industry-specific variables which are revealed in the preliminary study, "experience at sea" and "marina region" are the factors that have higher control effects on the relationships investigated in the hypotheses.

Keywords: Customer Participation, Marina Services, Service Dominant (S-D) Logic, Value Co-creation, Social Exchange Theory, Service Marketing

ÖZET

Doktora Tezi

Hizmet Sunumunda Müşteri Katılımı: Marinalar Üzerine Bir Çalışma

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Marina, yat turizminin en önemli unsurudur. Marinalar deniz turizmi tesisleridir ve temelde, tekneler için barınma ve ilgili altyapı hizmetleri sağlama görevini yerine getirirler. Dünyada yatçılık faaliyetlerinin artması ile marinalar önem kazanmıştır. Günümüzde marinalar, sosyal yaşam olanakları, alışveriş, spor ve sağlık gibi çok çeşitli hizmetlerin sunulduğu tesisler haline gelmektedir. Toplum yararını hesaba katmanın ve yakındaki bölgelerin sürdürülebilir kalkınmasına katkıda bulunmanın yanı sıra, kaliteli zaman geçirmek için sosyal ortamlar yaratmaktadır. Çoğunlukla lüks hizmetler olarak sınıflandırılan marina hizmetlerinde müşterilerin beklentilerini karşılamak, sektördeki rekabetin hızla artması nedeniyle giderek zorlaşmaktadır. Bu nedenle, marinaların artık müşterilerle aktif olarak iş birliği yapması, ihtiyaç ve taleplerine göre özelleştirilmiş hizmetler sunması ve nihayetinde sürdürülebilir ve uzun vadeli müşteri ilişkileri kurması gerekmektedir. Bu bakımdan, marina yönetimlerinin müşteriyi çekmek için, müşterilerin hizmet sunum işlemlerine katılımını sağlaması ve sunulan hizmetlerde iyileştirmeler yapması çok önemlidir.

Bu tezin amacı, marina endüstrisinde müşteri katılımının doğasını araştırmak ve müşteri katılımının kolaylaştırıcı faktörlerini ve sonuçlarını ortaya çıkarmaktır. Bu amaçlara ulaşmak için, niteliksel ve niceliksel ön araştırma uygulanmıştır. Nitel çalışmada, on marina yöneticisi ile derinlemesine mülakatlar yapılmıştır. Görüşmeyi kolaylaştırmak için, açık uçlu sorular içeren, yarı yapılandırılmış bir anket kullanılmıştır. Elde edilen verilere içerik analizi yöntemi uygulanmıştır. Bu ön çalışma, marina hizmetlerine müşteri katılımının anlamını araştırmış ve marina endüstrisinde müşteri katılımının olası öncüllerini

ve sonuçlarını ortaya koymuştur. Daha sonra, nitel bulguların sonuçlarına göre müşteri güveni, müşteri öz yeterliliği, müşteri katılımı ve müşterinin yarattığı değer gibi belirli yapıları içeren bir anket geliştirilmiştir. Veriler, amaçlı örnekleme ve kartopu örnekleme yöntemleriyle 602 yatçıdan toplanmış ve SPSS 25 kullanılarak Genelleştirilmiş Doğrusal Model (GLM) ile analiz edilmiştir.

Sonuçlar, öz yeterlik ve güven alt boyutları (bilişsel ve duyuşsal) dahil olmak üzere amaçlanan hemen hemen tüm öncüllerin, hizmet sunumunda üç tür müşteri katılım davranışı üzerinde önemli ve olumlu etkilere sahip olduğunu göstermektedir. Müşterinin bilişsel güven inancı, bilgi katılımını önemli ölçüde etkilemeyen tek öncüdür. Yatçıların duyguya dayalı güveni (duygusal), her türlü katılımcı davranışı güçlü bir şekilde etkilemektedir. Dahası, yüksek öz-yeterlik inançları, müşterileri daha fazla görev üstlenmeye ve birlikte yaratma süreçlerinin hevesli birer parçası olmaya teşvik eder. Müşteri katılım davranışı, müşterinin ekonomik ve bağıntısal birlikte yaratılan değer algısını da önemli ölçüde etkiler. Ayrıca ön çalışmada ortaya çıkan sektöre özgü değişkenler arasında yer alan "denizde deneyim" ve "marina bölgesi" ifadeleri, hipotezlerde araştırılan ilişkiler üzerinde daha yüksek kontrol etkisine sahip faktörlerdir.

Anahtar Kelimeler: Müşteri Katılımı, Marina Hizmetleri, Hizmet Baskın Mantık, Birlikte Değer Yaratma, Sosyal Mübadele Teorisi, Hizmet Pazarlaması

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness-of-Fit Index
AVE	Average Variance Extracted
B2B	Business to Business
B2C	Business to Customer
BOT	Build-Operate-Transfer
CR	Composite Reliability
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CP	Customer Participation
DF	Degress of Freedom
EU	European Union
GLM	Generalized Linear Model
OECD	Organisation for Economic Co-operation and Development
PLS-SEM	Variance-Based Structural Equation Model
RMSEA	Root Mean Square Error of Approximation
S-D LOGIC	Service Dominan Logic
SET	Social Exchange Theory
SRMR	Standardized Root Mean Residual
UNCTAD	United Nations Conference on Trade and Development

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INTRODUCTION

Tourism is among the pioneering industries demonstrating rapid growth and supporting especially the economies of developing countries. Tourism as a service sub-sector is one of the top industries in terms of both created employment and acquired income (Koc, 2020a: 5). In 2019, a total of \$ 1.7 trillion was generated in the tourism and hospitality industry worldwide. Even though international tourism activities decreased by 80% in 2020 due to the Covid-19 outbreak, a recovery to a certain extent is expected until 2023 (OECD, 2020: 3). As for Turkey, a total of 45 million tourists visited the country in 2019 and they brought \$ 34.5 billion in revenues. This income, which accounts for approximately 4% of the Gross National Product, help narrow the foreign trade deficit of the country by 35% (Tourism Statistics, 2020; TURSAB, 2020).

One of the tourism components that will benefit from the tourism sector which has an ongoing development potential is marine tourism (Edgell, 1995: 21). When compared to other tourism types, it can be observed that marine tourism is a sector that develops more rapidly and its growth trend continues. Marine tourism, a maritime entertainment and leisure industry, has become increasingly important with regards to tourism activities in recent years (Papageorgiou, 2016: 45). Towards the end of the 20th century, marine tourism caught a rapid development trend around the world. This development continues in the 21st century. The main reason for the uptrend is the economic benefits it provides in many fields (Bezirgan, 2009: 1). According to the statistical data of the European Union about marine tourism sector, the annual income obtained from the activities carried out as part of marine tourism is approximately € 183 billion. This income constitutes one third of the European maritime economy and provides job opportunities to nearly 3.2 million people. In this respect, marine tourism constitutes an important component of the economies of EU member states (European Comission, 2016).

Surrounded on three sides by the sea, Turkey is one of the countries where demand is high for marine tourism. Turkey is located in the Mediterranean region which is one of the most important centers of marine tourism in the world and has the potential to expand its share from these activities. Clean and safe sea areas in the

Mediterranean, sea temperature never dropping below 15 degrees in the winter season, climate suitable for yachting for almost twelve months, indented naturally sheltered bays due to vertical descending of the mountains, authentic villages near the bays and their welcoming people, ancient cities around the shoreline, windy regions suitable for various surface water activities, marinas equipped with new technologies and boatyards put the country in a very advantageous position in the Mediterranean (Bezirgan, 2009: 1; Turkish Chamber of Shipping, 2019: 216). Turkey's marine tourism revenues constitute approximately 20% of its total income. While the marine tourism revenues were US \$ 1.9 billion in 2002, this figure reached US \$ 6.8 billion in 2014. Although this amount regressed to US \$ 3.2 billion in 2017 due to various adverse occurrences as of 2015, it reached US \$ 5.9 billion in 2018 again (Turkish Chamber of Shipping, 2019: 213).

One of the marine tourism activities that has been in great demand in recent years is yacht tourism. It is an economic activity that brings together many elements and results in the offering of sailing services, usually by private and commercial boats. Yacht tourism is an activity based on marketing the natural, historical and cultural characteristics of a country. Yachting activities are effective promotion and advertisement methods for countries (Yuksel Proje, 2010: 82). The demand for yacht tourism is on the rise due to reasons such as the feeling of freedom in individuals, the desire to explore and embark on adventures, and the wish for being close to nature and history (Atlay Isik and Cerit, 2008: 585). The adaptation of the changes in technology to the yacht production industry and the development of the production of sea transit vehicles in a form suitable for the transportation of individual and small groups also contribute to the growth of yacht tourism. (Eris, 2007: 40; Sevinc, 2014: 7). Therefore, all enterprises in this sector progress to meet this increasing demand. Marinas are one of the most important infrastructure facilities where these developments come to pass. Marina businesses operating in the field of maritime tourism are tourism enterprises that offer various services for private and commercial yachts, and yachtsmen (Arli, 2012: 28). The existence and continuity of yacht tourism in a country depends on the number of marinas in that country (Anderson, 1993: 1; Bezirgan, 2009: 9). With the increase in yachting activities in the world, marinas have become a necessity. In many

countries, marinas are growing in number, existing marinas are being renovated and services offered by marinas are improving (Sevinc and Guzel, 2016: 62).

Western Mediterranean destinations, including France, Italy and Spain are among the most important yacht tourism regions in the world leading the yachting industry. However, in recent years, sea transportation traffic, environmental damage, and high taxes and fees collected from yachtsmen due to the density in the region, has given an edge to the development of Mediterranean destinations including Turkey (Eris, 2009: 46; Yuksel Proje, 2010: 47). Especially after 2005, by overcoming the financial obstacle with the Build-Operate-Transfer (BOT) model, many marinas having high-quality infrastructure and equipment started their operations in Turkey. The most important issue that all marinas should focus on, together with the businesses entering this field, is marketing activities. It is possible to compete on a global scale only with these activities. Giving prominence to customer voice is of great significance to utilize the strengths and opportunities that Turkey has, to be able to compete with other country marinas (Yuksel Proje, 2010: 89; Sevinc and Guzel, 2016: 62). This might only be possible by creating shared-value together, involving the customers in the service delivery processes, as in other service sectors. It is of great importance to cooperate with yachtsmen who are core-service customers of the marina in their service processes in order for marinas, which are involved in both maritime and tourism sector and provide featured services, to be competitive in the international market.

According to Lovelock and Wright (2002: 34)'s classification of services according to process-related characteristics, marina services are mainly categorized as possession processing and people processing services. Within the scope of marina services related to marine operations, services for both yachtsmen (people processing) and their yachts (possession processing) are offered. People-processing services generally require high contact with customers, and active involvement of customers is vital in the relational exchanges. Possession-processing normally requires less participation from customers but in marinas, as services offered for yachts are highly expensive properties, customers are more actively involved. Furthermore, compared to other types of services, marina services have highly sophisticated specifications, and they require professionalism. Yachtsmen, main customer group of marinas, are in the

high-income group and usually have extensive knowledge and experience of the offered services. For this reason, when the two groups (people and possession) are considered in terms of their characteristics as people and possession-processing, the involvement of the customer in the service processes in marinas is vital for sustainable and long-term customer relations. In this way, marinas will be able to offer customers more qualified services and create value with them. At this point, the concept of customer participation comes to the forefront. Customer participation has long been the focus of attention in service research as it is the source of diverse results for both the users and the providers of the service (Mustak, Jaakkola and Halinen, 2013: 342). Customer participation refers to the involvement of service users in service processes by adding to effort, knowledge, time and other inputs (Dabholkar, 1990: 484; Koc, 2017b: 94). Many researchers advocate that customer participation is of great significance to the marketing success of businesses (e.g., Bitner et al., 1997; Cermak, File and Prince, 1994; Chen and Wang, 2016; Dong et al., 2015; Gallan et al., 2013; Mustak et al., 2016; Wu, 2011).

Many studies in marketing literature focused on value co-creation, and then "customer participation" emerged as another essential concept. Encouraging customer participation is among the basic principles of the service-dominant logic (S-D Logic) (Vargo and Lusch, 2004). Customer has a participative role and contributes to the service encounter as a value creator (Grönroos, 2012: 1530; Chan, Yim and Lam, 2010: 48; FitzPatrick et al., 2013: 88). Within this framework, customers are actively involved in service delivery processes to help create service value (Claycomb, Lengnick-Hall and Inks, 2001: 47). Customers increase their own satisfaction by participating in service delivery processes and contributing to the final quality of the services they receive. On the other hand, they also positively affect the productivity of the business through their participation. Effective customer participation increases the likelihood of meeting customers' expectations and needs, enabling the customer to get the benefit they are looking for (Bitner et al., 1997: 203). In addition to increased quality level, higher customized service and desired benefits, it allows customers to realize higher co-created value level about the service delivery (Anderson and Sullivan, 1993: 133; Mustak, Jaakkola and Halinen, 2013: 342; Wang, 2019: 243). Additionally, customer co-created value is the result of the resourceful, facilitated and

co-created services by service providers and their customers. This value arises through their interaction as a result of service utilization and experience. Customer participation is a key element in this interaction (Payne, Storbacka and Frow, 2008: 84; Yim, Chan and Lam, 2012: 122; Yeh, 2016: 451).

In the service marketing setting, connections between service providers and customers are fundamental for social exchange transactions. Social Exchange Theory (SET), which is a valid theoretical background, describes the transactions between service providers and customers thoroughly (Lee and Cadogan, 2009: 356). SET provides a solid construct for explaining the way to exchange various resources between customers and service providers in service delivery processes (Garner, 2017: 422). During these encounters, both parties want to benefit and put forward various resources (effort, time, etc.) for this purpose and subsequently, they aim to develop mutually beneficial relationships (Berry, 1995: 240). By involving customers in mutually beneficial relationships, it is possible to talk about a joint effort that includes knowledge, skills and resources in order to improve existing services or develop new services (Roberts, Hughes and Kertbo, 2014: 151). Similarly, customers can give their positive or negative feedback about the service to the firm with the desire to receive better service in the future. This customer behavior is explained with the reciprocity principle of SET (Assiouras et al., 2019: 3).

Meeting the expectations of customers in marina services, which are mostly classified as luxury services, is getting harder with day by day since competition is rapidly escalating (Ozer Sari, 2013: 65). In this respect, it requires marinas to act in line with the above-mentioned issues, to cooperate with customers actively, to offer customized services according to their wishes and needs, and ultimately, to establish sustainable and long-term customer relationships (Auh et al., 2007: 101; Dong, 2015: 502). For this reason, the notion of customer participation is also significant in the context of marina operations. Although there are many studies on customer participation, especially on tourism and accommodation businesses (e.g., Stokburger-Sauer et al., 2016; Taheri et al., 2017; Sarmah, Kamboj and Kandampully, 2018), there are limited research in the field of marine tourism and marinas, which are the most important accommodation facilities of marine tourism, and there is a gap in this area of research. Due to the above-mentioned reasons, the time yachtsmen spend at sea are

gradually increasing. That's why marinas have ceased to be facilities where only basic services are provided, and they are becoming establishments where a wide variety of opportunities for social life are offered. In today's world where competition is increasing constantly, it is of vital significance for marina operations to ensure the participation of customers in service delivery transactions in order to become a center of attraction and implement improvements in service delivery processes in line with the feedback from customers (Gedik, 2008: 7).

The main customer group of the marinas are yachtsmen and this study is conducted from a customer perspective. It is possible to state that marinas are value facilitators and yachtsmen are co-creators of value. In this regard, it is essential to examine yachtsmen's participation behaviors to establish long-term sustainable relationships and create shared value. Hence, this thesis attempts to explore the customer participation concept in marina industry, and investigate the enablers and consequences of the participative behaviors of yachtsmen. First, relevant literature was extensively reviewed to summarize the existing knowledge on customer participation. Then, a preliminary qualitative study was conducted to explore the nature of customer participation concept in marina industry. Therefore, in this study, the concept of "customer participation" in marina businesses is discussed in detail. According to the findings, customer self-efficacy and customer trust, which stand out as the premises of customer participation, and customer co-created value take part in our research model.

Research Questions

To fill the above-mentioned gaps in the literature, this study explores the nature of customer participation concept in marina service concept and reveals the antecedents and consequences of customer participation behavior of yachtsmen in the marina service delivery. Therefore, in line with the main aim, the following research question have been determined:

- What are the possible antecedents of customer participation behavior in marina service delivery?
- What are the possible consequences of customer participation behavior in marina service delivery?

- To what extent does customer trust influence the customer participation behavior of yachtsmen as an antecedent in marina service delivery?
- To what extent does customer self-efficacy influence the customer participation behavior of yachtsmen as an antecedent in marina service delivery?
- Is customer co-created value of the yachtsmen a consequence of customer participation behavior in marina service delivery?

Significance of the Study

By addressing the above issues, this study attempts to make several contributions to the marketing and marine tourism literature. From the marketing perspective, S-D Logic considers customers as co-creators of the value that emerges as a result of service processes. Customers are actors who assume active roles in service processes (Vargo and Lusch, 2008b: 7; Vargo, Maglio and Akaka, 2008: 148; Grönroos, 2012: 1530). This perspective accepts that the customer has a participative role and contributes to the system by co-producing in a proactive manner while using the services (Chan Yim and Lam, 2010: 48). Customer participation involves all customer efforts in the service delivery system (Mustak, Jaakkola and Halinen, 2013: 342). SET perspective also explains the transaction that comprises of exchange relations between customers and service providers. SET infers that parties will stay in the relationship as long as satisfactory results are obtained (Delpechitre, Beeler-Connelly and Chaker, 2018: 10). At this point, customer participation becomes a critical issue for organizations to manage carefully (Bettencourt et al., 2002; Guo et al., 2013). If customer participation in service delivery processes is not at the desired level and content, it can lead to significant negative consequences regarding the service provided (Chan Yim and Lam, 2010; Mustak, Jaakkola and Halinen, 2013). Furthermore, it is of great significance for the success of businesses in the long term to examine this issue by considering specific service types, and to develop sectoral strategies to increase participation. In current literature, it is observed that various studies were conducted, especially in the context of tourism, accommodation, food and beverage services along with many different service areas related to customer

participation in service delivery processes (e.g. Yang, Chen and Chien, 2014; Chen and Raab, 2014; Im and Qu, 2017; Sarmah and Rahman, 2018). However, limited study has been performed on marine tourism organizations and their service buyers yet. For this reason, this study is a pioneering research that addresses the concept of customer participation in the context of marina enterprises, one of the most important infrastructure facilities in the field of maritime tourism, and contributes to this research gap.

Furthermore, this study will contribute to the literature on customer participation in service delivery through reviewing the literature systematically and comprehensively. As for the method of literature review for this study, first of all, it has been presented in detail in what context studies on customer participation have been carried out until today. Later, the dimensions of customer participation, customer participation antecedents and the outcomes of participation in these studies were revealed in detail. After examining the literature review findings, within the context of the qualitative study, the equivalence and significance of the findings in the literature in the marina sector were investigated and the findings were presented as a conceptual framework by conducting in-depth interviews with 10 different experts from the marina industry. This conceptual framework, created in line with expert opinions, will guide future studies that will address customer participation and similar terminologies in marine tourism, especially in the marina context. Additionally, another contribution of the study is to reveal "marina industry-related" facilitating factors as well as common antecedents in the factors that are presented as the premises of customer participation as part of the qualitative study. These premises are included in the empirical study conducted within the scope of the thesis, and this makes the study more unique and sector-specific, proving its contextual difference from other studies on the subject.

To sum up, this study contributes to the limited research available on customer participation within the marina industry. This thesis fills the research gap to identify the nature of the participative behavior of customers, and facilitating factors and outcomes of customer participation in marina service context. Findings of the thesis guide the marina managers about which factors may encourage the customers to participate, which dimensions of the participation is at the forefront, and what the

essential outcomes of the participation to be achieved during service delivery processes are. Empirical results also indicate that customer self-efficacy and customer affective trust are significant facilitating factors of customer participation, and actionable participation is the most essential dimension of customer participation that substantially impact customer co-created value.

Structure of the Thesis

The thesis is organized into five chapters. Chapter 1 presents the broad literature on marina industry, and introduces the marina organizations as essential infrastructural facilities of marine tourism. Detailed information about the current state of the sector such as its main features, provided services, stakeholders, the situation in the world and Turkey are provided. In addition, the studies conducted within the scope of service marketing are mentioned extensively.

Chapter 2 aims to explain the theoretical background of this study. Service Dominant Logic (S-D Logic) is introduced by defining the basic concepts and the roles of customers and service providers. Additionally, the principles of Social Exchange Theory is comprehensively presented. In Chapter 3, in the light of the previous studies, relevant literature is extensively reviewed to determine the extent of existing knowledge on customer participation. First, the antecedents and the consequences of customer participation mentioned in the extant literature are presented in detail. Then, customer trust and self-efficacy, driving factors of customer participation, and customer co-created value, which is the output of customer participation in the research model of the thesis, are explained comprehensively. In the concluding parts of this chapter, research hypotheses are developed in line with the theoretical foundations in the same section.

Chapter 4 presents the research model, research design and methodology. Data collection method, operationalization of variables, sample and the procedure are explained. Analysis of the collected data and the results are provided as well. In the scope of the thesis, a preliminary qualitative study is conducted to explore the nature of customer participation concept in marina industry, possible facilitating factors, and the consequences of participation. The qualitative study is followed by quantitative

research using a questionnaire. The research hypotheses are measured by Generalized Linear Model (GLM), one of the non-parametric regression analyses. All the findings of both procedures are also covered thoroughly in this section. Finally, Chapter 5 sums up the study by discussing the results through theoretical and managerial implications. The limitations of the study are also given in detail, and suggestions for future research are provided.



CHAPTER ONE

MARINA SERVICE INDUSTRY

1.1. MARINE TOURISM AND MARINAS

Tourism is one of the primary industries that support the economies of rapidly growing developing countries with rapid growth. Compared to other types of tourism, marine tourism is a tourism component that keeps growing and develops more rapidly and continues to grow (Edgell, 1995: 21; Papageorgiou, 2016: 45). Nulty et al. (2007) defines marine tourism as the travel movements that individuals make at sea and seaside where the sea is the focal point and directly or indirectly participate in recreational activities. Yuksek (2012: 86) defines yacht management, marina management, daily boat tours, cruise tourism, underwater, and surface recreational activities that are based on the sea as marine tourism activities. Turkish Chamber of Shipping (2013: 195) defines the marine tourism as occupational activities for tourism purposes and other professional activities that directly support it which is carried out by sea vehicles on the sea. Marine tourism, which was considered as a recreational and entertainment tools of a certain group in the earlier stages, has become widespread since the 1960s and has gained an international aspect (Yuksek, 2012: 87). This development still continues in the 21st century. The main reason for this is the economic benefits it provides in many areas (Bezirgan, 2009: 1). Marine tourism creates employment opportunities in the region and decreases regional unemployment level (Cheong, 2002: 258; Papageorgiou, 2016: 45). Thanks to the infrastructure investments required for these activities, regions flourish and local people can also benefit from these infrastructure investments (Cheong, 2002: 258). Components of marine tourism are grouped in various ways in the literature. Orams (1999: 46) classifies the components of marine tourism as diving, windsurfing, fishing, water skiing, canoeing, surfing, watching various marine animals and cruise travels. Raju (2009: 180) lists these components as marina, cruise, diving, watching marine animals, private tour trips and fishing activities. Turkish Chamber of Shipping (2019: 3) puts marine tourism components under marine tourism facilities and marine tourism vehicles;

- **Marine Tourism Facilities:** Marinas, Cruise Ports and Other Facilities e.g. boatyards, piers.
- **Marine Tourism Vehicles:** Bareboat Companies, Blue Voyage Companies, Daily Excursion Boat Operators, Diving Tourism Enterprises, Surface Water Sports Companies, Cruise Ship Operation Companies, Floating Restaurants and Hotels etc.

Marinas, one of the marine tourism facilities, are the most significant infrastructure element of yacht tourism. The existence and continuity of yacht tourism in a country depends on the number of marinas in that country (Anderson, 1993: 1). Marinas basically provide sheltering service for boats at sea and on-shore as well as relevant infrastructure services and public access to waterways (ICOMIA Marinas Group Policy, 2018: 1). There are many definitions of a marina in national and international literature. The concept of the marina was first introduced in 1928 in the USA It is expressed by the National Association of Engine & Boat Manufacturers as modern coastal facilities built for recreational and leisure boats (Adie, 1984: 37). The International Council of Marine Industry Associations (ICOMIA) defines the marina as a facility operated for commercial purposes by public institutions or private enterprises located on the shores, providing shelter primarily for recreational boats at sea or on land and doing this for a mooring fee (ICOMIA, 2006: 5). The Yacht Harbor Association (TYHA) defines marinas as facilities that provide leisure and recreational yachts with berthing space, have walkways for direct access to each boat, always have a sufficient water depth (including tide times) and additionally offer car parking, shower-toilet and other service units. The primary customer groups served by marinas are private yachts and yacht owners and guests arriving on these yachts (TYHA, 2020).

The first marina operations in the USA started in the 1930s. In Europe, the first marinas were built in the 1950s. This 20-year span is defined as the first period of marinas. Due to a peace and welfare era that followed the Second World War, private yacht ownership has increased since the late 1950s. The commercial and mass cruise travel which has increased after the second half of the 19th century was replaced by individual and recreational yacht tourism at that time. With the development of yacht tourism, the need for berthing yachts arose and marina investments have increased especially in the southern coasts of Europe and America. By the 1970s, marine life had

become very popular and it was named as the second period of marinas. These facilities which have developed and changed more in time have transitioned to the third period since the early 1990s (Bourne, 1993: 1). Over the years, marinas have ceased to be only gateway or yacht parking areas for yachts and they have become new active and social habitats offering services to people other than yacht owners as well. Some marinas are integrated with the city centers and they have become places where all social life activities are included from shopping centers to restaurants, cafes and bars, and cinemas to sports halls (Bezirgan, 2009: 7).

Marinas are the focal points of the boating industry, and this has been the case in developed countries for many years (Loke, 2005: 6). Today, developing countries also place more importance in these businesses as marinas contribute to the development of yachting culture by enabling marina users to experience the services at these facilities. In other words, these facilities support maritime education and play a key role in the acquirement of marine culture for individuals (Gunlu, 2019; Akaltan, 2019). Besides, it has recently been observed that some corporate companies direct their employees to yachting-related activities for the organization-wide social events. Sailing teams made up of co-workers created throughout the enterprise allow individuals to develop their skills such as teaming up, working together, and helping someone in danger (Loke, 2005: 7).

Starting with the construction phase, marinas provide a wide range of job opportunities and employment just like a factory and contribute to the national economy. Building a marina is more capital intensive than many other types of investments. Especially the construction of marine space and pontoons, maintenance of these constructions, dock facilities and supporting systems requiring continuous maintenance which enable many suppliers and employees in the region to take an active role in the process (Nelson, 1999: 233). The boat crew are generally chosen from people who live in the region and are familiar with marine life. Shops, restaurants, tourist attractions, repair shops, agencies, insurance companies etc. in and around the marina contribute to the employment level of in the region. As the income level of yacht owners are higher, they usually spend more money than other tourists and this contributes to the national economy significantly by providing foreign currency inflow to the country (Oral, 2004: 6; Arslan, 2009: 4). In addition, these

businesses contribute to the national economy by paying taxes for their commercial activities (Loke, 2005: 7).

From a socio-cultural perspective, the quality of life of the region increases because of marina activities. Due to the people who started to live in marinas, the profile of the city and the social structure of the city are changing and the quality of life is increasing (Bezirgan, 2009: 7). People from different countries, races and languages live together in these facilities. The commercial and social relations of yachtsmen tourists with the local people in the region allow different cultures to get to know and interact with each other. Marinas increase the quality of life in the region by bringing people together with natural life through the activities it includes. Art activities, national and international sports events (especially sailing races) play an important role in the promotion of natural/cultural characteristics, historical/archaeological values and folklore of the regions (Arslan, 2009: 4; Guclu, 2012: 44; Koc, 2015: 96). These businesses create qualified social environments and places to spend pleasant time; takes the public benefit into consideration and contributes to the sustainable development of the regions in the long run (ICOMIA Marinas Group Policy, 2018: 1).

Accordingly, marinas offer many services to the marina users, including physical and infrastructure qualities, superstructure functions, dry docking, technical service facilities and equipment, environmental facilities and qualifications, social facilities, and shopping units (Bezirgan, 2009: 7). The services provided in the marina businesses have been expressed by different authors in various studies. Anderson (1993: 2) lists marina services as berthing, mooring assistance, electric-water supply, sanitary units, fuel stations, waste collection service, boat maintenance and repair services, laundry service, medical services, yacht market, other stores, parking, sports fields, social activity areas and fire equipment. Abraham (2000: 4) expresses that refueling, repair yards and administration centers are among the facilities that should be present in a marina. He also states that services such as dry storage, customs and immigration, sailing dinghy facilities, yacht clubs and air-sea rescue can be provided by marinas. Atlay Isik and Cerit (2008: 405) lists the main services in a modern marina as follows: Yacht mooring and mooring services, communication, fire and first aid services, fuel supply, providing electricity and fresh water to yachts, garbage

collection, shower and toilet access, laundry service, medical services, shopping and yacht markets, boat maintenance and repair services, parking lot service, waste liquid collection, sports events, social activities and accommodation. Atlay Isik (2010) further classifies the marina services as core services, facilitating services and supporting services based on the basic service package approach of Grönroos (1990). Accordingly, core services include mooring at sea, lifting-launching, wintering etc. while facilitating services are fuel, electricity-water, maintenance-repair that enable customers to use core services. Supporting services are social facilities, cafes and restaurants that are offered to increase the value of services provided by competitors or to differentiate from their services. In addition, it is also within the scope of supporting services to host local people or local and foreign tourists with gyms, tennis courts, sports or cultural events. (Atlay Isik, 2010: 149). Alternatively, it is possible to group them as "marina office services", "port services", "general services", "technical services" and "social services" as in Table 1 in line with the service classifications on the websites and social media accounts of the marinas.

Table 1: Services Provided by Marina Enterprises

Office Services	Port Services	Technical Services
- Contract procedures and price information - General briefing - Daily weather forecast reports - Control tower liaison and direction - 24-hour VHF radio connection - Guidance in Transit Log and other procedures - Calling a cab - Rent a car	- Safe mooring - Pilot boat service upon arrivals and departures - Guidance via radio announcement upon arrivals and departures - Towage and recovery - Diving service	- Bottom washing with pressurized water - Boat Storage - Dry stack systems - Boat hauling trailers - Sail-branda-flooring works - Engine maintenance and repair - Electric and electronic services - Metal working, lathe-leveling, welding works - Wood and carpentry service
General Services	Social Services	
- Providing 24-hour electricity and water - Toilets and showers - Security - Peripheral cleaning and waste services (garbage collecting and storing, bilge collection, black and gray water collection, water purification unit) - Fuel station - Duty-free gasoline - Laundry and dish-washing area - Dry-cleaning - Phone service, internet connection - TV broadcast and cabled system - Car parking services - Storage room for rent - Fire warning and extinguishing system - Cleaning and maintenance services in the basin and for on-shore units - Landscape and garden maintenance services in green areas - Health services	- Yachting and sailing club, sailing school - Chandlery shop - Restaurants, cafes and bars - Swimming pool, fitness center, sauna, SPA, Turkish bath - Beach - Recreational areas - Supermarket (delivery to yachts) - Sailor restaurant and cafeteria - Shops, stores - Sports fields (e.g. tennis court, volleyball court) - Park and pacing areas - Charter and travel agencies - Yach brokers, agencies and insurance services - Bank, ATM, currency exchange office - Boutique Hotel - Helicopter Pad	

Source: Compiled and prepared by the author using the information on the official websites of Atakoy Marina, Teos Marina, D-Marin Group and Setur Marinas

Front office is the department that records the yachts using marina services, where contracts about services are signed to benefit from them, remuneration for current and future services for the yacht are collected, applications for service opportunities outside the marina are realized. It also collects and distributes a lot of information in terms of various marina operations. In addition, it provides preliminary information and guidance regarding services that are not directly provided by the

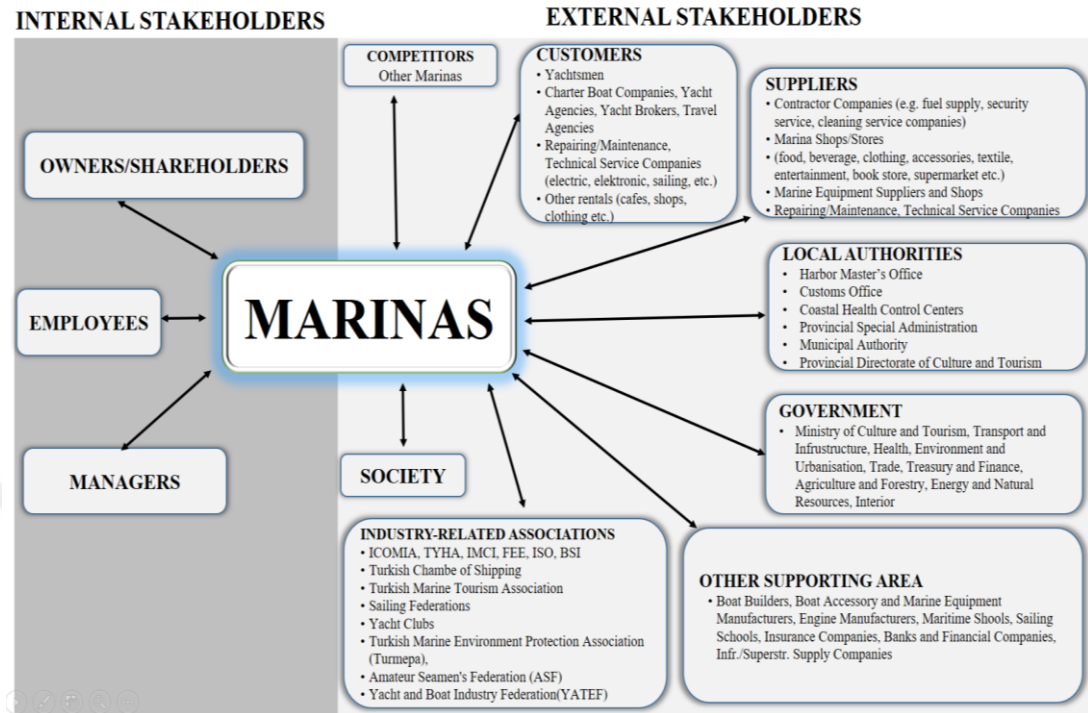
marina operation but can be provided outside the marina (MEGEP, 2008: 30). Office services that are provided in the front office of marinas include general information, VHF communication and listening, recording operations, service pricing, control tower contact at port entrance and exit, daily meteorological forecast information, tourism guidance about the region, directing visitors to appropriate berths. These services are provided by front desk employees. (Louie, 1998: 4; Abraham, 2000: 6). Port services include the services provided by the mooring team (sea men) within the marina, and safe anchoring system, pilot boat service at entrances and exits, guiding with VHF radio announcement at entrances and exits, diving and towing services are also covered. Front office services and port services compose the backbone of the marina business. The marina personnel who provide these services are in direct contact with the yachtsmen and are often the first to contact them during the docking and mooring service when a boat arrives at the marina for the first time. In this respect, the qualified, friendly and sincere staff who provide this service provide great benefits in achieving customer satisfaction. The moment a boat is scheduled to arrive at a marina, the yacht owner or the captain if there is one, contacts the marina front office or mooring office (whichever is making the reservations) and communicates their requests along with the boat information requested by the marina and estimated arrival times. Thus, it is necessary to communicate with the customer even before the boat arrives at the marina. (ICOMIA, 2005: 1; Koc, 2015: 66). Technical services provided by marinas include lifting and launching the boat, pull pool, on-land parking, sub-washing with pressurized water, direct dismantling services and special vehicles as travel lift, forklift, mobile crane etc. These services are mostly provided in the "boat yard" where the boats in the marina are taken ashore and there are areas for maintenance services. These services are generally provided by the boatyard staff. Maintenance and repair services for the engines and other equipment of the boats such as paint and polyester works, motor, machine, maintenance and repair, electric-electronics, wood-furniture, sail-branda, inner and outer cleaning are mostly provided by subcontractors operating within the marina or by businesses around the marina. (Louie, 1998: 4; Mahoney, Stynes and Knight, 2005: 6; Abraham, 2000: 8; Willemsen, 2008: 7). General services are electricity-water, toilet and shower, TV-satellite, security, fire warning and extinguishing, environmental cleaning and pump-out

service, laundry, laundry-dish washing area, fuel oil, landscape and garden maintenance, parking, rental warehouse and health-related services. Technical department and security department personnel have the most active roles for these services. (Kissman, 1996; MEGEP, 2008: 28; Yuksel Proje, 2010: 142).

Due to diverse services provided in marinas, the management of marina is considered a branch of the service industry. In this service sector, there are many stakeholders that marina businesses interact with while operating. Stakeholders are individuals or groups that affect the attainment of the organizational goals of the organization, or are affected by the accomplishment of those goals (Freeman, 1984:25). Relationships with these parties play a vital role in the sustainable survival of a business (Donaldson and Preston, 1995:69; Mitchell et al., 1997: 858).

According to Freeman's (1984) "Stakeholder Theory" approach, making profit is just one of the reasons for a company's existence since both direct and indirect benefits associated with business activities affect the lives of a number of other individuals and organizations. Also, each stakeholder may create a value during the business activities (Frooman, 1999: 198). The more these stakeholders actively cooperate and communicate, the more successful they will be in terms of value creation. The common value created in the sector enables the industry to improve. Thus, marinas need to know the "stakeholders" in their internal and external environment closely, and establish sustainable relationships with them. Within this framework, marina stakeholders are classified in two groups as "internal stakeholders" and "external stakeholders" as shown in Figure 1. Internal stakeholders consist of main owners, shareholders, managers, and employees. External stakeholders include suppliers, government, local authorities, competitors, and customers above all.

Figure 1: Stakeholders of Marinas



Source: Compiled by the author

The services of marinas are improving day by day in line with today's changing circumstances. At this point, the customers marinas serve are also diversified. However, the customers they offer core marina services for are yachtsmen. Thus, the main study of the thesis will be carried out focusing on this customer group. Yacht chartering companies, agencies, and yacht brokers companies are marina users and customers of the marinas as well (Louie, 1998: 3; ICOMIA, 2018: 40). Core marina services are usually provided directly by the marina management and other services, on the other hand, are offered to the marina customers by specialized companies in or around the marina (Bezirgan, 2014: 4). While organizations operating within the marina are the service providers, the organizations that provide similar services outside the marina area yet using the marina field are the customers of the marina. This increases the number of stakeholders that marinas are in contact with. Services such as fuel oil, cleaning, security are generally provided by services from sub-contractor

businesses. Technical services (electrical, electronic or engine works, navigational equipment and other supplies) and repair and maintenance companies located in the marina and around the marina assist yachts in boat maintenance issues. Yachts can meet their food, drink, cleaning needs from various markets or shopping points in the harbor or in the surrounding area (Atlay Isik, 2010: 110). Cafe and restaurants, clothing, accessories, home textile shops and boutique hotel services provider within the marina can be assumed both customer and supplier of the marina management. These businesses offer a wide variety of services for yachtsmen and the people within the marina area, and provide supporting services in addition to core marine services at the marina. On the other hand, since these organizations pay rent to the marina, they are also considered as customers of the marina. In city center marinas, such services are usually offered by tenant businesses within the marina area. In bustling city center marinas, sometimes rental income from these tenants can be higher than sea side income level.

Marinas are in close communication and relationship with various ministries and public institutions from the moment they are decided to be constructed. Many of these institutions are listed in the "Government" section in Figure 1. After the marina starts to operate, especially during the country entry-exit procedures and cruises of the yachts, the Directorate General of Customs and Directorate General of Customs Enforcement under the Ministry of Trade; Directorate General of Health for Borders and Coasts (Coastal Health Control Centers) affiliated to the Ministry of Health; Harbor Master's Office and Directorate General of Coastal Safety under the Ministry of Transport and Infrastructure; Coast Guard Command, Directorate General of Security under the Ministry of Interior play active roles. (Bezirgan, 2009: 4-5). In addition, these organizations are the most important local authorities in the marina industry in the region where the marinas are located.

Marinas, which are the basic infrastructure facilities of the yachting industry, are in close interaction with different sectors and industrial branches, and they usually play a role in their development. For instance, the increase in demand for the yacht building industry will naturally increase the need for marinas. This situation brings with it the demand for businesses that provide construction of marina infrastructure and superstructure facilities (Yuksel Proje, 2010: 3; Lukovic, 2012: 416). In line with

the developments in these sectors, the importance of maritime schools and the need for qualified people by businesses increase. It is possible to evaluate organizations such as insurance organizations, banks, IT and software companies, enterprises producing infrastructure and superstructure equipment of marinas within the scope of suppliers that support the activities of the marina (Atlay Isik, 2011; ICOMIA, 2018: 40).

Furthermore, the marina industry has pioneered the implementation of many industry-related foundations such as yachting organizations and unions, associations, and organizations. While some of these organizations operate throughout the country, some are international organizations. For example, Turkish Chamber of Shipping and Turkish Marine Tourism Association are major foundations which aim to support Turkish marine tourism activities and to introduce these activities to the world. In this context, they endeavor to create a professional discipline by providing cooperation and professional solidarity in the sector (Turkish Chamber of Shipping, 2019, Turkish Marine Tourism Association, 2020). Some of these foundations carry out their activities worldwide and awards the marinas with certificates in terms of physical characteristics, infrastructure and superstructure characteristics, environmental compatibility, and quality level they carry. These awards or certificates have the feature of validating the service quality of the marinas in a way that they make a difference when the marinas have these certificates and they also provide a competitive advantage in the market (Heron and Juju, 2012: 41; Koc, 2015: 80). For instance, International Council of Marine Industry Associations (ICOMIA) is an organization that brings together the recreational yachting industry in the world. It continues its activities via different committees within its body, and one of these committees is ICOMIA Marinas Group. This committee gathers the national marina sector unions under one roof and creates a united strong voice in terms of problems worldwide. In addition, it conducts evaluations, analyses and statistical studies about the yacht and boat industry (ICOMIA, 2020). Turkey is represented by institutions such as Turkish Marine Industry Association (DENTUR) and Yacht and Boat Industry Federation (YATEF) (Atlay Isik, 2010: 116).

Another foundation is The Yacht Harbor Association (TYHA), headquartered in the UK. It was established to develop coastal and inland water yachting activities

and make yachting and boating more widespread. It has reached an even stronger position by making its name known with their endeavors since it was founded. In addition, the organization gives the "Gold Anchor" award which is accepted as the international quality assurance of marina enterprises. It is a document that proves the physical and service qualities of marinas (berth construction and services, environmental compliance, facilities, service delivery, staff competence, health and security etc.) in the international arena. (TYHA, 2020). After the applications made by the marina management, they are given according to the qualities they possess as a result of the examination of the marina. In the gold anchor, which includes a scale up from one to five, a classification similar to "star" system used in hotel classification is made. Foundation for Environmental Education (FEE) is a non-profit and international organization established to provide sustainable development and development in environmental education. FEE informs the public and enables them to understand these issues and incline them to active behaviors of the institution, organization and society they are in. FEE also awards "Blue Flag" to beaches, marinas and yachts that meet certain criteria. Ports with this award are considered to have documented their sensitivity to the environment and they gain prestige. (FEE, 2020). The International Marine Certification Institute (IMCI) is an independent certification body that certifies the development of recreational boating industry across Europe and the World. It certifies marinas, companies and experts (boat owners, insurance companies, state authorizations) in the industry. Its certification for marinas is called "Blue Star" (IMCI, 2020). The organization evaluates the marinas according to their physical characteristics (infrastructure, security, sanitation, hygiene, service, food and entertainment units, management, environmental protection, waste system, boat storage and wintering areas). The Blue Star Marina program is concentrated around Europe and Scandinavia, with a particular focus on Germany. (Sari, 2011: 46; Heron and Juju, 2012: 44). Other important organizations for the certification of marinas are the International Organization for Standardization (ISO) and BSI (British Standards Institute). While ISO especially makes ISO 9001 and 14001 certifications for marinas, BSI carries out OHSAS 18001 certification. (Koc, 2015: 94). While ISO 9001 is about the standardization and continuous improvement of all processes of the enterprise, ISO 14001 is a standard that guides the determination of environmental factors in the

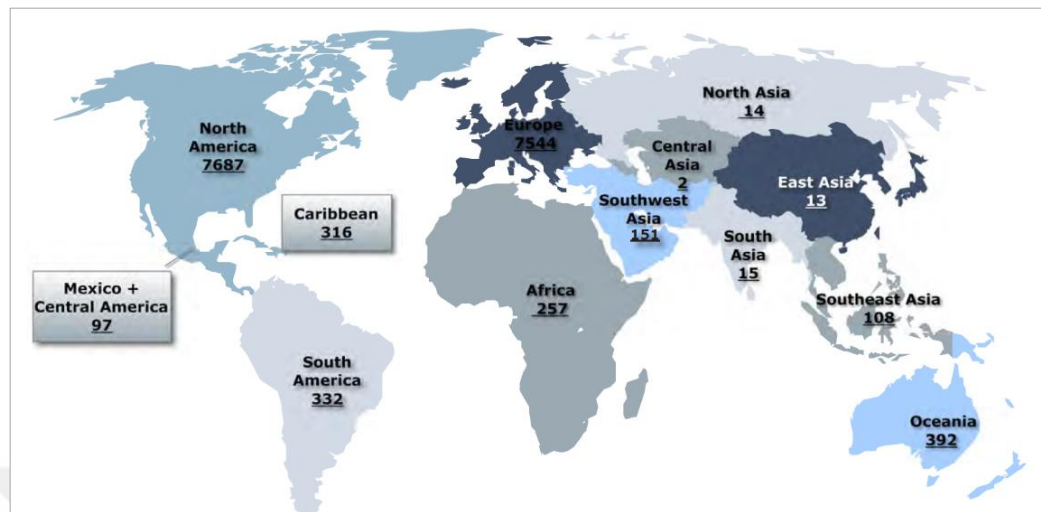
current business processes of the enterprise and to minimize the damage to the environment by controlling these factors with necessary measures. In today's world where the concepts of “sustainability in marinas” and “clean marina” gain importance, they put forward their efforts to fulfill environmental requirements. OHSAS 18001 is an international standard that determines the requirements for occupational health and safety management system. Although OHSAS is a standard for danger, hazard identification, risk and risk reduction, it is an international standard that is compatible with quality environmental standards such as ISO 9001 and ISO 14001. This quality certification system is of great importance in terms of the ever-increasing "risk management" practices in marinas (Heron and Juju, 2012: 39; ISO, 2020; Kascert, 2020).

When this general framework is examined, new business models are needed more and more every day to ensure better communication, cooperation, and coordination among all these stakeholders including decision-making state authorities for marina activities to reach the highest levels of contribution to the marine tourism and ultimately the economy of the countries (Yaman, 2016: 125). Real-time communication and integration with smart systems (e.g. online platforms, common databases, mobile devices) that are being used in freight ports is also a necessity for the sector authorities (Marina World, 2020: 49).

1.2. MARINAS IN THE WORLD

When we have a look at the world in general, it can be concluded that the regions where yachting and marinas are most developed are USA, Europe and Australia (Loke, 2005: 2). In recent years, Middle East, most of South-East Asia and Central Europe have been showing the signs of developing market features. Russia, China, India and South & Central America are still among the main emerging markets (Marina World, 2018: 17).

Figure 2 : Total Number of Marinas in the World



Source: Heron and Juju (2012: 127)

In the last two decades, the marina industry has made great progress. Today, there are many construction, expansion or re-development projects around the world. In Central America, Middle East (United Arab Emirates, Kuwait etc.), Far East (Taiwan, Vietnam, Indonesia, Sri Lanka, Cambodia etc.), countries try to create new attractive yachting destinations (Marina World, 2018: 13-23; Asia Pacific Superyachts, 2018; Marina World 2020: 21). In the United Arab Emirates, especially in Dubai, there is a wide range of construction and redevelopment projects (UAE). Investors create new recreation areas and integrate the marinas into the city to maximise public use (Cruise Arabia, 2017; Arabian Business, 2017). D-Marin which belongs to Dogus Holding Company has started to give consulting services to marinas in Dubai in unison with Meraas which is a Dubai-centered firm, Dubai Holding and D-Marin Dubai LLC which was founded in 2019 by joint venture investment type (“Marina Management” to Al Seef, Marasi and Jaddaf Waterfront Marinas, “Technical Consultancy” to Port De La Mer, Dubai Harbour and Marsa Al Arab Marinas) (Dogus Group, 2019). Marinas also extend the size of the existing berth numbers and sizes, boatyard or drystack capacities all over the world. Europe (e.g., Cardiff Marina in UK, Holland Marina in Netherlands) and North America (e.g. Suntex Vero Beach Marina and Las Olas Marina in Florida, Bear Lake State Park Marina in Oklahoma and

Provincetown Marina in Massachusetts, Lake Erie Marina in New York) are the busiest region regarding the revitalisation projects since 2010s. (Marina World, 2018: 13; Marina World 2019: 11; Marina World, 2020: 13-19).

According to ICOMIA's 2014 data, 56% of the yachts in the world are motor yachts (1.4 million) and 44% are sailing yachts (1.1 million). 2 million of these yachts are between 7.5-12 meters and 0.5 million are between 12-24 meters. Besides; 60% of the yachts in the world are located in Europe, 30% in the USA and Canada. Sweden, France, Finland, Norway, Britain, Germany, and Italy are the European countries that own the highest number of yachts (Chen et al., 2016: 5). There are over 23 thousand marinas worldwide and the total number of mooring places is around 1.2 million. European country with the highest berthing capacity is France, followed by Italy and Spain. About 14% of the demand for yachting tourism in the Mediterranean basin are met by Croatia, Greece and Turkey which are north-eastern Mediterranean countries (Chen et al., 2016: 45; See Table 2).

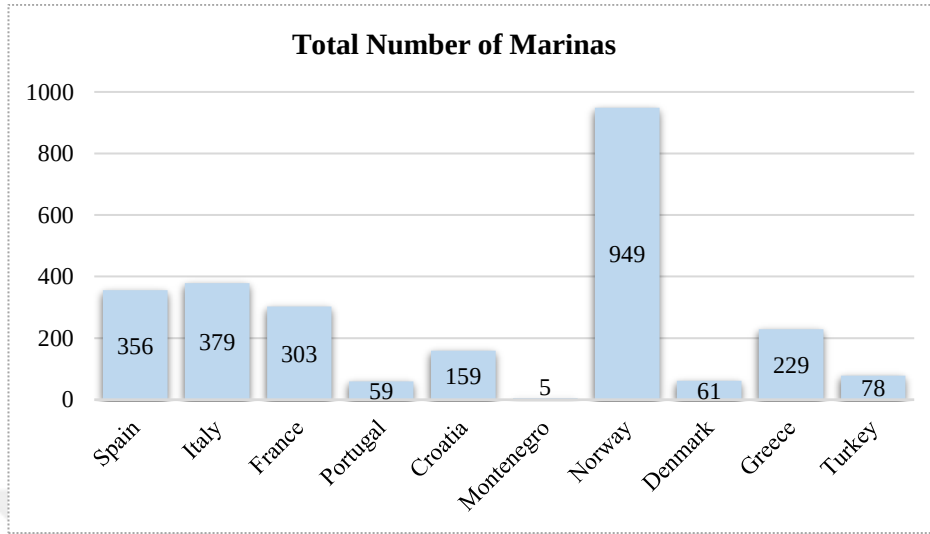
Table 2: Berthing Capacities in Mediterranean Countries

Country	Number of total berths
France	252.500
Italy	170.000
Spain	130.000
Greece	8.100
Turkey	24.000
Croatia	17.689

Source: Prepared by the author using TUYED (2012); D-Marin Group (2012) and ICOMIA (2014)

Especially with the serious investments made after the Second World War, the Mediterranean and Caribbean Islands have become the most important centers of world yacht tourism. France, Spain and Italy, which started yachting in the 1940s, have reached a significant marina and mooring capacity (Bezirgan, 2009: 1).

Figure 3 : Number of Marinas in Specific Countries



Source: Turkish Chamber of Shipping (2017: 237)

When we look at the Mediterranean marinas today, 85% of the total boat mooring capacity in this region is located on the coasts of Italy, Spain and France. While large marinas are dominant in France, it is observed that on average there are smaller marinas in Spain (D-Marin Group, 2012: 3; Yuksel Proje, 2010: 84). There are approximately 5,000 marinas in Europe. There are 379 marinas on the shores of Italy whose length is 6500 kilometers, 356 marinas on the 4964 km-long shores of Spain and 159 marinas on the 5835 km-long shores of Croatia (Turkish Chamber of Shipping, 2017: 236). Number of marinas in some countries actively pursuing marina operations are given in Figure 3.

1.3. MARINAS IN TURKEY

Republic of Turkey Ministry of Culture and Tourism published Marine Tourism Regulation in 2009 and “Marina” concept was defined here. Marina is a marine tourism facility with piers to which yachts can be moored, allowing yacht owners to disembark their yachts on foot, social facilities such as resting, accommodation and shopping, and units that provide maintenance, repair, on-shore

and technical service to yachts. Yacht tourism in Turkey began with the first boat carrying tourists on the Aegean Coast in the 1960s. The length of stay in Turkey increased in the 1970s with Western European and American yachtsmen and yachts from Greece. As a result, the need for facilities such as berthing, repair works, wintering and shopping increased (Yuksel, 2012: 87). Besides, severe maritime transportation traffic due to intensive yacht tourism activities, environmental destructions and high increases in taxes and marina fees due to increased demand for marinas in Western Mediterranean created opportunities for the marina sector in Turkey (Eris, 2009: 46; Yuksel Proje, 2010: 98).

The first marina of Turkey (not compatible to today's standards) Cesme Altinyunus Marina began to be run by Yasar Holding in 1974. This marina was also the first private sector marina of Turkey. Its management was transferred to the Koc Group in 1978 and is still operated by this group. In the same periods (1976), Turban Bodrum Marina, under the ownership of Tourism Bank, was opened as the second marina of Turkey. Turban Kusadasi Marina and Turban Kemer Marina started their operations in 1977 and 1985 respectively. Moreover, Kalamis Marina, Istanbul-Atakoy Marina and Marmaris Netsel Marina are among the leading marinas in the country. Over the years, the number of facilities has increased significantly in line with the increase in yacht tourism (Kacmaz, 2019).

Berthing capacity of Turkey and some other European countries are provided in Table 2. European country with the highest berthing capacity is France, followed by Italy and Spain. About 14% of the demand for yachting tourism in the Mediterranean basin are met by Croatia, Greece and Turkey which are north-eastern Mediterranean countries (Chen et al., 2016: 45). Since the 1970s, there are 78 marine tourism facilities as marina or smaller berthing places in different capacities. They have totally 24,000 mooring capacities, approximately 6,000 on-shore and 18,000 at sea, with or without Coastal Facility Operating Permit from the Ministry of Transport and Infrastructure (Turkish Marine Tourism Association, 2020). The vast majority of the marinas of Turkey are located on the Western Mediterranean Coastline and the South Aegean Region (D-Marin Group, 2012: 35). The largest 14 marinas of the country are in Marmaris, Bodrum and Fethiye districts of Mugla. Marinas in Mugla have a capacity of approximately 7.000 yachts. The construction of Datca Marina also continues in the

same city. Table 3 shows major marinas operated by the private sector, while Table 4 presents the marinas under public ownership in Turkey.

Table 3: Private Marinas in Turkey

CITY	MARINA	MOORING CAPACITY	ON-SHORE CAPACITY
MERSIN	Mersin Marina	500	500
	Kumkuyu Marina (Erdemli)	270	250
ANTALYA	Setur Antalya Marina	235	150
	Setur Finike Marina	320	150
	G-Marina Kemer	230	140
	Setur Kas Marina	472	160
	Alanya Marina	275	200
	Ecesaray Marina	460	0
MUĞLA	My Marina Yacht Club (Ekincik)	68	0
	D-Marin Gocek	380	150
	Skopea Marina (Gocek)	80	0
	Marinturk Gocek Exclusive	100	0
	Marinturk Village Port	220	250
	Club Marina (Gocek)	121	0
	Netsel Marmaris Marina (Setur)	700	130
	Marmaris Yacht Marina	750	1000
	Marti Marina (Marmaris)	380	100
	Marmaris Adakoy Marina	200	100
	Kumlubuku Yacht Club (Marmaris)	35	0
	Albatros Marina (Marmaris)	44	150
	Port Lasos (Milas)	150	0
	Mandalya Yat Yanaşma Yeri (Milas)	50	0
	Gulluk Egesu Marina	350	0
	Milta Bodrum Marina	450	50
	D-Marin Turgutreis Marina	550	150
	Yalikavak Marina (Bodrum)	620	140
	Alacatur Turistik Tesisleri (Turgutreis)	40	12
	Setur Gokova Oren Marina	416	130
AYDIN	Setur Kusadasi Marina	450	150
	D-Marin Didim Marina	576	600
İZMİR	Levent Marina	70	30
	Setur Cesme Marina	180	60
	IC Cesme Marina	385	100
	Port Alacati Marina	250	100
	Teos Marina (Seferihisar)	480	100
BALIKESİR	Setur Ayvalik Marina	200	150
YALOVA	Setur Yalova Marina	240	80
İSTANBUL	Setur Kalamis&Fenerbahce Marina	1290	220
	Marinturk Istanbul City Port	750	70
	Atakoy Marina	1200	100
	Viaport Marina	750	100
	West Istanbul Marina	600	300
	Guzelce Marina	250	100

Source: Compiled by the author based on the data provided by Turkish Chamber of Shipping (2019), Marine Tourism Association (2020) and official websites of Turkish Marinas.

Table 4: Marinas in Public Ownership in Turkey

CITY	MARINA	MOORING CAPACITY	ON-SHORE CAPACITY
ANTALYA	Antalya Kaleici Marina	90	0
	Kalkan Belediye Marina	70	30
	Kas Belediye Marina	80	60
MUGLA	Fethiye Belediye Marina	120	0
	Gocek Belediye Marina	150	0
	Bodrum Belediye Marina	300	0
IZMIR	Dalyankoy Belediye Marina (Cesme)	100	0
	Foca Belediye Marina	130	0
BALIKESIR	Burhaniye Belediye Marina	250	0
CANAKKALE	Bozcaada Belediye Marina	30	0
	Canakkale Belediye Marina	230	0
BURSA	Mudanya Belediye Marina	50	0
ISTANBUL	Istinye Ispark Marina	180	0
	Tarabya Ispark Marina	208	0
	Arnavutkoy Belediye Marina	68	0

Source: Compiled by the author based on the data provided by Turkish Marinas (2020); The Yachtsman Compass Turkey 2014-2015 (2014); Turkish Chamber of Shipping (2015)

The financing obstacle of reaching 50.000 yacht berthing capacity, which is the target for 2023 in Turkey, is being tried to be solved employing the Build-Operate-Transfer (BOT) model. This model, in which the public and private sectors collaborate, is a unique financing model developed for use in the realization of projects requiring high technology and tremendous financial resources (Official Register-13.06.1994, Law No: 3996). D-Marin Turgutreis Marina, D-Marin Didim Marina, IC Cesme Marina, Teos Marina, Setur Kas Marina, Alanya Marina, Mersin Marina, Setur Yalova Marina, West Istanbul Marina, Guzelce Marina, Viaport Marina are the marinas whose constructions have been completed with BOT Model and continues its activities. In

Table 5, there are the ongoing projects of BOT Model Marina Projects under construction and the projects to be tendered in the near future.

Table 5: BOT Model Projects Under Construction and to be Tendered

UNDER CONSTRUCTION		WILL BE TENDERED	
Name	Mooring Capacity	Name	Mooring Capacity
Antalya Gazipasa Marina		Karaburun Marina	200
Datca Marina	250	Cesme Şifne Marina	700
Halic Marina and its Complex	140	Seferihisar Urkmez Marina	475
Tekirdag Marina	200	Yenifoca Marina	225
Karasu Marina	-	Avsa Island Turkeli Marina	175
		Silivri Marina	450

Source: UBAK (2013) and Turkish Chamber of Shipping (2017)

In parallel with the rapid development of the marina sector in recent years, especially conglomerates have increased their investments in this sector. Setur (Koc Group) and D-Marin (Dogus Group) are the leading groups in Turkey on a private marina chain investment. Setur of Koc Conglomerate is the group that has the most mooring capacity domestically with ten marinas, nine in Turkey and one in Greece, and more than 5000 mooring capacity (Setur Marinas, 2020). D-Marin Marinas Group operates with D-Marin Turgutreis, D-Marin Didim and D-Marin Gocek domestically. D-Marin Group started to operate outside Turkey for the first time in 2009 by acquiring D-Marin Mandalina Marina. By the end of 2012, D-Marin Dalmatia along with D-Marin Borik acquired 6.92 percent of Croatian Adriatic Croatia International (ACI) Group, the biggest marina chain in the Mediterranean with 21 marinas. In 2013, by turning its attention towards Greece, D-Marin took the possession of a first-class, ultra-luxurious marina that provides exceptional services to mega yachts in Athens by signing a 50% partnership agreement with Flisvos Marina; then signed another partnership agreement with Medmarinas S.A., the largest marina chain in Greece, for 51% of their shares. With this partnership agreement, Gouvia, Lefkas, and Zea marinas

were also annexed to the group (Turizm Gazetesi, 2013; Turizm Dunyasi, 2013). As per the management contract signed in January 2018, the company assumed the management of Portonovi Marina in Montenegro (Turizm Guncel, 2018). Dogus Group transferred its stakes in Adriatic Croatia International (ACI) and the marina chain in the Mediterranean to another group in 2019. This group has turned its direction to the Middle East recently (Deniz Haber, 2019b). D-Marin founded D-Marin Dubai LLC in 2019 together with Meraas, a Dubai-based company, and Dubai Conglomerate. They aim to transform Dubai and make it a desirable global attraction center for luxury yachts.

They provide “Marina Management” service to Al Seef, Business Bay, Jaddaf Waterfront marinas; “Technical Consultancy” service to Port De La Mer, Dubai Harbor, and Marsa Al Arab marinas. In accordance with these agreements, D-Marin network is now in possession of 14 marinas in 5 countries (Vira Haber, 2019b).

Introducing and marketing the service have also become significant items on the agenda as a result of the increase in the number of marina enterprises and their capacities. In order for the marinas of Turkey to compete with their rivals in the Mediterranean, and obtain a greater share of the pie from the market, it is necessary to shape the infrastructure, superstructure, equipment and administrative structuring in line with the expectations of the customer (yacht owner) and to reach international standards (Oral, 2002: 4). In particular, Five Gold Anchor Award and Blue Flag Marinas are well-recognized organizations throughout the world and many (Heron and Juju, 2012: 41) and Turkish marinas also spend great effort to get these certifications (Table 6). These documents are vital in terms of increasing the attractiveness of Turkish Marinas and being preferred by customers in the international arena. The awards given to Turkish Marinas by various institutions have positively affected the quality perception of customers about these marinas worldwide. Some of these awards are the prize for the Prime Traveler Awards given to Yalıkavak Marina, and the “2018-2019 World's Best Superyacht Marina” award given to Yalikavak Marina by TYHA; the Silver Apple Award and Green Apple Award to IC Cesme Marina for Best Environment Practices in Europe, Middle East and Africa in 2017 (Deniz Haber, 2019a; Deniz Haber, 2020c; Lojiport, 2018).

Table 6: Blue Flag and Golden Anchor Awarded Marinas in Turkey

Blue Flag Marinas	Golden Anchor Awarded Marinas
- D-Marin Turgutreis Marina - Milta Bodrum Marina - Yalikavak Marina - D-Marin Göcek Marina - Ece Saray Marina - Marmaris Adaköy Marina - Marti Marina - Netsel Marmaris Marina - D-Marin Didim Marina - Setur Kusadasi Marina - Setur Cesme Marina - Teos Marina - Alanya Marina - Setur Finike Marina - Setur Kas Marina - G Marina Kemer - Setur Antalya Marina - Mersin Marina - Atakoy Marina - West Istanbul Marina - Setur Ayvalik Marina	- Teos Marina - Atakoy Marina - D-Marin Didim Marina - Yalikavak Marina - D-Marin Turgutreis Marina - Milta Bodrum Marina - D-Marin Gocek Marina - Ece Saray Marina - Marmaris Yacht Marina - Setur Antalya Marina

Source: Blue Flag (2020) and TYHA (2020)

In 2016, the occupation rate of Turkish Marinas decreased to 70% and a serious decrease in the rate of foreign boat owners was observed. About 70% of the foreigners continued to stay and keep their boats in Turkey as their contract was not over yet. Many foreign boat owners whose contracts expired did not renew their contracts due to their concerns about security and they took their boats away to other countries (Turkish Chamber of Shipping, 2017). Paker and Altuntas Vural (2016) have emphasized this situation in their study. They reveal that yachtsmen attribute the highest value to security-related issues and their findings support the occurrences in the country. However, as of 2019, the number of foreign yachtsmen in Turkey has gained an upward momentum. While the yacht traffic in the Aegean Sea has been accelerating, the occupancy rates in marinas have exceeded 100%. A brighter season is expected in 2020 (Deniz Haber, 2020d).

1.4. SERVICE MARKETING-RELATED STUDIES ABOUT MARINAS

In marinas, various services related to infrastructure, maintenance and social are offered. Difficulties in service industries arising from the characteristics of the services are also experience in the marina industry (Paker, 2015: 40). When the studies in current literature on marina marketing are examined, it is seen that most of them are related to the perception of service quality. Customers' perception of service quality related to marina services is difficult to understand and is an important issue that affects their purchasing decisions. To facilitate the assessment of service quality, marinas should be able to highlight concrete features related to physical facilities, equipment and personnel as in standard services or other service types (Sari, 2013: 65). In marinas where customer relations are of vital significance, the quality of the personnel is as important as the facility itself. In order to satisfy customers who, expect high quality service, employees must be well educated, they need to cooperate with customers and establish effective relationships with them (Dodson, 1999: 4; Heron and Juju, 2012: 118).

Kissman (1996), in his study aimed at investigating the quality expectations of yachtsmen, has found that expectations may differ according to boat type, but safety is the most basic expectation. According to this study, the expectation of small yacht owners was the marina to be sheltered enough while the expectation of yacht owners whose yachts are above 15 meters was determined as the attractiveness of the facilities in the marina. Durukan (2004), in his study for yachts owners in the Aegean region, determined the importance of the reliability of the marina managers and marina employees and the importance of the price policy of the marina for customers. Sari (2011) has found out in his study that the sub-dimensions of SERVQUAL, a service quality scale, namely "reliability", "assurance", "responsiveness", "empathy" are effective on the satisfaction of the yacht owners from the marina, their tendency to prefer the marina again and recommend it to others. Arli (2012) has proposed using the survey study applied to the 101 customers of a marina business operating in Antalya province that the sub-dimensions of 'tangibles', 'responsiveness', 'assurance' and 'empathy' influence the customers' intention to prefer again and recommend them. In addition, a significant relationship has been observed between the mentioned factors and overall customer satisfaction.

Cosar and Nas (2014) have stated that security is the most important issue for customers within the scope of service quality factors offered in marinas, followed by hygienic and clean common areas (bathroom / toilet) and social living space and activities provided for yacht owners / yacht captains, respectively. Karaosmanoglu and Kazancoglu (2016) have revealed that the service quality perceptions of yachtsmen (boat owner and captain) who is mooring at marinas in the Aegean Region affect their commitment to marina operations. Service quality expressions in the study were grouped under five titles as "reliability", "personnel quality", "professional services for yachts", "physical environment" and "social activities". It was determined that among these factors, the factors that best explain the perception of service quality are "reliability" and "personnel quality". Sari, Bulut and Pirnar (2016) have examined how service quality perception influences the satisfaction of yachtsmen, repurchase and recommend intentions at marinas in Turkey with "Five Gold Anchor" awards. In this study, initial ten dimensions of Parasuraman, Zeithaml and Berry (1985) 's scale for measuring service quality perceptions of customer is adopted instead of the authors' reduced five dimensions as SERVQUAL. In the findings of the study, it was revealed that six of these ten dimensions (tangibles, reliability, credibility, responsiveness, understanding the customer and communication) had effects on the three determined attitudes of yachtsmen (satisfaction, repurchase and recommend intention). Additionally, Dikec and Toz (2017) have conducted a study on how marina users (yacht owners and yacht captains) perceive marina services. The findings of the survey results collected from the marina customers in the Aegean Region are as follows: Customers attach importance to the cleanliness of sea water within the scope of environmental quality, foreign customers perceive the service quality more optimistically, and language competence of the marina employees is a critical issue for customers from abroad. In the light of the qualitative research of the same study, it was emphasized that pricing policy, knowledge level and communication skills of the marina staff, effective execution of feedback services, compliance of the marina with international standards, environmental conditions of the marina (sea water cleanliness), the marina's parking capacity and security services provided for customers in the marinas directly affect customer satisfaction.

Arli (2012) has revealed the change in the level of exposure of the customers to these activities in terms of demographic characteristics (gender, marital status, age, education level) regarding the promotional activities of marina businesses that are frequently mentioned in the written and visual media about marinas. When the marketing activities in marinas are examined, it is seen that promotion tools, which are the sub-dimension of the marketing mix, are used extensively. For this reason, this concept is of great importance in marina marketing literature. Marinas develop promotion strategies to make attractive their service to yacht owners/captains, draw the attention of their customers, persuade them to purchase the service and establish sustainable profitable relationships with them. The most significant determinant of competition between Western Mediterranean countries such as Italy, Spain and France which are already intensely competitive among themselves with Eastern Mediterranean countries like Greece, Turkey and Croatia is effective and efficient promotional activities (Arli, 2012: 28). In order to establish sustainable relationships with customers, it is not sufficient to determine the appropriate market channels to develop a good service within the scope of the marketing mix, to price the services attractively and to offer them to the market. Marinas need to determine appropriate communication methods and actively use these communication tools as in other service businesses (Kotler and Armstrong, 2018: 400). Promotion is the communication process that consists of conscious and planned activities aimed at persuading the customer to facilitate the sale of the products or services of the enterprise (Kincaid, 1990: 17). In promotion activities, persuasive communication forms called “promotion mix” (advertising, public relations, personal selling, sales promotion, direct and digital marketing) are used to interact with customers, express value proposition to them and get the desired response from them (Kotler, Bowen, Makens and Baloglu, 2017: 375).

Public relations activities have a wide scope in terms of marinas. Competitions related to water sports such as sailing races, fish competitions, season opening/closing events, various courses for amateur sailors (Fishing Alacati, 2019; Fishing Teos, 2019), sponsorships to some organizations, hosting of various sports competitions (Vira Haber, 2017; Vira Haber, 2019a), projects for social responsibility are among

the activities undertaken in marinas for public relations purposes (Deniz Haber, 2020a).

With organizations such as sailing rallies, cruising regattas, international sailing events, local events (European Marina Day), season opening/closing parties, marinas organize events that will both please existing customers and attract the attention of potential customers while enabling them to experience the marina facilities (Fortunato, 2008: 9). In these events, the marinas also invite many stakeholders from the local authorities in the region where the marina is located as well as the esteemed members of the local community (ICOMIA, 2012: 21). In addition, marinas can offer training activities and courses for yachtsmen or local people from time to time on various subjects (e.g. seamanship, navigation, engines). They help provide the customers with useful and enjoyable time, and get the support of the public by painting itself in a positive light around the region (Abraham, 2000: 6). With such events, it is possible to establish good relations with existing customers and participants in the region.

Marinas carry out environmental and social initiatives to get the support of the public in the regions they operate. For example, by implementing social responsibility projects such as various tree planting campaigns, activities for disabled people and regional village schools repair projects, they contribute to the development of the region in many areas and achieve significant gains as for public relations (Koc, 2015: 97). Increasing environmental awareness among the public in recent years has heightened the sensitivity of marina businesses whose activities are of great importance for the sustainability of marine life. With the development of the marina market around the world, marina businesses prove with various certifications that they operate at a high level of service in a competitive environment and in a manner that causes the least harm to the environment. Marinas attach importance to these environmentally friendly certifications to fulfill their duties in the society and ensure the support of the public (Gedik, 2008: 8; Bezirgan, 2009: 2). Blue Flag award by the Foundation for Environmental Education (FEE) is also a tool to gain competitive advantage in the market by proving their environmental awareness in their endeavors. Marinas maintain planned environmental awareness activities throughout the year which are also a requirement for these certifications (Heron and Juju, 2012: 41).

Marinas commonly use advertising, another marketing promotion tool. Within the scope of marketing activities of marinas, they advertise in newspapers and magazines with national and international circulation related to the sector and ensure that various articles about the marina are included in these magazines (Abraham, 2000: 6). In addition, for reaching customers effectively, they use promotional advertisements on digital, mobile and social media platforms related to maritime and marine tourism (Arli, 2012: 30). Although, personal selling is the most expensive promotional tool for businesses (Kotler et al., 2020: 434), sales force informs yachtsmen about marina services, prices, alternative mooring places, etc. and convinces them to make a binding contract. Especially at national and international fairs, representatives from the company inform the visitors about the marina and try to convince them by drawing their attention. Marinas demonstrate their existence by means of these fairs. They also find new customers and continue their communication with current customers with the help of these organizations (Abraham, 2000: 6). Within the scope of sales promotion, which is a promotional tool that acts in coordination with advertising and personal selling, businesses organize campaigns to promote service sales for limited periods. While advertising provides reasons to purchase the service, sales promotion is trying to persuade the potential customers to buy that service right now (Baloglu et al. 2018: 389). Incentives such as wintering campaigns, seasonal discounts or price cutting on electricity and water fees are various sales promotions in marinas. In terms of direct and digital marketing, targeted individual customers or customer groups are directly contacted and it is aimed to establish permanent customer relations. This marketing method is personalized according to the pre-determined target customers (Kotler and Armstrong, 2018: 488). This marketing method can be exemplified as informing the yachts that came to the marina for wintering individually about the prices according to the size of the boat when a new wintering campaign is organized or creating different factions for different customer groups (charter boats, boats for sale, etc.) on social media platforms like Facebook. With the increasing importance of social media in recent years, businesses that use social sharing applications such as Instagram and Twitter effectively and in a way that attracts the attention of their targeted customer group are making a name for themselves in the market (ICOMIA, 2012: 14).

When coastal structures are examined in different countries today, it is seen that the number of marinas has increased in many countries, existing marinas are being renovated and their services are improving. These developments bring along an increase in competition in the market. Marinas need to understand, analyze and develop competitive strategies in order to survive (Sevinc and Guzel, 2016: 62). They realize this by competing with cost leadership in terms of price, differentiating with specific services or focusing on a specific market segment (Porter, 1998: 35).

Developing technologies have provided great convenience to enterprises in business processes in recent years (Kissman, 2005: 1). Operations can be carried out more efficiently with software systems, which have been used in marinas in recent years and where all business processes carried out within the enterprise among different departments can be tracked simultaneously. Although these systems have high initial investment costs, they provide significant cost advantages in terms of operational expenses in the long run. Marinas later can turn this cost advantage into a significant competitive advantage by offering lower cost services compared to their competitors. In addition, systems such as field hand terminal, electric-water card systems, car parking door entry system, shift control tracking systems, marina entrance registration system, fuel station system etc. that work in integration with these systems both facilitate business processes and provide better quality service to customers (Abraham, 2000: 5). In an environment where competition is rapidly increasing, chain marinas can turn their ability to serve in different destinations and keeping service production costs per unit of service at minimum levels into competitive advantages in terms of pricing. For instance, when a customer of a group of marinas signed an annual contract, they gifted 30 days of free accommodation valid for all other marinas within the group and a 50% discount for stays over 30 days (Deniz Haber, 2020b). In 2017, another group of marinas offered 7 days of free accommodation at each marina affiliated to the group to its guests who made an annual agreement in any marina affiliated to the group, and applied 40% discount for up to 4 months for the guests who want to moor their boats longer after 7 days (Deniz Haber, 2017). Again, when considered in terms of costs, one of the greatest wishes of marina businesses is that existing yachtsmen would moor in their establishments for a long time. These customers are mostly those with a maritime culture who have a good command of the

existing rules of the marina and support the maintenance of order. Losing such customers can lead to greater cost losses. For these reasons, marinas apply various loyalty discounts for these customers in order not to lose them (Gedik, 2008: 8). Some marinas offer gradual discounts according to the number of years the yacht in question spent in the marina, and provide various price advantages to those customers if they benefit from various marina services (Vira Haber, 2018a; Deniz Haber, 2020b).

However, when it comes to marinas, location can get ahead of other issues. For instance; until the newly opened marinas reach a certain occupancy level, they usually enter the market with a low price strategy and over time they revise their price tariffs according to the characteristics of the destination and the marina facility. For example, let's assume there are two marinas just starting their services in Turkey; Marina A and Marina B. Marina A is located in the town center. The number of bays around the marina is limited but the marina is only 1 hour away from the airport and the city center by the existing highways. Marina B is located in a smaller district center. It is 2.5 hours away from the city center and the airport and most of the road is narrow and winding. It is more advantageous than the Marina A in terms of coves to be visited. Marina A enters the market with a higher price tariff compared to Marina B. As the occupancy rate increases over time, it increases its prices to the level of expensive marinas in the region. Marina B does not increase its prices in the same way. In this case, Marina A has turned the advantages of the destination such as transportation facilities, distance to the city center and the airport into competitive advantages and revised its price tariff accordingly.

Marinas can try to achieve a competitive advantage by offering services focused on specific market segments. For instance, while some marinas located on the transit route improve their services for boats accommodating for stop-over purposes, marinas serving with a wide land area prioritize their wintering services. Yet another market segment is mega yachts. In recent years, new marinas have been established for the berthing of super and mega yachts, which have been increasing in number around the world, and many existing marinas are improving their infrastructure and superstructures to serve these yachts (Gedik, 2008: 7). Marinas with modern facilities where mega yachts can accommodate, land, winter and receive many other services are becoming more and more important due to the fact that the daily average expenditure

of the mega yacht users is higher than that of the normal yachts, as well as the high mooring and other marina service fees for these yachts (Aydin, 2011: 8; Bezirgan, 2009: 7).

Marinas can provide competitive advantage by differentiating the services they provide. For example, marinas can offer privileged special prices, discounts, service priority or variety of services for boat owners who visit the marina frequently in order to increase their loyalty to the marina. They can also offer special discounts and opportunities to yachtsmen who moor their yacht to the marina for a longer period of time with various applications such as the "Loyalty Program" and the "Customer Database" which contains all kinds of information about the customer. In this way, based on customer information, marinas identify their most valuable customers with the infrastructure of "Customer Relationship Management", enabling them to get to know them better, provide better service and establish good long-term relationships (Karaosmanoglu and Kazancoglu, 2016: 43). In addition, especially some marinas use online platforms available to many sectors for marketing activities and others use their own mobile applications to quickly introduce campaigns and announcements, easy booking, contacting the customers continuously and actively by providing services (Vira Haber, 2018b).

After these studies are examined, it is possible to observe that little attention has been paid to the participative behavior of customers in the marina context. Marina services have highly sophisticated features, and target customers have extensive knowledge and experience of the offered services. Further, in parallel with the increase in yachting activities, the demand for marinas also increases, resulting in tighter competition between marinas. In order to get ahead, it is important for marinas to be in close contact with their customers who are value co-creators of the services and ensure their participation in service delivery transactions. To that end, they can cooperate with customers, offer customized services, and ultimately, establish sustainable and long-term customer relationships to get competitive advantage in the market. Therefore, customer participation in marina service delivery is examined as the main construct in this thesis.

CHAPTER TWO

THEORETICAL FOUNDATIONS

The main concept of the thesis “customer participation” is investigated in the light of service dominant logic (S-D Logic) and social exchange theory (SET). Ensuring participative behavior of customers in marinas is one of the premises of S-D Logic in which customers are value co-creators and contribute to the service delivery processes (Vargo and Lusch, 2004; Grönroos, 2012: 1530). Besides, the nature of services in marinas require active, mutually beneficial transactions between service providers and customers which is a principal of SET. Therefore, these two theoretical frameworks will be explained comprehensively in this section.

2.1. SERVICE DOMINANT LOGIC (S-D LOGIC)

Marketing discipline has progressed under the influence of economy since its emergence. In the pre-industrial era, individuals and communities produced their needs themselves and quickly consumed them. This was in the basic logic of economy. In regions where major societies existed such as China, Mesopotamia and Egypt, large-scale productions were performed and there was mutual exchange through cross-community gift-giving (Ballantyne and Varey, 2008: 12). With the industrial revolution, “producer” and “consumer” were strictly separated since production passed to factories. As for the economy, especially in the years when classical and neo-classical approach prevailed, tangible goods and the production of these goods were in the foreground (Vargo and Lusch, 2011: 182; Vargo and Morgan, 2005: 42). During these years, the aim of the producers was manufacturing and selling goods efficiently and consumers only used these produced items (Lusch and Vargo, 2014: 75). According to this good-centric view, the value is inherent to the manufactured products, and after the economic exchange, consumers (value destroyers) benefit from this value through consumption (Fisk, Brown and Bitner, 1993: 69; Vargo and Lusch, 2010: 172). This view was inherited especially from the Industrial Revolution, and in

the following years, it was called “the goods-dominant logic”. In that approach, physical product is the basis of the competitive advantage (Lusch, Vargo and O’Brien, 2007: 16; Vargo and Lusch, 2004b: 324), and production and exchange of goods are the focus of economic actions. The objectives of firms are manufacturing the goods that will provide economic exchange (Lusch and Vargo, 2014: 13).

In these years, service industry grew more than manufacturing sector (Maglio et al. 2009: 397). The transition from industry-based economy to service-based economy started and technological developments throughout the world brought the concept of “service” to the forefront in marketing field (Fisk et al., 1993: 66; Vargo and Lusch, 2004b: 332). Since the 1960s, separate definitions have been made for two concepts; product and service. Accordingly, “service marketing” has become a sub-discipline of marketing (Vargo and Morgan, 2005: 49). In the beginning, activities in service marketing were carried out in a firm-centric way; however, the developments in the service industry have made the explanation of the “service” concept with goods-dominant logic which became inadequate with time (Vargo, Maglio and Akaka, 2008: 148).

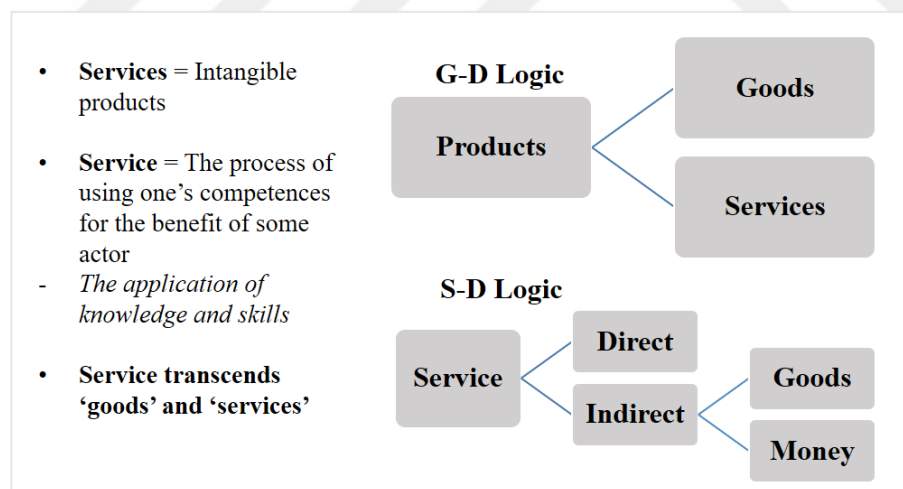
S-D Logic was mentioned in the marketing area for the first time in the article *"Evolving to a New Dominant Logic for Marketing"* by Vargo and Lusch, published in 2004. S-D Logic is *“a service-centered alternative to the traditional goods-centered paradigm for understanding economic exchange and value creation that has been identified as an appropriate philosophical foundation for the development of service science”* (Vargo and Akaka, 2009: 32) This new logic emerged with the gathering of developed information and ideas about service marketing. It is also considered as a revolutionary conceptualization for marketing, business and economic thought systems in the twenty-first century (Maglio et al., 2009: 396). Customers are value co-creators with other stakeholders in the supply chain and this value is mostly realized during the service usage (Gummesson, 2007: 135; Vargo and Akaka, 2009: 36).

In G-D Logic, goods (tangible) and services (intangible) are included in the concept of “products”. However, as seen in the figure, the concept of “service” (singular) in S-D Logic expresses both abstract and concrete outputs. Service means *“the process of using one’s competences (knowledge and skills) for the benefit of another party”* (Vargo, 2009: 374). While S-D Logic concentrates on activities or

processes, G-D logic focuses on provision of products (Lusch, 2011: 14). In S-D Logic, the service is delivered directly or indirectly (Vargo and Lusch, 2004b: 326). As seen in figure 4, if the service is not provided directly, goods and money are involved in the system. Tangible goods do not have a primary role but play a vehicle role in delivering a service value to the customer. Money, on the other hand, represents service rights to ensure exchange when direct service delivery is not available (Lusch and Vargo, 2014: 136; Vargo and Lusch, 2010: 172). In G-D logic, the value is formed by firms and is available in products in an embedded form. This value is consumed by customers through the use of the product. In S-D Logic, however, value is not created by just firms. Firms are equal parties of value proposition process and all beneficiaries cooperate to create value (Vargo, 2009: 374).

Service-dominant logic has different components such as actors, resources, service and value, than traditional marketing terminology and conceptualizes them (Lusch and Vargo, 2014: 95).

Figure 4 : Comparing G-D Logic and S-D Logic



Source: Lusch and Vargo (2014: 136)

“Actors” are generally affiliated to an organization in the market and they act within the rules established by institutions and organizations (Vargo and Lusch, 2016: 11). Each actor has beliefs and values acquired within a period of time which affect

their current and future activities and changes. Actors are in relational bounds with other actors and they also communicate with the society they are in (Lusch and Vargo, 2014: 96). “*Resources*” are divided into two groups: operand and operant (Vargo, Wieland and Akaka, 2015: 67). Operand resources are tangible, generally processable and natural resources like land, plants and minerals and G-D Logic was formed around them. In G-D Logic, resources in the economy are generally static and need to be processed in order to provide value. Operant resources are abstract and dynamic sources such as knowledge, human skills and intellectual property (Chandler and Vargo, 2011: 37; Maglio et al., 2009: 398; Vargo and Akaka, 2009: 36). Operant resources like human knowledge or special competences enable operand resources to be developed and become valuable for actors (Ng et al., 2012: 422). While G-D Logic makes use of operand resources, S-D Logic deals with operant resources (Payne, Storbacka and Frow, 2008: 89; Vargo and Lusch, 2008b: 6). Operant sources are much more effective in providing competitive advantage in the market. Resources are integrated and become valuable in a context as a result of the interaction among actors. Thus, actors should know how to utilize these resources (Vargo and Lusch, 2011: 183). In brief, resources in S-D logic are explained by service-for-service exchange, value co-creation and resource integration (Vargo, 2009: 377; Vargo and Lusch, 2010: 175). “Service” is the application or use of materials for the sake of a stakeholder as explained above. This service can be presented to the stakeholder directly (e.g., haircut service) or by using another tool (e.g., transportation service) (Maglio et al., 2009: 403). Value is the benefit that causes an increase in the well-being of an actor. This emerging benefit is based on the experience of each actor and is specific to the mentioned actor (Lusch and Vargo, 2014: 98). Value proposition is another term regarding S-D Logic concept (Lusch and Vargo, 2014: 98). Value proposition is a statement of an actor describing what kind of benefits are offered to other actors if they choose him/her to create value, thus it basically covers promises of the offerings (Frow and Payne, 2011: 225; Grönroos, 2006: 327).

Vargo and Lusch (2004) further introduced eight foundational premises (FP) of S-D Logic and also revised these premises in line with the criticisms and comments they received afterward. In their article entitled “*Evolving to a New Dominant Logic for Marketing*” published in 2004, they constituted the philosophical perspective of S-

D Logic through premises. In their article *"Service Dominant Logic: Continuing the Evolution"* published in 2008, they revised some of the eight basic premises and added two new ones (See Table 7).

Basic principle of S-D Logic is the comprehension of the meaning of "service". As mentioned above, service (singular) is *"the process of using one's competences (knowledge and skills) for the benefit of another party"* (Vargo, 2009: 374). The expressions of skills and knowledge in FP1 were replaced with the concept of "service" in 2008. The aim of this singularization is to highlight the concept of process when "service" is mentioned (Vargo and Lusch, 2008b: 7). Since the expression "unit of exchange" in the FP1 and FP2 belongs to the goods-dominant logic approach (Lusch, Vargo and O'Brien, 2007: 6), this expression has been updated to "basis of exchange" in 2008. Besides, they revised the "knowledge" statement in FP4 as "operant resources" (Lusch and Vargo, 2011: 1306; Vargo and Lusch, 2008b: 7). In the period when the authors published their first article in 2004, although the concept of "operant resource" was foreign to people, its use became widespread with the adoption of the S-D Logic philosophy before their second article.

Service can be delivered directly or through goods or appliances as stated in FP3 (Lusch, Vargo and O'Brien, 2007: 8). In FP4, the significance of operant resources was expressed to create competitive advantage in 2008. In their first study, Vargo and Lusch (2004: 3) mentioned these two types of resources and stated that customers were increasingly assumed as an operant resource for firms and that customers took the co-producer role in the service chain.

As in the earlier premises, "services" which was expressed in plural form in FP5, has been updated to "service". Here, while expressing that all economies aiming to provide services are service economies, it is aimed to emphasize "processes". According to this premise, all economic units are actually service units (Lusch and Vargo, 2011: 1301; Vargo and Lusch, 2008b: 7). Vargo and Lusch (2004: 11) described the customers as co-producers in their service processes in FP6 but later, they conceptualized this idea within the framework that the customer was the co-creator of value. That is, customer's co-producer role is discretionary, but value is always jointly formed (Vargo and Lusch, 2006; Vargo and Akaka, 2009: 38). In addition, while co-production refers only to the dyadic relationship between the two

parties, the co-creation of value includes the relationships of all actors in the system (Vargo and Lusch, 2008b: 8, 2016: 6). Value co-creation concept disclaims the customer-producer distinction in the conventional value chain and introduces a value system in which all stakeholders are involved and integrate their resources (Lusch, 2011: 16; Lusch, Vargo and O'Brien, 2007: 5; Ng et al., 2012: 422). In 2004, Vargo and Lusch stated that businesses can only propose values about their business activities. In their study in 2008, they clarified this statement further. They emphasized that the business could not reveal a value with its own resources as in G-D Logic. Value can only be formed collaboratively. The firm only proposes what is served if other parties agree to cooperate with that firm. In FP8, authors aim to clarify the wordings in 2008 and emphasize the disposition of value co-creation. It must be customer-focused and essentially contains value-creating relationships (Vargo and Lusch, 2010: 173). As stated in FP 6, the customer should always be the co-creator and reciprocal relationships are required. Depending on this notion, the service-centric approach intrinsically requires being customer-oriented and in sustainable relation with customers (Vargo, 2009: 375; Vargo and Lusch, 2008b: 8). According to two further premises added in 2008, all actors in the service system (social or economic) actively participate in the process of resource integration (FP9) and in this logic, the concept of "value" is specific and phenomenological to the beneficiary of this value (FP10) (Akaka and Vargo, 2015: 454; Lusch and Vargo, 2011: 1304; Vargo and Akaka, 2009: 36). Being resource integrators as economic or social actors in a sophisticated environment indicates the existence of the service ecosystem (Vargo, 2009: 377), which will be discussed further.

Table 7: Premise Development of SD Logic

Foundational premise	2004	2008	Update
FP1	The application of specialized skills and knowledge is the fundamental unit of exchange.	Service is the fundamental basis of exchange	No Change AXIOM STATUS
FP2	Indirect exchange masks the fundamental unit of exchange.	Indirect exchange masks the fundamental basis of exchange.	No Change
FP3	Goods are distribution mechanisms for service provision.	No Change	No Change
FP4	Knowledge is the fundamental source of competitive advantage.	Operant resources are the fundamental source of competitive advantage.	Operant resources are the fundamental source of strategic benefit.
FP5	All economies are service economies	No Change	No Change
FP6	The customer is always the co-producer.	The customer is always a co-creator of value.	Value is cocreated by multiple actors, always including the beneficiary. AXIOM STATUS
FP7	The enterprise can only make value propositions.	The enterprise cannot deliver value, but only offer value propositions.	Actors cannot deliver value but can participate in the creation and offering of value propositions.
FP8	Service-centered view is customer oriented and relational.	A service-centered view is inherently customer oriented and relational.	A service-centered view is inherently beneficiary oriented and relational.
FP9		All social and economic actors are resource integrators.	No Change AXIOM STATUS
FP10		Value is always uniquely and phenomenologically determined by the beneficiary.	No Change AXIOM STATUS
FP11			New Value cocreation is co-ordinated through actor-generated institutional arrangements. AXIOM STATUS

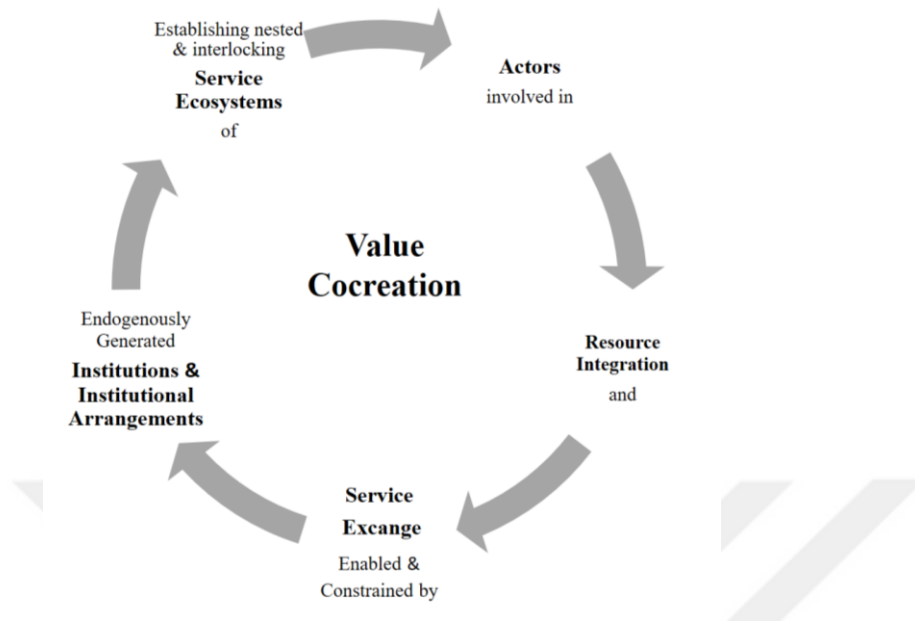
Source: Vargo and Lusch (2016: 8)

In 2016, Vargo and Lusch took the S-D Logic a step further by updating their articles called *“Institutions and Axioms: An Extension and Update of Service-dominant Logic”*. They expanded their S-D Logic with the dynamic approach (Vargo, Wieland and Akaka, 2015: 64). In FP4, as mentioned above, Vargo and Lusch (2008b: 6) emphasized the importance of possessing the operant resources in achieving competitive advantage. However, in time, they thought that focusing principally on competitors would probably restrict the perspective of actors. They started to think that the primary source of motivation should be awareness of potential service beneficiaries and co-creating value through service provision. Thus, they replaced the term

“competitive advantage” with “strategic benefit” and underlined the significance of noticing all opportunities by looking from a wider framework in the long term (Vargo and Lusch, 2016: 7). The FP6, which was updated in 2008 and declared that customers were "co-creators of value", not "co-producers", was disapproved by certain authors (e.g., Gronroos and Voima 2013). Since creating value together cannot only be a dyadic activity by the customer and service provider, the FP6 has been revised and its scope has been extended. In the new statement, the authors state that the value is created by many private or public actors including the beneficiary, and these parties are responsible for integrating resources together (Vargo and Lusch, 2016: 9). In FP7, the concept of "enterprise" was updated with "actor" in 2016. It is stated that all actors in the system should take part in the processes and make value propositions. In short, just as the value is created collaboratively, the value proposition is made not only by the service provider but also by all actors involved. Co-created value proposition can deliver higher reciprocally beneficial situations for all stakeholders (Lusch, Vargo and O'Brien, 2007: 13; Vargo and Lusch, 2016: 10). Likewise, the expression “customer” in FP8 was updated with “beneficiary” and they emphasized that not only customers but all actors would benefit from the process outcomes within the ecosystem (Vargo and Lusch, 2016: 10). In addition to these ten premises, one new premise has been added in this study about institutions and institutional arrangements that is key for service ecosystems.

The formal expression of updated S-D Logic presented by Vargo and Lusch in 2016 is seen in Figure 5, which explains “service ecosystem” comprehensively looking from the point of S-D Logic. Besides, the place and role of institutions and institutional arrangements, which have not been researched sufficiently in the field of marketing so far, are emphasized (Akaka and Vargo, 2015: 454; Vargo and Lusch, 2016: 11). Mutual relationships in S-D logic structured by institutional arrangements enable the systems to function effectively. In ecosystems, several actors are in interrelationships through institutional arrangements and these actors take part in service-for-service exchanges. Therefore, these systems have contextual nature (Chandler and Vargo, 2011: 46; Vargo and Lusch, 2010: 174).

Figure 5 : Process of S-D Logic



Source: Vargo and Lusch (2016: 7)

The idea of a dynamic system that has existed for a long time in marketing has been a guide in the emergence of service ecosystems (Vargo and Lusch, 2010: 176). Many authors have been using the concept of service system recently, a useful and descriptive framework that provides a holistic perspective to comprehend how service works (Ng et al., 2012: 422). Service systems encompass resources (e.g., people, technology, information), and these systems are tied to each other by value propositions (Maglio and Spohrer, 2008: 18; Spohrer et al., 2007: 243; Vargo et al., 2008: 149). These network structures are open systems. They not only provide other systems with their own resources, but also improve their own competencies by obtaining external resources from other systems (Maglio et al., 2009: 403; Vargo and Akaka, 2009: 33). Due to collaborative value-creation processes, resource integration activities and reciprocal provisions, a dynamic service ecosystem approach is required in S-D logic (Vargo and Lusch, 2010: 176). Service ecosystem is defined as “*a relatively self-contained, self-adjusting system of resource-integrating actors connected by shared institutional arrangements and mutual value creation through service exchange*” (Lusch and Vargo, 2014a: 161). Actors are associated with service

ecosystems individually and establishes relationships with other actors within this system. Ecosystems are flexible structures and an actor may leave one ecosystem and join another. Agility and adaptability are vital for actors to survive in ecosystems. Actors need to know how to continually keep up with changes and develop resources that will help other actors in the same system (Lusch and Vargo, 2014a: 223; Vargo and Lusch, 2010: 176). From a service ecosystem perspective, value co-creation is considered as a dynamic activity in which all actors and resources are in an interactive environment and consequently, all parties contribute to the process. Each contribution alters the nature of the system and thus, this contextual structure distinguishes this approach from others (Lusch and Vargo, 2014a: 231; Ng et al., 2012: 422; Vargo and Akaka, 2009: 39). Service ecosystem aims to integrate dynamic resources as central tools to connect the social and technological features of the markets (Vargo and Lusch, 2011: 185). Actors such as individuals, firms or governments are in relations with each other and the society and these actors try to integrate their resources by means of exchanging various services (Lusch and Vargo, 2014: 17; Vargo and Lusch, 2011: 184). Moreover, an actor applies his knowledge and skills to a resource and makes it beneficial for another actor (Vargo, Wieland and Akaka, 2015: 66). Resources become valuable in a context as a result of the interaction of actors. Resources are integrated by actors when they interact with other stakeholders and perform service exchange between each other (Vargo, Maglio and Akaka, 2008: 149; Vargo, Wieland and Akaka, 2015: 68). Within these systems, achieving the coordination between the actors and ensuring continuous and seamless connections are ensured through institutions and institutional arrangements such as values, norms, codified laws and conventions. (Akaka and Vargo, 2015: 456; Lusch and Nambisan, 2015: 163; Lusch and Vargo, 2014: 229). Institutions and institutional agreements are integral parts of ecosystems and allow a common language to be spoken, let the actors be aware of their roles and rules of the game and regulate the interactions (Vargo and Lusch, 2011: 185). They provide solutions to daily problems and enable the systems to function effectively (Lusch and Vargo, 2014a: 101; Vargo and Akaka, 2012: 212). The more the actors share these institutions, the better these actors integrate resources and create values through service exchange under different constraints (e.g. time, cognition) (Vargo and Lusch, 2016: 11; Vargo, Wieland and Akaka, 2015: 68; Vargo and Akaka, 2012: 212).

As we mentioned above, “value”, “value creation” and “value co-creation” are significant building blocks while conceptualizing S-D Logic. These three concepts will be explained comprehensively in the below section.

2.1.1. The Concept of Value Co-Creation

Value and value creation are building blocks of service systems. To develop and advance the service science, it is of utmost significance to comprehend these notions on an accomplished level. Value co-creation is creating value in a reciprocally beneficial manner with multiple parties by keeping up with the developments and changes in marketing (Grönroos, 2017: 7; Vargo and Lusch, 2004b: 331; Vargo et al., 2008: 146). With the studies carried out by Prahalad and Ramaswamy (2000) and Vargo and Lusch (2004), significant changes occurred in the marketing field. Especially the participation of customers and other stakeholders in service delivery processes started to be emphasized (Cossío-Silva et al., 2016: 1622). In this section, the concepts of value, value creation and co-creating value, which are closely related to customer participation, is examined.

2.1.2. Value and Value Creation

Several definitions of value have been made by different authors so far. Once the historical progress of marketing is reviewed, it can be observed that firms used to realize value creation in traditional marketing paradigm. Customers took just the consumption role and firms were held responsible unilaterally in “value chain” system. (Porter, 1985: 34). Value had different definitions in those years when goods-dominant approach was prevalent such as that it is low price (Bishop, 1984; Hoffman, 1984), obtaining what is expected of the product (Schechter, 1984), attained quality in return for paid price (Doyle, 1984; Shapiro and Associates, 1985), acquired benefit in exchange for payment (what I get for what I give) (Hauser and Urban, 1986). Zeithalm (1988: 14) describes value as *“the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given”*. The definition emphasizes customer’s evaluation of delivered service. Similarly, Woodruff (1997) on the other hand, defines it as *“... a customer's perceived preference for and evaluation*

of those product attributes, attribute performances and consequences arising from use that facilitate (or block) achieving the customer's goals and purposes in use situations". That means customers buy products and evaluate the received value after the purchase in terms of their goals for buying that product (goal-based), desired outputs after the exchange (consequence-based) and desired product attributes (attribute-based). Perception of customers derived from this evaluation is customer value (Woodruff, 1997: 142). Customer value is "*an interactive relativistic preference experience*" according to Holbrook (1999). The definition suggests that the customer who is "the subject" evaluates "products" (e.g., good, service, social cause). These assessments contain relevant comparisons customers make and they change depending on persons and situations (personal-situational). Value mentioned here is not embedded in the product or service but it emerges through consumption experience. The sentimental situations of customers, their attitudes and behaviorally formed judgments affect the consumption experience of the customer (Echeverri and Skålén, 2011: 353; Holbrook, 2006b: 212).

When the meaning of value creation is examined, it can be noticed that Grönroos (2011b: 282) defined it as "*a process through which the user becomes better off in some respect or which increases the customer's well-being*". Grönroos and Gummerus (2014) stated that "*value creation is the customer's process of extracting value from the usage of resources*". This demonstrates that, value creation is the process of generating value during the use of the service and the value generated at the end of the process is named value-in-use. Customer can also provide various inputs such as knowledge and skills to this process (Grönroos, 2008: 308). Value creation requires mutually or reciprocally interactive relationships between stakeholders within a contextual service ecosystem (Vargo and Lusch, 2010: 172). According to Grönroos (2011a) value creation does not involve design, development, manufacturing activities or back office processes. It is not an expression pointing out the joint value creation by actors. While some value creation activities may be performed individually by customers, other values are generated by various actors reciprocally and in direct interactions (Grönroos, 2012: 1521; Grönroos and Gummerus, 2014: 212). In addition, the term "creation" refers to positive effects of customer experience; however, the

impact of the experience can be adverse, which is "value destruction" (Echeverri and Skålén, 2011: 364).

Prahalad and Ramaswamy (2004: 7) suggest that the definition of value has undergone changes in years as the paradigm has shifted from firm-centric to a customer-centric approach and the interaction between the provider and the customer has become key at value creation. As mentioned above, in firm-centric and goods-dominant view, value is created by firms and customers use or consume it. Customers are out of the value chain. The value in question is buried inside the products manufactured and distributed by firms. As a result of the exchange materialized with the purchase process, this value is conveyed to the customer (Prahalad and Ramaswamy, 2002: 4; Vargo and Lusch, 2004a: 11). In time, this idea has given way to the notion that customers also have significant roles in value creation processes and value is created collaboratively (Edvardsson, Tronvoll and Gruber, 2011: 328; Grönroos, 2008: 302; Prahalad and Ramaswamy, 2000: 83; Vargo and Lusch, 2008b: 8). As per this new approach, value is created jointly at interaction points (Prahalad and Ramaswamy, 2004a: 5).

Vargo and Lusch classified value according to two different point of views: "value-in-exchange" and "value-in-use" (Vargo and Lusch, 2008a: 256). Later, "value-in-context" was added (Vargo, 2009). Aristotle who lived in Medieval Period was the first to differentiate between use-value and change-value (Fleetwood, 1997). It was long accepted that value-in-use was a higher-level concept by Aristotle and many other early philosophers. However, during Industrial Revolution, concepts about value measurement put forward by Adam Smith (1776) such as real value, labor, nominal value, money caused exchange-value to gain more significance and become conceptualized. Although Smith identified use-value as "real value", he featured exchange-value as it is easier to comprehend and it measures wealth (Vargo and Akaka, 2009: 38; Vargo et al., 2008: 147). In line with these developments in economic science, "utility" has started to be adopted as exchange value. Firstly, accounting and finance, later marketing has adopted the concept of "exchange-value" buried in these products. Marketing operations of both goods-producer and service-provider firms have been shaped accordingly. Marketing applications has been carried out focusing more on price, discounts, profits and stock prices (Lusch and Vargo, 2014a). These

developments have caused G-D Logic to be conceptualized and pushed customers out of value creation activities (Vargo and Akaka, 2009: 34).

Significant transformations took place in service marketing with the advent of S-D Logic concept. This logic challenged G-D Logic that Smith (1776) contributed immensely to the development of (Vargo et al., 2008: 147). According to this approach, value in the market is not buried in offerings. On the contrary, once offerings (products, goods or services) are utilized, value emerges and it is expressed as “value-in-use” (Woodruff and Gardial, 1996). Service experiences of costumers constitute use-value and experience comes out through behavioral, affective and cognitive phases of participations, their shared roles or spontaneity (Ranjan and Read, 2016: 293).

Accountants could appraise goods that have not been sold yet in terms of accounting but this is economic value. According to customer-oriented view, for value creation to happen, the market or any actor should use this offering and because of it, the welfare of an actor should be affected in a positive way (Lusch and Vargo, 2014a). Dynamic nature of operant resources and the fact that they are available in a network where many actors are present establish the superiority of value-in-use to value-in-exchange. “Value-in-exchange” is also a part or a component of value-in-use that supports the value creation through consumption (Grönroos, 2008: 304). However, in time, the idea that even value-in-use may not be in line with value creation has occurred (Lusch and Vargo, 2014). Inflation of actors in service ecosystems and other sub-systems has further complicated these structures. Adaptation of many actors and service system to the social environment they are in has gained significance. For these reasons, “value-in-use” concept has been broadened and become “value-in-context” (Akaka and Vargo, 2015: 454). According to “value-in-context” approach, contextual factors such as social relationship networks and cultural structures are considered as sources in creating value. Actors can constantly establish new networks or terminate current connections. This indicates the dynamic nature of creating value. (Edvardsson, Tronvoll and Gruber, 2011: 329; Vargo and Akaka, 2009: 39). Vargo and Lusch’s FP9 and FP10 premises underscore the contextual nature of service ecosystems that all social and economic actors integrate resources and the beneficiary determines the value uniquely and phenomenologically. Although this is the case, “value-in-use” is still prevalent in many studies along with other relevant definitions (Vargo and Lusch,

2008b: 7; Vargo, Wieland and Akaka, 2015). In the literature concerning service marketing, “value-in-use” is among controversial subjects and some researchers argue that products, services and information are service distributors that contribute to “value-in-use” formation (Edvardsson, Tronvoll and Gruber, 2011; Gummesson, 2007; Vargo, 2009).

Grönroos and Voima (2013) identify the three spheres of value creation process: customer, provider, and joint. In the customer sphere, the customer is the value that arises when the service is used (value-in-use) independent of the service provider. Here there is no reciprocal action between the service provider and the customer, so service provider is not involved in this sphere. In the provider sphere, service provider performs a value facilitator role to incite the customer to create value. (Grönroos, 2008: 306). Value facilitation is only a part of the total process. This role doesn't make the provider a value co-creator. The provider just contributes resources for potential value-in-use. Output of this sphere may be used by customers while creation process in customer sphere (Grönroos, 2011b: 289; Grönroos and Gummerus, 2014: 210). In the joint sphere, customer and service provider interact closely, and they act jointly in one common platform. Value creation is performed collaboratively and direct interaction is achieved through face-to-face connection or various intelligent technologies, thus value is co-created during interaction between parties (Grönroos, 2017: 7). According to this three-part approach, value may be created in different spheres and times. The order of these spheres can also change. Service provider normally realizes its facilitation role before the value creation experience. Sometimes customers provide several inputs for the creation process. In this case, joint sphere part widens and becomes the starting point of value creation processes. The customer may assume the roles as co-developer or co-manufacturer in this process (Grönroos and Voima, 2013: 140).

Researchers studying on that subject have made some contributions that take current literature a step further. Ballantyne and Varey (2006: 336) have determined three value-creating activities that facilitate service experience within the scope of S-D Logic: relating, communicating and knowing. According to researchers, relating refers to the relationships that bring the required resources together, especially knowledge. When an interaction occurs between parties, that can be called a

relationship (Ballantyne and Varey, 2008: 14). With the prolongation of the interaction period, the quality of their relations increases thanks to the learning of the parties together. Communicating covers communication modes for ensuring interaction that may be informational, communicational and dialogical (Ballantyne and Varey, 2006: 337). Dialogue requires trust between parties and it is a high level communication means. It contributes to the parties for value co-creation. Co-creating value can be improved after establishing trust between the parties (Ballantyne, 2004: 120; Prahalad and Ramaswamy, 2000: 80, 2002: 59). In addition, knowledge is crucial for being competitive in the market and it is one of the operant resources. Knowing refers to sharing these operant resources. Especially tacit knowledge, which expresses the know-how and skills of firms, has great importance in the market, especially in terms of competition. Knowledge sharing is essential for creating value at several points of contemporary value chain (Ballantyne, 2004: 120; Ranjan and Read, 2016: 292).

2.1.3. Value Co-creation

In value creation concept, the focus is predominantly on customers but the trend is towards creating value together with all stakeholders within dynamic social systems. Thus, “value co-creation” concept gained attention in marketing field (Akaka, Schau and Vargo, 2013: 267; Lusch and Webster, 2011: 132). Even though some authors (e.g., Heidenreich and Handrich, 2015: 46; Hsiao, Lee and Chen, 2015: 47; Kristensson, Matthing and Johansson, 2008: 475; Prahalad and Ramaswamy, 2004a: 8; Zwass, 2010: 13) essentially focus on customers and service providers when defining value co-creation, it involves many other actors. The value co-creation is, thus, described as *“the joint collaborative activities by parties involved in direct interactions aiming to contribute to the value that emerges for one or both parties”* (Grönroos, 2012: 1523).

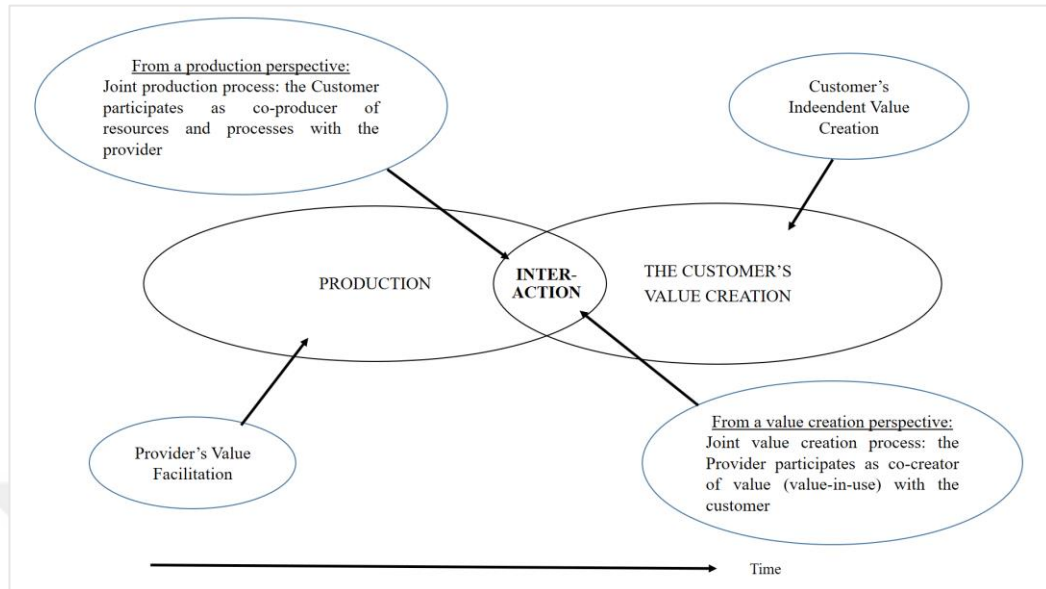
The interaction between the provider and the consumer, which Prahalad and Ramaswamy (2004a: 12) emphasized in their study, has expanded its scope due to economic and technological developments. In service systems involving all actors of the value chain, creating value through knowledge-based interactions has grown in importance (Ballantyne, 2004; Maglio and Spohrer, 2008). Co-creation starts with the

alteration of the idea from company-focused approach to the customized experience of actors (Prahalad and Ramaswamy, 2004b: 12). It is an integral part of S-D Logic. According to this approach, the customer is seen as an active resource participating in value creation. In the co-creation process; at least two actors cooperate for the benefit of parties and influence each other. Actors integrate resources in an interactive relationship for value creation (Buonincontri et al., 2017: 265; Jaakkola, Helkkula and Aarikka-Stenroos, 2015: 192; Vargo and Lusch, 2004a: 6).

Vargo and Lusch (2004, 2008) stated in their first studies on S-D Logic that customers are co-producers in their service processes. Later, they have conceptualized this idea within the framework that the customer is the co-creator of value. The customer's co-producer role is discretionary but the value is always jointly formed (Vargo and Akaka, 2009: 38). In addition, co-production concept refers to the dyadic relationship between the two parties only while the co-creation of value encompasses the relationships of all actors in the system (Vargo and Lusch, 2016: 6). Moreover, Vargo and Lusch (2004, 2008) assert that all activities regarding value creation are carried out with customer and service provider jointly. However, some authors have opposed this view. Grönroos (2011b: 290) and Grönroos and Ravald (2011: 16) argue that in order to talk about value co-creation, there should be direct interaction between the parties who create value jointly, that is, not all processes are assumed as co-creating activities. "Interaction" refers to reciprocally informational, communicative and dialogical actions where two or more parties influence each other. For instance, in some specific markets such as B2B market where one-to-one encounter is not possible, firms can interact with their customers via diversified services such as call centers, interactive systems for order taking or problem solving (Ballantyne and Varey, 2006: 344; Grönroos, 2011b: 289).

The position of the interaction between service provider and customer in the value-in-use model is shown in Figure X. Well-organized interactions allow customers to participate in the process of creating value (Grönroos and Voima, 2013: 140). Nevertheless, direct interaction does not guarantee value co-creation, and negative experiences sometimes have destructive effects on the value (Grönroos, 2012: 1529).

Figure 6 : A value-in-use Creation Model



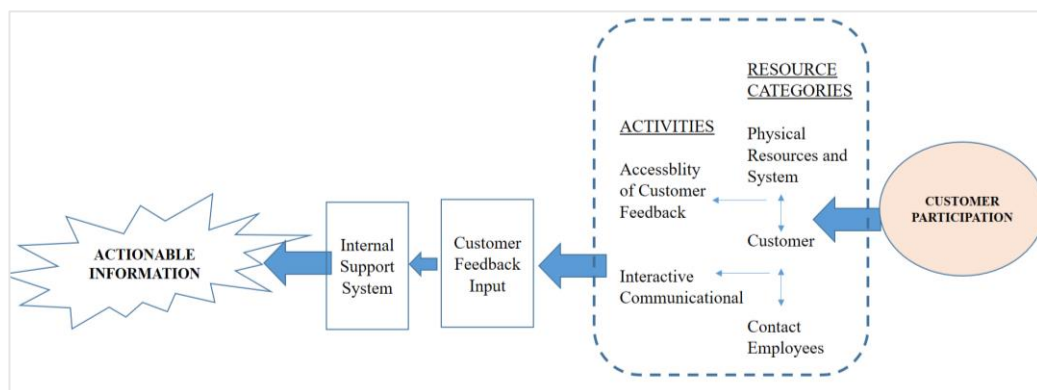
Source: Grönroos (2011b: 291)

Regarding both the opinions and criticisms of other authors and their own research findings, Vargo and Lusch revised the sixth premise of S-D Logic in 2016 as *“value is co-created by multiple actors, always including the beneficiary”*. As mentioned above, all private and public actors (individuals, firms, governments etc.) in the structure called “service ecosystem” aim to co-create value through integrating resources and exchanging service (Lusch and Nambisan, 2015: 161). In extant literature, the most recently identified resources in these systems are institutions and societal resources. Beneficiaries are looking for new methods to achieve more value, and at this point, innovations have become more essential over time (Lusch and Vargo, 2014).

In value co-creation process “participation” is a fundamental element from the service provider’s viewpoint and ensuring customer participation in different ways is one of the building blocks of the process. Grönroos (2012: 1530) has described the direct interaction process to be followed for service provider to create value together (see Figure 6). The process begins with customer participation and its level shows their willingness to provide feedback during service delivery. The better the contact employees are prepared for the process, the more feedback from the customers they

get. In addition, the service provider can get more customer feedback by organizing the interaction process making use of internet-based or other technological systems. From these feedbacks, useful input is provided for the development processes of the firm. These inputs should be processed and converted into actionable information. Thus, customer value is obtained because of the value co-creation process. Today, services are becoming more knowledge-intensive and tailor-made and this makes customer participation and input from customers more crucial (Maglio and Spohrer, 2008: 18). In value co-creation approach, firms have strong willingness to cooperate with customers and they try to make customers as active participants of service production and delivery process. Service provider's view dictates that value begins to be built once a firm appreciates the significance of value creation processes and adopts methods to lead customers to co-create value (Ertimur and Venkatesh, 2010: 258; Prahalad and Ramaswamy, 2000: 80). Ultimately, both customers and service providers gain benefits through customer participation in co-creation activities. Customers gain better, highly-qualified and customized services (Xie, Bagozzi and Troye, 2008: 111), while service providers achieve competitive advantages, extended market offerings, reduced costs of communication and development (Grönroos, 2011a: 244; Payne, Storbacka, and Frow, 2008: 85; Pini, 2009: 67; Zhang and Chen, 2008: 244).

Figure 7 : Value Co-creation Process for the Service Provider



Source: Grönroos (2012: 1530)

In many of the analyzed articles, S-D Logic is emphasized as the theoretical principle to explain value co-creation. Similarly, in extant literature, several authors state the cornerstones of value co-creation in various classifications. For instance, Prahalad and Ramaswamy (2002: 9) propose four basic principles: dialogue, accessibility, risk consideration and transparency. Dialogue is not just listening and responding, it covers deeply understanding, empathizing, and willingness to be in contact for creating joint value. Accessibility states that to experience the service and create value, ownership is not necessary. Firms can create different access ways and enable the customer to experience the service distinctly. Some open-source operating systems are an example for this principle. If the customer involves in value-creating activities, he or she undertakes the risks related to these activities and tries to reduce these risks together with the actors with whom they create-value. This is defined as risk consideration. Mutual trust is necessary between the parties to create value jointly and this is ensured by information transparency. Ramaswamy and Gouillart (2010: 104) also determine four building blocks. First, when stakeholders think that their engagement will create more value for them, they participate in more co-creating activities. This could be a stakeholder who aspires to receive a better-quality service, as well as an employee who wants to achieve more job satisfaction and higher self-esteem. Second, stakeholders focus on delivering considerable experiences rather than creating economic value. Each stakeholder tries to improve their experience with the service-related activities. In addition, companies arrange platforms where stakeholders can communicate with each other and share their experiences. Online and technological applications can provide great advantages in service processes. Last, all stakeholders interact directly with each other. In this way, the problems are handled and resolved quickly.

Ranjan and Read (2016: 291) have, on the other hand, examined extant works related to value co-creation and they advocate that co-creating value has two sub-dimensions: co-production and value-in-use. Co-production involves collaborating with customers in service design and production process. Customers take an active role along with other actors (Auh et al., 2007: 361; Etgar, 2008: 101). To integrate the mutual resources, they need to form strong dialogical interactions and share

information through various systems so that each actor could participate in the process (Ertimur and Venkatesh, 2010: 258; Varey and Ballantyne, 2006: 18). In addition, co-creating value occurs while using the service. Customers evaluate the value-proposition in a unique way whereas resource integration is performed reciprocally and ultimately service experience is realized (Cova, Dalli and Zwick, 2011: 237; Cova and Salle, 2008: 272; Moeller, 2008: 201). Moreover, Ranjan and Read (2016) also developed sub-dimensions for co-production (e.g. knowledge sharing, equity and interaction) and value-in-use (e.g. experience, relationship and personalization), and later created measurement for these constructs.

Yi and Gong (2013) have also developed value co-creation measures with two major dimensions: customer participation behavior and customer citizenship behavior. Customer participation, having four sub-factors (e.g. information seeking, information sharing, responsible behavior and personal interaction), is defined as a mandatory behavior that customers maintain during service delivery. It is necessary for service process completion. The other dimension, “customer citizenship”, is not an indispensable behavior though; it is complementary and provides higher value for the service delivery process.

2.2. SOCIAL EXCHANGE THEORY (SET)

Together with S-D logic and value co-creation concepts, social exchange approach is another theoretical foundation of this research. Exchange is the basis of marketing activities (Hunt, 1976; Kotler, 1972) and social exchange theory (SET) explains the relationships among individuals (Lee et al., 2014: 2140; Homans, 1958: 597). It is one of the oldest theories regarding social behavior and its basic assumption is that individuals exchange several resources through interactions to seek various rewards (Homans, 1961: 13). Individuals engage in transactions and establish relationships after subjectively evaluating the costs and benefits of their relations. Considering the exchanged resources, they include not only tangible ones (goods, money) but also intangible resources such as friendship, prestige and happiness (Lambe, Wittmann and Spekman, 2001: 4).

This theory has its roots in social psychology, sociology, economics and management. Similar to traditional economic theories, it includes some specific concepts such as rational choice and expected/maximum/marginal utility (Lee et al., 2014: 2142). Economic relations represent utilitarian behaviors and individuals prioritize their self-interest. However, economic exchanges solely comprise transactions of goods and services (Bagozzi, 1995: 315). Later, various researchers have adopted a social approach and contributed to the development of this related field. Homans (1961), one of the first sociological theorists, focused on the importance of behaviors in the interaction between individuals and defined the concept of interaction synonymously with social behavior. Accordingly, he developed the first theory treating the idea of social behavior as a relationship of exchange. According to him, behaviorism is a function of reciprocity. All the things that individuals give to the other party during the exchange are costs and the things they receive in return for the exchange are rewards for them (Homans, 1961: 13). Homans (1958: 598) is also the first author proposing that matters subjected to exchange transactions are not only physical goods, non-material elements are also concepts subjected to exchange. Then, Thibaut and Kelley (1959: 101) emphasized the theory of relational interactions and explained the logic of interpersonal relations and the importance of dyadic relationships. They proposed a comparison level of alternatives evaluating the costs and benefits of several options. Costs consist of the concepts which individuals get in exchange for the interactions such as time, energy and money, whereas benefits comprise the positive consequences of exchange in the form of goods, services or information, status and other related abstract elements. After the comparison, individuals continue the exchange relationship as long as the benefits outweigh the costs they undertake. If that is not the case, they terminate the relationship (Thibaut and Kelley, 1959: 105).

Blau (1964) is the first researcher to mention “social exchange theory”. He defines “social exchange” as social interactions in the exchange process. According to Blau (1964), social exchange is made up of voluntary activities that emerge when individuals are motivated by the returns they expect from the exchange. The basic presumption of SET is that actors enter and keep interactions to fulfill their expectations (Homans, 1958: 606; Blau, 1968: 453). Similar to Homans (1958), Blau

(1964: 196) states that human relations have consequences for the process of exchange and human relations are necessary for maintaining life. He states that individuals need to be in constant interaction to meet their needs such as being respected, honored, making friends and expecting to be rewarded. Homans (1958: 597) adopts a psychological reduction while explaining an individual's behavior in a micro perspective but Blau (1964: 203) prefers to focus on the macro structures of the relationships. In this context, it can be stated that micro structures are mostly based on the interaction of individuals while macro structures are social groups for mutual relations. People interact with their social and physical environments, and they are social entities which are almost the sum of these interactions (Emerson, 1976: 356).. SET also tries to explain numerous interactions people have with the environment and reveal why individuals exhibit many different behaviors in a group and how similarities in the group create shared interests (Secord and Backman, 1964: 258).

Emerson (1962), contributed to the development of SET, focusing on the effect of power and dependence in exchange relations. The dependence of one actor constitutes the other actor's power in their relationships. He revealed that power imbalance negatively affects the stability in relationships and interdependence is indispensable for continuous social exchange relationship. To achieve this, he underlined four major points. First, others should not have the resources that the beneficiary individual will need; otherwise, they can do it in the form of direct shopping. Second, the beneficiary individual should not be unlikely to derive the benefits from a different source or else, they will become independent. Third, what is required of the individual who will do a favor should not be required by pressure. Fourth, individuals need to be involved in the exchange of values by giving up the benefits others need. Within the framework of mutual social exchange, what and when the response will be is determined by the favored individual. However, in power dependence relations, the response varies according to the desires of the lender individual. Emerson explains this situation as a subordinate-superior relationship due to unilateral dependence (Emerson, 1962: 30-40).

The two types of exchange according to SET are economic and social. Individuals compare the results of exchanges with other alternatives over time, and in this way, the level of dependence on the relationship is determined. The positive

outcomes that occur during the relationships ensure the trust and commitment of the parties to each other (Lambe, Wittmann and Spekman, 2001: 6). Economic exchange is a material-based process formed through a specific contract between parties. On the contrary, in social exchange, the obligations individuals undertake are not determined in advance and the reward of the exchange is uncertain. The individuals receive the benefits of exchange in an unspecified way because of the exchange in the future. Rewards obtained from social exchange are indicators of mutual trust and friendship (Blau, 1964: 198). Social rewards such as social approval, respect, prestige, fellowship, satisfaction are more important than economic rewards such as money and goods (Blau, 1968: 455).

When individuals benefit from the exchange, they undertake the obligation to reciprocate the other party in the future. It is uncertain when and how this benefit will be provided and there is no negotiation regarding this benefit to be provided (Blau, 1964: 196). However, the reward is expected to be fair. At this point, the principles of "reciprocity" and "justice" gain significance. Gouldner (1960) asserts the "reciprocity principle" as a moral norm and SET is built on this concept (Wikham and Hall, 2012: 57). While initiating the first exchange, the individual considers it as a moral norm that the exchange result will be rewarded (Gouldner, 1960: 176). The principle of reciprocity requires individuals to feel some obligation to behave in a certain way (responding with kindness to a previous favor), based on previous behaviors of others (Emerson, 1972: 59; Bagozzi, 1995: 314; Diekmann, 2004: 489). In addition, although the future reward of the exchange is uncertain, individuals consider the rule of justice and expect that the rewards will be greater than the costs incurred (Blau, 1964: 193; Homans, 1973: 61; Crisp and Turner, 2010: 365).

All types of social exchange relations include vulnerability and risk though the amount and type may vary. In equal exchanges, parties start an exchange without recognizing what they are receiving consequently, and with no assurance of the other's correspondence (Molm, 2000: 1400). The output of social interaction depends on trust. It is one of the major constructs of SET and it occurs in situations where the motivations of related parties are similar and bilateral to one other (Franke and Shah, 2003: 173). Trust is a favorable outcome of social exchange transactions. Because there is no contract or written obligations between exchange partners, future relations

are based on trust (Blau, 1964: 94; Holmes, 1981; Shore et al., 2006:839). Based on trust and commitment between parties, exchanges are continually repeated. These repetitive relations also reduce the uncertainties between the parties and make the behavior of the other party more predictable (Molm, 2000: 1405; Muthusamy and White, 2005: 418; Håkansson, 1982: 65). As connections are established, parties fuse past results to foresee future expenses and advantages to proceed with a pledge to a specific interaction (Cropanzano and Mitchell, 2005: 881). Thus, SET infers that parties will resume their relationships only if satisfactory results are obtained (Delpechitre, Beeler-Connelly and Chaker, 2018: 10).

SET has flourished in organizational and social sciences, especially within the marketing discipline. SET predicts that, after some time, interactions will reach a high standard by building up trust through fulfillment, participation and shared qualities (Cropanzano and Mitchell, 2005: 875). In exchange, when the best possible equalization is ensured, the potential for better interactions can occur (Berry and Parasuraman, 1991: 144). Thus, the rise of relationship promoting as a reason for competition among companies is established based on these standards (Morgan and Hunt, 1994: 20; Lee et al., 2014:2142). In the services marketing scope, social exchange theory ensures a methodological foundation to interpret the transfer of various resources, especially the exchange of intangible resources between customers and service providers (Ap, 1992: 668; Kang and Lee, 2018: 311; Sinclair and Tetrick, 1995: 671). Since personal benefits and costs associated with the exchange are the primary evaluation criteria for customers in transaction. Social Exchange Theory (SET) provides a beneficial construct for explaining the way to exchange economic and social resources between customers and service providers during service production and delivery (Garner, 2017: 422). SET is a sociological theory about making sense of the resource exchanges between the service provider and the customer in a service interaction. These interactions are a process where both service providers and customers supply valued resources. Resources encompass any item that can be the medium of exchange between the service provider and the customer (Foa and Foa, 1980: 78), so they can be tangible or intangible (Ap, 1992: 668). The exchange of ideas and giving feedback about services generate a strong connection between the service provider and the customer, and it encourages parties to share information during the

service production process which has been reported to be an extrinsic motivator (Mathwick et al., 2008: 846; Butler et al., 2002; Roberts, Hughes and Kertbo, 2014: 153). Service marketing is based on transactions between several stakeholders such as service providers and customers (Hunt, 1976: 17). Each transaction comprises of exchange relations between parties. In the service marketing setting, connections between service providers and customers are fundamental for social exchange transactions. The transactions between service providers and customers can be explained better with SET which is a convenient and precious tool (Lee and Cadogan, 2009: 356).

To date, although the studies on SET have predominantly emphasized individual exchanges, the findings in the marketing literature generally reveal that customers and service providers develop mutual relationships (Berry, 1995: 240). Especially when customers have positive perceptions or experiences about the service provider, they are willing to reciprocate advantageous practices for the provider by giving feedback, providing suggestions and beneficial information during service processes (Bagozzi, 1995: 276; Zeithaml, Berry and Parasuraman, 1996: 35). They probably try to get favorable treatments from the service organizations (Bhattacharya, Rao and Glynn 1995: 47; Bettencourt 1997: 30). While customers develop feelings such as trust and expectation from an organization, they also create future obligations for themselves according to the attitude and behavior of the organization (Gutek et al., 1999: 223). When customers are treated beyond their expectation levels by the service provider, they can have positive feelings towards the organization and behave in ways, such as willingness to co-create or co-participate, that will benefit the organization (Groth, 2005: 13). Considering the participative actions of customers, SET lays the foundations of explaining the customer behavior. The social exchange characterizes the customer's inspiration to partake in service plan or value co-creation exercises. Social and altruistic processes demonstrate the reasons why customers attend to such co-creation exercises (Roberts, Hughes and Kertbo, 2014: 160). According to the principles of SET, the more reasonable customers see the service offered, the more responsive they become to acceptable practices of service providers. Establishing trust positively affects the customer's desire to be a part of value creation along with the service provider (Auh et al., 2007: 362). By involving customers in a mutually

beneficial relationship, it is possible to talk about a joint effort that includes knowledge, skills and resources in order to improve existing services or develop new services (Roberts, Hughes and Kertbo, 2014: 151). Similarly, customers can give their positive or negative feedback about the service to the business with the desire to receive better service in the future. It is possible to explain this customer behavior with the reciprocity principle of SET (Assiouras et al., 2019: 3). Also, in the extant literature, many studies about customer participation or customer value co-creation context take the SET as the theoretical framework to explain interdependent connections between parties and their behaviors (Cropanzano and Mitchell, 2005: 874). For instance, Lee, Hsiao and Chen (2017: 1248) measure the facilitating factors of customer value co-creation with the notions of SET. They conclude that customers respond voluntarily to businesses that support and enable them to access better opportunities. Groth (2005) analyzes the in-role (co-production) and extra-role (customer citizenship behavior-CCB) behaviors of customers in service delivery in the light of SET and the findings show that several factors such as customer socialization and customer satisfaction encourage participative and citizenship behaviors of the customers. Auh et al. (2007) state in their study that SET provides a basis for explaining the influence of “*customer expertise, customer–advisor communication, customer affective commitment and interactional justice*” on co-productive attempts of the customer in the scope of financial services. The findings argue that when customers have positive feelings about service providers, they tend to partake in service delivery processes and reciprocate with their efforts. In an online community context, Hu, Zhang and Luo (2016) empirically demonstrate that two-way communication is indispensable for video sharing communities and these community members behave in a mutually-beneficial way and keep frequent dialogues with each other. In another study, Grisseman and Stokburger-Sauer (2012) demonstrate that travel agent customers’ perceptions about the company influence the level of customer participation positively and customers also try to contribute to being beneficial for the service provider. Similarly, Im and Qu (2017), in the context of restaurant services, investigate the determinants and resources of customer value co-creation and empirically show that when the customers feel the support of service provider, they tend to have the willingness to be a part of service delivery processes, which is

consistent with social exchange theory. Wang (2019: 13) also points out that consistent with the reciprocity rule of social exchanges, customer participation influences the switching cost of financial services with a higher self-efficacy level. In addition, in the same situation, the perceived value levels of the customers are also higher. In brief, service providers' satisfying behavior, assistance or help drive the customer to respond to the service provider favorably and maintain the relationship by stimulating certain behaviors such as participation. This also makes value co-creation in service production and delivery processes possible (Lee, Hsiao and Chen, 2017: 1240; Lambe, Wittmann and Spekman, 2001: 16; Jain, Malhotra and Guan, 2012: 1008).



CHAPTER THREE

THE CONCEPT OF CUSTOMER PARTICIPATION

3.1. OVERVIEW OF CUSTOMER PARTICIPATION

As explained above, service marketing literature has evolved and service-dominant logic promotes the employment of customer participation (CP) as it provides a competitive advantage in service production and delivery processes. S-D Logic perspective accepts that the customer has a participative role and contributes to the system proactively (Chan Yim and Lam, 2010: 48). Customer participation has been the sphere of interest in research concerning service encounters for a long time and, there are many studies about CP and various definitions have been made as well (see Table 8). For instance, Dabholkar (1990: 484) defines as *“the degree to which the customer is involved in producing and delivering the service”*. In another study, Rodie and Kleine (2000: 115) state that CP is *“a behavioral concept that refers to the actions and resources supplied by customers for service production and/or delivery”*. Also, Chan Yim and Lam (2010: 49) explain CP as *“the extent to which customers provide/share information, make suggestions, and become involved in decision-making”*. CP is indispensable to service interactions and it contributes positively to both service providers and customers (Yim, Chan and Lam, 2012: 121; Mustak et al., 2016: 250; Koc, 2017b: 97).

Table 8: Definitions of Customer Participation

Authors	Definitions
Rodie and Kleine (2000: 112)	<i>“Customer participation involves actions and resources for service production and delivery, encompassing the mental, physical and emotional input of customers”</i>
Auh et al. (2007: 361)	<i>“It is the meaningful and collaborative contributions of customers in service production and delivery”</i>
Yi and Gong (2013: 1279)	<i>“It is customer behaviors that are essential for successful value creation”</i>
Chen and Raab (2014: 133)	<i>“It demonstrates a customer's willingness to contribute to the value creation process and the customer's cognitive and behavioral contributions to this process”</i>
Dong et al. (2015: 160)	<i>“It is the degree of customer involvement in service production and delivery”</i>

Source: Compiled by the author

Customer participation is not only the assistance of customers in service processes, but it also includes all customer efforts, both mental and physical, to be involved in the system (Silpakit and Fisk, 1985: 118; Cermak, File and Prince, 1994: 92; Mustak, Jaakkola and Halinen, 2013: 342; Koc, 2017b: 94). In many service transactions, the contributions related to the information or effort of the customer are required (Zeithalm, Parasuraman and Berry, 1985: 35; Kelly, Donnelly and Skinner, 1990: 315). Through participation, customers provide physical and mental resources such as time, information, knowledge, labour and task for service production and delivery. Thus, both customers and service providers are involved in value co-creation activities, and accordingly collaboration and interaction between stakeholders gain importance in time (Dabholkar, 1990: 484; Dong et al., 2015: 160; Grönroos, 2008: 302; Mustak et al., 2016: 264).

Early research on CP heavily focuses on the role of customers in production processes as partial employees providing information and suggestions (Kelley et al., 1990: 316; Bendapudi and Leone, 2003: 15; Etgar, 2008: 106), performing some part of provider's work (Bolton and Saxena-Iyer, 2009: 93). Since Vargo and Lusch (2004) transform the role of customers from co-producers to co-creators of service with S-D Logic. Co-creation behavior has gained a broader perspective and the customer plays a wider role as resource contributor (information, time, effort) and service user at the same time. These advancements have led to new research efforts to investigate the participation of the customer to co-create value in service delivery process (Luk, Liu and Lee, 2018: 505).

In various service types, there are different levels of participation (File, Judd and Prince 1992: 11; Ennew and Binks, 1999: 124). Bitner et al. (1997) classified CP degrees from low to high. Low degree necessitates the physical existence of the customer to realize the service delivery process, such as hotel accommodations, concerts. As for the moderate participation such as hair-cut service, full-service restaurant, and freight transportation, inputs such as information, effort and materials from the customer are necessary. If customer participation is mandatory and they co-create the outcome, it is possible to talk about high level of participation. In the study of Zeithaml, Bitner and Gremler (1996), another three levels of customer participation

are listed as simple attendance, information provision and service co-production. Meuter and Bitner (1998: 13) also indicate three forms of service production similar to this classification of CP: firm production, joint production and customer production. According to authors, firm production happens when the service provider performs all service processes itself without any contribution from the customer. In joint production, customer and provider create the service together and in customer production, the customer produces the service completely independent of the service provider (e.g., self-service technology). Additionally, Dong and Sivakumar (2017: 950) put CP in three categories: mandatory, replaceable and voluntary. In mandatory participation, the physical presence, information and preference of the customer are necessary for service delivery (e.g., dental clinic, haircut service), Replaceable participation happens when the presence and the provision of the customer is essential but the role of the service provider can be performed by other parties (agents, intermediaries etc.). Especially self-service online systems (e.g. online car reservation, online check-in services) are in this CP category. On the other hand, in voluntary participation, cooperation between customers and service providers is not essential but only optional for better service performance. It includes extra-roles such as researching about the service and intervening during service delivery.

In extant literature, CP studies have been carried out within the scope of both Business to Customer (B2C) and Business to Business (B2B) marketing activities. As seen Table 9, most studies in B2C marketing are in the context of tourism, accommodation, food and beverage, health, education and banking services. Lately, there is an rise in the number of studies on social networking services, online communities, virtual brand communities and online shopping sites (Chepurna and Rialp Criado, 2018: 453; Zhao et al., 2019: 1204). On the other hand, B2B related studies are mostly about new product development, innovation, or information technologies, software, communication and coordination used in the manufacturing industry (Chang and Taylor, 2016: 48; Fang, Palmatier and Evans, 2008: 328; Lin and Huang, 2013: 6; Santos and Spring, 2015: 88; Zhang and Zhu, 2019: 6). In this research, we focus on B2C marketing perspective and related literature is compiled accordingly. When B2C-related studies of CP are analyzed, it can be observed that while some studies are conducted from the customer's point of view (Apenes Solem,

2015: 332; Taheri et al., 2017: 3064), others are based on employee/manager perspective or both (Aarikka-Stenroos and Jaakkola, 2012: 21; Yi, Natarajan and Gong, 2011: 89; Dong et al., 2015: 162).

Table 9: The Contexts of CP Studies in Marketing Literature

The Contexts of CP Studies in B2C Marketing Literature	
Hotel and Accommodation Services	(Stokburger-Sauer et al., 2016) (Taheri et al., 2017) (Koc et al., 2017) (Lee, Hsiao and Chen, 2017) (Sarkar Sengupta and Pillai, 2017) (Sarmah and Rahman, 2018) (Sarmah, Kamboj and Kandampully, 2018)
Tourism, Travel Agency, Online Travel Services	(Yang, Chen and Chien, 2014) (Stokburger-Sauer et al., 2016) (Sarmah, Kamboj and Kandampully, 2018)
Amusement Park Services	(Slåtten, Krogh and Connolley, 2011) (Wu, 2011)
Restaurant, Food and Beverage Services	(Chen, Raab and Tanford, 2015) (Dong, 2015) (Stokburger-Sauer et al., 2016) (Chen and Raab, 2014) (Im and Qu, 2017)
Banking and Financial Services	(Auh et al., 2007) (Chan, Yim and Lam, 2010) (Yim, Chan and Lam, 2012) (Schumann, Nijssen and Lentz, 2014) (Wang, Lee and Wu, 2015) (Abosag et al., 2017) (Chen and Chen, 2017) (Zhao, Yan and Keh, 2018) (Zhao et al., 2019) (Wang, 2019)
Health, Beauty and Sports Services	(Auh et al., 2007) (Yi, Natarajan and Gong, 2011) (Yoo, Arnold and Frankwick, 2012) (Vega-Vazquez et al., 2013) (Gallan et al., 2013) (Engström and Elg, 2015) (Osei-Frimpong, 2017) (Laud and Karpen, 2017) (Mahapatra, 2017) (Chen, 2018) (Ang, Liou and Wei, 2018)
Education-related Services	(Kotzé and Plessis, 2003) (Bendapudi and Leone, 2003) (Dong, Evans and Zou, 2008) (Elsharnouby, 2016) (Poushneh and Vasquez-Parraga, 2018) (Chen, 2018)
Social Networking Services, Video Sharing Communities, Virtual Brand Communities, Online Shopping Sites and other Online check-in Services	(Zhang et al., 2014) (Wang, Ma and Li, 2015) (Zhang et al., 2015) (Zhihong, Hongting and Yanhong, 2015) (Hu, Zhang and Luo, 2016) (Apenes Solem, 2016) (Chen and Wang, 2016) (Benoit (née Moeller) et al., 2016) (Chepurna and Rialp Criado, 2018) (Frasquet-Deltoro et al., 2019) (Zhao et al., 2019)
Electronics, Telecommunication, Software, Energy Supply Services	(Yi, Natarajan and Gong, 2011) (van Birgelen, Dellaert and De Ruyter, 2012) (Elsharnouby and Mahrous, 2015) (Santos and Spring, 2015) (Balaji et al., 2018) (Chen et al., 2018)
Supermarket Services	(Yeh, 2016)
Non-profit Services	(Claycomb, Lengnick-Hall and Inks, 2001)
The Contexts of CP Studies in B2B Marketing Literature	
New Product Development, Innovation (within the scope of machinery, materials, high-tech products)	(Fang, 2008) (Fang, Palmatier and Evans, 2008) (Lin et al., 2013) (Ngo and O'Cass, 2013) (Lin and Huang, 2013) (Chang and Taylor, 2016) (Zhang and Zhu, 2019)
Information Technologies, Telecommunication, Energy Supply Industries	(Wang, Wu and Yang, 2013) (Tuan, 2016) (Wu, Kung and Lin, 2017) (Delpechitre, Beeler-Connelly and Chaker, 2018)

Source: Compiled by the author

Apart from B2C and B2B perspectives, previous studies on CP can be divided into several streams. Studies on CP have adopted several different streams since its introduction to the literature. The first one focused on goods and service production systems and from the seller's point of view in 1970s and 80s (Bendapudi and Leone,

2003: 16). Early works argued that customer participation is a source for productivity and contributes to the production process like an employee (Levitt, 1972; Mills and Moberg, 1982). Later on, researches identified customers as partial employees who share responsibilities with organizations (Mills and Morris, 1986: 729; Kelley, Donnelly, and Skinner, 1990: 328). These studies predominantly concentrated on economic and operational benefits to improve efficiency and effectiveness (Fitzsimmons 1985: 62; Prahalad and Ramaswamy 2000: 5). The second stream developed an approach that defined the participative roles of the customer in co-creation from a managerial perspective (Bitner et al., 1997: 197; Etgar, 2008: 106). The third stream of studies have investigated how CP affects the customer's perception in the course of co-created service encounters (Auh et al., 2007: 360; Claycomb, Lengnick-Hall and Inks, 2001: 49; Yen, Gwinner and Su, 2004: 8). In the third stream of studies especially explores the perceptions of customers after the participative service experience. Some empirical studies reveal the influence of CP on customer's quality perception, satisfaction and some other service outcomes (Bendapudi and Leone, 2003; Claycomb, Lengnick-Hall and Inks, 2001; Auh et al., 2007; Dong, Evans and Zou, 2008).

In current literature, some authors (Bettencourt, 1997; Ennew and Binks, 1999; Yi and Gong, 2013; Chen and Raab, 2014) have examined the dimension of customer participation in service production and delivery from the customer's point of view. Similarly, this study takes customers' point of views as basis of research. Furthermore, some authors investigate both the facilitating factors and the results of CP in service delivery as in the study of Chen, Raab and Tanford (2015) mentioned above. As the aim of the study is to understand the antecedents and consequences of CP in a marina context, the next section will detail the antecedents and consequences of CP provided by current literature.

Table 10: Summary of Major Studies in Customer Participation

Authors	Objectives	Context	Constructs	Control Variables	Theory	Method	Main Findings
Claycomb, Lengnick-Hall and Inks (2001)	to explore the impact of organizational socialization of customers on customer participation level, as well as impact of customer participation on the perceptions of customers about service quality and customer satisfaction	Social services	<u>Dependent Variables</u> - Customer Satisfaction - Perceived Service Quality - Customer Participation <u>Independent Variables</u> - Customer Organizational Socialization			A series of ANOVA analyses	Customer organizational socialization has a significantly positive effect on customer participation behavior of the customer and subsequently, CP is significantly related to service quality and customer satisfaction
Yen, Gwinner and Su (2004)	to investigate the role of customer participation and service expectation of customers on locus attribution	Education services (distance learning)	<u>Independent Variables</u> - Customer Participation ***Ennew and Binks (1999) - Customer Expectations - Delivery Method (self-service versus full-service) <u>Dependent Variable</u> - Locus attributions for the service failures (the employee / the firm / themselves)		- Cognitive consistency theory - Attribution theory - Self-serving bias perspective - Equity theory	A series of ANOVA analyses and T-tests	High level of participation inclines customers to blame service organizations when service failure occurs during service delivery
Groth (2005)	to analyze the in-role (co-production) and extra-role (customer citizenship behavior-CCB) behaviors of customers in service delivery	Internet services	<u>Dependent Variables</u> - Co-production ***Bettencourt and Brown (1997) - Customer Citizenship Behavior <u>Independent Variables</u> - Customer Socialization - Customer Satisfaction	- computer familiarity - previous purchases on the Internet - previous purchases from the same company - successful completion of service delivery	- Social exchange theory - Role theory	Hierarchical Regression Analyses	Two main kinds of customer behavior are in-role or mandatory behavior (customer co-production) and extra role (voluntary) behavior (CCB). While co-production behavior is strongly influenced by customer socialization, CCB is predicted by customer satisfaction.
Auh et al. (2007)	to examine the impact of communication, client expertise, affective commitment, interactional justice on customer co-production behavior, as well as the impact of CP on attitudinal and behavioral loyalty.	Financial and health services	<u>Exogenous Variables</u> - Communication - Client Expertise - Affective Commitment - Interactional Justice <u>Endogenous Variables</u> - Co-production ***Bettencourt and Brown (1997) - Attitudinal Loyalty - Behavioral Loyalty	- relationship length - client gender - client age	Service-dominant logic	Structural Equation Modelling (SEM)	Empirical findings argue that motivation (interactional justice), ability (expertise), and task clarity (communication) positively affect customer co-production behavior and co-production is only related to attitudinal loyalty.

Table 10 (Continued)

Authors	Objectives	Context	Constructs	Control Variables	Theory	Method	Main Findings
Chan, Yim and Lam (2010)	to interpret how CP influences customer satisfaction through value creation depending on cultural value orientations of the participants and how CP affects performance outcome (customer satisfaction, employee job satisfaction and employee job performance)	Financial services	Exogenous Variable - Customer Participation ***Auh et al. (2007); Bendapudi and Leone (2003); Dabholkar (1990); Ennew and Binks (1999); Hsieh, Yen, and Chin (2004) Endogenous Variables - Employee Job Performance - Employee Job Satisfaction - Customer Satisfaction - Economic and relational values for Customer - Job stress and relational value for employee Moderating Variables - Individualism/Collectivism - Power Distance	- age - gender - education - tenure	- Service-dominant logic - Role perspective - Agency theory - Consumer culture theory	Structural Equation Modelling (SEM)	Customer participation in service delivery is associated with value creation (both economic and relational) and customer satisfaction. Value creation is a predictor for customer satisfaction. Individualism-collectivism has a moderating effect on the relations between CP and value creation. Power distance also has a moderating effect on the relations between CP and economic value creation.
Yim, Chan and Lam (2012)	to extend the study of Chan, Yim, and Lam (2010), by examining the additional but separate mediating role of participation enjoyment, which then affects their satisfaction and behavioral outcomes; and also moderating role of self efficacy and other-efficacy between CP and satisfaction	Financial services	Exogenous Variable - Customer participation ***Auh et al. (2007) and Chan, Yim, and Lam (2010) Endogenous Variables - CP enjoyment - Customer satisfaction - Customer repurchase intention - Job satisfaction - Employee job performance Moderating Variables - Self-efficacy - Other-efficacy	- age - gender - organizational tenure of customers and employees - types of services	- Flow theory - Service-dominant logic - Social cognitive theory	Structural Equation Modelling (SEM)	CP positively influences satisfaction and co-created values (economic, relational, enjoyment). Co-created values also have mediating roles between CP and customer satisfaction. Additionally, self-efficacy/other-efficacy moderate the relationships between CP and participation enjoyment.
Gallan et al. (2013)	to understand the effects of customer positivity on outcomes through customer's co-created service experience	Health care services	Exogenous Variable - Customer Positivity Endogenous Variables - Customer Participation ***Chan Yim and Lam (2010) - Service Quality - Customer Satisfaction	- outcome uncertainty - perceived health outcome - patient's level of compliance	- Broaden-and-build theory of positive emotions - Service-dominant logic	Ordinary least squares (OLS) regression analysis	Customer positivity is related to customer participation and affects the measurement of service outcomes. Also, customer participation has a mediator role between customer positivity and technical/functional quality perception of customers.
Yi and Gong (2013)	to explore the exact nature of dimensionality of customer value co-creation behavior	Education services	Exogenous Variable - Role clarity - Ability - Motivation - Procedural justice - Distributive justice - Interactional justice Endogenous Variables - Customer value co-creation (new scale) - Customer value		Service-dominant logic	Partial Least Squares (PLS)	Two-dimensional customer value co-creation scale is developed. Dimensions are customer participation and customer citizenship behavior (CCB). In the nomological study; customer readiness factors (role clarity, ability, motivation) are measured as predictors for customer participation behavior. From the antecedents of CCB, only distributive justice is a predictor.

Table 10 (Continued)

Authors	Objectives	Context	Constructs	Control Variables	Theory	Method	Main Findings
Vega-Vazquez et al. (2013)	to investigate the relationship between value co-creation and customer satisfaction	Beauty parlor and personal care services	<u>Dependent Variables</u> • Customer satisfaction <u>Independent Variables</u> • Value co-creation behavior ***Yi and Gong (2013)		• Service-dominant logic	Structural Equation Modelling (SEM)	Active customer participation and more customer citizenship behavior positively influence customer satisfaction.
Chen and Raab (2014)	to develop a customer participation scale and measure its construct validity and reliability	Restaurant services	<u>Endogenous Variables</u> • Customer Participation (new scale) • Customer Loyalty <u>Exogenous Variables</u> • Exterior Environment • Purchase Importance • Role-clarity • Self-efficacy • Interior environment			Structural Equation Modelling (SEM)	Exterior environment, purchase importance, role clarity, self-efficacy, and interior environment are the influencers of CP which then affect customer loyalty.
Chen, Raab and Tanford (2015)	to explore major determinants and structure of customer participation and their relationships with customer loyalty	Restaurant services	<u>Exogenous Variables</u> • Role-clarity • Self-efficacy • Purchase Importance • Servicescape <u>Endogenous Variables</u> • Customer Participation ***Chen and Raab (2014) • Customer Loyalty		• Service-dominant logic • Theory of consumer behavior (intrinsic/extrinsic factors)	Structural Equation Modelling (SEM)	Antecedents subject to this study (role clarity, self-efficacy, purchase importance, servicescape) are predictors of the dimensions of CP and customer loyalty to various extents.
Revilla-Camacho et al., 2015	to examine the effects of customer participation and citizenship behavior on customer turnover intention	Health and beauty services	<u>Dependent Variable</u> • Customer's turnover intention <u>Independent Variables</u> • Participation behavior • Citizenship behavior ***Yi and Gong (2013)		• Service-dominant logic	Structural Equation Modelling (SEM)	Customer participation and citizenship behavior negatively influence the customer turnover intention
Chen and Wang (2016)	to interpret the effect of CP on intrinsically and extrinsically co-created values, which then affect their satisfaction and loyalty	Airline check-in services	<u>Exogenous Variables</u> • Customer Participation *** Yim, Chan and Lam (2012) <u>Endogenous Variables</u> • Economic Value • Enjoyment Value • Relational Value • System Satisfaction • Company Satisfaction • Customer Loyalty		• Service-dominant logic	Structural Equation Modelling (SEM)	CP is positively linked to intrinsic (enjoyment) and extrinsic (relational and economic) value types. Also, these co-created values positively affect customer satisfaction and loyalty. Enjoyment value perceived by customers is the most influential determinant of system satisfaction.

Table 10 (Continued)

Authors	Objectives	Context	Constructs	Control Variables	Theory	Method	Main Findings
Chen and Chen (2017)	to investigate how CP influence co-created value, which then affects customer's behavioral outcomes	Financial insurance services	<u>Exogenous Variable</u> • Customer Participation ***Auh et al. (2007), Chan Yim and Lam (2010), and Chen et al. (2015) <u>Endogenous Variables</u> • Customer Relational Value • Customer Satisfaction • Affective Commitment • Repurchase Intention	• gender • age • marital status • income • education	• Service-dominant logic	Partial Least Squares (PLS)	CP positively affects customer satisfaction and affective commitment through mediating role of customer relational value.
Taheri, et al. (2017)	to evaluate the influence of the dimensions of mood regulations on customer participation, which then affect co-created value (economic and relational value)	Hotel services	<u>Exogenous Variables</u> • Mood clarity • Mood monitoring • Mood repair <u>Endogenous Variables</u> • Customer participation ***Chan Yim and Lam (2010) • Customer Economic Value • Customer Relational Value	• age • gender • hotel rating • purpose of travel	• Service-dominant logic • Control theory	Partial Least Squares (PLS)	While mood clarity is not associated with customer participation, mood monitoring and mood repair are significantly related to CP. While mood clarity is directly related to relational value, mood monitoring is directly and indirectly related to economic and relational value. Also, mood repair is directly associated with economic value and indirectly associated with relational value.
Lee, Hsiao and Chen (2017)	to examine the determinants of customer value co-creation with a dyadic perspective through employee positive psychological capital (PPC), employee service-oriented organizational citizenship behavior (SOOCB) and customer brand experience (BE)	Hotel services	<u>Independent variable</u> • Positive psychological capital (PPC) -Hope, Resilience, Optimism, Self Efficacy <u>Dependent variables</u> • Value co-creation behavior ***Yi and Gong (2013) <u>Mediating variable</u> • Employee service-oriented organizational citizenship behavior (SOOCB) <u>Moderating Variable</u> • Customer brand experience (BE)	• gender • employee age • organizational tenure • education	• Service-dominant logic • The broaden-and-build theory (positive emotions broaden people's attention) • Social exchange theory	Hierarchical linear modeling (HLM)	PPC does not influence value co-creation. SOOCB mediates the relations between PPC and value co-creation. BE has a moderator role between SOOCB and value co-creation.
Ang, Liou and Wei (2018)	to examine the role of social judgement (warmth and competence) as a mediator between perceived cultural distance and service outcomes and the moderator role of CP between perceived cultural distance and social judgement	Weight loss services	<u>Dependent variables</u> • Service quality • Customer satisfaction <u>Independent variable</u> • Perceived cultural distances (PCD) <u>Mediating variable</u> • Social judgement (warmth, competence) <u>Moderating Variable</u> • Customer participation		• Service-dominant logic	Linear Regression Analysis	Perceived cultural distance (PCD) is negatively related to social judgement of customers which further lead to customer satisfaction and higher service quality perception. In addition, high level of participation reduces the negative effect of PCD on social judgement.

Table 10 (Continued)

Authors	Objectives	Context	Constructs	Control Variables	Theory	Method	Main Findings
Delpechitre, Beeler-Connelly and Chaker (2018)	to analyze the salesperson emotional intelligence as a driving force of value co-creation and the mediating role of salesperson's empathetic ability, which in turn influence the customer's commitment to a salesperson	IT, energy, and media/telecommunication services	Exogenous Variable Salesperson Emotional Intelligence • Perceiving Emotions • Understanding Emotions • Regulating Emotions Endogenous Variables • Value co-creation behavior ***Yi and Gong (2013) • Commitment to salesperson Moderating Variable • Salesperson Empathy • Years of Experience	• salesperson year of experience • customer years of experience	• Service-dominant logic • Social exchange theory	Structural Equation Modelling (SEM)	Salesperson emotional intelligence and empathy affect customer citizenship behavior and commitment to the salesperson. Sub-dimensions of emotional intelligence (perceiving, understanding and regulating emotions) influence the co-creation behaviors to various extents.
Poushneh and Vasquez-Parraga (2018)	to investigate the antecedents of customer readiness, the impact of customer readiness on CP which in turn influence service outcomes	Education services	Exogenous Variables • Consumer need for interaction • Consumer previous experience • Consumer desire for control • Consumer perceived risk • Customer organizational socialization • Service complexity Endogenous Variables • Customer readiness (role clarity, ability, intrinsic/extrinsic motivation) • Customer Participation ***Groth (2005) • Customer satisfaction • Perceived service quality • Customer willingness to recommend.		• Role theory	Structural Equation Modelling (SEM)	Consumer previous experience, consumer desire for control, consumer perceived risk and customer organizational socialization are the key predictors of customer readiness and customer readiness mediates the relations between these antecedents and CP. Ultimately, CP influences service outcomes as customer perceived service quality, customer satisfaction and customer willingness to recommend.
Frasquet-Deltoro et al. (2019)	to measure the driving factors and the results of value co-creation behaviors in the online context in two different countries	Online fashion retail services	Exogenous Variables • Involvement • Perceived ease-of-use • e-WOM Endogenous Variables Co-creation Behavior ***Yi and Gong (2013) • Satisfaction with co-creation Engagement • Intention to future co-creation	• age • gender • co-creation with a company	• Service-dominant logic • Social Exchange Theory • Technology acceptance model – TAM	Structural Equation Modelling (SEM)	Category involvement and e-WOM are antecedents of co-creation in both countries. When co-creation level increases, satisfaction with co-creation also increases and which then mediates the engagement with firm and future co-creation intention.

***references of the used CP scales

Source: Compiled by the author

3.2. ANTECEDENTS OF CUSTOMER PARTICIPATION

Factors that encourage customer participation (CP) are divided into two main groups as “customer-related” and “organization-related” in terms of the customer’s point of view in current studies as shown in Table 11. This review indicates that customer-related aspects are used more than service provider-related ones. Demographic information (e.g., age, gender, profession, education, income level) are rarely employed as an antecedent to CP or a control variable of the research models (Auh et al., 2007; Bendapudi and Leone, 2003; Chen and Chen, 2017; Taheri et al., 2017; Yim, Chan and Lam, 2012). Cultural characteristics of the customers are also considered in a few studies (Ang, Liou, and Wei, 2018; Chan, Yim, and Lam, 2010; Youngdahl et al., 2003; Koc, 2017c). Young et al. (2003) examine how culture affects CP types and CP results, considering the cultural dimensions of Hofstede (1980). In their study among graduate students in two universities, having a large number of international students in America; they find that culture does not affect the types and results of participation. Chan, Yim and Lam (2010) perform a study on financial service customers and employees in Hong Kong and the USA. Their findings demonstrate that if the firms consider the cultural value orientations of customers and employees, they might benefit more from the positive results of CP. Although the concept of “personality” has not been addressed as a variable in the related articles, Chen, Raab and Tanford (2015) suggest that the effect of personality on CP can be examined; and also Yi and Gong (2013) state that personality may be used as a moderator variable in future studies.

Table 11: Antecedents of Customer Participation in Related Literature

Customer-related Factors	
Age, gender, income level, education, occupation, personality, culture	(Bendapudi and Leone, 2003) (Youngdahl et al., 2003) (Chan, Yim and Lam, 2010) (Yim, Chan and Lam, 2012) (Bharti, Agrawal and Sharma, 2014) (Benoit (née Moeller) et al., 2016) (Kamboj et al., 2018) (Ang, Liou and Wei, 2018) (Zhang et al., 2015) (Chen and Chen, 2017) (Taheri et al., 2017)
Self efficacy	(Chen and Raab, 2014) (Yim, Chan and Lam, 2012) (Chen, Raab and Tanford, 2015) (Im and Qu, 2017) (Chen, 2018) (Zhao et al., 2019)
Self-construal	(Wang et al., 2015) (Hu, Zhang and Luo, 2016)
Role size	(Rodie and Kleine, 2000) (Plé, 2013) (Bharti, Agrawal and Sharma, 2014) (Plé, 2016)
Role clarity, role awareness	(Kotzé and Plessis, 2003) (Auh et al., 2007) (Yoo, Arnold and Frankwick, 2012) (Plé, 2013) (Bharti, Agrawal and Sharma, 2014) (Chen and Raab, 2014) (Chen, Raab and Tanford, 2015) (Damali et al., 2016) (Benoit (née Moeller) et al., 2016) (Plé, 2016)
Customer ability (competence, client/customer expertise, customer capability, customer knowledge, customer experience)	(Kotzé and Plessis, 2003) (Auh et al., 2007) (Plé, 2013) (Yang, Chen and Chien, 2014) (Bharti, Agrawal and Sharma, 2014) (Wang et al., 2015) (Zhang et al., 2015) (Plé, 2016) (Benoit (née Moeller) et al., 2016) (Im and Qu, 2017) (Foroudi et al., 2018) (Zhao et al., 2019)
Motivation (perceived ease-of-use, intensity of need, perceived benefits, perceived enjoyment, perceived risk, perceived support for customer)	(Bettencourt, 1997) (Kotzé and Plessis, 2003) (Auh et al., 2007) (Wu, 2011) (Yang, Chen and Chien, 2014) (Engström and Elg, 2015) (Zhihong, Hongting and Yanhong, 2015) (Damali et al., 2016) (Benoit (née Moeller) et al., 2016) (Im and Qu, 2017) (Osei-Frimpong, 2017) (Joo and Shin, 2018) (Kamboj et al., 2018)
Customer involvement, perceived importance, service importance	(Vaisnore and Petraite, 2012) (Chen and Raab, 2014) (Chen, Raab and Tanford, 2015) (Wang et al., 2015) (France et al., 2018) (Zhao et al., 2019)
Customer willingness, level of dependence, intensity of need, customer value co-creation attitude	(Plé, 2013) (Wang et al., 2015) (Elsharnouby and Mahrous, 2015) (Plé, 2016) (Shamim, Ghazali and Albinsson, 2017)
Affective states (positive/negative emotions, mood, customer positivity, empathy)	(Gallan et al., 2013) (Bharti, Agrawal and Sharma, 2014) (Zhao, Yan and Keh, 2018) (Taheri et al., 2017)
Customer's organizational socialization, customer training, education, commitment to learn	(Kotzé and Plessis, 2003) (Groth, 2005) (Wu, 2011) (Plé, 2013) (Joo and Marakhimov, 2018) (Joo and Shin, 2018) (Bharti, Agrawal and Sharma, 2014) (Santos and Spring, 2015) (Foroudi et al., 2018)
C-to-C interaction, cooperation between customers	(Yoo, Arnold and Frankwick, 2012) (Bharti, Agrawal and Sharma, 2014) (Benoit (née Moeller) et al., 2016) (Buonincontri et al., 2017)
Customer embeddedness, customer-organization identification, interpersonal relationships	(Laud and Karpen, 2017) (Tuan, 2016) (Wang et al., 2015)
Perceived justice (interactional, interactive)	(Auh et al., 2007) (Yoo, Arnold and Frankwick, 2012)
Affective Commitment, customer commitment	(Bettencourt, 1997) (Auh et al., 2007) (Yang, Chen and Chien, 2014)
Perceived quality, e-WOM quality	(Elsharnouby and Mahrous, 2015) (Abosag et al., 2017) (Kim and Byon, 2018)
Customer satisfaction	(Bettencourt, 1997) (Eisingerich, Auh and Merlo, 2014) (Elsharnouby, 2016) (Kim and Byon, 2018)
Customer trust	(Schumann and Munchen, 2011) (Bharti, Agrawal and Sharma, 2014) (Zhihong, Hongting and Yanhong, 2015)
Brand (engagement, trust, experience, community, congruity, interactivity, reputation, recognition, cognition, loyalty, positive attitude toward brand)	(Apenes Solem, 2016) (Kujur and Singh, 2017) (France et al., 2018) (Zhao et al., 2019) (Lee, Hsiao and Chen, 2017) (Kamboj et al., 2018) (Luk, Liu and Li, 2018)

Table 11 (Continued)

Service provider-related Factors	
Environment (Interior / Exterior), servicescape, perceived physical environment, community atmosphere, community trust, community experience	(Zhang et al., 2015) (Chen and Raab, 2014) (Chen, Raab and Tanford, 2015) (Im and Qu, 2017) (Zhao et al., 2019)
service provider's expertise, organizational compatibility/capability, Communication/interaction ability, enthusiasm, provider's responsiveness, customer advocacy	(Wang et al., 2015) (Santos and Spring, 2015) (Auh et al., 2007) (Bharti, Agrawal and Sharma, 2014) (Wang et al., 2015) (Benoit (née Moeller) et al., 2016) (Hu, Zhang and Luo, 2016) (Wu, Kung and Lin, 2017) (Yeh, 2016)
Organizational socialization	(Kelley, Donnelly and Skinner, 1990) (Kelley, Skinner and Donnelly, 1992) (Joo and Shin, 2018)
Employee's behavior (in-role behavior/ organizational citizenship behavior, employee's psychological condition)	(Lee, Hsiao and Chen, 2017) (Zhao, Yan and Keh, 2018)
Salesperson's emotional intelligence	(Delpechitre, Beeler-Connelly and Chaker, 2018)

Source: Compiled by the author

Self-efficacy and self-construal are personal psychological factors that are used as antecedents in studies on customer participation (Chen, Raab and Tanford, 2015; Wang, Lee and Wu, 2015; Hu, Zhang and Luo, 2016). Especially self-efficacy, meaning the perceived competence by the customer to perform a task, is found in many studies (Chen and Raab, 2014; Zhihong, Hongting and Yanhong, 2015; Zhao et al., 2019). Chen, Raab and Tanford (2015) take the self-efficacy as the enabler of CP and demonstrate that when the self-efficacy level of customers increases, their actionable and attitudinal participation increase, but the information participation does not change in a restaurant service context. In some researches, the moderating effect of this concept among certain variables is also investigated. For example; in an educational service context, Chen (2018) analyses how self-efficacy perception of customers moderates the relation between customer participation and the customer tendency to ascribe service failure to the service provider or themselves. Yim, Chan and Lam (2012) measure the role of the self-efficacy as a moderator between customer participation and enjoyment value in the financial service context. Customer mood, positive/negative emotions, empathy etc. are the affective-state related antecedents (Gallan et al., 2013; Bharti, Agrawal and Sharma, 2014; Zhao, Yan and Keh, 2018). Bharti, Agrawal and Sharma (2014) indicate the mood and empathy as the facilitating factors of CP in their conceptual study. Gallan et al. (2013) show that when the positivity of health care service customers increase, the participation of these customers in the service delivery process also increases. Taheri et al. (2017) prove that

higher mood monitoring and mood repair concerns of hotel customers are about higher levels of customer participation.

When the customer purchases a particular service or product, their perception about the appropriateness of this purchase regarding their needs and goals is named customer involvement (Zaichkowsky, 1985, p. 342). In some studies, this concept is also expressed as "perceived importance", "service importance" or "purchase importance" (Chen and Raab, 2014; Chen, Raab and Tanford, 2015; Wang et al., 2015). Chen, Raab and Tanford (2015: 73) reveal that there is a positive relationship between purchase importance level of customers and two dimensions of CP; information participation and actionable participation in a restaurant service context. Although these are considered as some of the factors that lead customers to participate by some researchers, they also have different roles (intermediaries, regulators, etc.) in some other studies (Zhao et al., 2019). Wang, Lee and Wu (2015: 152) evaluate the moderating effect of service importance between co-production, which is used synonymously with customer participation, and its antecedents; customer expertise, service provider's expertise, communication and interpersonal relationship in the financial service industry. The findings show that when the level of perceived importance increases, the relationship between co-production and its antecedents; customer expertise, service provider's expertise, and communication increase. In the same study, the dependency of a customer on a service provider, commonly one of the phenomena that is the evidence of customer eagerness as an antecedent to CP, is also measured as a moderator. They assert that the dependency of customer positively affects the relationship between the expertise of the service provider, communication and co-production. Other antecedents in the same group as "dependency on service provider" are customer willingness, customer's intention to use, the intensity of customer's need, customer's value co-creation attitude (Wang, Lee and Wu, 2015; Elsharnouby and Mahrous, 2015; Plé, 2016; Shamim, Ghazali and Albinsson, 2017).

Customer readiness and its sub-dimensions that are role clarity, customer ability (Meuter et al., 2005) and motivation are among the enablers of customer participation in many studies. (Auh et al., 2007; Plé, 2016; Damali et al., 2016; Im and Qu, 2017; Poushneh and Vasquez-Parraga, 2018). While some studies take these three

dimensions into consideration as antecedents together, others include one or two of them. In their proposed conceptual model, Kotzé and Plessis (2003) suggest that role clarity, ability/competence and motivation are antecedents of CP in an educational service context. In the study of Chen and Raab (2014) measure the role clarity as an antecedent in the validation study of the developed scale and find that role clarity relates positively to the participation. For the second dimension, the ability of the customer, there are similar expressions mentioned in the literature such as customer competence, customer/client expertise, customer knowledge and customer experience (Kotzé and Plessis, 2003; Auh et al., 2007; Bharti, Agrawal and Sharma, 2014; Yang, Chen and Chien, 2014). Yang, Chen and Chien (2014) conduct a study in a tourism service context and consider the customer's expertise as the antecedent of CP together with affective commitment. Affective commitment is commonly used as an outcome of service in marketing studies, but there, it is used in a different role than usual. In the findings, they state that customer expertise and affective commitment have positive effects on customer participation. Finally, the concepts that express the third dimension, "customer motivation", are perceived ease-of-use, perceived benefits, perceived support for customer and perceived risk. In the studies of Bettencourt (1997) and Wu (2011), they are asserted that the perceived support for the customer is the antecedent that affects customer participation positively and significantly. While Wang, Wu and Yang (2013) reveal the perceived benefits for the customer as a decisive facilitating factor of CP, Zhihong, Hongting and Yanhong (2015) determine the partial effect of perceived risk on CP. Additionally, Dong et al. (2015) evaluate the moderator role of customer readiness with its three sub-dimensions between CP and two separate outputs, namely the quality perception and satisfaction from the service. The most comprehensive work on customer readiness is studied by Poushneh and Vasquez-Parraga (2018). They take customer readiness as the antecedent to CP and instead of focusing on the sub-dimensions of availability separately, they identify the factors that positively influence customer readiness. In their findings, they state that customers who are ready to partake in the delivery of service are more successfully involved in the processes. According to them, customer's previous experience, customer desire for control, and customer organizational socialization have positive effects; however, customer perceived risk negatively affects the customer readiness.

Customer is one of the resource contributors in the service provision process, and they may support the process with knowledge, skills, behaviors and attitudes. Also, when the customer learns the required routines in the system and fulfils the organizational roles, there will be a useful service encounter (Kelley, Skinner and Donnelly, 1992: 198; Claycomb, Lengnick-Hall and Inks, 2001: 49; Groth, 2005: 12). Such contributions of the customer may facilitate higher CP (Wu, 2011: 886). Through open technologies, training and education programs for customers or Corporate Social Responsibility (CSR) activities; companies encourage the customers to socialize and educate themselves (Joo and Shin, 2018: 6; Santos and Spring, 2015:85). As such; customer socialization, customer training, customer education, customer commitment to learning and other related factors have been measured as enablers of CP in the extant literature (Buttgen, Schumann and Ates, 2012; Claycomb, Lengnick-Hall and Inks, 2001; Kelley, 1992. In a theme park service context Wu (2011) reveals that customer socialization relates positively to customer participation and customer satisfaction. Similarly, Claycomb, Lengnick-Hall and Inks (2001) have conducted a study on a non-profit organization, and they demonstrate that customer socialization positively affects CP.

Cooperation or interaction between customers is an emerging factor starting to be used recently. When there are interactions between customers, they may influence each other as service users (Buonincontri et al., 2017; Yoo, Arnold and Frankwick, 2012). Especially for online platforms, these issues gain significance. For instance; Benoit (née Moeller) et al. (2016) investigate the antecedents of member participation to information-based online communities. They ascertain that when some of them assume the role of cooperative and effective members, others do not think that their involvement or contribution is needed in the system. Customer embeddedness (social, cultural, structural), customer-organization identification or interpersonal relationships are other critical factors driving customer participation and they predominantly show the connectedness feeling of customers to service providers (Laud et al., 2015; Tuan, 2016). Laud and Karpen (2017) conduct a study towards online community users of a weight management company and demonstrate the facilitating impact of customer embeddedness on customer value co-creation

(participation and citizenship behavior). Tuan (2016) also reveals the enabler role of customer-organization identification in the context of software service.

In the literature, some phenomena such as perceived quality, customer satisfaction, affective commitment, word of mouth communication (WOM) are mostly considered as service outcomes and the outcomes of customer participation. However, in some studies, they are also used as the reasons that lead the customer to participate (Bettencourt, 1997; Elsharnouby and Mahrous, 2015; Abosag et al., 2017; Kim and Byon, 2018). For example; Eisingerich, Auh and Merlo (2014) address customer satisfaction as a factor that drives the customers to participate; and they find that satisfied customers display more participating behavior in service processes and build stronger customer relationships. Besides; the perception of justice, which is considered as the outcome of participation in service recovery studies, is taken into consideration as an antecedent for the involvement in the studies of Auh et al. (2007) and Yoo, Arnold and Frankwick (2012).

Studies in the context of the brand; brand trust, brand interaction, brand reputation and brand awareness are some of the mentioned facilitators of CP (Bharti, Agrawal and Sharma, 2014; Apenes Solem, 2016; Kujur and Singh, 2017; France et al., 2018). France et al. (2018) measure the effects of brand engagement, brand-self congruity, brand community and brand interactivity on the behavior of customer brand co-creation. Their sample represents a wide variety of brand users (both small and large brands). Their findings show that customer engagement affects co-creation behavior more than congruity. Still, a brand community and brand interactivity are two of the more robust determinants that explain changes in co-creation behavior. Zhao et al. (2019) investigate the perceptions of a virtual brand community users and reveal the factors that enhance the willingness of the users to participate. Cognition and loyalty are two brand-related antecedents, and these two factors are determined as critical elements that make customers take part in value co-creation processes. In the same study, community trust is also used as an environment-related antecedent, and it is related to greater levels of participation. Kamboj et al. (2018) assert that brand trust significantly and positively influences brand loyalty and branding co-creation in social media brand community context. Additionally, Zhihong, Hongting and Yanhong (2015) examine the factors that make customers participate in a virtual brand

community context as well, and customer trust is measured as one of the essential antecedents for CP. In the existing literature, customer trust is predominantly reviewed as service outcomes or as an antecedent of CP in the context of brand communities. Yet, it can be used in different settings. Accordingly; in their conceptual study, Bharti, Agrawal and Sharma (2014) suggest that customer trust is one of the enablers of CP. Luk, Liu and Li (2018) evaluate hairdressing service users' behavior and discuss customer trust as a determinant of CP under brand context. However, they do not only measure the brand trust of customers and but also take the confidence of customers in the employee into consideration.

From the service users' point of view, environments of the business, service providers' expertise, communication skills, ability to share available information (timely, meaningful, formal/informal), helpful approaches and their enthusiasm may also increase the trust and satisfaction of the service user to the firm; and direct them towards participation behavior. These service provider-related antecedents are discussed less frequently in the related literature (Bharti, Agrawal and Sharma, 2014; Dellande, Gilly and Graham, 2004; Smith, 1998; Wang, 2019). In this context, environments (internal/external) of the business are among the drivers of customer participation. Recently, with the increasing number of studies in online communities and social networks, the concept of "perceived physical environment" is replaced by "community atmosphere/environment". Chen, Raab and Tanford (2015) address the physically internal and external environment (ambient temperature, air quality, outdoor sign, interior design, etc.) of the restaurant perceived by the customer as critical factors that influence CP. On the other hand, in the study of Zhao et al. (2019) community atmosphere, community trust and community experience are considered as environmental factors that create a desire to participate in the customer in a virtual brand community context.

As mentioned above, Wang et al. (2015) conduct their study in the context of monetary services, and the expertise of the service provider and communication capability are two critical enablers of CP. In the IT services context, Kung and Lin (2017) address organizational compatibility and IT capabilities of service providers as the two crucial determinants of CP. Auh et al. (2007) and Hu, Zhang and Luo (2016) also evaluate service provider's communication skills in financial services and

video sharing community services-respectively, and confirm that they are linked to greater customer participation levels. Additionally; in-role or citizenship behaviors of the employees, organizational socialization and emotional intelligence are other service provider-related antecedents emphasized by several authors.

Within the scope of this thesis, the main antecedents of marina customers' participative behaviors have been revealed in the qualitative study, which will be explained comprehensively in the preliminary study section. In line with the results, customer trust and customer self-efficacy have been determined as the facilitating factors of CP in our main research model, and the following sub-sections will provide detailed information on them.

3.2.1. Customer Trust

There are many different definitions of trust. The basis of these definitions is the belief that *"the other party will not act far from expectations"* (Rotter, 1967: 651; Mayer, Davis and Schoorman, 1995: 712). Trust is achieved when the parties meet each other's expectations and fulfill their duties in a relationship (Dwyer, Schurr and Oh, 1987: 3). Trust is *"a willingness to rely on an exchange partner in whom one has confidence"* (Moorman, Deshpande and Zaltman, 1993: 82). It is established when parties believe in each other's reliability and build confidence in a buyer-seller relationship, Morgan and Hunt (1994: 23) state. Trust can help parties cooperate in a relationship, reduce conflicts that may damage the relationships, reduce transaction costs, develop organizational forms appropriate to the relationship, facilitate the rapid formation of temporary business groups and develop an effective response to crises (Rousseau et al., 1998: 394). Other definitions of customer trust are provided in Table 12.

Table 12: Definitions of Customer Trust

Authors	Definitions
Moorman, Deshpande and Zaltman (1993: 82)	<i>"a willingness to rely on an exchange partner in whom one has confidence"</i>
Morgan and Hunt (1994: 23)	<i>"when one party has confidence in an exchange partner's reliability and integrity."</i>
Jap, Manolis and Weitz (1999: 305)	<i>"the belief that the seller is motivated to act in the buyer's interests and would not act opportunistically if given the chance to do so"</i>
Doney and Cannon (1997: 43)	<i>"customer's sensation of the service provider's reliability and benevolence"</i>
Rousseau et al. (1998: 395)	<i>"a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another"</i>
Sirdeshmukh, Singh and Sabol (2002: 17)	<i>"the expectations held by the consumer that the store, its people, and its products are dependable and can be relied on to deliver on their promises"</i>
Miyamoto and Rexha (2004: 314)	<i>"one's confidence in another that the other behaves or responds in a predictable and mutually acceptable manner"</i>
Gregoire et al. (2009: 20)	<i>"confidence that a firm is dependable and can be relied on"</i>
Chang and Wong (2010: 263)	<i>"a belief that the firm makes an effort to fulfill commitments, is honest, and does not seek to take unfair advantage of opportunities"</i>
Zhihong, Hongting and Yanhong (2015: 302)	<i>"a customer's extensive feeling, mainly signifying reliance, for a service provider's dignity and performance, which hinges on previous experiences and versatile sources of information"</i>

Source: Compiled by the author

Trust is an indispensable construct for human interaction. The concept of trust has been the focus of attention of many researchers from different disciplines. It has been studied in psychology, sociology, economics, political science, management (e.g. Strub and Priest, 1976, Williamson, 1991, Lane and Bachman, 1996; Kaasse, 1999; Ben-Ner and Putterman, 2009) and also marketing (e.g. Anderson and Weitz, 1989; Dwyer, Schurr and Oh, 1987; Moorman, Zaltman and Deshpande, 1992). Marketing activities basically include buyer–seller interactions, and trust is necessary for the continuity of these interactions. Customer trust, which has been addressed in sub-fields of marketing such as industrial marketing, consumer marketing, marketing channels and retailing over the years, is fundamental for relational exchanges and thus also a basic concern for relationship marketing, another sub-field of marketing (Abdul, Gaur and Peñaloza, 2012: 303). It is a building block of relationships and play a part in relationship commitment (Spekman, 1988: 79; Morgan and Hunt, 1994: 24). Especially for service marketing where the nature of offering is intangible, the concept of trust is essential for successful long-term service relationships with consumers (Dimiyati and Subagio, 2018: 724; Parasuraman, Zeithaml and Berry, 1985: 47;

Sharma, and Patterson 2000: 471). It provides a personal guarantee and mediates risk between parties and helps with establishing and sustaining relationships (Gwinner, Gremler and Bitner, 1998: 102; Busser and Shulga, 2018: 77). When a service provider acts in a mutually acceptable manner and offers qualified services, customers have confidence in the organization they have a relationship with (Miyamoto and Rexha, 2004: 314; Randall, Gravier and Prybutok, 2011: 18). Trust also reduces the risk of unsatisfactory outcomes and losing a reliable partner. Customer trust may result in lower uncertainty and opportunistic behavior through due diligence of the service provider. It supports cooperation and profitable relationships (Hwang and Burgers, 1997: 72; Fyrberg and Juriado, 2009: 424; Elgoibar, Munduate and Euwema, 2016: 3). When customers trust a company to serve for their welfare, their loyalty to the service provider will be higher, and they will intend to create more business relations with that company in future transactions (Sarwar et al., 2012: 28; Marakanon and Panjakajornsak, 2017: 26; Sun and Lin, 2010 1443; Chathoth et al., 2014: 184). Empirical evidence suggests that trust is principal to the intention of customers across several service sectors. This situation leads customers to develop a tendency to work with the same service provider for a long time and become loyal to that organization (De Ruyter and Wetzels, 2000: 276; Kennedy et al., 2001: 77; Flavian and Guinaliu, 2006: 601; Apaolaza Ibanez, 2007: 2661). Related studies in relationship marketing literature demonstrate that when the customer has confidence in the service provider; level of service usage, customer satisfaction and customer loyalty increase and consequently, managers try harder to build customer trust (Morgan and Hunt, 1994: 24; Doney and Cannon, 1997: 36; Hwang and Burgers, 1997: 72; Agustin and Singh, 2005: 97; Chiou and Pan, 2009: 329).

In marketing context, trust in relationships between parties can be divided into different groups. The first one is trust between customers and other individuals (salesperson, frontline employee etc.) including interpersonal interactions. The second group is customer's confidence in service organizations in general or with its brand, products and services (Guenzi, Johnson and Castaldo, 2009: 293). In other words, customer-to-firm, customer-to-brand, customer-to-product/service, customer-to-employee are mentioned as different levels of trust in the extant literature from customer's point of view. For instance, in retailing context, performance of a frontline

employee seriously affects the confidence of customers in the firm (Foster and Cadogan, 2000: 187). Studies of Sun and Lin (2010: 1440) and Wong and Sohal (2002: 40) focus on retailing store context and measure how department store and trust in salesperson influence customer loyalty and commitment, respectively. Andaleeb and Anwar (1996: 41) also include the trust in both the business and the salesperson as variables in their study. However, Filipe et al. (2017: 80) evaluate the influence of customer trust in retailing store on customer satisfaction and customer loyalty as an antecedent and as a mediating variable. In our study, service organization (firm) is the focal construct of customer trust and thus we will examine customer trust to an organization in detail.

Customer trust in a firm might have its roots in the knowledge and competencies of the service provider. This kind of trust is called "*cognitive trust*" (Kharouf, Lund and Sekhon, 2014: 368). Cognitive trust represents the confidence of customers on service provider's capabilities (Moorman, Zaltman and Deshpande, 1992: 315; Rempel, Holmes and Zanna, 1985: 192). Cognitive trust originates from the accumulated knowledge about service provider's fulfillment of obligations in previous relationships. It is calculative, knowledge-driven and expresses customer's perception about the capability of an organization (Swan et al., 1999: 94; Johnson and Grayson, 2005: 501). On the other hand, customer trust can be based not only on the competence of the service provider, but also on customer evaluations in line with service experiences. This type of trust is named as "*affective trust*" (Johnson-George and Swap, 1982: 1307; Rempel, Holmes and Zanna, 1985: 193; Parayitam and Dooley, 2009: 791). Affective trust of customers represents emotion-driven confidence in a service organization. It is the feeling of trust based on the interest and attitude of the service provider (McAllister, 1995: 26). As the strength of emotional connections increases, going beyond knowledge-based situations might happen. Economists have stated that this type of trust makes objective risk assessments less transparent (Johnson and Grayson, 2005: 501). While cognitive trust depends on logical preferences, affective trust is based on social psychology, and is a customer belief formed as a result of repetitive transactions (Williams, 2001: 379). Affective trust also shows the level of emotional connection between the customer and the service provider (Sekhon et al., 2014: 413).

Customer trust is a vital component to establish mutually beneficial relationships between a customer and a service provider. The ability, generosity and reliability of service providers lead the customers to rely on their organizations (Doney and Cannon, 1997: 45; Mayer, Davis and Schoorman, 1995: 715). If the customer is convinced that the service provider is truthful and candid, the customer will be willing to participate in their service delivery and provide information about their expectations regarding their needs (Luk, Liu and Li, 2018: 507). In line with S-D logic, tangible and intangible resources are exchanged between customers and service providers and trust between parties is a necessary component of relationships (Ballantyne and Varey, 2006: 337). Also, co-creating value can be developed after establishing trust between the parties (Ballantyne, 2004: 120; Prahalad and Ramaswamy, 2002: 59). Value co-creation activities include participative behaviors of customers and these activities require trust to enhance relationships (Abela and Murphy, 2008: 45). In order for organizations to create value with their customers, they must act within the framework of transparency for gaining the trust of customers. Customer trust must be provided in order to establish a long-term relationship between the customer and the service provider, and to encourage participation in service processes (Chathoth et al., 2014: 183). Trust is a facilitating factor of customer participation behavior (Schumann, Nijssen and Lentz, 2011: 117; Bharti, Agrawal and Sharma, 2014: 419). Trusting belief of customers can reinforce the breadth and depth of customer participation and provide more efficient communication and sharing in service delivery transactions (Zhihong, Hongting and Yanhong, 2015: 302). Also, in the scope of social exchange theory, individuals exchange tangible or intangible resources to achieve specific goals (Homans, 1961) and trust is one of the constructs and the outputs of social interaction depending on trust (Franke and Shah, 2003: 173). When customer trust exists, participative behaviors of customers increase and relational exchanges are continually repeated (Muthusamy and White, 2005: 418).

Although few empirical studies examine the relationship between customer trust and customer participation behavior, some studies on this subject have guided us. Zhihong, Hongting and Yanhong (2015: 304) address customer trust as a driving factor for customer participation with some other antecedents (self-efficacy, perceived risk and helpfulness) in service innovation of virtual brand communities. Their findings

show that trust and self-efficacy impacts both knowledge sharing and co-production activities positively which are the sub-dimensions of customer participation. Later on, Alves and Mainardes (2017: 1172) have also measured the effect of trust, self-efficacy and perceived benefits perceptions of the customers on the value co-creation behavior. Their study demonstrates that trust in the company significantly influences the value co-creation behavior of customers which has two sub-dimensions as customer participation and customer citizenship behavior. In the study of Luk, Liu and Li (2018: 515), the potential impact of customer trust on customers' service participation behavior is established to have two dimensions, namely effort-in-use and service co-design. The findings of this study reveal that the willingness of customers to contribute to service co-design is affected by both trust in the employee and the brand positively. Kamboj et al. (2018: 173), in brand community context, demonstrate the influence of brand trust on brand loyalty and branding co-creation behavior. Zhao et al. (2019: 444) investigate the factors that enhance the willingness of virtual brand community users to participate. They evaluate brand community trust as an environment-related antecedent of participation. In another study, Schumann, Nijssen and Lentz (2014: 402) measure cognitive and affective trust of customers as drivers of CP in financial service context and they demonstrate that in more relational vs. contractual markets, customers show more participative behavior and also cognitive trust directly affects participation behavior in such settings.

In marina marketing settings, customer relations and being in active contact with customers are substantial as explained above (Heron and Juju, 2012). Through this way, marinas can attain customers' attendance and obtain significant information to generate ideas for more customized services. At this point, customer trust will probably support the organizations for their participation (Baumann and Le Meunier-FitzHugh, 2014: 5). Trusting belief may encourage the flow of information between the customer and the organization. When marina customers rely on the service provider, they can act cooperatively towards marina organization. Customer trust is likely to influence the tendency of customers to partake in service delivery processes. Etgar (2008:101) argues that customer trust and customer's feelings about a lack of opportunistic behavior of the service provider, encourage the customers to participate more in co-production processes. In the study of Alves and Mainardes (2017: 1160),

trust in the company is measured as an antecedent of value co-creation behavior and they determine state that the higher the customers' level of trust, the greater the willingness of customers to take part in service delivery. Besides, Luk, Liu and Li (2018: 507) demonstrate that customer trust in service organizations encourage the customers to become a part of service production/delivery processes and customers also contribute to value creation and efficiency using the service. Thus, in this study, the effect of the customer trust on the customers' tendency to participate in marina service delivery processes will be examined. Increase in trust may serve as a foundation for the participative behavior of customers.

Additionally, customer trust will be examined in two groups: cognitive depending on the competence of the service provider and affective trust as we mentioned above. Such cognitive and affective trust of customers on service providers may facilitate the tendency of differentiated participation behavior of customers (informational, attitudinal, actionable) in service delivery. Thus, the following hypotheses are proposed:

H1: Customer trust positively affects customer participation behavior.

H1a: Affective trust positively affects (1) attitudinal participation behavior (2) informational participation behavior (3) actionable participation behavior.

H1b: Cognitive trust positively affects (1) attitudinal participation behavior (2) informational participation behavior (3) actionable participation behavior.

3.2.2. Customer Self-efficacy

Self-efficacy is *“a judgment of one's capability to accomplish a certain level of performance”* (Bandura, 1986: 94). Individuals' perception and evaluation about their experiences and capabilities constitute the self-efficacy belief (Ford and Dickson, 2012: 180). It is rooted in the studies in the field of psychology within the framework of Social Cognitive Theory (Bandura, 1977). The theory underlines the importance of social exchanges in the learning process. According to this approach, people observe the behaviors around them which they believe to be beneficial and record these behaviors in their memory. The behaviors of the individual may change accordingly (Erden and Akman, 1998: 26). It is also assumed that when an individual's trust in their

own abilities is high, this person makes more effort to perform a certain behavior. When a person wants to put effort into a situation, two expectations come into play. One of them is an outcome expectation and it is about their belief of the likely consequences of the subjected behavior (Bandura, 1986: 94). The other is self-efficacy, which also concerns this study, expressing the belief of individuals in their ability to exhibit a behavior (McKee, Simmers and Licata, 2006: 209). According to this approach, the individual is an organism that has self-control and determines their own future. In order to do these, people take their power mainly from the self-efficacy belief. Self-efficacy, which is evaluated on a larger scale than Social Cognitive Theory, acknowledges that behaviors are formed due to the interactions between personal factors such as consciousness and emotion, and environmental conditions. Thus, while self-efficacy affects an individual's behavior and their environment in which they interact, it is also affected by other people's actions, the environment and other situational factors (Schunk and Meece, 2006: 73).

In recent literature, there are several efficacy types impacting human behaviors. One of them is collective efficacy and it refers to *“a group's shared belief in its conjoint capabilities to organize and execute the courses of action required to produce given levels of attainment”* (Salanova et al., 2003: 45). In collective efficacy, an individual relies on a group and they try to be in that group. People believe in their ability to achieve common goals through collective effort (Schaubroeck, Lam and Xie, 2000: 514; Bandura, 2002: 271). Second, creative efficacy means the individual's belief in their capability to attain creative outcomes (Tierney and Farmer, 2011: 277). The person's knowledge and skill also trigger confidence that they will produce creative results and consequently, creative efficacy occurs (Gong, Huang and Farh, 2009). Furthermore, individual social efficacy is about the ability to create social changes through actions. This efficacy type can be considered in the individual context but the result of the process is about societal considerations (Fernandez-Ballesteros et al., 2002: 111). In this study, we focus on personal or individual efficacy which is mainly defined by Bandura (1997: 3) as *“an individual's belief in one's capabilities to organize and execute courses of action required to produce given attainments”*. Further definitions are mentioned in Table 13.

Table 13: Definitions of Self-efficacy

Authors	Definitions
Bandura (1986: 391)	<i>"People's judgments of their capabilities to organize and execute courses of action required to attain designated types of performances."</i>
Gist (1987: 472)	<i>"One's belief in one's capability to perform a task."</i>
Bandura (1991: 257)	<i>"People's beliefs about their capability to exercise control over their own level of functioning and over events that affect their lives."</i>
Stajkovic and Luthans (2003: 133)	<i>"A reflection of someone's convictions related with his/her adequacy to accomplishedly perform a unique act."</i>
Luszczynska, Scholz and Schwarzer (2005: 439)	<i>"People's beliefs in their capabilities to perform a specific action required to attain a desired outcome."</i>
Hsiao, Lee and Chen (2015: 46)	<i>"Having the confidence to complete challenging tasks with utmost dedication and effort."</i>
Wang (2019: 244)	<i>"Faith in someone's abilities to plan and perform the processes of task needed to constitute expensed acquisitions."</i>

Source: Compiled by the author

Self-efficacy belief has four sources. These are direct experiences of individuals, experiences of others, verbal persuasion and psychological states (physical and emotional) (Bandura 1977: 195; van Beuningen et al., 2009: 408). Previous experiences of individuals affect self-efficacy belief the most. These experiences are based on people's own experiences and success is usually attributed to their own efforts and abilities (Smith, 2002: 64). The individual's previous experience and performance constitute a strong basis for the formation of self-efficacy belief as it consists of the individual's own achievements and failures. Negative or positive thoughts that individuals have depending on their self-efficacy beliefs affect their state of preparedness for any behavior (Usher and Pajares, 2008: 99; Sitzmann and Yeo, 2013: 558). The experiences of others are more effective when the individual's own experience is insufficient. When the individual observes the successful experiences of others, their effort to be successful increases. If others can do it, they believe that they can do it themselves (Bandura, 1997: 86; Akin, 2014: 129). Verbal persuasion is encouraging a person by making them believe in their own strength. In other words, individuals are able to increase their self-efficacy beliefs thanks to the positive feedback and verbal support they receive from their environment about the activity they perform (van Beuningen et al., 2009: 409; Coleman and Karraker, 1997: 62).

Individuals' emotional and physical states are other sources of self-efficacy beliefs (Bandura, 1994: 3). For example, while positive mood increases self-efficacy perception, negative mood (shame, stress, anxiety, etc.) adversely affects self-efficacy perception (Bandura, 1986: 399; Maddux, 1995: 11; Pajares, 1997: 183).

Self-efficacy belief affects the cognitive, motivational, emotional and decision processes of individuals. In terms of cognitive processes, high self-efficacy perception can positively affect the cognitive structures related to the individual's behavior. Individuals with high self-efficacy set challenging goals by enacting positive scenarios for their success. They can achieve these goals with high performance. Individuals with low self-efficacy, on the other hand, doubt themselves and think that they cannot achieve their goals. They focus on the negative points of the events (Bandura, 1993:118). In the studies of Bandura (1994: 74) and Wood and Bandura (1989: 373), authors advocate that people who strongly trust in their own problem-solving abilities exhibit higher performances when facing complex issues. Conversely, they assert that people who rely on their skills become more indecisive in the face of problem-solving and decision-making processes so their performance declines. Yenilmez and Kakmaci (2008: 5) demonstrate that individuals with high self-efficacy exhibit better performance by acting more flexibly under challenging conditions, while individuals with low self-efficacy are weak at coping with difficulties. Yildirim and Ilhan (2010: 302) state that high self-efficacy positively affects personal development by creating a positive mood as well as high performance. Motivation is what moves people and puts them in motion. It plays an essential role in determining human behavior. It is the power that initiates, directs, intensifies, and provides the continuity of a behavior (Koc, 2017a: 129). According to Bandura (1989: 1176), self-efficacy beliefs of individuals determine their motivation level, and the motivation process varies according to individuals' self-efficacy beliefs. The person with high self-efficacy beliefs shows a more diligent, persistent, and successful performance by having higher motivation whereas; the person with low self-efficacy beliefs presents less effort and successful performance.

Furthermore, emotional processes directly and indirectly affect and change individuals' behaviors and thought structures (Bandura, 1989: 1177). Self-efficacy belief also influences these emotional processes. For instance, individuals emotionally

determine how they will react to the situations that threaten them. While someone who can control their feelings in the face of these threats thanks to previous experiences does not give into despair, a person with low self-efficacy cannot cope with these threats and feels negative emotions (Bandura, 1994: 78). Feelings of self-efficacy and emotions affect each other. Negative emotions occur when individuals feel inadequate and these feelings can make the people depressed. Individuals having low self-efficacy fail to overcome the frustration of failure and become more prone to anxiety disorder and depression (Bandura, 1989: 1178). On the contrary, a high sense of self-efficacy can increase individuals' interest and motivations and cause less anxiety (Bandura, 1997:137). Besides, self-efficacy belief significantly affects individuals' decision-making processes such as their goals, performance regarding these goals, job and career decisions and other related issues (Bandura, 1994: 77; Judge et al., 2007: 109). Individuals having high self-efficacy beliefs are better at decision making processes by motivating themselves positively. This situation impacts their future performance and directs their behavior (Maddux, 1995: 14; Luszczynska, Scholz and Schwarzer, 2005: 82; Pajares, 1997: 184). Individuals that have low self-efficacy are indecisive, and they cannot achieve high performance and positive results due to their negative emotions and low motivation (Bandura 1989: 1178; Bandura, 1994: 77).

Self-efficacy has been studied in various disciplines such as psychology (Bandura, 1977; Ajzen, 2002), organizational behavior (Gist and Mitchell, 1992; Karatepe et al. 2006) and marketing (Ellen et al., 1991). Consumer behavior (Meuter et al., 2005), advertising (Snipes, LaTour and Bliss, 1999; Manyiwa and Brennan, 2012), new product sales (Fu et al., 2010), technology usage (McDonald and Siegall, 1996) and online shopping (Hill and Beatty, 2011) are among the main research topics in the marketing studies. Especially the number of studies in the services marketing literature has increased in recent years. Most of these studies are on the subjects of co-creation, customer participation or technology usage and adaptation to developing technologies (Compeau and Higgins, 1995). Van Beuningen et al. (2009: 411) concentrate on technology-based self-services in the financial industry, by investigating the facilitating factors and outcomes of inexperienced customers' self-efficacy in service delivery processes. They assert that informational cues in the systems positively affect customers' self-efficacy beliefs during information research.

They enhance their perceived value, financial performance, and future usage intention of the system. Together with developing technologies, considering consumers' perception of self-efficacy is important for technology adoption and technology usage processes. Technological innovations are often complex at first, and thus the concept of self-efficacy has been addressed in this area and generally refers to the customer's self-confidence in using innovations (Pedersen, 2005: 209). Similarly, it has been frequently discussed in determining the technology acceptance behavior of customers (Kulviwat, Bruner and Neelankavil, 2014: 191).

For example, Dabholkar and Bagozzi (2002: 195) reveal that the relationship between service users' perceived ease-of-use and their attitudes towards technology-based self-services are negatively affected by high self-efficacy. Besides, Meuter et al. (2005) demonstrate that when customer's self-efficacy perception is high, it can create more positive perceptions about technology usage. Kulviwat, Bruner and Neelankavil (2014: 195) also empirically advocate that higher self-efficacy of customers leads to higher technology acceptance. That is, customers' self-efficacy supports the service users in the formation of their perceptions about the ease of learning and using the subjected technologies.

Regarding value co-creation or customer participation behavior of customers, customer self-efficacy has been one of the extensively discussed concepts. This concept has a vital role in customer-service provider relations (van Beuningen, De Ruyter and Wetzels, 2011: 116). It represents the customers' judgments on their capabilities to perform a task in service production and delivery processes (van Beuningen et al., 2009: 409; Yim, Chan and Lam, 2012: 125). It is one of the customer traits but differs from permanent personality characteristics because situational issues can change or influence the efficacy levels (Bandura, 1977: 203; van Beuningen et al., 2009: 408). So, while maintaining effective relationships and co-creating value in line with S-D logic, it is required to take these factors into consideration in service exchanges (Chandler and Vargo, 2011: 46; Vargo and Lusch, 2010: 174). Thus, mutual and interactive relationships between customers and service providers can be achieved and this can enhance the co-created value (Vargo and Lusch, 2010: 172; Chen, Raab and Tanford, 2015: 65). The meta-analytic research in related literature implies that self-efficacy beliefs of customers improve their chances of taking part in service design

practices as well as service providers (Bauer et al., 2007: 708; Beuningen et al., 2009: 412).

Especially in the customer participation context, customer self-efficacy is mentioned as a variable affecting various behavioral intentions in the extant literature. For instance; Yim, Chan and Lam (2012: 123) measure how customers' and employees' efficacy beliefs (self and other efficacy) moderate the relation of the customer's participation behavior to the enjoyment of perceived value. They suggest that higher customer self-efficacy motivates customers to engage in more participation efforts and ultimately arouses more enjoyment value. That is, with greater degrees of self-efficacy and other-efficacy, CP influences the enjoyable experience (intrinsic value) of customers positively. Stokburger-Sauer et al. (2016) demonstrate how customer self-efficacy perception moderates the link between customer co-production which involves participative behavior in service production and delivery of tourism and hospitality service context. Chen (2018: 299) attempts to reveal the influence of CP on service failure attribution and evaluates customer self-efficacy as a moderating variable. It is experimentally demonstrated that the higher the customers' self-efficacy, the more they attribute service failure to firms and ergo have less service satisfaction. In another study, Wang (2019: 246) also examines the moderating role of customer efficacy between CP and costs of changing service providers (switching cost), and between CP and customer value. The study findings empirically show that customers' efficacy perception is crucial in determining the perceived value and switching costs.

Furthermore, customer self-efficacy is assumed as a belief and competence of the customer and it is an influential antecedent of behavior (Chen, Raab and Tanford, 2015: 68). This concept has also been empirically measured as an enabler of customer participation behavior. Chen and Raab (2014: 131) have developed a scale to measure CP behavior in service delivery. In the validation study, they advocate that self-efficacy significantly influences customers' participative behaviors. In a virtual brand community context, Zhihong, Hongting and Yanhong (2015: 304) investigate the impact of customer self-efficacy on customer participation behavior together with some other antecedents (trust, perceived risk and helpfulness). They assert that knowledge sharing and co-production activities are positively affected by customer self-efficacy as sub-dimensions of CP. Subsequently, Chen, Raab and Tanford (2015:

72) measure the facilitating effect of customer self-efficacy on the dimensions of customer participation and empirically demonstrate participation behavior is significantly facilitated by self-efficacy. According to Alves and Mainardes (2017: 1165), customer self-efficacy is measured as an antecedent of value co-creation and they demonstrate that perceived self-efficacy is a strong enabler for co-creation activities. The greater the customer self-efficacy, the more co-creation activities. In the study of Im and Qu (2017: 33), the impact of customer's self-efficacy belief on co-creation as a facilitating factor is investigated. They assert that having greater self-efficacy encourages customers to participate in co-creation processes, and the link between customer knowledge and co-creation is mediated by self-efficacy. Zhao et al. (2019: 453) conduct research within a virtual brand community context and empirically represent that customer self-efficacy enhances the perceived value of customers and their eagerness to voluntarily be a part of value co-creation activities. In summary, customer self-efficacy strengthens the tendency to co-create with the service provider (Robert et al., 2014: 148; Alves and Mainardes, 2017: 1164). It predicts the customer behavior accurately (Maddux et al., 1986; van Beuningen, De Ruyter and Wetzels, 2011: 108; Hibbert et al., 2012: 109) and the extant research shows its significant relationship with customer participation behavior in service delivery (Yim, Chan and Lam, 2012: 134, Chen, Raab and Tanford, 2015: 68). Also, in the marina industry, customers are usually in the high-income group and their self-efficacy can be high even if they do not have the necessary knowledge and experience, as our qualitative study findings show. So, customer self-efficacy may significantly influence the marina customers' tendency to participate in service delivery processes. Thus, the hypotheses below are suggested:

H2: Self-efficacy positively affects customer participation behavior.

H2a: Self-efficacy positively affects attitudinal participation behavior.

H2b: Self-efficacy positively affects informational participation behavior.

H2c: Self-efficacy positively affects actionable participation behavior.

3.3. CONSEQUENCES OF CUSTOMER PARTICIPATION

When the related literature is analyzed, it is seen that the concepts considered as the outcomes of service processes are also discussed as the consequences of customer participation behavior. Some concepts used in the studies are service quality perception (Kotzé and Plessis, 2003; Yoo, Arnold and Frankwick, 2012; Poushneh and Vasquez-Parraga, 2018), customer satisfaction (Chan, Yim and Lam, 2010; Cermak, File and Prince, 1994; Dong and Sivakumar, 2015; Park et al., 2018; Chen, 2018), customer loyalty (Auh et al., 2007; Chen and Raab, 2014; Chen, Raab and Tanford, 2015; Chen and Wang, 2016; Kefi and Maar, 2018); word-of-mouth (WOM) or willingness to recommend (Dong et al., 2015; Yang et al., 2015; Mahapatra, 2017; Poushneh and Vasquez-Parraga, 2018; Joo and Marakhimov, 2018), repurchase intention (Yim, Chan and Lam, 2012; Chen and Chen, 2017; Sarkar Sengupta and Pillai, 2017; Van Vaerenbergh, Hazée and Costers, 2018), value that is created together (Yi and Gong, 2013; Yeh, 2016; Taheri et al., 2017; Park et al., 2018) and affective commitment to company or salesperson (Kotzé and Plessis, 2003; Eisingerich, Auh and Merlo, 2014; Chen and Chen, 2017; Delpechitre, Beeler-Connelly and Chaker, 2018, See Table 14 for detailed information).

Table 14: Consequences of Customer Participation in Related Literature

Perceived service quality	(Claycomb, Lengnick-Hall and Inks, 2001) (Kotzé and Plessis, 2003) (Cermak, File and Prince, 1994) (Yoo, Arnold and Frankwick, 2012) (Gallan et al., 2013) (Dong et al., 2015) (Sarkar Sengupta and Pillai, 2017) (Ang, Liou and Wei, 2018) (Poushneh and Vasquez-Parraga, 2018)
Co-created customer value, perceived customer value, perceived service value	Ennew and Binks (1999) (Deborah, William and David, 1997) (Chan, Yim and Lam, 2010) (Yim, Chan and Lam, 2012) (Yi and Gong, 2013) (Flores and Vasquez-Parraga, 2015) (Chen and Wang, 2016) (Yeh, 2016) (Hu, Zhang and Luo, 2016) (Taheri et al., 2017) (Chen and Chen, 2017) (Laud and Karpen, 2017) (Osei-Frimpong, 2017) (Mustak, 2019) (Park et al., 2018) (France et al., 2018) (Joo and Shin, 2018) (Wang, 2019) (Zhao et al., 2019) (Luk, Liu and Li, 2018)
Customer experience (hedonic, recognition), Experiential value	(Foroudi et al., 2018)

Table 14 (Continued)

Customer Satisfaction, satisfaction with co-creation	(Claycomb, Lengnick-Hall and Inks, 2001) et al., 2003) (Kotzé and Plessis, 2003) (Dong, Evans and Zou, 2008) (Chan, Yim and Lam, 2010) (Wu, 2011) (Cermak, File and Prince, 1994) (Dabholkar and Sheng, 2012) (Yim, Chan and Lam, 2012) (Yoo, Arnold and Frankwick, 2012) (Gallan et al., 2013) (Vega-Vazquez et al., 2013) (Dong and Sivakumar, 2015) (Flores and Vasquez-Parraga, 2015) (Dong et al., 2015) (Zhihong, Hongting and Yanhong, 2015) (Chen and Wang, 2016) (Apenes Solem, 2016) (Mahapatra, 2017) (Chen and Chen, 2017) (Ang, Liou and Wei, 2018) (Park et al., 2018) (Van Vaerenbergh, Hazée and Costers, 2018) (Chen, 2018) (Poushneh and Vasquez-Parraga, 2018) (Frasquet-Deltoro et al., 2019)
Loyalty, gratitude	(Kotzé and Plessis, 2003) (Auh et al., 2007) (Chen and Raab, 2014) (Yang, Chen and Chien, 2014) (Chen, Raab and Tanford, 2015) (Stokburger-Sauer et al., 2016) (Chen and Wang, 2016) (Apenes Solem, 2016) (Abosag et al., 2017) (Mahapatra, 2017) (Kefi and Maar, 2018) (Luk, Liu and Li, 2018)
Affective commitment, commitment to salesperson	(Kotzé and Plessis, 2003) (Eisingerich, Auh and Merlo, 2014) (Chen and Chen, 2017) (Abosag et al., 2017) (Delpechitre, Beeler-Connelly and Chaker, 2018)
Customer trust, customer confidence	(Dabholkar and Sheng, 2012) (Mahapatra, 2017) (Abosag et al., 2017) (Kefi and Maar, 2018)
Psychological ownership	(Joo and Marakhimov, 2018)
Word-of-mouth (WOM), electronic WOM (e-WOM), willingness to recommend	(Dong et al., 2015) (Yang et al., 2015) (Mahapatra, 2017) (Joo and Marakhimov, 2018) (Van Vaerenbergh, Hazée and Costers, 2018) (Poushneh and Vasquez-Parraga, 2018)
Repurchase intention, retention, intention to use	(Schumann and Munchen, 2011) (Yim, Chan and Lam, 2012) (Revilla-Camacho et al., 2015) (Sarkar Sengupta and Pillai, 2017) (Chen and Chen, 2017) (Van Vaerenbergh, Hazée and Costers, 2018)
Turnover intention, intention to switch	(Schumann and Munchen, 2011) (Revilla-Camacho et al., 2015) (Joo and Marakhimov, 2018)
Customer co-creation	(Kamboj et al., 2018)
Intention to future co-creation, future co-creation tendency	(Dong, Evans and Zou, 2008) (Elsharmouby and Mahrous, 2015)
Customer engagement	(Frasquet-Deltoro et al., 2019)
Customer readiness	(Dong, Evans and Zou, 2008)
Perceived Justice (distributive, interactional, procedural)	(Van Vaerenbergh, Hazée and Costers, 2018)
Brand-related outcomes (affect, trust, loyalty, satisfaction, co-creation, image, reputation)	(Holland and Baker, 2001) (Apenes Solem, 2016) (Kefi and Maar, 2018) (Kamboj et al., 2018) (Foroudi et al., 2019)
Service failure-related outcomes (attribution for service failure, satisfaction with service recovery)	(Yen, Gwinner and Su, 2004) (Chen, 2018) (Van Vaerenbergh, Hazée and Costers, 2018)
Organization-related outcomes (service efficiency and effectiveness, cost reductions, employee performance, employee performance, employee satisfaction, employee commitment, employee relational value, job stress, job satisfaction)	(Chen, Chen and James Lin, 2015) (Joo and Shin, 2018)
New Product/Service Development/Innovation related outcomes (new product performance, firm performance, project performance, product innovation capability, project effectiveness, new product value investments, new product value creation)	(Fang, Palmatier and Evans, 2008) (Lin and Huang, 2013) (Ngo and O'Cass, 2013) (Wang, Wu and Yang, 2013) (Lin et al., 2013) (Eisingerich, Auh and Merlo, 2014) (Santos and Spring, 2015) (Chang and Taylor, 2016) (Zhang and Zhu, 2019)

Source: Compiled by the author

As seen in Table 14, there are commonly used concepts as service output in the studies dealing with the results of the customer participation in service production and delivery processes. While these concepts can be considered as the results of direct customer participation in research models, they can also be the mediators of one another. Dong et al. (2015) have studied the impact of customer engagement on perceived service quality and customer satisfaction and observed the regulatory effect of customer readiness. Ang, Liou and Wei (2018) investigate CP's role between the cultural distance perceived by the customer and the social judgment variables on an organizational level. They examine the effect of the social judgment on quality perception and satisfaction. Yim, Chan and Lam (2012) investigate the role of CP on the cognitive, economic and relational value created by the customer. These values are scrutinized in terms of customer satisfaction and then on the repurchase intention of the customer. On the other hand, the authors have analyzed the role of CP on the co-created enjoyment, economic and relational value perceived by the employees, then the impact of these generated values on employee satisfaction and then on the job performance of the employees. Gallan et al. (2013) investigate how the customer positivity affects their participatory behavior and its effect on the technical and functional quality perception of the customer, and ultimately the impact on customer satisfaction. Stokburger-Sauer et al. (2016) address customer loyalty as an outcome of customer engagement or creating value together. Dong et al. (2015) analyze the impact of customer participation on perceived service quality and customer satisfaction and aforementioned customer readiness as a regulatory variable.

Yoo, Arnold and Frankwick (2012) examine the effect of positive customer-to-customer interactions on the perception of the client's role and accordingly to take part in the service delivery processes and the participation in the quality of service perceived by the customer, and ultimately, they study the impact on customer satisfaction. Chen and Chen (2017) investigate the impact of customer engagement on relational value with the customer, and how this affects the client's emotional commitment to the business and customer satisfaction, and consequently the effect on the repurchase intention of the customer. In their new model proposal, Kotzé and Plessis (2003) address the outcomes of participation in service processes separately as the customer's quality perception, customer satisfaction and the emotional

commitment of the customer to the business; customer loyalty is taken as the output of the final service process. Chen and Wang (2016) in their study for online check-in system users, investigate the relationship of CP with the value created together, as a result of which they examine customer satisfaction and the change in customer loyalty. Dabholkar and Sheng (2012) for “online product recommendation agents”, active participation of customers in such platforms enable them to be more satisfied with the system and have more confidence in the service provider; eventually, it has been shown to lead to higher purchase intent. Cermak, File and Prince (1994) focus on the influence of CP in terms of perceived quality and satisfaction for non-profit organizations, legal and financial companies. It is indicated in the results that participation positively affects these two service outcomes. It is examined in the study by Revilla-Camacho et al. (2015) that the effect of CP and customer citizenship behavior which are the sub-dimensions of creating value together, on the customer's intention to give up purchasing (turnover intention). They have revealed that CP and customer citizenship behavior are in a negative relationship to give up purchasing, which is one of the service outcomes. Osei-Frimpong (2017) conduct an empirical study examining the patient participation behavior in healthcare provision, and the value perceived by the customer is considered as a result of participation. Accordingly, the active participation of the patient in the clinical service presentations influence the customer's perceived value positively. Although it is considered as an issue, Mahapatra (2017) discuss customer confidence in the business as an output of participation.

With the increasing brand awareness in many fields in recent years, it is seen that customer participation is a concept that has been handled in these studies about the brand. Researches on this subject mainly focus on online brand communities and online activities of institutions. General terms on brand (e.g., brand affect, brand trust, brand loyalty, brand satisfaction, brand image, brand reputation) in such studies and also the outputs of the model created in studies are frequently examined (Holland & Baker, 2001; Apenes Solem, 2016; Kamboj et al., 2018; Kefi and Maar, 2018; Foroudi et al., 2019). In the studies examining CP in service failure and compensation context, concepts such as attribution to firm and satisfaction with service compensation are considered as process outcomes (Yen, Gwinner and Su, 2004; Dong, Evans and Zou,

2008; Chen, 2018). In the meta-analytical study of Van Vaerenbergh, Hazée and Costers (2018), who examine customer participation in service compensation, a comprehensive study examining the impact of participation on the customer's perception of justice, the satisfaction of this justice after compensation, the satisfaction of the customer on the intention to repurchase and the WOM communication has been carried out. In the findings of the study, CP in the service compensation process has been determined to positively affect customer outcomes such as customer satisfaction, intention to repurchase, and intention to communicate.

Although it is not a part of this study, studies on the perception of customer participation of business employees are also available in the literature. In such studies, model outputs in research generally consider the service efficiency of employees, employee performance, employee satisfaction, employee loyalty, work stress of employees etc. (Chen, Raab and Tanford, 2015; Joo and Shin, 2018). When the studies in regards to customer participation are analyzed, it is also seen that the outputs of customer participation are similar in the studies on company-to-company (B2B) activities. While researches are carried out in this area within the scope of new product/service development and innovation, these studies generally measure the perception of the service provider or supplier side (Ngo and O'Cass, 2013; Wang, Wu and Yang, 2013; Santos and Spring, 2015; Chang and Taylor, 2016; Zhang and Zhu, 2019). In these studies, concepts such as new product performance, firm performance, creating new product value, project effectiveness, product innovation capability, product development speed/cost and the quality of the created product are measured as the results of the models created (e.g. Fang, Palmatier and Evans, 2008; Lin and Huang, 2013; Lin et al., 2013).

Within the scope of this thesis, the consequences of customer participation in marina service context have been uncovered in the qualitative study, which will be explained comprehensively in the preliminary study section. In line with the results, customer co-created value has been determined as the outcome of CP in our main research model, and the following sub-section will provide detailed information on this variable.

3.3.1. Customer Co-created Value

As we discussed in S-D Logic section above, customers are considered as active and indispensable participants in the process of co-creating value (Vargo and Akaka, 2009: 38; Ranjan and Read, 2016: 291). That is, value creation is not a passive process; on the contrary, it emphasizes dynamic exchanges between service providers and customers (Quach and Thaichon, 2017: 164; Rosenthal and Brito, 2017: 924). Value is obtained through co-creation activities as a use-value and offered services are the means of service delivery (Vargo and Lusch, 2004: 7; Agrawal and Rahman, 2019: 722). Value is deemed to be a significant competitively advantageous source in that the output of co-creation processes provide essential knowledge about the customer to the service providers (Damkuvienė et al. (2012: 59). From a customer-oriented approach, co-created value refers to “*a personal appraisal of the meaningfulness of a target (product or service, further referred to as service) based on what is contributed and what is realized through the process of co-creation*” (Busser and Shulga, 2018: 70). Damkuvienė et al. (2012: 62) define perceived co-creation value as “*overall assessment of expected and (or) experienced benefits and sacrifices of the co-creation behavior*”. Before participating in co-creation processes, the customers evaluate the ultimate benefits and costs. As a result of this assessment, they decide whether to show the behavior (Ulaga, 2003: 678; Wang et al., 2004: 171, Etgar, 2008: 98). Wang (2019: 243) also expresses that “*value is inherent to the use of products/services, such as in consumers’ perceived preferences for and calculation of benefits, minus the costs (e.g. effort expended) of engaging in an exchange*”. That is, customers evaluate all related benefits (e.g. utilitarian, hedonic) and monetary or nonmonetary costs for the service delivery (Oliver, 1996: 28; Ramirez, 1999: 50). Further definitions are mentioned in Table 15.

Table 15: Definitions of Customer Co-created (or Perceived) Value

Authors	Definitions
Zeithaml (1988: 14)	<i>“the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given”</i>
Woodruff (1997: 142)	<i>“a customer’s perceived impression for and assessment of service processes and service delivery performances, and outputs occurred from the utilization that helps the customer reach his/her goals”</i>
Bolton and Lemon (1999: 173)	<i>“the customers’ judgment of the maximum amount they will pay”</i>
Woodall (2003: 2)	<i>“a personal perception of advantages generated from a customer’s association with an organization’s offering, and can occur as reduction in sacrifice; presence of benefit (perceived as either attributes or outcomes)”</i>
Payne, Storbacka, and Frow (2008: 84)	<i>“a characteristic in service encounter, obtained, encouraged, and generated by service providers; as determined by customers through service delivery process; and as co-created through cooperation and discourse between customers and service providers”</i>

Source: Compiled by the author

One of the main principals of S-D Logic advocates that value is experiential and this is expressed as “value-in-use”. As a result of service experience and service usage, value is perceived and co-created by customers (Vargo and Lusch, 2008a: 256; Luk, Liu and Li, 2018: 508; Wang, 2019: 243). In order to understand customers’ perspectives and respond to their demands, firms also aim to co-create value involving customers (Payne, Storbacka, and Frow, 2008: 88). Customers are urged by service providers to be a part of value creation (Normann and Ramirez, 1993: 66). By doing this, firms can predict the purchasing behavior of the client and gain competitive advantage. For the firms, increasing the value perceived by the customer plays an important role in boosting their service performance level (Smith and Colgate, 2007: 7; Yeh, 2016: 449). Besides, customers compare what they will gain and what they will give during the service production and delivery (Heskett et al., 1994: 166). Customers can reduce the risks they have to undertake by participating in the service. They ensure themselves to have a say and get customized services by participating in these processes (Auh et al., 2007: 360; Xie, Bagozzi, and Troye 2008: 111). By increasing customers’ participative behavior, service firms can get more information about their needs and improve their ability to respond to these requests (Taheri, 2017: 3069).

According to S-D Logic customer participation is a building block of value co-creation activities (Grönroos, 2012: 1530). In recent marketing trend, customer has a participative role and contributes to the service encounter as a value creator (Chan, Yim and Lam, 2010: 48; FitzPatrick et al., 2013: 88). It enables companies to establish more intimate and rewarding relationships with their customers (Bendapudi and Leone, 2003: 15; Payne, Storbacka and Frow, 2008: 85). In addition to increased quality level, higher customized service and desired benefits, it allows customers to realize higher co-created value level about the service delivery (Anderson and Sullivan, 1993: 133; Mustak, Jaakkola and Halinen, 2013: 342; Wang, 2019: 243). Besides, customer co-created value is the result of the resourced, facilitated and co-created services by service providers and their customers. This value arises through the interaction between the firm and the customer as a result of service utilization and experience. Customer participation is the vital element in this interaction (Payne, Storbacka and Frow, 2008: 84; Yim, Chan and Lam, 2012: 122; Yeh, 2016: 451).

Customer co-created value is the customer's general evaluation of a service experience about their perceptions on relational exchanges. Also, in accordance with social exchange theory, after the customers assess the overall value, they decide to take part in co-creating the value collaboratively (Auh et al., 2007: 362). This value varies from customer to customer and each client makes a trade off between what they get and what they give (Zeithaml, 1988: 14; Ulaga and Chacour, 2001: 525). It reflects the customer's comprehension about the nature of the relational exchanges they have with their service providers (Woodruff, 1997: 142; Chen and Wang, 2016: 347). It encompasses a complex construct that involves several notions such as price, quality, perceived benefit, monetary or non-monetary costs (Agrawal and Rahman, 2019: 723). Throughout the service interaction, customer participation can help to achieve mutual understanding and effective communication (Park et al., 2018: 624). Prior studies have empirically demonstrated the facilitating effect of participative behavior from customers on co-created value in service delivery (Yi and Gong, 2013: 1279; Mustak et al., 2016: 261).

In service marketing literature, some researchers empirically investigate the relationships between customer perceived (or co-created) value and the concepts such as value co-creation, customer participation, customer co-production and customer

engagement. Especially some authors are of the opinion that it is required to empirically explore the co-created value for customers through customer participation in business-to-customer service relations and have focused on this field (Flores and Vasquez-Parraga, 2015: 16). The number of these studies has increased since 2010. Related studies have revealed substantial findings about the relationship between these two concepts in several contexts. As in general studies on the co-created value, empirical studies have also examined this concept with one or more dimensions. In studies that deal with a single dimension, this concept is mostly named as "customer perceived value" or "customer value". For instance, Yeh (2016: 456) examines the perceived value in one dimension and analyzes the effects of customer participation and relationship quality on the perceived value by the customer in the retailing context. This study demonstrates that higher participative behavior of the customer and the relationship quality between the customer and the service provider positively affects the customer's perceived value. Through ensuring customer's interactive participation, market retailer can decrease employee costs and uncertainties in customer relations. In another study, Hu, Zhang and Luo (2016: 108) perform a study in a virtual video-sharing community context and analyze the effects of community usage, content contribution and community participation, which are sub-dimensions of user participation, on perceived customer value. In the findings, they reveal that the perceived value is positively related with these sub-dimensions of user participation, but content contribution and community participation have greater impact on the customer value. Luk, Liu and Li (2018: 515) also measure the impact of customers' service participation behavior that has two dimensions, namely effort-in-use and service co-design, on the customer's perceived value which in turn influences customer loyalty. Their findings empirically show that both sub-dimensions positively affect customer value, but the effect of service co-design is greater than effort-in-use. Osei-Frimpong (2017: 464), in health care service context, demonstrates the positively significant impact of patients' participative behavior on the perceived value of customers during service delivery. Furthermore, Wang (2019: 246) examines the influence of customer participation on both customer value and switching costs and also the mediating role of customer value between customer participation and switching costs. The findings demonstrate that customer participation significantly

affects perceived customer value and also customer value has a mediating role between customer participation and switching costs.

In addition to this one-dimensional approach, some other studies address the customer co-created value multi-dimensionally. This concept has been widely expressed as "customer co-created value" and "customer value creation" in multi-dimensional studies. The study of Chan, Yim and Lam (2010) is one of the pioneering research that evaluate the relationship between customer participation and customer value creation, and it divides the value into two groups: economic and relational. They reveal the positive effects of customer participation on both value types. Chen and Wang (2016: 347) also evaluate the customer co-created value in three groups: economic, relational and enjoyment, and interpret how customer participation influences the sub-dimensions of value types. Their findings reveal the positive effects of customer participation on both intrinsic (enjoyment) and extrinsic (relational and economic) value types but it has the largest impact on customer enjoyment value. Taheri, et al. (2017: 3066) also suggest two different co-created value concepts, economic and relational value, similar to the categories in the study of Chan, Yim and Lam (2010). They measure the influence of customer participation and the dimensions of mood regulations (as affective states) on the co-created value of customers and the mediating role of customer participation between mood regulations and the co-created values in hotel services context. According to their findings, while mood clarity is directly associated with relational value, mood monitoring is directly related to economic value and indirectly related to relational value. Also, mood repair is indirectly related to customer economic and relational value. Besides, Chen and Chen (2017: 547) analyze the influence of customers' participative behavior in the service delivery process and single out the relational value as a co-created customer value. They demonstrate positively significant effects of customer participation on customer relational value. Zhang et al. (2017: 234) investigate the relationship between sub-dimensions of customer engagement (conscious participation, enthusiasm and social interaction) on customer co-created value which is divided into three groups as functional, hedonic and social value. This study has been carried out for microblog users and their findings reveal that customer engagement significantly affects the sub-dimensions of co-created value (functional, hedonic and social value) and also

customer co-created value is a partial mediator in the relationship between customer engagement and customer stickiness. Furthermore, Park et al. (2018: 635) analyze the value creation by customers in two groups as relationship value and social–interaction value. They examine the relationship between customer participation and value creation which in turn influence customer satisfaction in child-care service context. They also demonstrate that customer participation is closely associated with relationship and social-interaction value. In social media brand community context, Carlson et al. (2019: 335) also measure the influence of customers’ participative behavior on multiple forms of customer value creation as functional, relational, emotional and entitativity value which in turn affect brand relationship performance outcomes. The findings show that customer participation is a strong predictor of both extrinsic (functional, relational) and intrinsic (emotional, entitativity) value types and entitativity value has the strongest impact on brand relationship performance.

In line with the qualitative study findings of this thesis, economic and relational co-created values are expected to be the outcomes of customer participation behavior in the quantitative study. Customers and service providers are in relational bonds and they are continuously in communication with each other (Lusch and Vargo, 2014: 96). Value can emerge as a relational or emotional bond between the customer and the service provider as a result of the service use (Butz and Goodstein, 1996: 63; Wang, 2019: 243). Vargo and Lusch (2004: 12) also advocate that value co-creation and service provision require relational exchange. These relational bonds and feelings about each other constitute relational value (Chen and Chen, 2017: 549). In service marketing literature, authors emphasize that working with customers and taking their preferences into consideration ensure more friendly interactions and help co-create relational values (Shaw et al., 2011: 209; Chan, Yim and Lam, 2010: 52; Taheri et al., 2017: 3066). Thus, customer participation can enhance the relationship between parties (Claycomb, Lengnick-Hall, and Inks 2001: 49) and they get a chance to know each other better (Taheri et al., 2017: 3069). Effective interaction and customer’s participative contributions to service delivery processes are opportunities to co-create relational value by means of social bonding (Gremler and Gwinner, 2000: 100; Fleming, Coffman, and Harter 2005: 108; Carlson et al., 2019: 336). Prior works emphasize the significant and positive influence of customer participation on the co-

created relational value (Chan, Yim and Lam, 2010: 52; Chen and Wang, 2016: 347; Chen and Chen, 2017: 547; Wang, 2019: 243). Also, Chathoth et al. (2014: 183) demonstrate that customers' effort to build social bonds with service providers generate relational value in tourism and hospitality services.

While relational value represents emotional or relational bonds between the customer and the service provider; customer economic value expresses the obtained benefits or calculative outcomes from the service delivery such as lower prices, higher service quality and customized services, increased control over the service etc. (Yim, Chan and Lam, 2012: 124; Chen and Chen, 2017: 549; Quach et al., 2019: 731; Carlson et al., 2019: 335). The perception of customers about the worth of provided services determine the economic value. Customers assess the benefits and costs of the subjected service in question (Chen and Wang, 2016: 347, Taheri et al., 2017: 3065). Economic value represents monetary gains of customers from the service delivery and they are substantial factors behind customers' participative behaviors (Holbrook, 2006a: 715). As mentioned above, recent studies have confirmed that customer's active participation in service delivery can enhance the co-creation of economic values (Chan, Yim and Lam, 2010: 52; Mustak, Jaakkola and Halinen, 2013: 342). The qualitative study findings have also emphasized that marina services are in the expensive service group and therefore, customers adopt a more participatory approach in order to obtain more economic value. Besides, according to the same qualitative findings, since the time spent in the marina is generally leisure or holiday activities, it is vital for customers to enjoy themselves during this time and have good relations with the marina service provider. This enables customers to be more likely to participate in service delivery processes. In brief, co-created value of marina customers may be an outcome of their participation behavior and this value probably includes economic benefits and relational bonds (Chan, Yim and Lam, 2010: 50; Chen and Wang, 2016: 347; Prebensen and Rosengren, 2016: 114). Thus, the following hypotheses are proposed:

H3: Customer participation behavior positively affects customer co-created value.

H3a: Attitudinal participation behavior positively affects (1) economic value (2) relational value.

H3b: Informational participation behavior positively affects (1) economic value (2) relational value.

H3c: Actionable participation behavior positively affects (1) economic value (2) relational value



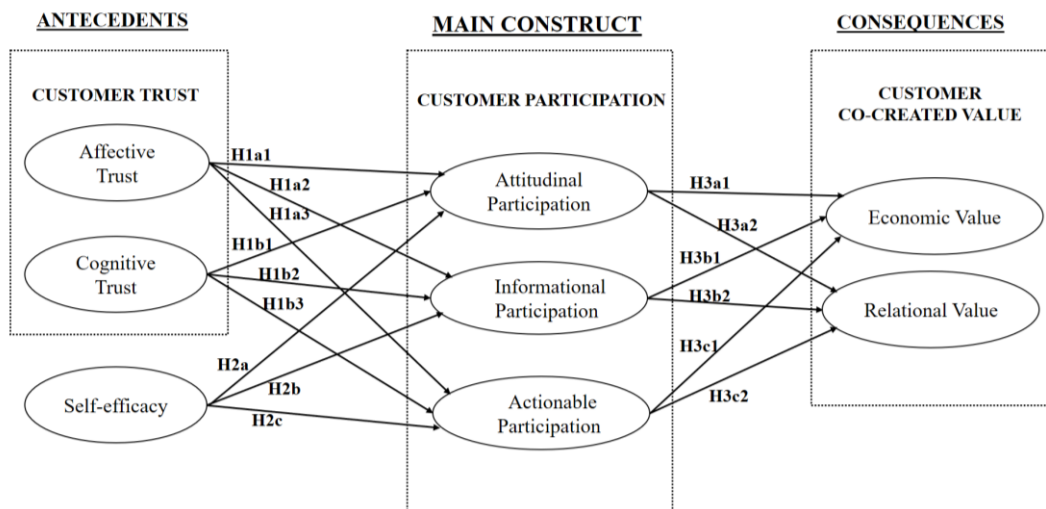
CHAPTER FOUR

RESEARCH METHODOLOGY

4.1. CONCEPTUAL MODEL OF THE STUDY

For the purposes of the study, customer trust and customer self-efficacy perceptions, which are explained comprehensively in the literature review section, are included in the research conceptual model as the antecedents and customer co-created value as the outcome of customer participation. In the study, relationships between constructs are explained in the light of two main theories: service-dominant logic (S-D Logic) and social exchange theory. In Figure 8, conceptual model of the main study is introduced to help with understanding of the research hypotheses.

Figure 8 : The Conceptual Model of the Main Study



As shown in the Figure 8, the H1 hypotheses will analyze the relationship between customer trust and customer participation, and investigate whether trusting belief is an enabler for customer participation behavior. Both our preliminary research findings and a small number of previous studies (eg. Zhihong, Hongting and Yanhong, 2015; Alves and Mainardes, 2017; Luk, Liu and Li, 2018) have demonstrated that

trusting belief of customers enhances customers' participative behavior in the delivery of service processes. This study will similarly examine whether customer trust is a driver for participation behavior in the context of the delivery processes in marina services. In addition, H2 hypotheses will investigate whether customer self-efficacy has an accelerating effect on customer participation behavior. Some prior studies indicated the positive effect of self-efficacy belief of customers on their participative behaviors (e.g., Chen, Raab and Tanford, 2015; Zhao et al., 2019). In this study, our population consists of yachtsmen who are marina users and they are generally in the high-income group. As we will explain comprehensively in the next chapters, the preliminary study findings have revealed that the self-efficacy perception of this customer group might be high, and in this case, it affects the participation behavior. The findings will be investigated empirically in this research model with H3 hypotheses. In line with the qualitative study findings of this thesis and prior works (Chan, Yim, and Lam, 2010; Flores and Vasquez-Parraga, 2015; Chen and Wang, 2016), economic and relational co-created values are expected to be the outcomes of customer participation behavior in the quantitative study. H3 hypotheses are created to measure this relationship.

This study also has four control variables. The marina-specific contextual factors revealed in the findings of the qualitative study control whether they potentially influence the relationship between antecedents (customers trust and customer self-efficacy) and customer participation behavior. These factors involve *the region of the marina from which the customer gets services, the customer's boat type, position of the customer as a service buyer (owner/captain) and customer's total experience at sea.*

4.2. RESEARCH DESIGN

In this dissertation, an exploratory sequential mixed method design was applied. This design includes “*first to explore a problem through qualitative data collection and analysis, develop an instrument or intervention, and follow with a third quantitative phase*” (Creswell, 2014). First, a prior qualitative study was conducted to explore the customer participation concept in marina industry. This study was followed by quantitative research with a developed survey instrument. Employing mixed methods can integrate separate databases into a large one and the results of each study support the findings of the another. When a mixed method is used, if a qualitative study is performed before the quantitative research, the research topic can be viewed from a comprehensive perspective, and the phenomenon is presented in as much detail as possible (Malhotra and Birks, 2007: 154). Qualitative research typically has exploratory nature (e.g. observation, interview). For example, in interviews, it is provided a more comprehensive presentation of the phenomena by discovering what and how people think on certain issues (Park and Park, 2016: 4; Sekaran, 2003: 119). It is difficult to generalize the findings with qualitative data but it can be possible to assert the customer attitudes and behaviors that cannot be traced empirically (Creswell and Plano Clark, 2007: 12). In this study, after a preliminary qualitative research was performed, some patterns were revealed about customer participation, further variables due to the nature of the research context were identified and involved in the quantitative research model. These kinds of preliminary qualitative studies help to develop a model for rigorous quantitative studies. Data obtained from the first study provide significant and elaborative information about the relationship among possible alternative variables (Sekaran, 2003: 103; Marshall and Rossman, 2006: 54; Creswell, 2009: 14).

4.3. DATA COLLECTION METHOD

In this study, two-stage data collection method was used: semi-structured interview and questionnaire. As mentioned above, semi-structured interviews with marina managers were conducted as preliminary qualitative study. Interview method is a data gathering technique that enables to explore the perceptions of individuals and their attitudes through verbal communication. In the semi-structured interview, the questions are determined by the researcher before the interview and these questions guide the meetings. There is limited allowance to deviate from these questions. Thus, the interview does not diverge from the subject and it is possible to deepen the phenomenon in question when needed (Creswell, 2009: 181; Gurbuz and Sahin, 2015: 182).

In line with the qualitative study findings, a questionnaire was designed to measure the marina customers' perception regarding "customer participation" phenomenon. The questionnaire is a standard form consisting of questions in a predetermined structure. Participants answer the questions based on their personal standpoint. Statistical and mathematical analysis can be easily applied to data obtained through surveys. This method is useful to collect data from large numbers of individuals. In this study, most of the questionnaires were personally administered. In this way, the researcher explained his research topic and importance of the study to the participants, motivated them to answer more honestly (Sekaran and Bougie, 2016: 143). Now, the preliminary research performed through interview will be presented in detail, and then the questionnaire design created based on this research will be explained.

4.4. PRELIMINARY RESEARCH

In the qualitative preliminary study of the dissertation, it is aimed to explore the meaning of customer participation concept in marina industry and whether the antecedents and outcomes obtained from the literature review are meaningful for this sector. To achieve this goal, in-depth face to face interviews with 10 marina managers were done as part of data collection. The reason for choosing the data collection tool

was to encourage participants to talk about related topics and explore contextual boundaries about unknown phenomena (Malhotra and Birks, 2007: 207). The interviews were conducted from April to May 2019. Each interview lasted approximately 40 to 70 minutes. A semi-structured interview protocol with open-ended questions was employed to facilitate the interview. The protocol was based on literature on customer participation and the questions were based on the antecedents and consequences of CP mentioned in the literature. As sampling method, purposive and snowball methods were used during interviews.

Table 16: Profiles of the Interviews

	Job Title	Gender	Education Level	Total Experience	Region	Duration	Date
P1	Marina Manager	Male	Undergraduate	15 years	İzmir	70 min.	18.04.2019
P2	Marina Manager	Male	Undergraduate	20 years	Muğla	70 min.	19.04.2019
P3	Marina Manager	Female	Undergraduate	12 years	İzmir	65 min.	11.06.2019
P4	Marina Manager	Male	Undergraduate	23 years	İzmir	40 min.	30.05.2019
P5	Marina Manager	Male	Post graduate	12 years	Muğla	55 min.	19.04.2019
P6	Marina Manager	Male	Undergraduate	25 years	İzmir	65 min.	24.05.2019
P7	Marina Manager	Male	Undergraduate	10 years	İzmir	50 min.	27.04.2019
P8	Marina Manager	Male	Undergraduate	15 years	Muğla	50 min.	27.04.2019
P9	Marina Manager	Male	Undergraduate	20 years	İzmir	65 min.	24.05.2019
P10	Marina Manager	Male	Undergraduate	22 years	Muğla	65 min.	26.05.2019

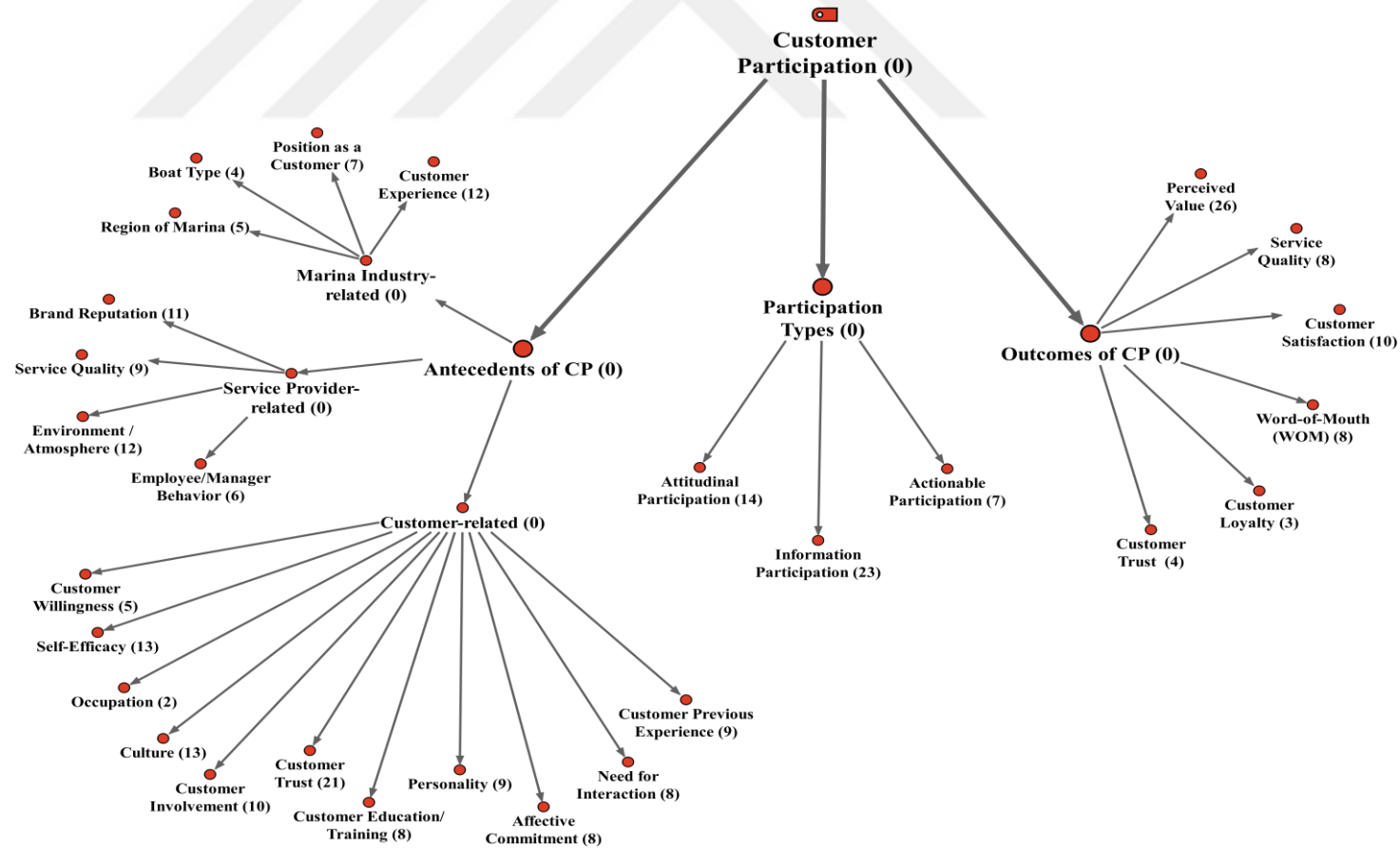
As seen in Table 16, there are one female and nine male interviewees. While nine participants are undergraduate, one of them has postgraduate degree (P5). Each participant has more than 10 years of experience in marina sector. Because they have extensive knowledge about different customer behaviors thanks to their long years of experience in the sector, marina managers were preferred. That makes the preliminary study more meaningful. All participants were chosen from marinas located in Mugla and Izmir. These two cities are positioned on the Western Aegean Coast of Turkey where the most intense yachting activities in the country take place. Participants are coded from P1 to P10. Names and any other identifying information of the participants are protected.

During the interviews, the concept of "customer participation" was defined and explained to the managers with examples and then they were asked three questions: *(1) How do you ensure the participation of your customers? (2) What are the reasons leading yachtsmen to participate in service production and delivery processes? (3) What are the consequences of customer participation for yachtsmen?* These questions were detailed with iterative questioning techniques and probing (Kvale, 1996) during the interview taking into account the facilitating factors and consequences of CP in literature. All the interviews were recorded using a voice recording device and transcribed verbatim. Grammatical errors observed in the statements of participants during the interviews were not corrected as per the requirements of qualitative analysis. Otherwise, there is a possibility that the thoughts and tendencies of the researcher on the subject might affect the raw data; in other words, that might cause researcher bias (Brennen, 2013: 21). Then, content analysis was performed by examining transcripts and notes using MAXQDA-12, a professional computer assisted qualitative data analysis software. All transcriptions were thoroughly read by two researchers (the author and an independent expert coder) to avoid any possible bias and they were systematically coded to discover the reasons that lead customers to participate and possible consequences of participation. To obtain compatible coding results and ensure the reliability of data, the same coding rules and instructions were applied for both coders to assess similar phenomena. When disputes occurred, they discussed them until building consensus so inter-coder reliability could be achieved (Krippendorff, 2013: 271). The three-step coding method of Strauss and Corbin (1990, 1998) was applied in data analysis. First, the two researchers performed the open coding stage by coding the entire data set. Then, they accumulated similar codes and formed potential categories during axial coding. In selective coding, the codes were grouped and a framework of relations between themes and sub-themes was constructed (Kuckartz, 2014: 21; Strauss, 2003: 30). In situations where an agreement could not be reached between the two researchers while developing the framework, a third person from the PhD dissertation jury was called upon to get their opinion. The inter-coder similarity between the codings created by the two researchers is 85% and this ratio is at an acceptable level (Creswell, 2009: 191; Miles and Huberman, 2014: 85).

Main findings of the qualitative study are compiled under three main themes: customer participation (CP) dimensions, antecedents of customer participation and consequences of customer participation. While CP dimensions and antecedents of CP have three sub-themes, third part which is the consequences of CP has no sub-theme. Figure 9 presents hierarchical code-subcodes model and the frequency of the codes associated with the interview results. There are 31 codes in total that are used to evaluate each interview.



Figure 9 : Hierarchical Code-Subcodes Model



Based on the interview questions, three types of participation in service delivery have been identified. The most prevalent dimension is information participation and it was coded 23 times. These suggested dimensions are in accordance with the dimensions of the CP scale developed by Chen and Raab (2014). This variable also plays a part in our quantitative study.

Information participation represents customer's effort to gather information and ensure constructive suggestions to the service provider about the service delivery. During the interviews, while pursuing the types of customer participation in marina service delivery, it was revealed that participation of customer was mainly in the form of feedback, that is, information participation through different communication channels (face-to-face, by phone or via social media). Thus, when participant responses were insufficient in the meeting, we tried to get answers from the participants by giving examples about customer feedback. Attitudinal participation includes yachtsmen's behavior towards the service provider during the delivery of the service such as being respectful and friendly. The participants emphasized yachtmen's adoption of marina activities and their collaborative approach with the marina management. Actionable participation encompasses the tendency of yachtsmen to ask questions or get involved in the service delivery process. Regarding this matter, some participants stated that several customers often come to the management office to discuss various issues and to intervene in some situations. Occurrence frequency of CP dimensions and major supporting interview quotes from the respondents are given in Table 17.

Table 17: Supporting Interview Quotes for CP Dimensions

Themes/Sub-themes	Supporting Interview Quotes	Frequency
Information Participation	<i>"They are telling us when they see a good practice even if it is in another country. They say there is such a thing. You do it too so we will make use of it. You get better points, too." P10</i> <i>"So these people are trying to share their own life experiences with us. So I think it will go on." P10</i> <i>"You can hear great ideas; opinions like 'if you do it like this, it will be more beneficial and and it will stand out.' In some areas, some parts, their ideas can in fact be creative for us." P3</i> <i>"They also have suggestions such as it will be better if you have that facility in the marina, it will be better if you do this." P6</i> <i>"People who have been to different marinas, who have been to different places can come with different ideas to us. If our infrastructure is suitable, if we will be able to do it, we do it." P6</i>	23
Attitudinal Participation	<i>"The guy says our race, I mean he cannot say marina's race. This is the best example of what we are doing together. Races are a service to the city jointly organized by these boat owners and marina management." P1</i> <i>"Hanging out with his neighbour or with marina workers, they might enjoy it. We are organizing two huge fishing races in this marina." P3</i>	14
Actionable Participation	<i>"You see, wifi and internet are everywhere so they should also be in your marina. They forced us a little but we provided the internet in all marina areas. Well, they wanted shades for the carpark because it is hot around our marina; thus, this participation is always there. So these suggestions are actually determining the next investment of the marina or at least shaping it." P10</i> <i>"We call them pontoon chief. Really undertook it as a duty." P8</i>	7

Analysis results of the participation's antecedents are similar to literature review findings. In addition to "customer-related" and "service provider-related" antecedents, there are also "marina industry-related" facilitating factors regarding marina service delivery. These antecedents exhibit the difference of our study compared to previous research in various service contexts. While customer-related antecedents were coded 98 times as the highest frequency, marina industry-related and service provider-related antecedents were coded 48 and 26 times respectively.

Boat type (sailing/motor yacht), experience at sea, position as a customer (boat owner/captain) and region of marina are antecedents of marina services determined in the analyses. These four factors are shown in Table 18 together with major quotes. If considered in terms of boat type, there might be differences between sailboat and

motor yacht owners with regards to demonstrating participation tendency. Many managers have stated that there are many people among sailboat owners who consider sailing a way of life rather than just a hobby, and they willingly become a part of service processes to support businesses. Especially, when we consider the Aegean coasts in the west, the length of the motor yacht type boats increases as we descend from Ayvalık to Fethiye towards the south. The number of yachts belonging to large-scale business owners and industrialists is also increasing in popular regions preferred by high-income groups such as Bodrum and Göcek. These yacht owners are likely to participate less in service processes due to their busy work life. For this reason, it is seen that yacht captains provide the communication between yacht owners and marinas. Captains, who are a party receiving the service, may predominantly participate in the service processes. P4, one of the participants on this subject says, *“There were boat owners that I had not seen physically for two years during my work in Göcek. We meet on the phone, mail them, make their payments. But I have never physically seen the owner of the boat. In this case, the participation rate of these boat owners is zero. We also get feedback from the captains there. So when there are such big bosses, their captain is always their seafarer. You cannot get together with the bosses there. But the captains are so effective on the boat that the captain decides in which marina the boat will stay.”* He emphasizes the role of captains in terms of marina services and states that the participation is mostly realized by captains. In addition, as the total experience of people at sea increases, whether they are yacht owners or captains, it is possible that they contribute to the service processes by giving feedback to marina businesses in order to get better service. One of the participants, P1, supports this statement by saying: *“Generally, people who know this job participate more. In most of the feedbacks, they state that ‘I have visited many marinas, I have seen many marinas.’ But people who did not visit many marinas and who were not involved in this business too much do not give too much feedback because they do not know enough.”*

Table 18: Selective Supporting Interview Quotes for Antecedents of CP (Marina Industry-related)

Themes/Sub-themes	Supporting Interview Quotes	Frequency
	Marina Industry-related	
Experience at sea	<i>“Generally, people who know this job participate more. In most of the feedbacks, they state that ‘I have visited many marinas, I have seen many marinas.’ But people who did not visit many marinas and who were not involved in this business too much do not give too much feedback because they don’t know enough. ” P1</i> <i>“People who have been to different marinas, different places can come to us with different suggestions.” P6</i>	12
Position as a customer	<i>“For our standpoint, most of the time the crew is more important than boat owner as for this kind of feedback. Because they are here for 12 months and they are the ones actually living the marina. They are the ones experiencing the problems here by observing directly. The boat owner witnesses only a minor part of the problems or knows only what the captain tells them.” P2</i> <i>“During the two years I worked in Göcek, there were boat owners whom I had never seen physically. We talked on the phone, exchanged e-mails, they made the payments. But I never met the boat owner in person. Or even there were such boat owners that they didn’t register the boat for in their names but the captain’s. P4</i>	7
Region of marina	<i>“Not the case in the South. More businessmen in Bodrum. Because boat sizes are bigger there and marina prices are much higher. Businessmen or artists... No feedback from them as their income level is much higher.” P4</i> <i>“In the years I worked at Kemer Marina, it was the most ‘live abroad’ marina. Percentage of foreigners was at 95-96%. Feedbacks as well as being in close relationship with customers was high.” P4</i> <i>“Location is also very effective. Name is also very effective. Even if there are problems with the facilities or the service, location and the thing you call brand can be effective.” P3</i>	5
Boat Type	<i>“For instance, it is very hard to get this kind of feedback from the boat owners of big boats with crew. I mean we have boat owners who are the owners of very big conglomerates we know in Turkey.” P2</i> <i>“Well there is the captain of a motor yacht, or captain as boat owner, also an equipped one. There are those cruising for years. There are also good sailors. Participated in races, sailors. Since their childhood in water so there are those commenting, or not trusting the comments of my taskmaster or marina crew or trying to teach it, I mean self-confident...” P8</i>	4

Table 19: Selective Supporting Interview Quotes for Antecedents of CP (Customer-related)

Themes/Sub-themes	Supporting Interview Quotes	Frequency
	Customer-related Antecedents	
Customer trust	<i>"You have been doing this job for a long time. You have a command of your expertise. You are not ignorant or something. You are experienced; that is why you are here. There are resources at your disposal to help him or to be able to provide solutions and if that is possible, we are ready to use them for that man. If the boat owner understands or feels this, no problem there anymore."</i> P2 <i>"Therefore, they prefer this method as they think they can get better service and their complaint resolves, I mean, is resolved."</i> P10	21
Self-efficacy	<i>"Even if they only saw 2 or 3 marinas in Greece, you can hear sentences like 'I have been to Mediterranean basin but I have never seen a marina like this.'" P4</i> <i>"Okay, yes, they saw the world or not, half of it whatever. I met people who came and claimed that they could manage this marina and that they had these qualifications."</i> P5	13
Culture	<i>"We need to make a distinction between Turks and foreigners. Foreigners are very good at positive feedback. It is not present in our culture. Very rare."</i> P1 <i>"Feedback from foreigners is more than that of Turkish yachtmen. Because it is their life. That is not the case for the Turkish yachtman. They guy goes to work on weekdays and comes to his boat at the weekend. He has two days anyway."</i> P9	13
Cusomer involvement	<i>"When it comes to bargaining stage, the customer puts the offers from other marinas on our table or tells us the price on his mind stating in advance that he means to stay here."</i> P5 <i>"They see this place firstly as their homes because they live here. They sometimes spend 24 hours here in summers. Now, someone who spends 24 hours here sees us in a different light."</i> P6	10
Personality	<i>"For instance, when I look around there are conversations like 'I went to the office, that happened. That and that guy in the office has been replaced, new staff has come.' There are people who come to the office all the time."</i> P4 <i>"If they are sharing people, they feel their ideas are valued, emotionally. This goes on like this; they continue to participate as customer and share. If they feel worthless or think they are not attended enough, they won't share their ideas if they are not sharing people already as a personality trait."</i> P10	9
Customer previous experience	<i>"When they give feedback, they know that there will be an answer to it, that is, they think there is an institutional body before them."</i> P2 <i>"I mean, of course the ones living in the marina all the time contribute to marinas. They can come to us with various suggestions."</i> P6	9
Customer education/training	<i>"The guy travelled the world. Racers are models to others about the maintenance of the sailboat, entrance and exits and gripping the fender. They learn the maritime culture by observing these people."</i> P1 <i>"Having doyen people in our marina is very good publicity and it also gives a sailor atmosphere to the marina. People are, well, affected from one another. They are definitely affected and change their views on seafaring activities more."</i> P7	8
Need for interaction	<i>"I go out in the field as much as possible. I am present on the field. Guests like seeing me anyway. At least they feel they are valued. 'Do you have any problems, is everything alright, are you happy, are you satisfied?'. At least even by asking these to people, they share if there is something or something comes to their minds at the moment."</i> P3 <i>"We walk around the Marina and occasionally try to create small talk environments. During these conversations, we are trying to create an opportunity for them to give us the answers to the questions 'Do you have a request? What would be better?'. Sometimes the data we get there is useful for us. They say 'Well I wouldn't tell you this but now that we are talking about it I will say it now; it will be fine or I told it but no feedback.'" P10</i>	8
Affective commitment	<i>"The guy says our race, I mean he cannot say marina's race. This is the best example of what we are doing together. In the end, races are a service to the city jointly organized by these boat owners and marina management."</i> P1 <i>"Sense of commitment is very important because there are many people living long-term in these marinas and they act with this sense of commitment."</i> P10	8
Customer Willingness	<i>"Boat owner pays a lot of money to use his boat for a very short time in a year. So every minute, every second he spends here is very valuable and in fact the guy comes here pre-motivated and positive. This is a big advantage for us."</i> P2 <i>"Sometimes they become like one of us. Like I said, it turns into an advice from an elder brother or sister. They become one of and say think such as 'It will be great if you do something like this. Look, people will like it, too. I hear things' and so on."</i> P3	5
Occupation	<i>"I mean there were many yacht owners we never saw. I mean there were situations where even the ownership of the boat was also on the captain. Well you don't see them most of the time. They are mostly industrialist, businessmen; they don't have time anyway."</i> P3 <i>"The number of doctors in our marina is very high. Over 100. More than 50 of the boat owners are lawyers. According to their professions, the feedbacks can change. If they are lawyers for example, they know they can get their due one way or another and they threaten to sue you even if they see a minor fault on your part."</i> P4	2

Table 20: Selective Supporting Interview Quotes for Antecedents of CP (Service Provider-related)

Themes/Sub-themes	Supporting Interview Quotes	Frequency
	Provider-related Antecedents	
Environment/ atmosphere	<i>"I get all the feedback when we go to each table and have a chat with people one by one at cocktail parties. While waking around in the marina, I have a small talk with them when they are on their boats. Well, I get all my feedback there actually." P4</i> <i>"We walk around the Marina and occasionally try to create small talk environments. During these conversations, we are trying to create an opportunity for them to give us the answers to the questions 'Do you have a request? What would be better?' There are season opening parties. Sailing races. We are holding art exhibitions. Well, we are organizing competitions. I mean, relevant to water sports like well, there is a boat model competition in our marina. In fairs, present yachtsmen also come to our stands, not just new yachts; we are having chats with them." P10</i>	12
Brand reputation	<i>"Even if they want to change regions, they look for Setur there at once. Now they have achieved satisfaction here. They sail around then say 'I will go south.' They look around and ask us if they have Setur in the south. 'Where can I go?' I mean it creates such an effect on people. Makes them look for the brand." P6</i> <i>"Someone staying at Setur Group, at Doğuş Group has a brand perception. He has expectations according to this brand perception and when he receives a service that does not meet his expectations, he will definitely give feedback." P4</i>	11
Service quality	<i>"Providing a top-level service or giving a very bad service. Or asking. Either we will encourage them or we will give a very good service. I have seen this. When we provide excellent service, people feel that they should participate as feedback." P5</i> <i>"It can be something they don't like visually or a criticism about a service. This can be the price. Well, it can be anything about facilities. Mostly, as I have said, they give feedback more in situations they are not content with or they consider negatively." P3</i>	9
Employee/manager behavior	<i>"Many people consider our marina to be high-class. They think it is operated better, more efficiently, more professionally. This is completely about the manager." P1</i> <i>"Our staff should show that they strive to do their jobs better, that they are making an effort for this. If you really give them the impression that 'Your ideas matter to us, we will take them into consideration and we will try to do better' they will help you out." P2</i>	6

Sub-themes and their repetitions by the participants of the main themes “customer-related antecedents” are represented in Table 19. There are 11 sub-themes and the most prevalent ones are “customer trust”, “self-efficacy”, “culture” and “customer involvement. Table 19 also details supporting interview quotes from the participants. Customer trust is about the customer's belief in the reputation and performance of a service provider (Zhihong, Hongting and Yanhong, 2015: 300). Although this concept is mostly discussed in terms of brand trust in existing studies (Luk, Liu and Li, 2018: 510; Kamboj et al.2018: 172), it can also be addressed independently of brand context (Schumann and Munchen, 2011: 394). When we consider the marina management, the trust of yachtsmen to businesses in terms of behavioral and technical competencies can affect their inclination to participate in service processes. One of the participants, P2, emphasizes that if the customer has confidence in the business, their participation will increase by saying, *“When customers give feedback, they know that they will have an answer, that is, they think there is an institutional structure in front of them. They know that the feedback questionnaire will not be stored somewhere and then someone will not just look at it and throw it away.”*

Also, when considered in terms of brands, there are branded chain marinas in the sector. Any positive awareness of marina service buyers about brand trust can positively affect their participation in the processes. P4 says, *“For example, someone staying at Setur Group, at Dogus Group has a brand perception. He has expectations according to this brand perception and when he receives a service that does not meet his expectations, he will definitely give feedback.* This expression also emphasizes “brand reputation”, which is a service provider-related antecedent. High brand reputation of marinas can lead yachtsmen to participate more. The other important antecedent determined, which is “self-efficacy” perception is high in customers, can lead the individual to exhibit a behavior. (Gist, 1987: 475; van Beuningen, De Ruyter and Wetzels, 2011: 112). Marina services are luxury services and there may be a high perception of self-efficacy among yacht owners who pay high fees. The perception of self-efficacy of yachtsmen who have more experience at sea can also be high. This high perception of self-efficacy can lead yachtsmen to participate more. Most participants emphasize that even if the yachtsmen do not have sea and marina

experience for many years, their self-efficacy perception is high (especially P5 and P8). This can lead them towards participation. Cultural characteristics have been addressed as variables in a few studies in the literature (e.g., Youngdahl et al. 2003: 110; Chan, Yim and Lam, 2010: 50). Culture has proven to be a significant determinant in terms of impacting customers to actively participate in marina service delivery according to the results of our study. Considering the marina customers, people from many countries of the world have different cultures. The effect of culture on attitudes, behavior and expectations can be observed especially in services where customer contact level is high (Chan, Yim and Lam, 2010: 52; Mattila, 1999: 256). Marina services are also such a type of service. The cultural background of customers can influence their inclination to participate in service delivery processes. On the subject, P3 says, *“For example, we were able to get feedback very easily in Antalya Marinas. Because the rate of foreigners there was very high. 85-90% there were foreigners. So both are in the same country, but due to the difference in the customer profile inside. It was not a problem in Kemer Marina, but while I was in Göcek and Bodrum, participation was low due to high society”*, while P1 says *“We have to separate them as Turks and foreigners. In our culture, this does not exist. Participation is very rare with us. There is Mr. Ahmet whose boat is named ‘Deniz’. It is because he lives in Europe. But we get a lot of positive feedback from the racers”*, emphasizing the importance of both culture and boat type in this regard. P2 underlines the fact that some Turkish yachtsmen cannot participate due to occupational intensity, *“The feedback from foreigners is more than that of Turkish yachtsmen. Because this is all their lives. But there is no such thing for a Turkish yachtsman. The man goes to work on weekdays, comes to the boat at the weekend. You have two days any way. He doesn't want to struggle. He says, ‘I don't want to spend time in the office for this, I will tell it later’ even if he sees a small thing.”* Regarding the fourth prevalent factor “customer involvement”, since the services provided at the marina are considered to be in the expensive service group, the yacht owners usually take the time to gather information and compare the marina options before purchasing the service, which shows that the customer interest level is high. Consequently, the participation behavior of customers may increase. P2 supports this argument by saying, *“Yachtsmen think that ‘if I pay a price there, I have to get my money's worth.’”*

Furthermore, personality, customer previous experience, customer education / training, need for interaction, affective commitment, customer willingness and occupation have emerged as factors encouraging customer participation, which is emphasized by marina managers during interviews. The concept of "personality", which was mostly handled in terms of organizational behavior and human resources management until today, is also of great importance in developing strategies for customers (Greenberg and Zhang, 2010: 28). Yachtsmen exhibit certain behaviors according to different personality traits. Yachtsmen with more outgoing and social personality traits tend to provide more feedback by visiting the marina office frequently. Some yachtsmen can complain about everything by showing negative attitudes. P2 of the participants underlines that businesses should be aware of all kinds of personality traits and find a way to provide customers participation one way or another, *“There are people who go to the office all the time. He comes to the office, says hello to everybody, kisses everybody. There are many yachtsmen like that. After that, he sits down, drinks his coffee, has a conversation, gives his suggestions, tells his complaint. His own complaint is not enough, he also tells the complaint of his neighbour boat. He leaves his complaint of the marina, complains about the nearby boat. So many people like that. There are also timid characters, that is, who have had some difficulties and never go to the office or tell this. For example, you can poke them with surveys.”*

Most participants have stated that positive experiences customers had with businesses before (the fact that they know their participation is valued or their feedback is taken into consideration) or that they experienced the service before in other regions and different marinas are among the motivational factors of customer participation. As mentioned in the literature, the higher level of education and training of customers result in higher customer participation (Groth, 2005: 20; Foroudi et al., 2018: 274). In marina context, this factor is also one of the substantial facilitators of participation. Most participants emphasize that they make an effort for yachtsmen to learn about maritime culture. Participant P1 expresses that they try to place experienced yachtsmen at various mooring points of the marina so that other yachtsmen can learn from them by observing their mooring operations at sea.

During the interviews, almost all participants have stated that customers are more likely to participate when they encounter staff who are open to communication and feedback at the marina area. This situation also highlights the importance of interaction in the sector. Participant P10 says, *"We walk around the Marina and occasionally try to create a small talk environment. During these conversations, we are trying to create an opportunity for them to give us the answers to the questions 'Do you have a request? What would be better?' Sometimes the data we get there is useful for us."* In addition, the participants state that marina businesses are facilities that host recreational activities and that people come to these facilities for recreational purposes and pre-motivated positively affecting customer participation. This factor is classified as a part of "customer willingness" in the study. On the other hand, participants emphasize the influencing factor of occupation. For instance, P4 state that customers who are lawyers and engineers can be more participatory than other yachtsmen. This might be related to lawyers wishing to use all their rights and engineers approaching phenomena with mechanical logic. As the number of large-scale business owners and artists increases in the southern coasts of Western Aegea, participation is mostly realized by the captains of the boats.

According to the interviews, we propose four sub-themes of provider-related facilitators: environment/atmosphere, brand reputation, service quality and employee/manager behavior (see Table 20 above). Environment / atmosphere (servicescape), which appears as a service-related antecedent in the literature review, has also been identified in qualitative study findings. The environment where customers and service providers are in interaction can affect the customer's participation tendency (Chen, Raab and Tanford, 2015: 69; Im and Qu, 2017: 33). Marina managers state that they make a special effort to ensure the participation of customers and to create an atmosphere of interaction with customers. The season opening-closing events, competitions and other activities which are mentioned in Section 1 as marina marketing activities also appear in the findings as motivators for participation. In the literature, while the service quality is analyzed as a customer-related enabler of CP, in marina context, it appears as a service provider-related antecedent. Regarding this, one of the respondents (P5) expresses the following: *"When we provide excellent service, people feel that they should participate with a*

feedback.” Most participants express similar thoughts. In addition, "brand reputation" is also identified as a provider-related antecedent. In the context of the brand, there are chain marina groups in the industry. Participants state that marinas belonging to these groups or individually renowned marinas can achieve customer participation more easily.

“Employee / manager bahavior” is a topic that almost all participants emphasize strongly. Being able to give the impression to the customer that "your opinion is important to us, we evaluate them and we will try to do better" is of great significance for ensuring their participation. According to the findings of the study, the customer-oriented, open-to-communication approach of both the staff and the managers, their frequent presence in the marina area and their constant contact with customers are among the most important issues that encourage customers to participate. In this regard, participant P10 says, *“We walk around the Marina and occasionally try to create a small talk environment. During these conversations, we are trying to create an opportunity for them to give us the answers to the questions ‘Do you have a request? What would be better?’ Sometimes the data we get there is useful for us.”* emphasizing the importance of customer-oriented approach and being open to active communication in the field.

Table 21: Selective Supporting Interview Quotes for Consequences of CP

Themes/Sub-themes	Supporting Interview Quotes	Frequency
Perceived value	<i>"The aim of most feedback is in fact to differentiate themselves, trying to seporate oneself from others." P2</i> <i>"You know, they participate to demand discount." P4</i> <i>"Economical gain and comfort. That is to say comfort during holiday." P5</i> <i>"You should make them feel important." P6</i>	26
Customer satisfaction	<i>"If this participation increases, if we can be a team in this sense, if we can be in diagoue, that means we have already improved their satisfaction." P3</i> <i>"You know, they all have a satisfaction feeling already. I mean, I don't want to say their egos are high but they like succeding, obtaining something by convincing somebody." P8</i>	10
Service quality	<i>"They get better service as a result of the participation. Increasing service quality, physically increasing..." P4</i> <i>"Well actually it is like this; participation is done to get better service at that facility." P10</i>	8
Word-of-mouth (WOM)	<i>"The other day I asked an English how it was. He said 'It was very good. I'm an inspector for a club in England. I will write nice things about you.'" P1</i>	8
Customer trust	<i>"I know you, you know me." They know the marina rules. We know them, recognize them." P1</i> <i>"People feel safe and valued." P10</i>	4
Customer loyalty	<i>"If a few more stuff is fixed, they will be much happier and their commitment to the facility will increase. Because at the sea the stuff is more; loyalty and other humane values. So they demand those from us in good will." P10</i>	3

The study results also show that the outcomes of CP in marina services are almost the same as the factors revealed in the extant literature. The six factors shown in Table 21 present the main consequences of CP within marina context: perceived value (co-created value), customer satisfaction, service quality, word-of-mouth (WOM), customer trust and customer loyalty. The underlying reason why customers participate in service delivery processes is to create value in the end. This output can also be the value created by the customer and service provider after participation. This factor has been the most prominent outcome in this study. These values can be economic, relational, and hedonic values as mentioned in the literature review (Chan, Yim and Lam, 2010: 51; Park et al., 2018: 628; Yim, Chan and Lam, 2012: 125).

According to the qualitative research findings, the yacht owners who frequently spend time in the marina want to obtain the highest value according to the costs incurred during their stay. P9 of the participants says, *"They actually give all the feedback for their own comfort. When there is the slightest problem on the boat, this is actually ten times the trouble experienced at home. Because it is difficult to compensate. So yes, they are of the opinion that 'if I pay a price for it, I have to get my money's worth.'* P4, on the other hand, states the negative situations experienced at times and says, *"It is a pleasure for them to come and throw their credit card while paying money at the front office. Or saying 'Open the door son, open the door daughter.'* is a pleasure for them. It is a pleasure for them to see those serving them as their slaves. I mean they satisfy their egos. Or throwing money on the table is also a pleasure. These examples are so many." With these statements, he emphasizes that the value customers want to achieve can sometimes reach to different points. An increase can be seen in the service quality perceived by the customer who has achieved the value they desire. P3 supports this inference by saying *"They get better service as a result of their participation (feedback). Increasing service quality, physically increasing..."* on the subject. Satisfied with the service quality, the customer refers it to other customers (Dong et al., 2015: 164; Yang et al., 2015: 4).

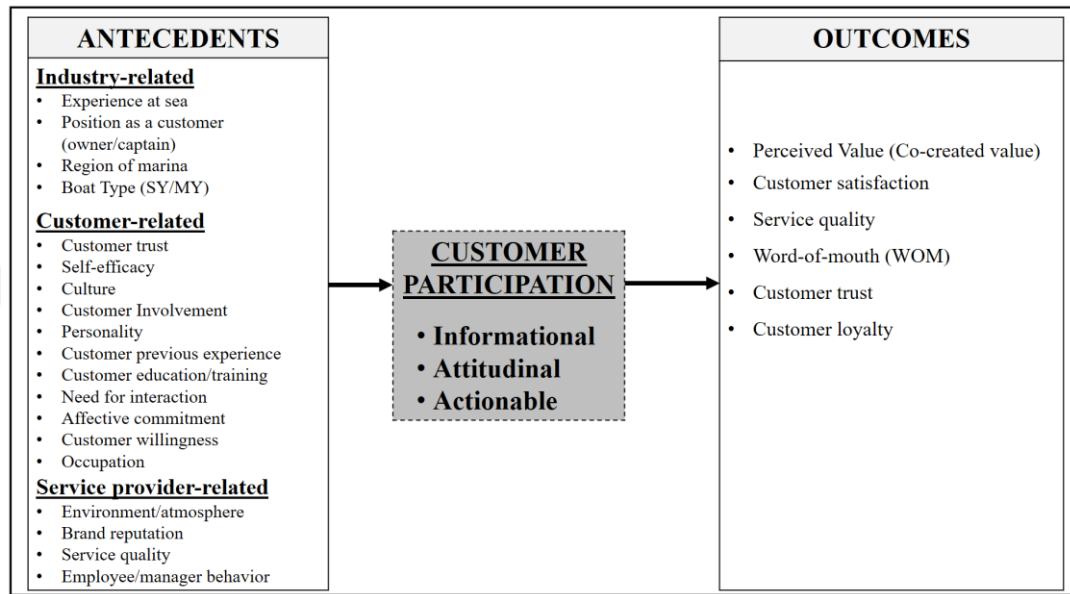
Most of the managers interviewed state that word-of-mouth communication is very common in this industry. Yachts are highly influenced by the information provided by other yachtsmen around them. Again, blogs and forums where yachtsmen are active form a basis for word-of-mouth. Participant P9 says, *"For example, when I*

get back to a customer's suggestion or complaint in a positive way, what is it? It is a plus for me. My customer goes and shares it with someone else, and in the following stages, I will get a plus point in what we always talk about face-to-face communication and face-to-face advertisement.” on this issue while P3 underlines repurchasing, word of mouth communication and customer loyalty as well by saying, “He will advertise you well. This is an important thing besides renewing his contract. It's like a neighbourhood there. Everyone maintains good relations with each other. I mean one yachtsman is 5 yachtsmen next year in my opinion. I think this is the most important outcome, besides contract renewal.” Again, P1's "Your repurchase intention is already directly proportional to your loyalty. Apart from that, 'Word of mouth' (WOM) is the most effective form of marketing I've ever seen. Whatever you do, spend as much money as you want, bring Ajda Pekkan to give concerts, it will not be as effective as something a friend tells you." expressions indicate that word of mouth is one of the most effective marketing tools in this sector. One of the participants, P5 emphasizes customer trust and repurchasing behavior with the following statements: “Renewed his contract again, confidence in the marina increased Its prestige is increasing.” If content with the services provided at the marina, they can become highly loyal customers for the business. Loyal customers trust the business. At the end of the contract, they may show the behavior of purchasing the mentioned mooring service again. P3's statements, “The higher the loyalty rate, the more their feedback is, the more they want the business providing the service to improve. Because they are starting to own it. For us, loyalty is one of the key words. We love loyal customers Because my old customer, my loyal customer knows the rules of the marina, knows where to do what.” emphasize that the more loyal customers in the marina, the more peaceful the marina becomes and the customer participation levels increases.

As a result of all these qualitative findings, a conceptual framework proposal is shaped as in Figure 10 for studies that will address customer participation. The factors that can be examined as an antecedent in future studies are divided into three groups: "industry-related", "customer related" and "service provider-related". Antecedents related to customers and service providers identified during interviews are similar to the literature review findings. However, since there is not yet a study on

customer participation in the field of marine tourism, industry-specific facilitating factors were determined for the first time in this study.

Figure 10 : Conceptual Framework Proposal for Customer Participation in Service Delivery



The factors with the highest frequencies in the qualitative analyses are included as variables in the quantitative study as stated above. As an antecedent of customer participation, the concepts of customer trust and customer self-efficacy, which are the most mentioned by marina managers and have the highest value in frequencies, are also included. Also, as a consequence of customer participation, customer co-created value takes part in the research model.

4.5. OPERATIONALIZATION OF VARIABLES

4.5.1. Operationalization of Customer Participation

In this thesis, the main construct focused on is customer participation concept. There are various studies in the literature that address this concept in one or more dimensions. For instance, Kellogg, Youngdahl and Bowen (1997) divide CP into four different groups, namely preparation, relationship building, information exchange and intervention. There are three forms of participation: information sharing, personal interaction, and responsible behavior according to Ennew and Binks (1999). In another study, Claycomb, Lengnick-Hall, and Inks (2001) have examined CP in three sub-categories: attendance, information provision, and co-production. Besides, Auh et al. (2007) measure constructive CP as “co-production” while creating and delivering the service and they use Bettencourt’s (1997) scale to that end (*“I try to work cooperatively with my advisor”, “I do things to make my advisor’s job easier”, “I prepare my queries before contacting my advisor”, “I openly discuss my needs with my doctor to help him/her deliver the best possible treatment”*). Groth (2005) has focused on customer behavior as co-production and has used single dimensional scale (*“I performed all the tasks that are required”, “I helped the organization with those things that are required”, “I adequately completed all expected behaviors”, “I met formal performance requirements”, “I fulfilled responsibilities to the organization”*).

Later on, Yi and Gong (2013), from a broader perspective, have conceptualized the mandatory and voluntary participation of the customer within the context of co-creation behavior. In their study, customer value co-creation behavior is analyzed under two dimensions: customer participation and customer citizenship behavior. Similarly, while customer participation behavior represents required, in-role behavior; customer citizenship behavior states discretionary, extra-role behavior for better value co-creation. The scale developed by Yi and Gong (2013) has been widely used by many authors in the literature (Revilla-Camacho et al., 2015; Tuan, 2016; Lee, Hsiao and Chen, 2017; Delpechitre, Beeler-Connelly and Chaker, 2018; Zhang and Zhu, 2019). Additionally, Chan, Yim and Lam (2010) have measured CP with a single-

dimension scale having five items (*"I spent a lot of time sharing information about my needs and opinions with the staff during the service process"*, *"I put a lot of effort into expressing my personal needs to the staff during the service process"*, *"I always provide suggestions to the staff for improving the service outcome"*, *"I have a high level of participation in the service process"*, *"I am very much involved in deciding how the services should be provided"*). The same authors conducted another research in 2012. They have extended the scope of their previous study and used this single-dimension scale to evaluate the customer participation again (Yim, Chan and Lam, 2012). In the study of Wang (2019), CP is one of the constructs and he has also used the same one-dimension scale of Chan, Yim and Lam (2010) to assess the participation level of the customers.

In this study, to operationalize customer participation, scales are adapted from the study of Chen and Raab (2014). Chen and Raab (2014) have particularly focused on the compulsory role of the customer in service delivery, and developed a customer participation scale. Their research is in restaurant service context. Since this is the most suitable scale for us in the light of our qualitative findings, we have adapted these items for marina services context. The scale is made up of three sub-dimensions: information participation, actionable participation and attitudinal participation with each sub-dimension having three items (Attitudinal items: *"I try to be cooperative with the restaurant staff"*, *"I am friendly to the restaurant staff"*, *"I respect the restaurant staff"*. Informational items: *"I read reviews of other customers about the restaurant"*, *"I spend time searching for information about the restaurant"*, *"I ask people I know for their opinions about the restaurant"*. Actionable items: *"I intervene when I feel something is not right when dining in the restaurant"*, *"I openly discuss questions and concerns with the restaurant staff"*, *"I ask questions if I don't know how to get a service in the restaurant"*). Information participation means customer effort to obtain information about the services from several sources. Attitudinal participation involves customer's behavior towards service provider during service encounter such as being cooperative and friendly. On the other hand, actionable participation explains customer's tendency to ask questions or intervene in service delivery process. These items are translated into Turkish (after getting expert opinions) and are measured using a 5-point Likert-scale ranging from "strongly disagree" (1) to "strongly agree" (5).

4.5.2. Operationalization of Customer Trust

In accordance with the majority of the studies (i.e., Schumann, Nijssen and Lentz, 2014; Zhihong, Hongting and Yanhong, 2015; Li and Hsu, 2018), this study deals with the way customer trust influences the participative behaviors of customers. In the extant service marketing literature, there are several studies which operationalize customer trust measures. Morgan and Hunt (1994) can be mentioned as one of the pioneering authors on this subject. They have investigated the mediating role of trust in relationship marketing. Their findings show that there is a significant effect of trust on cooperation, and it is one of the most critical factors to achieve cooperation between service providers and customers. They have adapted the dyadic trust scale of Larzelere and Huston (1980) and determined three items at the end of the study. These items are used by many researchers in the marketing field (Eisingerich and Bell, 2008; Sun and Lin, 2010; Kim, Yoo and Lee, 2012; Martínez and Del Bosque, 2013). Sirdeshmukh, Singh and Sabol (2002) have developed a scale in retailing context and incorporated two separate sections of customer trust as in frontline employees and visited department store. They employ four items for each section and item using a ten-point scale (I feel that this store and the employees are.... *"very undependable / very dependable"*, *"very incompetent / very competent"*, *"of very low integrity / of very high integrity"*, *"very unresponsive to customers / very responsive to customers"*). In the study of Luk, Liu and Li (2018), address two aspects of customer trust: "trust in brand" and "trust in employee", and the scale of Sirdeshmukh, Singh and Sabol (2002) is used to measure how customer impacts value co-creation behavior. Sun and Lin (2010) also study the effect of customer trust in "salesperson" and "firm" and adapt four items for each group. Their scale is based on items by Morgan and Hunt (1994) and Sirdeshmukh, Singh and Sabol (2002). Afterwards, Wong and Sohal (2002) investigate customer trust under two distinct facets as salesperson and company trust, and examine how the quality of relationship is affected by them. They have adapted a combination of 11 items from the studies of Swan et al. (1988), Crosby, Evans and Cowles (1990), and Morgan and Hunt (1994), (*"Employees can be relied on to keep their promises."*, *"There are times when employees are a bit insincere."*, *"Caution is necessary in dealing with the employees."*, *"Employees can be trusted at all times."*, *"Retail store can be counted on to do what is right."*, *"Employees have high*

integrity.”, “Employees put the customer’s interests before their own.”, “Employees are honest.”, “Retail store understands the customer.”, “Employees are responsible.”, “Retail store can be trusted at all times.”). These items are evaluated through a seven-point Likert scale ranging from “strongly disagree” to “strongly agree”.

As we explained above, in this study, customer trust will be examined in two groups as cognitive based on service provider’s competence and affective trust which expresses the emotional belief that the customer has based on previous service experience (Johnson and Grayson 2005: 501). In the literature, there are different scales developed according to this grouping and used by different authors. McAllister (1995) has an eleven-item scale that measures how customer trust affects company performance. While 6 items assess the cognitive trust, 5 items assess affective trust. This study is carried out from the perspective of managers and professionals belonging to different industries. Furthermore, Johnson and Grayson (2005) have developed another customer trust scale based on different levels of affection and cognition within financial service relationships context. They determine five items for each trust level (Cognition-based items: *“Given by financial adviser’s track record, I have no reservations about acting on his or her advice.”, “Given my financial adviser’s track record, I have good reason to doubt his or her competence.”, “I can rely on my financial adviser to undertake a thorough analysis of the situation before advising me.”, “I have to be cautious about acting on the advice of my financial adviser because his or her opinions are questionable.”, “I can not confidently depend on my financial adviser since he/she may complicate my affairs by careless work.”*. Affection-based items: *“I would feel a sense of personal loss if I could no longer use my financial adviser.”, “If I share my problems with my financial adviser, I feel he or she would respond caringly.”, “My financial adviser displays a warm and caring attitude towards me.”, “I can talk freely with my financial adviser about my problems at work and know that he or she will want to listen.”, “My financial adviser is only interested in selling me products.”*). Abosag et al. (2017) also perform a study concerning financial services and use a three-item scale to measure only affective trust, which is adapted from Johnson and Grayson (2005).

In this study, customer trust scale of Schumann, Nijssen and Lentz (2014) is utilized to measure the trusting belief of marina customers. They conduct a research in financial service context but we adapt these items for marina services context. While first four items assess the cognitive trust (*"My bank knows how to provide excellent service."*, *"My bank is competent and has a lot of expertise."*, *"The quality of my bank's services is very high."*, *"Overall my bank is an experienced financial institute."*), other four items are related to affective trust of customers (*"The intentions of my bank are benevolent."*, *"My bank pursues predominantly egoistic aims."*, *"My bank acts in my best interest."*, *"It is the aim of my bank to actually help me."*). These items are translated into Turkish (after getting expert opinions) and measured using a 5-point Likert-scale ranging from "strongly disagree" (1) to "strongly agree" (5).

4.5.3. Operationalization of Customer Self-efficacy

The concept of self-efficacy is investigated in many studies but the majority of these studies are in the educational or job-related context (Barling and Beattie, 1983; Wang and Netemyer, 2002; Schunk and Meece, 2006; Gong, Huang and Farh, 2009). Some research in recent years has focused on customer self-efficacy within the service marketing scope. In most of these studies, scales developed for different fields are adapted to the marketing discipline. For instance, Riggs et al. (1994) have developed a ten-item general efficacy scale within the job-related and work specific context. Some service marketing researchers have adapted some of the questions from this scale (*"I have confidence in my ability to do my job"*, *"There are some tasks required by my job that I cannot do well"*, *"When my performance is poor, it is due to my lack of ability"*, *"I doubt my ability to do my job"*, *"I have all the skills needed to perform my job very well"*, *"Most people in my line of work can do this job better than I can"*, *"I am an expert at my job"*, *"My future in this job is limited because of my lack of skills"*, *"I am very proud of my job skills and abilities"*, *"I feel threatened when others watch me work"*). Yim, Chan and Lam (2012) measure the moderating role of efficacy beliefs between customer participation behaviors and perceived enjoyment value of customers in the financial service context. They have adopted four items from the personal efficacy belief scale by Riggs et al. (1994) (*"I have confidence in my ability to*

participate effectively”, “*I do not doubt my ability to participate effectively*”, “*I have excellent participation skills and ability*”, “*I am proud of my participation skills and ability*”). These items are evaluated through a five-point Likert scale (1 = “strongly disagree,” and 5 = “strongly agree”). Stokburger-Sauer et al. (2016) conduct a study in the restaurant context and evaluate the self-efficacy beliefs of customers with a three-item scale by van Beuningen et al. (2009) and Yim, Chan and Lam (2012) (“*I generally find it easy to arrange a (dish/service package) myself*”, “*I am generally good at arranging a (dish/service package)*”, “*I consider myself knowledgeable enough to contribute to the arrangement of a (dish/service package)*”). Both studies of van Beuningen et al. (2009) and van Beuningen et al. (2011) have measured the self-efficacy of customers regarding technology-based online investment services provided by financial service companies. They have adapted the same items in their questionnaire (“*I believe that this online training is a task on which I can perform well*”, “*I believe it is possible for me to train online at the level I would like*”, “*I can master this online training*”, “*I believe I can train online as well as I would like*”, “*I am certain I can train online well*”, “*I think my performance in this online training is optimal*”). Later on, Wang (2019) has also empirically measured customers’ self and adviser efficacy using the scale by Riggs et al. (1994). The items are also similar to Yim, Chan and Lam’s (2012) adapted scale of customer self-efficacy (“*I have confidence in my ability to participate effectively*”, “*I do not doubt my ability to participate effectively*”, “*I have excellent participation skills and ability*”, “*I am proud of my participation skills and ability*”). Except for the study of Yim, Chan and Lam (2012), all self-efficacy measures in these studies consist of 7-point Likert scales ranging from “strongly disagree” (1) to “strongly agree” (7).

Furthermore, Wang and Netemeyer (2002) also conduct a study in the job and sales performance-related context and they carry out the study with sales representatives. They have used a three-item scale to assess the self-efficacy belief of salespersons (“*Overall, I am confident of my ability to perform my job well*”, “*I feel I am very capable at the task of selling*”, “*I feel I have the capabilities to successfully perform this job*”). Later on, this scale is adapted to the study which measures the impact of restaurant customer’s self-efficacy belief on value co-creation as an enabling factor by Im and Qu (2017) (“*I think I am very capable of performing tasks in this co-*

creation experience”, *“I think I am very capable of interacting with a server in this co-creation experience”*, *“Overall, I am confident in my ability to participate in this co-creation experience”*). Both studies measure the items with 7-point Likert-scales ranging from “strongly disagree” (1) to “strongly agree” (5).

In this study, to operationalize customer self-efficacy, instruments are borrowed and modified from Chen, Raab and Tanford (2015). In their study, they also empirically measure the role of customer self-efficacy as an antecedent which may facilitate the customer’s participative behavior, as in our study. Thus, self-efficacy, in our study, is measured with three items (*“I know how to use the services of ABC restaurant”*, *“I know how to deal with employees at ABC restaurant”*, *“I know what I expect to receive from ABC restaurant”*). In their study, they also empirically measure the role of customer self-efficacy as an antecedent which may facilitate the customer’s participative behavior, as in our study. These items are translated into Turkish (after getting expert opinions) and are measured using a 5-point Likert-scale ranging from “strongly disagree” (1) to “strongly agree” (5).

4.5.4. Operationalization of Customer Co-created Value

As we mentioned above while discussing existing studies dealing with customer co-created value, there are one dimensional and multiple dimensional scales used in empirical studies. In these studies, there are various single dimensional scales and they differ in terms of the number of items. For example; Hu, Zhang and Luo (2016) use one-dimensional perceived value construct with two items on a seven-point scale (*“The overall value of my experience using Bilibili is outstanding”*, *“Using Bilibili represents good use of my time and money”*). They investigate how the sub-dimensions of user participation influence the perceived value of customers. In another study, Yeh (2016) measures the influence of customer participation and relationship quality from the customer perspective on the value perceived by the customer in retailing service context. A three-item scale adapted from the study of Sánchez and Inieta (2006) is used to assess the customer perceived value (*“The supermarket retailer reduces the time required to fulfill service requirements”*, *“The supermarket retailer ensures that customers receive positive attention and personalized services”*,

“The supermarket retailer creates more value for the customer when comparing all of the costs and benefits in the relationship”). These items are evaluated through a seven-point Likert scale. In health care service context, Osei-Frimpong (2017) interprets how patients’ participative behavior influences the perceived value of customers during service delivery. He measures the perceived value employing five items (*“The service was valuable to me”, “The time with the doctor is worth spending”, “My goal of coming here is achieved”, “I have a good impression about the doctor and would recommend him/her” to others”, “Overall I am very happy with the service”*) with a 5-point Likert-scale. Luk, Liu and Li (2018) analyze the impact of effort-in-use and service co-design, sub-dimensions of co-creation behavior on the the perceived value of the customer. They perform the study in the health-care service context and analyze the perceived value as one dimension with two items (*“Overall, the value of the service offered to me at this store is high”, “Compared to what I had to give up, the overall ability of this store to satisfy my needs is high”*). Wang (2019) performs a study concerning financial services and uses a scale with two items (*“Overall, the value of the bank’s services to me is high”, “Compared to what I had to give up, the overall ability of the bank to satisfy my wants and needs is high”*) to measure customer value, which is drawn from Cronin et al. (2000) France et al. (2018) also adapt the scale from Cronin et al. (2000) to evaluate the value co-creation behavior on customer’s perceived value with two items (*“Overall, the value of this brand to me is high”, “The benefits of the brand are high”*) using a 5-point Likert-scale.

While examining the studies that deal with customer co-created value multi-dimensionally, the study of Chan, Yim and Lam (2010) is noteworthy as it is one of the pioneering studies investigating the relationship between CP and customer co-created value. They divide the co-created value into two groups: economic and relational in the financial services context. They develop five-item and three-item scales for economic and relational value, respectively. Their economic value-related items are *“My participation helps me receive (1) higher quality services; (2) more customized services; (4) more professional services; (4) more control over the service quality; (5) less service failure”*. Their relational value-related items are *“My participation (1) helps me build a better relationship with the service provider (2) makes the service interaction more enjoyable. (3) helps me receive relational approval*

from the service provider". They are inspired by the study of Hartline and Ferrell (1996) and Zeithaml (1988) for both economic and relational value constructs. Yim, Chan and Lam (2012) extend the study of Chan, Yim, and Lam (2010) and include one more co-created value as "enjoyment value" to them. The three-item economic value construct and the other three-item relational value construct are borrowed from Chan, Yim and Lam (2010). Also, a four-item enjoyment value construct is developed in this research ("*I enjoy the service process with my participation very much*", "*The service process with my participation is very enjoyable*", "*The service process with my participation can be described as fun*", "*I take great pleasure in the service process with my participation*"). In both studies, all items are assessed using a five-point Likert scale (1="strongly disagree" and 5="strongly agree").

Furthermore, Flores and Vasquez-Parraga (2015) have performed a study among online financial service users and analyze the link between CP, customer co-created value and customer satisfaction. They analyze the co-created value with three sub-dimensions as relational, economic and individual. The scales of Chan et. al. (2010) are employed to assess economic and relational value, and the individual value construct is suggested by Dong, Evans and Zou (2008) and Meuter et al. (2005). All items are assessed using a seven-point Likert scale (1= "strongly disagree" and 7= "strongly agree"). Chen and Wang (2016: 347) analyze the effects of CP behavior on three sub-dimensions of co-created values as economic, relational and enjoyment for an online check-in system. All these value types are assessed using ten items from Yim et al. (2012). As mentioned above, while enjoyment value has four items, relational and economic values have three items each. All items are analyzed using a five-point Likert scale (1= "strongly disagree" and 5= "strongly agree"). Taheri, et al. (2017) examine the relationships between customer participation, mood regulations (as affective states) of customers and co-created value of customers in hotel services context and suggest two different co-created value concepts: economic and relational value, similar to the study of Chan Yim and Lam (2010), and they adapt Chan Yim and Lam (2010)'s items in their study. Park et al. (2018) have conducted a study in child-care service context and examined how CP affects relationship value and social interaction value from the customer's perspective. While relationship value is adopted from Chan Yim and Lam (2010) and Siu et al. (2013), social interaction value is

borrowed from Zhang et al. (2014) and Leroi-Werelds et al. (2014) (*“My participation in day-care center services expands my personal/social network”, “My participation in day-care center services enhances the strength of my affiliation with the customer community”, “My participation in day-care center services allows me to participate in the community of parents”, “My participation in day-care center services improves the way I am perceived by the parent’s group”, “My participation in day-care center services makes a good impression on other parents”, “Other parents’ participation in day-care center services stimulates me to participate in day-care center services”*).

In this study, to operationalize customer co-created value, measures and scales are adapted from the study of Yim, Chan and Lam (2012). Their research is in financial service context but we have adapted these items for marina services context. We utilize their two constructs: economic value and relational value (Economic value-related items: *“My participation helps me (1) receive higher quality services; (2) receive more customized services; (3) assume more control over the service quality. Relational value-related items: my participation helps me (1) build a better relationship with the service provider; (2) receive relational approval from the service provider; (3) connect better with the service provider”*). These items are translated into Turkish (after getting expert opinions) and are measured using a 5-point Likert-scale ranging from “strongly disagree” (1) to “strongly agree” (5).

4.6. QUESTIONNAIRE DESIGN

Scales employed and verified before in other studies were adapted to the questionnaire for the survey phase of this dissertation. The questionnaire is organized in the light of the preliminary study findings. To measure self-efficacy, customer trust, CP and customer co-created value, the scale items adopted from other authors are provided in Table 22. These items were measured using a five-point likert scale ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree, Nor Disagree, 4 = Agree, 5 = Strongly Agree. An increase in the point of scale does not directly affect reliability rate. Also, the increase in the number of scale points can cause confusion, especially for participants who have limited knowledge of the subject (Malhotra and

Birks, 2007: 347). Therefore, the items of five constructs were decided to be measured with the five-point likert-type scale. Furthermore, general demographic questions (gender, age, nationality, education level, monthly income, occupation) and industry-related items revealed in preliminary study as contextual constructs are also included in the survey form. This part of the questionnaire form has categorical questions. The marina context-specific questions involve; the region of the marina from which the customer gets services, the customer's boat type, position of the customer as a service buyer (owner/captain) and customer's total experience at sea. These contextual items are intended as control variables. The questionnaire consists of 36 questions in total including demographic features. In the introductory part of the survey form, we asked the customers to consider the marina from which they had received the most marina services thus far while answering the questions. In the questionnaire form, headings of variables and dimensions that might lead participants to certain answers were omitted, ensuring that the participants would not be affected by what to measure.

Table 22: Measurement Items used in Main Study

CUSTOMER PARTICIPATION	
Chen and Raab (2014)	<u>Attitudinal Participation</u> • “I try to be cooperative with the marina staff “ • “I am friendly to the marina staff” • “I respect the marina staff” <u>Information Participation</u> • “I take into account other customers’ views about the marina ” • “I spend time searching for information about the marina ” • “I ask people I know for their opinions about the marina ” <u>Actionable Participation</u> • “I intervene when I feel something is not right when dining in the marina ” • “I openly discuss questions and concerns with the marina staff” • “I ask questions if I don’t know how to get a service in the marina ”
SELF EFFICACY	
Chen, Raab and Tanford (2015)	• “I know how to use the services of the marina ” • “I know how to deal with employees at the marina ” • “I know what I expect to receive from the marina ”
CUSTOMER TRUST	
Schumann et al. (2010) Schumann, Nijssen and Lentz (2014)	<u>Cognitive Trust</u> • “This marina knows how to provide excellent service ” • “This marina is competent and has a lot of expertise ” • “The quality of marina’s services is very high ” • “Overall, this marina is an experienced marina ” <u>Affective Trust</u> • “The intentions of this marina are benevolent ” • “This marina pursues predominantly egoistic aims ” • “This marina acts in my best interest ” • “It is the aim of this marina to actually help me ”
CUSTOMER CO-CREATED VALUE	
Chan, Yim and Lam (2010) Yim, Chan and Lam (2012) Chen and Wang (2016)	“My participation in the service process helps me to ”; <u>Economic Value</u> • “receive higher quality services ” • “receive more customized services ” • “receive more control over the service quality ” <u>Relational Value</u> • “build a better relationship with the service provider ” • “receive relational approval from the service provider ” • “connect better with the service provider ”

Since the extant literature about the factors to be measured here is predominantly in English, the questionnaire was first designed in English. Then, translation and back-translation process were carried out to convert the scales to Turkish (Brislin, 1980). These translations were performed together with a bilingual

professor working at Dokuz Eylül University Maritime Faculty. The professor holds a graduate degree in English Language and Literature and has good command of maritime expressions and terms. After the selection and adaptation of the items, expert opinions are needed for ensuring face and content validity of the questionnaire (Johnson and Rapp, 2010). Together with the members of the thesis jury, all items were evaluated in terms of their suitability to measure variables, layout, content and sequence of questionnaire forms (Malhotra and Birks, 2007; Saunders, Lewis and Thornhill, 2009). In parallel with these discussions and comments, the problems related to the survey form were resolved. After the examinations, the last draft of the questionnaire was presented to the opinions of three marina managers, three marketing academics, two marina employees (front officer) and five boat owners. We asked them to fill the form and then write their comments in terms of layout of the questionnaire, the sequence of statements, clarity of the questions, vague statements, difficulty of the questions etc. All feedback received from the experts were considered and necessary improvements were made and content validity has been ensured. In all steps, items were controlled by two bilingual instructors in English Language Teaching Department to make sure of the correctness of the translation (Arce-Ferrer, 2006: 377). Thus, the questionnaire is deemed appropriate to collect data.

4.7. SAMPLE AND PROCEDURE

In this study, the population for the questionnaire of is made up of the yachtsmen (boat owners and captains) who have been mooring at private marinas in Turkey that provide full services. Inferences will be conducted about the customer participation perceptions of the yachtsmen in Turkey. Also, the sample for this study consists of the yachtsmen (boat owners and captains) who have been mooring at private marinas that provide full services on the Western Coast of Turkey. A field study was carried out between Ayvalik and Fethiye. These areas are the most popular regions where the most intense yachting activities take place in Turkey. The largest 14 marinas of the country are in Marmaris, Bodrum and Fethiye districts of Mugla. Gocek, which is located in a wide gulf and contains sheltered islands and bays, is also

a small town of Fethiye. Marinas in Mugla have a capacity of approximately 7.000 yachts while Turkey has 24,000 total mooring capacity both on-shore and at sea. In addition, North and Middle Aegean Marinas located in the provinces of Aydin, Izmir and Balikesir have become essential attraction centers for yachting activities, especially with recently opened facilities. The eight private sector marinas operating in this region have a total mooring capacity of approximately 4,000 on land and at sea. Thus, through this study performed in the Western Coast Regions that largely encompass the total mooring capacity of Turkey, interpretations about customer participation perceptions of the yachtsmen in Turkey can be deduced. Due to the time and cost constraints of the study, other regions (Marmara, Mediterranean) are not included.

In this study, a two-stage sampling strategy was preferred starting with non-probability, purposive sampling (also known as judgmental) strategy. In this method, the researchers include the elements with certain characteristics that they consider suitable for research purposes based on their personal observations (Creswell, 2009: 148; Sekaran and Bougie, 2016: 248). Depending on the researcher's and experts' judgement and expertise, respondents that are believed to represent the population are involved in the sample (Malhotra and Birks, 2007: 412). In this study, only yachtsmen among the marina users were selected as the sample. Considering the researcher's previous experiences in the sector, yachtsmen who receive services from private marinas operating in the Western Coast of Turkey were chosen as the participants of the questionnaire. Since yachting activities are performed intensively in this area and the yachtsmen spend more time at sea and in the marina, more useful data can be obtained regarding the perceptions of customers on their participative behaviors in the service delivery processes. The second step, a snowball sampling strategy was employed to find people in the target population. Early participants were asked to identify others who also belong to the population in their personal network. With sampling technique, it was possible to contact with other relevant participants based on the information and recommendations obtained from the initial respondents. It was also beneficial in terms of including people that are difficult to reach and who live in diverse locations in the sample (Atkinson and Flint, 2011; Malhotra and Birks, 2007: 414).

At the beginning of the study, it was aimed to collect the answers in two ways. One of them was an online self-completed questionnaire containing the study questions on Google forms. However, individuals were reluctant to fill out the form online, so only a limited number of questionnaires could be collected with this method. As for the second way, the researcher contacted managers of the marinas in the selected regions and asked them to give permission to contact their yachtsmen physically at their marina field. Marinas that allowed to conduct this study were visited at certain times and the survey collection process was carried out with the kind support of the marina managers and employees. Especially during the busy hours of the marina, customers were contacted at the pontoons and piers, and briefly introduced our research, and then asked for their participation. Printed versions of the questionnaire were given to the yachtsmen who voluntarily accepted to take part and they filled out these forms.

Regarding the sample size, while Hair et al. (2018) recommend at least 500 sample size for the research models having large number of constructs, Schumaker and Lomax (2004) state that 250-500 sample sizes are used in many studies. For the marketing studies, Malhotra and Birks (2007) have suggested minimum 200 respondents and the range of 300-500 participants are the appropriate. Yazıcıoğlu and Erdogan (2004: 50) suggest that at least 383 samples are required for representing the population size of both 100,000 and 1,000,000 (and also for 100,000,000) at 95% Confidence Interval and 0.05 Sample Error. In our study, there are five constructs together with several sub-dimensions (customer trust, customer participation and customer value) and the sample is composed of 602 respondents for the main study. Also, 50 individuals completed the questionnaire for the pilot study with convenience sampling method. Questionnaire collection was carried out in marinas from Ayvalık to Fethiye between 20.08.2019 - 10.04.2020. As a result of the fieldwork, a total of 602 questionnaires were collected: 120 from Marmaris Marinas, 120 from Bodrum Marinas, 152 from Fethiye-Gocek Marinas, 210 from North and Middle Aegean Marinas (Aydın-İzmir-Balıkesir/Ayvalık).

Table 23: Demographic Characteristics of Sample

VARIABLE	CATEGORY	FREQUENCY (N=602)	PERCENTAGE (%)
Age	18-24	29	4,82
	25-31	73	12,13
	32-38	110	18,27
	39-45	111	18,44
	46 and above	279	46,35
Gender	Female	94	15,61
	Male	508	84,39
Nationality	Turkish	511	84,88
	Other	91	15,12
Education	Elementary School	36	5,98
	High School	197	32,72
	Vocational Higher School	73	12,13
	Undergraduate	179	29,73
	Postgraduate	117	19,44

Among the 602 respondents, 84.39% (n= 508) are male and 15.61% (n=94) are female. During the survey collection period, it was aimed to increase the number of female participants as much as possible, but it could not be achieved. Especially women who spent time in the marina were reluctant to answer the questionnaire. Furthermore, at the beginning of the process, we also aimed to collect surveys from marina users of different nationalities and to examine the effects of this variable. But this was not possible due to the limited number of foreign people in the marinas. A total of 511 respondents (84.88%) are Turkish while 91 (15.12%) respondents are from other nationalities (British, Russian, Italian etc.). 32.72% (n=197) of the respondents declare that they are high school graduates, whereas 41.86% (n=252) graduated from vocational higher school or university. 19.44% (n=117) of the respondents have Master's and Doctorate degrees. In terms of age distribution, as seen in Table 23, the majority of the participants (46.35%) are over 46 years old.

4.8. ANALYSES AND RESULTS

In the main quantitative study of the thesis, 602 valid surveys were collected from the yachtsmen in the Aegean Region. Nominal and ordinal variables of the research were described with frequency analysis. For the reliability of the scales, Cronbach Alpha value was calculated to assess the internal consistency of the items. To test the validity of scales, Confirmatory Factor Analysis was applied. In validation of scales, χ^2/df , RMSEA, GFI, AGFI and SRMR indices were used for Confirmatory Factor Analysis (CFA). Principle Component Analysis with Varimax Rotation was also used for CFA in order to define factor weights. In Average Variance Extracted (AVE) calculation, rotated factor weights from Principle Component Analysis (lambda) were used for each scale in the research.

Before hypothesis tests, normality test was performed for scale scores using Kolmogorov Smirnov Test. Since scale scores were not normally distributed, non-parametric analyses were conducted. Spearman's rho correlation was used for relational analysis. Also, generalized linear model (GLM), a non-parametric regression analysis, was used to find causality relations between the constructs and to test the hypotheses. CFA was performed at AMOS 24.0. Other analyses were performed using SPSS 25.0 for Windows at 95% Confidence Interval.

4.8.1. Missing Data

One of the issues to be considered before data analysis is missing data. Missing data hinders the researcher's ability to understand and explain the phenomenon and negatively affect statistical inferences (McKnight et al., 2007). There may be different reasons for missing values. A participant may not be willing to answer a question, they might have no idea about the topic, or the question may have been overlooked (Saunders, Lewis and Thornhill, 2009). In this study, listwise deletion (complete-case analysis) technique is used to handle missing data (Peugh and Enders, 2004). With this technique, if there is any missing data regarding any variable, the respondent is excluded from the analysis. The advantages of this method are that the remaining dataset can be completed, χ^2 shows little bias and it is easy to apply (Hair et. al., 2018).

This method causes a reduced sample size by the loss of incomplete cases, but it is commonly used in many study fields (Eekhout et al., 2012). Therefore, missing data were checked and 19 responses to the questionnaire collected from participants were removed, resulting with 602 usable questionnaires in the final data set.

4.8.2. Reliability and Validity of the Scales

Reliability and validity are among the fundamental issues in measurement. Both of them focus on how a robust and appropriate measuring tool should be to measure the conceptual structure. The abstract nature of many concepts in marketing research makes these two issues more essential. Reliability is an indicator of consistency. To measure this, the Cronbach Alpha and Composite Reliability (CR) values were calculated in the study. Cronbach Alpha is the most widely accepted method in calculating internal consistency. It gives information about the consistency of scale items with each other and to what extent they represent the concept in question (Hair et al., 2014: 7; Gurbuz and Sahin, 2015: 158). Cronbach's Alpha value is acceptable if it exceeds the threshold value of 0.60 (Hair et al., 2014: 90; Taber, 2018: 1278). In addition, reliability of each item was revealed by calculating the correlation between the total score of the scale and the score of each item. This value is item-total correlation. All the items in the questionnaire were not below 0.3 which is the recommended cutoff value (Francis and White, 2002: 265; Cristobal et al., 2007: 327).

The reliability assessments of the scales, customer self-efficacy, customer trust, customer participation and customer co-created value, are presented in Table 24. The Cronbach values of the scales were ranging from 0.654 to 0.925 showing reliability that is acceptable. In the beginning, for affective dimension of trust scale, Cronbach Alpha level was 0.237, and unacceptable for reliability. Scales if item deleted results showed that item 2 in affective dimension caused reduction of internal consistency. Thus, item 2 for affective scale dimension (AFT_2) was excluded from the scale and consequently, the value increased to 0.796. In addition, composite reliability (CR) values calculated to evaluate internal consistency of scales (Fornell and Larcker, 1981; Anderson and Gerbing, 1988). Composite reliabilities (CR) ranging from 0.78 to 0.91

were also greater than the suggested threshold level of acceptance (0.70) (Hair et al., 2010).

Table 24: Reliability Analysis Results

Constructs and Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's alpha	Cronbach's Alpha if Item Deleted
Customer Trust				0.908	
<i>Affective Trust</i>				0.237	
AFT1	9.6395	2.990	.392		-.191 ^a
AFT2	11.7259	6.772	-.482		.796
AFT3	10.3040	2.358	.459		-.423 ^a
AFT4	9.8870	2.663	.506		-.386 ^a
<i>Cognitive Trust</i>				0.925	
COGT1	12.1561	7.327	.819		.905
COGT2	12.0498	7.389	.865		.889
COGT3	12.1346	7.185	.857		.891
COGT4	11.8140	8.039	.763		.922
Customer Self efficacy				0.762	
SE1	9.0781	1.523	.558		.724
SE2	9.0000	1.454	.667		.598
SE3	9.0581	1.609	.561		.717
Customer Participation				0.756	
<i>Attitudinal Participation</i>				0.771	
CPAT1	9.2625	1.429	.544		.792
CPAT2	9.0814	1.519	.712		.574
CPAT3	9.0050	1.845	.600		.710
<i>Informational Participation</i>					
CPINF1	7.4302	3.899	.456	0.713	.710
CPINF2	7.9120	3.159	.554		.596
CPINF3	7.7342	3.084	.594		.542
<i>Actionable Participation</i>				0.654	
CPAC1	8.6229	2.012	.422		.624
CPAC2	8.3970	2.073	.555		.441
CPAC3	8.4053	2.258	.428		.604
Customer Co-created Value				0.900	
<i>Economic Value</i>				0.830	
ECOV1	7,6694	3,792	,690		,771
ECOV2	8,0698	3,017	,672		,800
ECOV3	7,8887	3,467	,729		,728
<i>Relational Value</i>				0.892	
RELV1	8,0914	3,298	,784		,851
RELV2	8,2226	3,212	,759		,874
RELV3	8,1113	3,237	,825		,816

Furthermore, validity is the accuracy of the measurement tool presenting the notion in question (Hair et al., 2014: 124; Gurbuz and Sahin, 2015: 158). Confirmatory factor analysis (CFA) was performed to verify the structure of the constructs in this study. CFA is often used to verify the accuracy of a scale or a model that has been developed before, used in previous research, or has a theoretical basis. In the analysis, it is examined whether the concepts in question are verified by the data, and whether the assumed relations in the theoretical universe are also present in the data set obtained as a result of empirical observation. (Gurbuz and Sahin, 2015: 301). CFA enables us to test whether the created structures are verified based on the data obtained from the measurement tool developed in line with a theoretical framework (Cokluk et al., 2016: 177). In the beginning of the CFA, various goodness-of-fit indices are calculated as having good fit statistics is essential to be sure the validity of the measurement tool. Since each fit value reflects a statistically different feature, there are various fit indices. Hair et al. (2014) assert that three or four indices are sufficient to ensure a model's fitness. In this study, multiple criteria also were used to evaluate the fit of the models. According to related studies, the measurement scale or model has acceptable fit indices when χ^2/df (degrees of freedom) is below 5, comparative fit index (CFI) is higher than 0.90, root mean square error of approximation (RMSEA) is less than 0.08, goodness-of-fit index (GFI) is greater than 0.80 (range is 0 to 1), an adjusted goodness-of-fit index (AGFI) is higher than 0.80, standardized root mean residual (SRMR) is below 0.01 (Schermelleh-Engel et al., 2003; Hair et al., 2014). As demonstrated in Table 25, fit indices of each variable have acceptable values. Due to having no sub-dimension, goodness-of-fit indices could not be calculated individually for the customer self-efficacy scale. (Hair et al., 2014: 116).

Table 25: Results of the goodness-of-fit Indices

	Customer Trust	Customer Participation	Customer Co-created Value	Recommended Values
χ^2/df	3.859	4.672	4.708	≤ 5
RMSEA	0.069	0.078	0.079	≤ 0.08
GFI	0.977	0.960	0.980	≥ 0.80
AGFI	0.950	0.926	0.947	≥ 0.80
SRMR	0.029	0.044	0.022	≤ 0.10
	$\chi^2: 50.172,$ df:13, p:0,000	$\chi^2: 112.132,$ df:24, p:0,000	$\chi^2: 37.665,$ df:8, p:0,000	

Together with confirmatory analyses, construct validity was measured through standardized factor loading and average variance extracted (AVE) (Fornell and Larcker, 1981; Anderson and Gerbing, 1988). Construct validity requires that instruments measuring the same structure must have at least a moderate relationship among themselves (Malhotra and Birks, 2007: 359; Hair et al., 2014: 124; Gurbuz and Sahin, 2015: 163). The factor loadings were in the range of 0.538 to 0.910 and they provided the acceptable level which is 0.5 (Hair et al., 2014: 116). Average Variance Extracted (AVE) higher than 0.5 is acceptable (Fornell and Larcker, 1981; Hair et al., 2010). The findings confirmed that all AVE values of the scales were ranging from 0.55 to 0.72 and they were above the cutoff value (Hair et al., 2010).

Confirmatory Factor Analysis Results of the study was presented in Table 27. As mentioned above, all factor loadings were greater than 0.3 and above the cutoff value. Cronbach Alfa, composite reliability (CR) and AVE (average variance extracted) values were also summarized in the Table 26 below. CFA findings also supported the decision for reducing the item of affective trust (Item 2). Factor weight of item 2 (AFT2) was -0.553 and it was below the acceptable level.

Table 26: Confirmatory Factor Analyses Results

Constructs and Items	Factor Loading	S.E.	t-value	p	Cronbach's α	CR	AVE
Customer Trust					0.908		
<i>Affective Trust</i>					0.796	0,82	0,61
AFT1	0.735	-	-	-			
AFT3	0.711	0.071	15.985	***			
AFT4	0.836	0.064	18.038	***			
<i>Cognitive Trust</i>					0.925	0.91	0.72
COGT1	0.869	-	-	-			
COGT2	0.908	0.032	31.346	***			
COGT3	0.903	0.033	31.007	***			
COGT4	0.800	0.034	24.817	***			
Customer Self efficacy					0.762	0.864	0.679
SE1	0.649	-	-	-			
SE2	0.862	0.103	12.298	***			
SE3	0.657	0.074	12.899	***			
Customer Participation					0.756		
<i>Attitudinal Participation</i>					0.771	0.85	0.66
CPAT1	0.615	-	-	-			
CPAT2	0.910	0.089	13.812	***			
CPAT3	0.722	0.062	13.984	***			
<i>Informational articipation</i>							
CPINF1	0.548	-	-	-	0.713	0.82	0.63
CPINF2	0.697	0.135	10.741	***			
CPINF3	0.785	0.152	10.657	***			
<i>Actionable Participation</i>					0.654	0.782	0.55
CPAC1	0.538	-	-	-			
CPAC2	0.624	0.120	9.824	***			
CPAC3	0.737	0.107	9.594	***			
Customer Co-created Value					0.900		
<i>Economic Value</i>					0.830	0.84	0.63
ECOV1	0.799	-	-	-			
ECOV2	0.730	0.063	18.402	***			
ECOV3	0.852	0.053	21.641	***			
<i>Relational Value</i>					0.892	0.88	0.70
RELV1	0.875	-	-	-			
RELV2	0.810	0.039	24.677	***			
RELV3	0.889	0.035	28.445	***			

*p<0.001

All items were measured using 5-point Likert scales (1= strongly disagree; 5 = strongly agree). CR= composite reliability, AVE = Average Variance Extracted.

4.8.3. Assessment of Normality

Normality of the data refers to the normal distributions of variables. There are different methods for evaluating normality of the data such as Shapiro-Wilk and Kolmogorov-Smirnov tests, and assessment of skewness and kurtosis of the data distribution (Meyers, Gamst and Guarino, 2013; Pallant, 2020). In this study, Kolmogorov-Smirnov test is used to assess the distributional adequacy of the collected data (Chakravarti, Laha, and Roy, 1967). Normality test analysis results illustrated that not all scale parameter distributions were normally distributed as seen in Table 27 ($p < 0.05$). Normality of the data is a requirement for parametric tests. Thus, one of the nonparametric tests, Generalized Linear Regression, were used in hypothesis analysis (Fox, 2016).

Table 27: Normality Analysis Results of Kolmogorov Smirnov Test for Scales

	Mean	SD	Kolmogorov-Smirnov ^a	p
Self-efficacy	13.57	1.75	0.246	0.000
CT affective	11.73	2.60	0.137	0.000
CT cognitive	16.05	3.60	0.149	0.000
CT Total	27.78	5.68	0.107	0.000
CP Attitudinal	13.67	1.80	0.263	0.000
CP Informational	11.54	2.58	0.127	0.000
CP Actionable	12.71	2.01	0.139	0.000
CP Total	37.93	4.73	0.076	0.002
CCrt economic	11.81	2.67	0.144	0.000
CCrt relational	12.21	2.63	0.164	0.000
CCrt total	24.03	4.89	0.114	0.000

4.8.4. Generalized Linear Model (GLM)

Regression analysis examines the relationship between two or more variables that have cause and effect relations (Gurbuz and Sahin, 2015: 263). There are two approaches in regression analysis, as parametric and non-parametric. Parametric regression approach requires strong and compulsory assumptions, and if these assumptions are not met, the predictions to be made in practice will not reflect the reality. It would be more appropriate to use non-parametric regression models in order

to reduce the dependence on the assumptions. These models are the methods used in cases where some assumptions required for parametric regression methods cannot be provided. They provide a versatile and flexible way for investigating the general relationship between dependent and independent variables (Erilli, 2015: 175).

Non-parametric regression is an essential analysis for data sets that contain several outliers. There are robust parametric methods in the literature that deal with the effects of outlier observations in various ways. However; as the parameters are distorted due to contradictory observations, even these powerful methods may not produce appropriate solutions, and the real nature of the data cannot be reflected in the model. In this case, non-parametric regression can provide a solution (Hardle, 1990: 11). The parametric regression method assumes that the regression function is known beforehand. The vital feature of the non-parametric regression method, which is the opposite approach, is that it tries to analyze the relations of dependent and independent variables without considering any functional form of the model, unlike parametric models. In conventional parametric regression models, the functional form of the model is determined before the data is obtained, and it is aimed to assess the parameters of the model. In non-parametric regression, direct regression function is estimated without explicitly specifying its functional form. The equation " $Y_i = m(X)_i + u_i$ ", which is the representation of the mainstream regression function is also the formulization of non-parametric regression models (Hardle 1994: 17-18). In this regression model, the structure called non-parametric approach means the estimation of $m(X)_i$ without assuming any functional form. That is, the aim is to directly estimate the regression function " $m(X)_i$ " rather than estimating the parameters (Fox and Weisberg, 2010). Further, these models are established assuming that the error terms (u_i) are independent and have zero mean.

Generalized Linear Models (GLM), one of the non-parametric regression models, is a modern statistical tool which was first introduced by Nelder and Wedderburn (1972). It is the extension of general linear models and can be applied to different data sets. It broadens the scope of linear statistics usage by "accommodating response variables with non-normal conditional distributions" (Fox, 2014: 1). GLM is a generalization of classical linear models. This generalization can be done in two

ways: 1- Any distribution from the exponential distribution family instead of the normal distribution for the dependent variable, 2- Using one of the various link functions instead of the unit link function (Erdemir and Sucu, 2016: 38). In other words, this model associates a nonlinear population mean to a linear predictor with a link function. It allows the distribution for the dependent variable to be from exponential distribution family (Garrido and Zhou, 2009: 62).

A GLM model has the nonparametric regression features mentioned above and consists of three main components (Nelder and Wedderburn: 1972: 372; Fox: 2014: 5):

(i) **A dependent variable** (random component or expected response) has an exponential distribution (Y_i)

(ii) **A set of independent variables** is named as linear predictor.

$$\eta_i = \alpha + \beta_1 X_{i1} + \dots + \beta_k X_{ik}$$

The expected value μ_i of Y_i depends on it. The “X” might be the transformation of predictors such as polynomial terms and logarithmic alterations.

(iii) **A linking function (mean function)** changes the expectation of the dependent variable to the linear predictor (independent variable).

$$g(\mu_i) = \eta_i$$

In this study, H1, H2, H3 hypotheses were analyzed according to GLM. To test the hypothesis, Wald Test of the Concentration Parameter is used to estimate the (approximate) p-value (Faraway, 2006: 135). Findings regarding the statistical analyses are explained in detail below.

4.8.5. Hypothesis Tests

Within the scope of the study, H1, H2, H3 hypotheses were tested with the Generalized Linear Model (GLM). Before GLM was applied, Spearman's rho correlation analysis was conducted for non-parametric data in order to prove that there was a relationship between variables. The findings of the hypothesis tests are presented below.

4.8.5.1. The Influence of Customer Trust on Customer Participation Behavior

Hypothesis 1 predicted the positive influence of customer trust on customer participation behavior in marina service delivery. Before regression analysis, correlation analysis was conducted. Spearman's rho correlation analysis results were depicted in the Table 28. According to analysis findings, there were significant correlations between all dimensions of customer trust and customer participation behavior ($p < 0.01$). Thus, all parameters were included in the regression analysis.

Table 28: Spearman's rho Correlation Analysis Results for the Relationship between Customer Trust and Customer Participation

	CT affective	CT cognitive	CT Total	CP Attitudinal	CP Informational	CP Actionable
CT cognitive	,633**	1,000				
CT Total	,870**	,923**	1,000			
CP Attitudinal	,415**	,325**	,401**	1,000		
CP Informational	,176**	,129**	,161**	,260**	1,000	
CP Actionable	,252**	,194**	,245**	,348**	,418**	1,000
CP Total	,340**	,254**	,319**	,599**	,811**	,762**

** $p < 0.01$

Generalized linear model findings regarding the H1 hypothesis were listed in Table 29 and Table 30. While Table 29 mentioned the results for the relation of causality between affective trust and customer participation, Table 30 summarized the causality between cognitive trust and customer participation.

According to Table 29, affective customer trust significantly and positively affected attitudinal ($B = 0.260$; $p < 0.01$), informational ($B = 0.144$; $p < 0.01$) and actionable ($B = 0.193$; $p < 0.01$) dimensions of customer participation behavior. Regression coefficients also indicated that the greatest impact was on attitudinal participation, followed by actionable and informational participation. The findings regarding control variables assured that two categories of experience (3-5 years and 9-

11 years) and one category of marina region (Marmaris Region) significantly influenced the relationship between affective trust and attitudinal participation ($p < 0.05$). Further, first category of experience (2 years and below) positively influences the link between affective trust and attitudinal participation ($p < 0.05$). Thus, H1a and sub hypotheses (H1a1, H1a2 and H1a3) were supported.



Table 29: Generalized Linear Model for Affective Trust and Sub-dimensions of Customer Participation

Parameter	Attitudinal				Informational				Actionable			
	B	Std. Error	X ²	p	B	Std. Error	X ²	p	B	Std. Error	X ²	p
(Intercept)	10,86	0,34	993,323	,000	9,434	,5386	306,813	,000	10,431	,4128	638,389	,000
[Experience 1] (2 years and below)	0,01	0,32	,001	,977	1,198	,5013	5,711	,017	-,286	,3842	,555	,456
[Experience 2] (3-5 years)	-0,58	0,20	8,284	,004	-,412	,3124	1,740	,187	-,228	,2395	,909	,340
[Experience 3] (6-8 years)	-0,10	0,20	,249	,617	,461	,3121	2,186	,139	-,155	,2393	,418	,518
[Experience 4] (9-11 years)	-0,60	0,20	9,213	,002	-,053	,3091	,029	,864	,180	,2369	,578	,447
[Experience 5] (12 years and above)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Position 1] (owner)	0,17	0,20	,774	,379	,212	,3096	,471	,493	,002	,2373	,000	,992
[Position 2] (captain)	-0,17	0,17	1,080	,299	,467	,2587	3,261	,071	,093	,1983	,220	,639
[Position 3] (owner-captain)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Type 1] (M/Y)	0,06	0,16	,158	,691	-,023	,2463	,009	,925	,223	,1888	1,393	,238
[Type 2] (S/Y)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Region 1] (Bodrum)	0,09	0,20	,210	,647	,232	,3133	,546	,460	-,212	,2402	,781	,377
[Region 2] (Fethiye-Gocek)	0,25	0,19	1,687	,194	,027	,2990	,008	,929	-,408	,2292	3,168	,075
[Region 3] (Marimaris)	-0,51	0,20	6,591	,010	,092	,3106	,087	,768	-,065	,2381	,074	,786
[Region 4] (Ayvalik)	0,39	0,25	2,425	,119	,565	,3910	2,086	,149	,539	,2997	3,236	,072
[Region 5] (Izmir-Aydin)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
CT affective	0,260	0,03	99,206	,000	,144	,0400	12,937	,000	,193	,0307	39,448	,000
(Scale)	2,583 ^b	0,15			6,315 ^b	,3640			3,710 ^b	,2139		

Dependent Variable (s): CP_Attitudinal, CP_informational, CP_actionable

Model: (Intercept), Experience, Position, Type, Region, CT_affective

a. Reference category, b. Maximum likelihood estimate

Table 30: Generalized Linear Model for Cognitive Trust and Sub-dimensions of Customer Participation

Parameter	Attitudinal				Informational				Actionable			
	B	Std. Error	X ²	p	B	Std. Error	X ²	p	B	Std. Error	X ²	p
(Intercept)	11,49	0,35	1073,285	,000	10,28	0,54	366,706	,000	10,86	0,41	693,096	,000
[Experience 1] (2 years and below)	-0,03	0,33	,008	,929	1,18	0,51	5,484	,019	-0,32	0,39	,662	,416
[Experience 2] (3-5 years)	-0,56	0,21	7,483	,006	-0,39	0,32	1,512	,219	-0,22	0,24	,833	,361
[Experience 3] (6-8 years)	-0,08	0,21	,157	,692	0,49	0,31	2,398	,122	-0,14	0,24	,346	,556
[Experience 4] (9-11 years)	-0,66	0,20	10,474	,001	-0,09	0,31	,074	,785	0,14	0,24	,322	,571
[Experience 5] (12 years and above)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Position 1] (owner)	0,16	0,20	,601	,438	0,22	0,31	,490	,484	-0,01	0,24	,002	,962
[Position 2] (captain)	-0,11	0,17	,433	,511	0,48	0,26	3,360	,067	0,14	0,20	,486	,486
[Position 3] (owner-captain)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Type 1] (M/Y)	0,00	0,16	,001	,981	-0,05	0,25	,047	,829	0,17	0,19	,812	,367
[Type 2] (S/Y)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Region 1] (Bodrum)	0,04	0,21	,033	,856	0,26	0,32	,647	,421	-0,26	0,24	1,117	,291
[Region 2] (Fethiye-Gocek)	0,34	0,20	3,037	,081	0,09	0,30	,098	,755	-0,34	0,23	2,145	,143
[Region 3] (Marimaris)	-0,66	0,21	10,475	,001	0,03	0,31	,010	,919	-0,18	0,24	,581	,446
[Region 4] (Ayvalik)	0,59	0,26	5,337	,021	0,67	0,39	2,920	,087	0,69	0,30	5,274	,022
[Region 5] (Izmir)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
CT cognitive	0,15	0,02	59,352	,000	0,05	0,03	3,115	,078	0,12	0,02	25,874	,000
(Scale)	2,739 ^b	0,16			6,417 ^b	0,37			3,790 ^b	0,22		

Dependent Variable (s): CP_Attitudinal, CP_informational, CP_actionable

Model: (Intercept), Experience, Position, Type, Region, CT_cognitive

a. Reference category, b. Maximum likelihood estimate

GLM results for cognitive trust and customer participation stated that cognitive customer trust significantly and positively influenced attitudinal (B= 0.15; p<0.01) and

actionable ($B = 0.12$; $p < 0.01$) dimensions of CP, whereas the effect on informational participation was insignificant ($p > 0.05$). Regression coefficients also indicated that cognitive customer trust influenced attitudinal participation more than actionable participation did. In addition, control variable results demonstrated that two categories of experience (3-5 years and 9-11 years) and two categories of region (Marmaris and Ayvalik) had significant effects on the relationship between affective trust and attitudinal participation ($p < 0.05$). One category of region (Ayvalik) also significantly influenced the link between cognitive trust and actionable participation ($p < 0.05$). Consequently, while H1b1 and H1b3 hypotheses were supported, H1b2 was rejected.

4.8.5.2. The Influence of Customer Self-efficacy on Customer Participation Behavior

In Hypothesis 2, it was anticipated that customer self-efficacy positively influences customer participation behavior in marina service delivery. Table 31 shows the result of Spearman's rho correlation analysis. Correlation analysis results assured that each dimension of customer participation has a positive correlation with customer self-efficacy ($p < 0.01$). Thus, all parameters were included in the regression analysis, and generalized linear model findings regarding the H2 hypothesis were presented in Table 32.

Table 31: Spearman's rho Correlation Analysis Results for the Relationship between Customer Self-efficacy and Customer Participation

	Self-efficacy	
	r	p
CP Attitudinal	,378**	,000
CP Informational	,223**	,000
CP Actionable	,391**	,000
CP Total	,410**	,000

**p<0.01

Table 32: Generalized Linear Model for Customer Self-efficacy and Sub-dimensions of Customer Participation

Parameter	Attitudinal				Informational				Actionable			
	B	Std. Error	X ²	p	B	Std. Error	X ²	p	B	Std. Error	X ²	p
(Intercept)	6,986	,5268	175,872	,000	7,077	,8651	66,914	,000	6,920	,6452	115,015	,000
[Experience 1] (2 years and below)	,120	,3027	,158	,691	1,264	,4970	6,463	,011	-,192	,3707	,269	,604
[Experience 2] (3-5 years)	-,132	,1901	,482	,488	-,153	,3121	,241	,624	,137	,2328	,344	,557
[Experience 3] (6-8 years)	-,037	,1882	,040	,842	,496	,3091	2,574	,109	-,110	,2305	,228	,633
[Experience 4] (9-11 years)	-,578	,1866	9,602	,002	-,039	,3064	,016	,899	,203	,2285	,791	,374
[Experience 5] (12 years and above)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Position 1] (owner)	,334	,1870	3,194	,074	,305	,3071	,990	,320	,132	,2290	,333	,564
[Position 2] (captain)	-,231	,1561	2,190	,139	,433	,2563	2,858	,091	,047	,1912	,060	,807
[Position 3] (owner-captain)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Type 1] (M/Y)	-,082	,1489	,300	,584	-,107	,2445	,193	,661	,104	,1823	,328	,567
[Type 2] (S/Y)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
[Region 1] (Bodrum)	,154	,1884	,665	,415	,263	,3094	,721	,396	-,178	,2308	,594	,441
[Region 2] (Fethiye-Göcek)	,564	,1802	9,807	,002	,209	,2959	,499	,480	-,156	,2207	,498	,480
[Region 3] (Marimaris)	-,357	,1879	3,608	,058	,183	,3086	,350	,554	,066	,2302	,083	,773
[Region 4] (Ayvalık)	,297	,2362	1,583	,208	,506	,3879	1,702	,192	,447	,2893	2,387	,122
[Region 5] (İzmir)	0 ^a	.	.	.	0 ^a	.	.	.	0 ^a	.	.	.
Self efficacy	,498	,0365	185,540	,000	,294	,0600	23,938	,000	,419	,0447	87,708	,000
(Scale)	2,300 ^b	,1326			6,204 ^b	,3576			3,451 ^b	,1989		

Dependent Variable (s): CP_Attitudinal, CP_informational, CP_actionable

Model: (Intercept), Experience, Position, Type, Region, Self_efficacy

a. Reference category, b. Maximum likelihood estimate

GLM result in Table 32 confirmed self-efficacy significantly and positively impacted attitudinal (B= 0.498; p<0.01), informational (B= 0.294; p<0.01) and actionable (B= 0.447; p<0.01) dimensions of customer participation. Regression

coefficients demonstrated that the greatest effect was on attitudinal participation, followed by actionable and informational participation. The findings regarding the control variables indicated that fourth category of experience (9-11 years) and second category of region (Fethiye-Gocek) significantly influenced the relationship between self-efficacy and attitudinal participation ($p<0.05$). First category of experience (2 years and below) also significantly and positively influenced the relation between self-efficacy and informational participation ($p<0.05$). Thus, H2 and its sub-hypotheses (H2a, H2b and H2c) were supported.

4.8.5.3. The Influence of Customer Participation Behavior on Customer Co-Created Value

Hypothesis 3 predicted the positive influence of CP on customer co-created value in marina service delivery. Before regression analysis, correlation analysis was conducted. Spearman's rho correlation analysis results were depicted in the Table 33. According to analysis findings, there were significant and positive correlations between all dimensions of customer participation and customer co-created value ($p<0.01$). Thus, all parameters were included in the regression analysis.

Table 33: Spearman's rho Correlation Analysis Results for the Relationship between Customer Participation and Customer Co-Created Value

	CP Attitudinal	CP Informational	CP Actionable	CP Total	CCrt economic	CCrt relational
CP Informational	,260**					
CP Actionable	,348**	,418**				
CP Total	,599**	,811**	,762**			
CCrt economic	,301**	,237**	,376**	,384**		
CCrt relational	,402**	,290**	,420**	,477**	,678**	
CCrt total	,382**	,294**	,434**	,472**	,914**	,911**

** $p<0.01$

Generalized linear regression results for customer attitudinal participation and sub-dimensions of customer co-created value results were given in Table 34. Customer attitudinal participation was positively correlated with economic ($B = 0.414$; $p < 0.01$) and relational ($B = 0.545$; $p < 0.01$) dimensions of customer co-created value. Regression coefficients proved that its influence on relational value is higher than economic value. Moreover, no categories of control variables affect the way attitudinal participation and customer co-created value are related ($p > 0.05$). Consequently, hypotheses H3a1 and H3a2 were supported.



Table 34: Generalized Linear Model for Attitudinal Participation and Sub-dimensions of Customer Co-created Value

Parameter	Economic value				Relational value			
	B	Std. Error	X ²	p	B	Std. Error	X ²	p
(Intercept)	5,734	,8688	43,560	,000	4,277	,8303	26,532	,000
[Experience 1] (2 years and below)	,733	,5055	2,102	,147	,643	,4831	1,774	,183
[Experience 2] (3-5 years)	,591	,3160	3,495	,062	,089	,3020	,087	,768
[Experience 3] (6-8 years)	,491	,3145	2,437	,119	,214	,3005	,507	,477
[Experience 4] (9-11 years)	-,024	,3141	,006	,940	-,010	,3001	,001	,975
[Experience 5] (12 years and above)	0 ^a	.	.	.	0 ^a	.	.	.
[Position 1] (owner)	,065	,3125	,043	,835	,326	,2986	1,189	,276
[Position 2] (captain)	-,179	,2611	,471	,492	,338	,2495	1,837	,175
[Position 3] (owner-captain)	0 ^a	.	.	.	0 ^a	.	.	.
[Type 1] (M/Y)	,216	,2484	,759	,384	,300	,2374	1,598	,206
[Type 2] (S/Y)	0 ^a	.	.	.	0 ^a	.	.	.
[Region 1] (Bodrum)	,390	,3149	1,536	,215	,200	,3009	,440	,507
[Region 2] (Fethiye-Göcek)	,219	,3014	,526	,468	,105	,2881	,133	,715
[Region 3] (Marimaris)	,272	,3149	,746	,388	-,050	,3009	,027	,869
[Region 4] (Ayvalık)	,074	,3948	,035	,851	-,151	,3773	,159	,690
[Region 5] (İzmir)	0 ^a	.	.	.	0 ^a	.	.	.
CP attitudinal	,414	,0595	48,224	,000	,545	,0569	91,660	,000
(Scale)	6,423 ^b	,3702			5,866 ^b	,3381		

Dependent Variable (s): CCrt economic value, CCrt relational value
Model: (Intercept), Experience, Position, Type, Region, CP attitudinal
a. Reference category, b. Maximum likelihood estimate

Table 35: Generalized Linear Model for Informational Participation and Sub-dimensions of Customer Co-created Value

Parameter	Economic value				Relational value			
	B	Std. Error	X ²	p	B	Std. Error	X ²	p
(Intercept)	9,611	,5486	306,897	,000	9,389	,5361	306,689	,000
[Experience 1] (2 years and below)	,539	,5212	1,069	,301	,388	,5093	,581	,446
[Experience 2] (3-5 years)	,451	,3233	1,947	,163	-,095	,3159	,090	,764
[Experience 3] (6-8 years)	,403	,3234	1,553	,213	,098	,3160	,097	,756
[Experience 4] (9-11 years)	-,280	,3198	,767	,381	-,347	,3125	1,236	,266
[Experience 5] (12 years and above)	0 ^a	.	.	.	0 ^a	.	.	.
[Position 1] (owner)	,120	,3205	,140	,708	,398	,3132	1,614	,204
[Position 2] (captain)	-,340	,2683	1,607	,205	,126	,2621	,232	,630
[Position 3] (owner-captain)	0 ^a	.	.	.	0 ^a	.	.	.
[Type 1] (M/Y)	,235	,2549	,852	,356	,325	,2491	1,701	,192
[Type 2] (S/Y)	0 ^a	.	.	.	0 ^a	.	.	.
[Region 1] (Bodrum)	,456	,3229	1,991	,158	,286	,3156	,822	,365
[Region 2] (Fethiye-Goccek)	,368	,3084	1,426	,232	,302	,3013	1,006	,316
[Region 3] (Marimaris)	,037	,3215	,013	,908	-,359	,3141	1,303	,254
[Region 4] (Ayvalik)	,196	,4047	,235	,628	,011	,3954	,001	,978
[Region 5] (Izmir)	0 ^a	.	.	.	0 ^a	.	.	.
CP informational	,164	,0417	15,428	,000	,216	,0408	27,947	,000
(Scale)	6,764 ^b	,3899			6,459 ^b	,3723		

Dependent Variable (s): CCrt economic value, CCrt relational value

Model: (Intercept), Experience, Position, Type, Region, CP informational

a. Reference category, b. Maximum likelihood estimate

Table 35 demonstrated the causality relation between customer informational participation and sub-dimensions of customer co-created value. Informational participation positively influences economic (B= 0.164; p<0.01) and relational (B= 0.216; p<0.01) dimensions of customer co-created value. Therefore, hypotheses H3b1

and H3b2 were also supported. However, control variables did not significantly impact how customer informational participation and customer co-created value are related ($p>0.05$).

Table 36: Generalized Linear Model for Actionable Participation and Sub-dimensions of Customer Co-created Value

Parameter	Economic value				Relational value			
	B	Std. Error	X ²	p	B	Std. Error	X ²	p
(Intercept)	4,834	,6844	49,893	,000	5,395	,6779	63,335	,000
[Experience 1] (2 years and below)	,886	,4831	3,363	,067	,792	,4785	2,741	,098
[Experience 2] (3-5 years)	,474	,3007	2,484	,115	-,093	,2979	,098	,754
[Experience 3] (6-8 years)	,532	,3004	3,137	,077	,252	,2975	,720	,396
[Experience 4] (9-11 years)	-,367	,2978	1,518	,218	-,436	,2949	2,187	,139
[Experience 5] (12 years and above)	0 ^a	.	.	.	0 ^a	.	.	.
[Position 1] (owner)	,137	,2982	,211	,646	,428	,2953	2,103	,147
[Position 2] (captain)	-,300	,2491	1,447	,229	,191	,2468	,598	,439
[Position 3] (owner-captain)	0 ^a	.	.	.	0 ^a	.	.	.
[Type 1] (M/Y)	,125	,2375	,278	,598	,216	,2352	,843	,358
[Type 2] (S/Y)	0 ^a	.	.	.	0 ^a	.	.	.
[Region 1] (Bodrum)	,543	,3003	3,268	,071	,390	,2974	1,721	,190
[Region 2] (Fethiye-Göcek)	,537	,2873	3,497	,061	,473	,2846	2,757	,097
[Region 3] (Marimaris)	,094	,2993	,099	,753	-,299	,2964	1,019	,313
[Region 4] (Ayvalik)	-,043	,3772	,013	,909	-,184	,3736	,241	,623
[Region 5] (Izmir)	0 ^a	.	.	.	0 ^a	.	.	.
CP actionable	,522	,0496	110,663	,000	,505	,0492	105,702	,000
(Scale)	5,860 ^b	,3378			5,749 ^b	,3314		

Dependent Variable (s): CCrt economic value, CCrt relational value
Model: (Intercept), Experience, Position, Type, Region, CP actionable
a. Reference category, b. Maximum likelihood estimate

GLM results for actionable participation indicated its significantly positive impact on economic ($B = 0.522$; $p < 0.01$) and relational ($B = 0.505$; $p < 0.01$) dimensions of customer co-created value (as in Table 36). Regression coefficients verified that the influence of actionable participation on relational value is lower than economic value. Besides, no categories of control variables affect the way actionable participation and customer co-created value are related ($p > 0.05$). Thus, H3c and sub hypotheses (H3c1 and H3c2) were supported.

Table 37 : Summary of Hypothesis Test Results

Hyp.	Effect	B	Standart Error	X ²	p	Result
H1a1	Affective Trust → Attitudinal Participation	0,260	0,03	99,206	***	Supported
H1a2	Affective Trust → Informational Participation	,144	,0400	12,937	***	Supported
H1a3	Affective Trust → Actionable Participation	,193	,0307	39,448	***	Supported
H1b1	Cognitive Trust → Attitudinal Participation	0,15	0,02	59,352	***	Supported
H1b2	Cognitive Trust → Informational Participation	0,05	0,03	3,115	0,078	Not supported
H1b3	Cognitive Trust → Actionable Participation	0,12	0,02	25,874	***	Supported
H2a	Self-efficacy → Attitudinal Participation	,498	,0365	185,540	***	Supported
H2b	Self-efficacy → Informational Participation	,294	,0600	23,938	***	Supported
H2c	Self-efficacy → Actionable Participation	,419	,0447	87,708	***	Supported
H3a1	Attitudinal Participation → Economic Value	,414	,0595	48,224	***	Supported
H3a2	Attitudinal Participation → Relational Value	,545	,0569	91,660	***	Supported
H3b1	Informational Participation → Economic Value	,164	,0417	15,428	***	Supported
H3b2	Informational Participation → Relational Value	,216	,0408	27,947	***	Supported
H3c1	Actionable Participation → Economic Value	,522	,0496	110,663	***	Supported
H3c2	Actionable Participation → Relational Value	,505	,0492	105,702	***	Supported

* $p < 0.001$

To sum up, the statistical results of all the hypothesis tests are summarized in Table 37. Except H1b2 hypothesis which postulated the positive impact of cognitive trust on informational participation, all the hypotheses were supported and the validity of their hypothesized paths were empirically demonstrated. That is, the majority of the hypothesized relationships between the research factors were significant (14 of 15 hypotheses).

DISCUSSION AND CONCLUSION

Discussion of the Results and Theoretical Implications

Customer Participation has emerged as a popular subject and it is among the basic principles of the S-D Logic. Today, it is also a requirement for obtaining mutually beneficial social exchange transactions between customers and service providers. This study is a pioneering research that addresses the concept of CP in the context of marina service delivery. Thus, the main purpose while conducting the study was to explore the antecedents and consequences of customer participation in marina service context. First, within the scope of marina service delivery, we explored the meaning of customer participation and revealed the possible facilitating factors and consequences of participation. By doing this, we depicted the conceptual framework proposal of CP in marina service delivery. Antecedents related to service providers and customers, and the outcomes of the participation are similar to the literature review findings (Mustak et al., 2016). However, industry-specific facilitating factors (experience, region, boat type, position as a buyer) were determined in this study for the first time. In the regression models of the study, these factors were factored in as control variables. Subsequently, it empirically demonstrated the influence of customer trust and customer self-efficacy on the participative behavior of yachtsmen.

Current research hypothesizes that customer trust positively influences customers' participative behavior in marinas' service delivery. According to the findings, while cognitive trust significantly and positively influences attitudinal participation ($B = 0.15$, $p < 0.05$) and actionable participation ($B = 0.12$, $p < 0.05$), there is no causal relation between cognitive trusting belief and informational participation ($p > 0.05$). That is, cognitive trusting belief of yachtsmen based upon the knowledge and competencies of the marina service provider does not influence the tendency of the customer to share more information with marina, or to be in coordination and cooperation with them. It is possible to explain this inconsistency in different research populations and contexts. Additionally, there is a positive impact of affective trust on attitudinal ($B = 0.260$; $p < 0.01$), informational ($B = 0.144$; $p < 0.01$) and actionable ($B = 0.193$; $p < 0.01$) participation. These results are generally consistent with other findings.

How customer trust and customer participation are related is observed to have attracted limited attention from scholars, and few studies have emphasized the importance of trust on the participative behavior of customers. This result is generally consistent with other findings. For instance, Luk, Liu and Li (2018: 513) revealed that customer trust in employee and brand positively influences the willingness of customers to contribute to the service design process which is the sub-dimension of value co-creation behavior. In another study, Alves and Mainardes (2017: 1163) demonstrated that customers' level of trust increases as customers become a part of service delivery more willingly. Yet another example in the virtual brand community context, Zhihong, Hongting and Yanhong (2015: 302) proposed that customer trust positively affects knowledge-sharing and co-production related behaviors of customers.

In marina service marketing, customer relations and being in active interaction with customers are essential for sustainable business performance (Heron and Juju, 2012). As previous studies demonstrated (Schumann, Nijssen and Lentz, 2014: 402; Zhao et al., 2019: 455), by obtaining the trust of their customers, marinas can attain customer participation in service delivery and gather significant information to generate ideas for more customized services. In this respect, customer trust helps marina organizations. Findings significantly confirmed that emotion-based confidence of yachtsmen lead them to exhibit three types of participative behaviors. Because of the unique conditions in marina services, active relationships with customers are vital. At this point, especially affective trust, which is based on social psychology and is the result of previous interactions with service provider (Williams, 2001: 379), stands out as a tool that marinas can use to ensure participation of the yachtsmen. As well, cognitive trust is also a facilitator of yachtsmen' participative behavior as confirmed by the study of Schumann, Nijssen and Lentz (2014). In the theoretical foundation section, we also discussed that S-D logic requires co-creation activities and they happen due to service delivery processes where trusting belief is achieved and the parties provide various inputs for satisfactory outcomes (Ballantyne, 2004: 120; Prahalad and Ramaswamy, 2002: 59). Furthermore, the premises of social exchange theory advocate that individuals exchange tangible or intangible resources and trust is one of the constructs in these social interactions (Franke and Shah, 2003: 173). When customer trust is ensured, participative behaviors of customers increase and relational

exchanges are continually repeated (Muthusamy and White, 2005: 418). The findings also support the two basic theories of the thesis. That is, trusting belief of yachtsmen reinforce the breadth and depth of customer participation, and provide more efficient communication and sharing in service delivery transactions.

The second hypothesis of the research was related to the impact of customer self-efficacy on CP. It confirmed that customer self-efficacy positively and significantly influences each sub-dimension of customer participation: as attitudinal participation ($B = 0.498$; $p < 0.01$), informational participation ($B = 0.294$; $p < 0.01$) and actionable participation ($B = 0.447$; $p < 0.01$). Compared to other dimensions of customer participation, self-efficacy affects attitudinal participation more. However, the significant influence of self-efficacy on CP is partially contradictory to Chen, Raab and Tanford (2015: 72)'s results in the restaurant services. They empirically demonstrated that self-efficacy significantly and positively influences attitudinal and actionable participation, but it does not significantly affect informational participation. Similarly, attitudinal participation was the most affected dimension in their findings. However, surprisingly, customer's efficacy belief does not strongly encourage the yachtsmen to share information and be in harmony with marina employees. In line with other works (Im and Qu, 2017; Alves and Mainardes, 2017), it is possible to state that higher self-efficacy belief encourages customers to undertake more tasks, and their eagerness to be a part of co-creation increases accordingly.

In the marina industry, customers are usually in the high-income group, and self-efficacy perceptions of yachtsmen can be high due to their experience at sea. From this point of view, the findings of the study also support the Social Cognitive Theory, which is the basis of self-efficacy concept. That is, experience, knowledge and social interaction consequences of the yachtsmen influences their behaviors. Individuals are always in a learning process, and when their knowledge and interaction with their environment increase, their behaviors usually change accordingly (Erden and Akman, 1998: 26). It is assumed that when the yachtsmen' trust in their own abilities is high, they tend to make more effort to perform a certain behavior (Bandura, 1986: 94). However, their self-efficacy can be great even if they do not have the necessary knowledge and experience, as emphasized in our qualitative study findings. Their social environment and various situational factors affect their behaviors. Self-efficacy

appears as a strong motivator of customer behavior (Maddux et al., 1986; Van Beuningen et al., 2011: 108; Hibbert et al., 2012: 109), and it represents the customers' judgments on their capabilities to perform a task (van Beuningen *et al.*, 2009: 409; Yim, Chan and Lam, 2012: 125). The findings of the thesis were also consistent with extant literature and it was empirically indicated that yachtsmen with high confidence in their capabilities are more willing to take part in service delivery. This trait is different from permanent personality characteristics, and situational issues can change or influence the efficacy levels (Bandura, 1977: 203; van Beuningen et al., 2009: 408). Yachtsmen with higher self-efficacy beliefs are likely to undertake responsibilities and their eagerness to participate in co-creation activities increases (Hibbert et al., 2012: 255; Im and Qu, 2017: 34; Alves and Mainardes, 2017: 1172). In order to maintain effective relationships and co-creating value in line with S-D logic, it is required to take self-efficacy into consideration in service delivery (Chandler and Vargo, 2011: 46; Vargo and Lusch, 2010: 174). Thus, mutual and interactive relationships between yachtsmen and marina organizations can be achieved and they co-create value in service delivery interactions (Vargo and Lusch, 2010; Chen, Raab and Tanford, 2015).

In the third hypothesis, it was advocated that CP behavior positively influences customer co-created value. Research findings demonstrated positively significant causal relations between all types of customer participation and sub-dimensions of customer co-created value as economic and relational value. While attitudinal and actionable participation strongly influence the economic and relational value perceptions of customers, informational participation is affecting relatively less the two value categories. This is in accordance to other findings. Prior works emphasize the significant and positive influence of customer participation on co-created relational value (e.g., Chen and Chen, 2017) and economic value (e.g., Chen and Wang, 2016: 347; Wang, 2019: 243). In marina service context, the findings showed that yachtsmen do not tend to communicate with others (customer or service provider) for gathering additional information about service delivery and contributing to the co-created value. Yachtsmen tend to actionably participate when they think it is required, and significantly expect to co-create economic ($B = 0.522$; $p < 0.01$) and relational ($B = 0.505$; $p < 0.01$) value. They also behave respectfully and in a friendly manner to the

marina staff, and this behavior reveals co-created economic benefits and relational bonds.

Considering the control variables, it is concluded that these variables have significant effects on some relationships between antecedent factors (self-efficacy and customer trust) and sub-dimensions of customer participation, but do not significantly influence the link between CP and customer co-created value. With the correlation analysis, a meaningful relation between cognitive trust and informational participation was observed; however, that was not the case for the regression analysis findings. Other correlation and regression analysis results within the scope of the study supported each other. The variables that were observed to have significant effects on the relationships in the regression analysis are "experience at sea" and "marina region". Further, regression analysis results of affective trust and attitudinal participation indicated that Marmaris Region is important for the relationship between affective trust and attitudinal participation. The same result was found in the causal relationship between cognitive trust and attitudinal participation. This reason for the conclusion is that the Marmaris Region has a wide variety of customer profiles and has a more cosmopolitan structure compared to other regions in Turkey. Thus, both affective and cognitive trust in this region significantly influence the attitudinal participation of the customer in a positive and significant manner. Additionally, the group of yachtsmen with the least sailing experience (2 years or less) significantly influences the way affective trust and informational participation are related. In other words, emotional-based trusting beliefs of customers with less experience cause them to participate more informationally. The yachtsmen in this group try to gain more information and experience regarding the marina services. Similarly, the same customer group (having the least sailing experience) also influences how self-efficacy and informational participation relate to each other.

As per the principles of S-D Logic perspective, value is perceived and co-created as a result of service experience and service usage (Vargo and Lusch, 2008a: 256; Luk, Liu and Li, 2018: 508; Wang, 2019: 243). This value stems from the interaction of the firm and the customer as a result of service utilization. Customer participation is the main factor in this interaction (Payne, Storbacka and Frow, 2008: 84; Yim, Chan and Lam, 2012: 122; Yeh, 2016: 451). Furthermore, in line with Social

Exchange Theory, it is possible to talk about a joint effort that includes knowledge, skills and resources by engaging customers in a mutually beneficial relationship (Roberts, Hughes and Kertbo, 2014: 151). Customer participation is also the main factor in this reciprocal relationship and this thesis also contributes to current literature in the context of marina services. When the yachtsmen participate in service delivery processes, they desire to co-create values at the end of service delivery. They can be economic, relational, or hedonic values as mentioned in the literature review (Chan, Yim and Lam, 2010: 51; Park et al., 2018: 628; Yim, Chan and Lam, 2012: 125), and we empirically analyzed economic and relational values. Also, the interaction and sharing spirit inherent in the marina industry is also reflected in the findings of the study. Yachtsmen tend to be in interaction with marina staff and to get involved in service delivery process (actionable participation and intention to knowledge sharing).

In sum, this study adds to S-D logic and Social Exchange Theory by collecting and testing the antecedents of customer participation as customer trust and self-efficacy, and measuring the impact of CP on customer co-created value. This thesis is a sequel to a number of marketing scholars focusing on customer participation, and contributes to the participative behavior of customers in the field of marina services.

Managerial Implications

This dissertation has several implications for marina service providers and marina managers. First, it defines customer self-efficacy as a significant antecedent for managerial purposes, and establishes that customer trust moderately affects different types of customer participation behaviors. However, the proposals about the enabling effect of customer trust on participative behavior were not wholly supported in the empirical study. Respondents of the preliminary study strongly underlined the gravity of trusting belief for customer participation. In line with S-D logic, trusting belief is also a vital component for creating value jointly, and furthermore, it is a requirement for social exchange transactions (Ballantyne and Varey, 2006: 337). Co-creating value can be achieved only after establishing trust between parties (Prahalad and Ramaswamy, 2000: 80). To establish trust-based relationships, marina firms should

consider setting resources aside for training and communication to build on the skills of their employees such as, developing their ability to establish long-term and mutually trusting relationships with customers. Compared to other types of services, marina services have highly sophisticated specifications and they require professionalism. Yachtsmen are also in the high-income group and usually they have extensive knowledge and experience of the offered services. For these reasons, training of employees in certain subjects is of great significance in the marina industry. Employees should be well trained and turn service participation into more enjoyable activities for customers.

Marinas are one of the nodal points in marine tourism, serving yachtsmen and other various stakeholders, and they are constantly interacting with many parties. Given that we are in the information age and data is the most essential resource and competitive power for the firms, marinas should also appreciate the cruciality of big data management. The findings of the preliminary study also support this deduction. As some managers said, yachtsmen tend to participate and share their knowledge with others. So, the marina managements should benefit from the knowledge-sharing culture of this industry and gather essential information as a source of strategic decisions. That is, close contact and social interaction for ensuring their participation is vital in this industry but today, marinas should develop new methods to motivate their customers to be a part of the service delivery. We have introduced some new terms such as “social distancing” and “contact-free” due to post-pandemic developments, and in the long-term, smart technologies are a requirement for the firms. Marinas should create communication platforms for yachtsmen by benefiting from the opportunities of digitalization, keep in touch on a regular basis, and co-create value with customers during the service delivery. In addition, they should effectively manage the big data accumulated through these platforms and make use of them in their decision-making processes.

According to the findings, self-efficacy, participation types and co-created value are in an interdependent relationship. Consistent with prior works (Im and Qu, 2017: 34; Alves and Mainardes, 2017: 1172), it has been found that higher self-efficacy belief encourages the customers to undertake more tasks and their eagerness to participate in co-creation activities increases accordingly. Yachtsmen usually have

high self-efficacy perceptions, which lead them to participate more. Besides, as suggested by prior studies (Pedersen, 2005; Kulviwat, Bruner and Neelankavil, 2014), higher self-efficacy of customers generally ensure higher technology acceptance. Since personal factors affect customers' behavior and their adaptation to various conditions, firms should be aware of them and develop methods tailored to meet their customers' needs. In this regard, digital technologies can be a useful tool for the companies, especially for the post-pandemic world. Until now, the marina industry has been lagging behind compared other industries in terms of adapting to technological developments, but now it is time for these firms to move forward and adapt to the "new normal." Marinas should make use of the opportunities of digital tools and achieve to collaborate with their customers in service delivery transactions. Through these systems, marinas may sustain their relations with their customers as their yachtmen or other customers may probably be more motivated to get involved in processes this way. For instance, some marinas started to use various virtual applications (Zoom, Google Meet, Microsoft Teams, etc.) to offer personalized sales videos and provide virtual tours. These tools are mostly managed by the firms' internal Customer Relationship Management (CRM) / Enterprise Software Management (ERP) systems. Such applications should also be implemented in service delivery processes. Additionally, social media platforms (e.g., Instagram, Twitter, Facebook, etc.), mobile marketing tools (e.g., mobile applications) and other related technological trends should be used actively to enhance the participative behavior of customers. These satisfactory interpersonal interactions may encourage the customers to participate in service delivery for obtaining favorable consequences co-creatively.

In order to raise awareness of employees about CP, executives should alter the cultural atmosphere of their firms. Considering the customers as co-creators as a corporate culture imposes new roles on both customers and employees. Therefore, the daily practices, planning and even new recruitments of the employees should be rescheduled by taking the customer into account. It is necessary to explain the responsibilities of this new approach such as the value to be created, the personal benefits, the gains of the company etc. If necessary, various training and reward systems to this end should be developed. Human resources departments should organize training lessons, the actions to be taken should be clarified and the personnel

to be assigned should be determined in these meetings. By the digitalization of the systems, the employment and management of people who can use these technological systems is also of great importance. Highly-qualified personnel should be employed to ensure the operationalization of these systems.

When we look at the ports in particular, new business models come to life along with digital technologies and smart applications (Esmer, 2017). One of the essential issues to be managed in these new business models is to provide the necessary workforce for the industry (Karas, 2020). To manage the mentioned digital transformation, employing qualified people with high level of technology knowledge and expertise is required. Logistics, analysis and processing of big data generated on digital platforms which involve marina customers or other stakeholders require specific qualifications. Managing the big data is of great significance for the firm to make strategic decisions to create competitive advantage (Koc, 2020b). Marina businesses also need to improve their capabilities in this regard. Marinas should especially be aware of digital means of communication with their customers and should adapt digital technologies to encourage customers to be a part of service delivery processes. Marinas are required to employ personnel with technological skills in order to benefit from the full potential of digital technologies and to establish sustainable relationships with their customers based on trust. Adopting information technologies and implementing smart systems in marinas require employees' technological knowledge and expertise. Furthermore, marinas should make an effort to develop the abilities of their employees, and invest in personnel training and education regarding technological matters as other types of ports do. For instance, trainings are provided by Rotterdam Port Management to follow the changes required by digitalization. Some of the trainings are aimed at new areas of expertise (e.g., Internet of Things Developer, Big Data Analyst) which are regarded as future professions in ports. Also, in the APM Terminal in Brazil, how to use Augmented Reality (AR) is taught to employees (Agatić and Kolanović, 2020).

To sum up, along with these developments, the employment and management of the required workforce is of great importance. Finding and employing employees possessing these skills will provide competitive advantages for the firms.

Limitations and Future Research

This study was conducted in the Western Coast Regions of Turkey that are the most popular regions where the most intense yachting activities take place. Due to time and cost constraints, other regions were not included. Future studies should undertake the yachtsmen especially from Marmara and Mediterranean Region and enhance the generalizability of the findings. Due to time constraints, experienced marina managers having knowledge about a wide variety of customer behavior were chosen in the preliminary research of this study. Accordingly, information about participative behavior of yachtsmen were obtained in a short time. It should be noted that in-depth interviews with yachtsmen in person may provide wider insights into their participative behavior. Furthermore, the quantitative study was conducted among yachtsmen who are only one of the marina customers, but there are other marina users getting services from these firms, such as yacht brokers, yacht agencies, and technical services suppliers for the yachts. According to S-D Logic, value co-creation concept proposes a value system in which all stakeholders are involved and integrate their resources in service ecosystems (Lusch, 2011; Ng et al., 2012). Therefore, further research should include other marina users to extend the findings of this study.

Another limitation of the study is that co-variance based structural equation modeling (SEM) which was planned to be used at the beginning of the thesis could not be applied. Since multivariate normality requirement couldn't be achieved. The type of service has sophisticated features and high economic value. The study was carried out with a group of similar people whose concerns such as livelihood and future are relatively low. This caused the data to be less diversified. It was inferred that the non-normal distribution of the data was also due to the characteristics of the marina industry. Furthermore, not only did the data fail to meet the multivariate normality requirement but the sub-dimensions restrained the emergence of existing relationships as well. Analyzes were also performed with the variance-based structural equation model (PLS-SEM), which provides flexibility in the assumption of normality. However, due to the several sub-dimensions of the variables, reliability and validity values did not provide the acceptable levels because of the complexity of the model.

The relations of variables in the model were examined in a binary way with Generalized Linear Model.

In the main study, the factors with the highest frequencies in the qualitative analyses were included as variables, and only two customer-related factors and an outcome were involved as an antecedent and a result of customer participation, respectively. Other explored factors should also receive research attention in the future research. For instance, the culture, which also stands out as a vital antecedent of customer participation behavior in the qualitative study findings, was not included in the study model due to the fact that an adequate number of foreign yachtsmen could not be reached during the fieldwork. People from various cultures spend time at marina facilities and exhibit different participation behaviors. As suggested by Yi and Gong (2013) and Koc, Ar and Aydin (2017) before, in future studies, the scope of the work can be expanded across borders, and the quantitative data in this study may be compared with future findings abroad. This way, the impact of culture on customer's participative behavior can be revealed. Furthermore, personality is another major construct. Yachtsmen with various character traits display different customer behaviors, and the firms need to develop several marketing strategies for each individual to be competitive in the market. Also, in line with the prior studies' suggestions (Yi and Gong, 2013; Bharti, Agrawal and Sharma, 2014; Chen, Raab and Tanford, 2015), further research might also investigate the role of personality in participative behavior of customers. Moreover, among the consequences of CP determined as a result of the qualitative study, only the customer co-created value was included in the research model. Future research should focus on the influence of CP on performance of the firm specifically, such as financial and operational performance, market share and shareholder value, given that customers' participative behaviors may improve the firm productivity through efficient services co-creation.

This research has approached customer participation from a customer-oriented viewpoint. However, other studies have examined the concept from employee's point of view or from a dyadic perspective (e.g., Chan, Yim and Lam, 2010; Yi, Nataraajan and Gong, 2011; Chen, Chen and Lin, 2015) and further research may also involve the marina employees' perceptions to provide a similar dyadic perspective. Also, customer participation concept has been analyzed from a positive point of view, but sometimes

it may cause value co-destruction (e.g., Woodruff and Flint, 2006; Plé and Cáceres, 2010; Echeverri and Skalen, 2011) or employee job stress due to greater amount of work (Hsieh, Yen, and Chin, 2004; Chen, Chen and Lin, 2015). Therefore, future research is needed to investigate the issue from a negative perspective and evaluate the negative consequences of participation in marina service delivery.

As mentioned in the study findings above, the most prominent CP type in marina service delivery is knowledge-sharing participation, and marina services require active interaction with customers. In addition, both S-D logic and social exchange perspective advocate that the reciprocity of the provider and the customer (along with other stakeholders) is a key component for value creation. In future studies, projects can be organized to find out efficient and useful practices to ensure active participation of marina customers. Considering the digitization opportunities, the role of technology on CP may also be examined in the future research.

This study has been conducted with yachtsmen who are the users of the marina services, and marina facilities serves in the marine tourism field of the maritime industry. Marina services are more sophisticated than other service types and require constant contact with customers, and this type of service is included in the B2C setting. Similar studies in other maritime-related fields such as logistics companies, ports, etc. will help demonstrate whether the impacts we have found are present and as effective in different contexts, especially in the B2B setting.

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APPENDICES

QUESTIONNAIRE FOR QUANTITATIVE RESEARCH

Dear Participants,

The research aims to determine the participation behaviors of marina users (customers) to the service delivery processes and also to determine what drives customers to participate in these processes and what outcomes of this participation are. The data provided through this questionnaire will be used in a PhD thesis being carried out Maritime Business Administration Department at Graduate School of Social Sciences, İzmir Dokuz Eylül University. The information provided will be kept confidential and used only for the relevant scientific study. Thank you very much in advance for your contribution.

Arş. Gör. Elif KOÇ

Prof. Dr. Durmuş Ali Deveci

PART I

Please tick the most appropriate option for each of the following items, ***considering the marina from which you have received the most marina services so far*** by using the table below.

1	2	3	4	5		
Strongly <u>Dis</u> agree	<u>Dis</u> agree	Neutral	Agree	Strongly Agree		
1	I know how to use the services of the marina.	1	2	3	4	5
2	I know how to deal with employees at the marina.	1	2	3	4	5
3	I know what I expect to receive from the marina.	1	2	3	4	5
4	This marina knows how to provide excellent service.	1	2	3	4	5
5	This marina is competent and has a lot of expertise.	1	2	3	4	5
6	The quality of marina's services is very high.	1	2	3	4	5
7	Overall, this marina is an experienced marina.	1	2	3	4	5
8	The intentions of this marina are benevolent.	1	2	3	4	5
9	This marina pursues predominantly egoistic aims.	1	2	3	4	5
10	This marina acts in my best interest.	1	2	3	4	5
11	It is the aim of this marina to actually help me.	1	2	3	4	5
12	I try to be cooperative with the marina staff.	1	2	3	4	5
13	I am friendly to the marina staff.	1	2	3	4	5
14	I respect the marina staff.	1	2	3	4	5
15	I take into account other customers' views about the marina.	1	2	3	4	5
16	I spend time searching for information about the marina.	1	2	3	4	5
17	I ask people I know for their opinions about the marina.	1	2	3	4	5
18	I intervene when I feel something is not right when receiving service in the marina.	1	2	3	4	5
19	I openly discuss questions and concerns with the marina staff.	1	2	3	4	5
20	I ask questions if I don't know how to get a service in the marina.	1	2	3	4	5

My participation in the service process of this marina helps me to: (providing negative or positive feedback, information and developing recommendation)						
21	receive higher quality services.	1	2	3	4	5
22	receive more customized services.	1	2	3	4	5
23	receive more control over the service quality.	1	2	3	4	5
24	build a better relationship with the marina.	1	2	3	4	5
25	receive relational approval from the marina.	1	2	3	4	5
26	connect better with the marina.	1	2	3	4	5

PART 2

1. **Gender:** ()Female ()Male
2. **Age (Please indicate):** ()18-24 ()25-31 ()32-38 ()39-45 ()46 and above
3. **Your nationality (Please indicate):**
4. **Education:** ()Elementary School ()High School ()Vocational Higher School ()Undergraduate ()Postgraduate
5. **Monthly Income:** ()10.000 TL and below ()10.001 TL-20.000 TL ()20.001 TL-30.000 TL
()30.001 TL-40.000 TL ()40.001 TL and above
6. **Occupation (Please indicate):**.....
7. **Total experience at sea:** ()2 years and below ()3-5 years ()6-8 years ()9-11 years ()12 years and above
8. **Your position as a marina service buyer:** () the owner of the boat () the captain of the boat
() both the owner and the captain of the boat.
9. **Your Boat Type:** ()Motor Yacht ()Sailing Yacht
10. **The location of the marina you are considering when answering the above questions:**
()Bodrum Region ()Fethiye-Göcek Region ()Marmaris Region
()Izmir-Aydın Region (Çeşme-Seferihisar-Kuşadası-Didim) ()Ayvalık
() If other, please indicate.....