

# **The cocreation of value on Facebook: Evidence from the Moroccan Airlines Industry**

## **Abstract:**

The 21st century was shaped by the change in economic from the good dominant logic to the Service dominant logic (Vargo&Lusch,2004). This shift radically changes the relationships between companies and their customers. Customers have become cocreators of value because of this shift in Logic. Meanwhile, Social network sites like Facebook have been growing in Popularity worldwide in general, and in Morocco in Particular. This growth of Popularity inspired airline companies in having a Facebook presence through pages. The goal of this study was to determine what were the factors that influence the cocreation of Value in the airline companies Facebook pages. In order to reach our research objective, we tested the most cited theories related to the cocreation of value concept (DART model, Prahalad &Ramaswamy,2004), and social networks (Technology acceptance model of Davis et al.,1989, and the theory of planned behaviour,1991). Variables like dialogue, access, trust, perceived usefulness, and transparency proved to influence the cocreation of value. Attitude and subjective norms didn't influence the cocreation of value process on Facebook.

**Key Words: cocreation of value, Service dominant logic, Facebook, Airline industry.**

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## **Introduction:**

The social media revolution has changed the way companies interact with their customers. Their customers can express their thoughts about corporate marketing messages like never before. Companies can receive feedback about their marketing actions in an unprecedented way. As a result, companies care more about their publics think about them, and customers feel more and more empowered.

Social media can be defined as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content” (Kaplan & Haenlein,2010). Blogs, social network sites, collaborative projects, content communities, virtual social worlds, and virtual game worlds all constitute social media (Kaplan & Haenlein,2010). Social network sites are the most popular types of social media. For the latter authors, Social networking sites are “applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other. These personal profiles can include any type of information, including photos, video, audio files, and blogs”. Facebook remains the most popular social network site with its billion members, and remains one of the most strategic one for companies when it comes to advertising, order management, after sale service, and interacting with clients.

Meanwhile, the economy has shifted from goods oriented economy to service oriented economy. Based upon Vargo& Lusch’s theory (2004), customers no longer consume products for what they are in terms of ressources, but for the value they get from their usage.

Consequently, according to the same authors, consumers are always involved in the value creation of goods and services. That’s why consumers are always cocreators of value (FP5). Airline company Facebook pages constantly record interactions between companies and clients. Customers either critise, complaint, praise, or suggest improvement for the companies they follow on Facebook. In every case their Feedback is useful for the company they follow, and represents a source of value cocreation. Thus, several questions

become legitimate, why would customers cocreate value with airline companies on Facebook? What would be the factors that determine the cocreation of value on Facebook in the airline industry? What would be the most significant factors?

Studying the cocreation of value on Facebook in the airline industry remains important for several reasons. First very few empirical studies have been done on the topic of cocreation of value according to Dhaka (2015). Second, the airline industry is a very strategic sector for a touristic country like Morocco that relies a lot on tourism (10% of the GDP,5 of the entire jobs), and where airlines companies represent a non neglectable component of the touristic experience.

## **I Literature review:**

### **1.1 Where does the cocreation of value concept originates from?**

Vargo and Lusch (2004) noticed that the economy shifted in the 21th century from a product logic to a service logic. they remarked that products and services weren’t as easily distinguishable as before because of the idea that every product contains a service component. The latter service component is crucial to the product’s competitiveness. Also, for these author products are not purchased because of their resources like in the case of cars, but for what they represent (association, social status) or value in use. In other words, for these authors a car has no value if the client can afford the gas to make it function. Thus, based upon all these facts, Vargo &Lusch (2004) first suggested the Service dominant logic Theory to the research community.

Vargo and Lusch (2004) suggested 11 premises and 5 axioms in order to define their logic These axioms have evolved with time thanks to interaction with the research community (Vargo & Lusch, 2015). The first axiom hasn’t changed and claims that the role of service is the application of operant resources (skills and knowledge) (Park & Vargo, 2012; Vargo & Lusch, 2008). The second defends the idea that value can be created by at least a firm and a customer, and multiple actors where one always benefits (Vargo & Lusch, 2015). The third axiom claims that all the actors of included in the value creation process are resource integrators. The fourth one indicates that value can be shaped by the beneficiary (Vargo & Lusch, 2008). The last one insists on the role of institutions in the value

cocreation process (Vargo & Lusch, 2015).

These 5 axioms highlight the role of the actors in the cocreation of value process, and the application of service for competitiveness. This model has been validated in several studies (Heinonen & Strandvik, 2015). The SDL framework has influenced a new stream of research around the cocreation of value concept.

### **1.2. What is the cocreation of value?**

The cocreation of value concept is most probably one of the most difficult term to define. Several authors have suggested definition to this concept. For Gronroos & Gummerus, (2014) value cocreation could be defined as “Actions taken by the actors on a co-creation platform, where the actors may directly and actively influence each other’s processes (e.g., supplier service process and customer consumption and value creation processes)”. For Galvagno and Dalli (2014) value cocreation is “... the joint, collaborative, concurrent, peer-like process of producing a new value, both materially and symbolically.”

In addition, the value cocreation concept is also used in other research contexts like the one customer dominant logic. In that context, the term value formation is used instead of value cocreation, and value emergence is used instead of creation (Heinonen & Strandvik, 2015). Value cocreation is also used in the context of consumer culture theory (Galvagno & Dalli, 2014). Service science logic sees cocreation of value as the integration of resources between two systems to result in the well-being of another (Vargo et al., 2008). The service logic approach sees cocreation as the combination of resources between the ones given by the firm with other resources from their daily life resulting in value creation (Gronroos, 2011). Despite of all these differences of perspective Dialogue, interactions, and dynamic relations remain recurrent ideas. For the sake of this study, we will keep the definition of Vargo and Lusch (2008) where customers, organizations and other stakeholders cooperate together to cocreate value since it is the most global one.

Several benefits have been recognized for the cocreation of value across the literature. For Payne et al. (2008), technology is a key enabler for cocreation of value. In the context of education, cocreation leads to quality of results and satisfaction (Bendapudi and Leone, 2003). Finally, Recovery from flaws of product and services enables a real a

genuine cocreation of value (Dong et al., 2007). New products and service improvement can result from the cocreation of value (Hoyer et al., 2010).

### **1.3 What characterizes social network sites like Facebook?**

Social networks sites like Facebook have been on the rise during the last decade. The latter enable users to post profiles, communicate with each other, network and participate in public life (Boyd & Ellison, 2007). Thanks to these tools, companies can reach large audiences at low costs (Trusov et al., 2009). Friends of friends can recommend products and services to their entourage, and therefore contribute to an organization’s development. The popularity of Facebook is due to 5 factors that are essentially according to Gillin (2007) the decline of traditional online marketing, technological development (IT infrastructure), demographic changes (young people prefer internet to television), trust issues since internet users tend to believe their entourage more than companies.

The main advantage of Facebook as a marketing tool would most probably be online community management. Every organization whether public, private, non-profit can build a community around its activities. The goal for companies having a presence on this application is to build strong relationship with their consumers through communities of interest (Bolotaeva & Cata, 2010). Facebook online communities or pages enable to gather information about customers, to determine needs and preferences, and to interact with customers (Sigala, 2003). In the same time, according Trusov et al. (2009), social network sites like Facebook enable to promote products, and create awareness about offerings. The later community stickiness or ability to keep customers by creating value for them through rewards for loyalty, trust, constant interaction and customized services (Trusov et al. 2009) becomes crucially important for successful community management. Also, understanding the motivation of customers to interact with the community is important to determine successful community management (Wang & Fesenmaier, 2004). Famous Brands like Coca Cola, Nutella, and Pringles attract hundreds of millions of fan worldwide (Dunay and Kroeger 2011). They interact with customers, and listen to their views. For instance, Cadbury relaunched a bar called after engaging a conversation with their

Facebook audience in 2007 (Hassan, 2013). This shows the power of Facebook in terms of value cocreation with page members.

#### **1.4. What are the main theories related about the cocreation of value?**

When it comes to cocreation of value, several models have been suggested. We have essentially two types of models that can be either theoretical from customer perspective or organizational context (Skarzauskaite,2013). The review of these models proved that very few models can be tested empirically. In this research, the most acknowledged one will be discussed.

First of all, the model of Payne et al. (2008) consider that cocreation of value is composed of customer processes, supplier processes and an encounter. customer processes are the experiences of the customers with the product or services. The company processes consist in providing value cocreation opportunities through knowledge acquisition from the customers. The encounter is the place where customers and client meet and interact.

Second Ranjan and Read (2014) proves that value coproduction and value in use determine value cocreation. Value coproduction is determined by knowledge sharing, equity and interaction. Value in use is composed of experience, personalization and relationship. Thanks to these concepts, Ranjan and Read (2014) developed a measurement index of Value cocreation.

Third, Yi and Gong (2013) suggested a Framework for Value cocreation. For them, customer participation behavior and customer citizenship behavior influence value cocreation. Customer participation is essential to value cocreation while citizenship behavior is secondary. 4 dimensions compose customer participation that are information seeking, information sharing, responsible behavior, and personal interaction. 4 dimensions make up customer citizenship behavior which are feedback, advocacy, helping and tolerance. Based on this model a measurement scale adapted to customer's point of view was used.

Finally, the DART model of Prahalad and Ramaswamy (2004) is considered as being the most efficient for empirical testing (Albinsson et al., 2016). This model is based on the idea that four blocks that are dialogue, access, risk management and Transparency all influence value cocreation. Dialogue is the level of conversation between company staff and clients. Access is the level

towards which information is easy to get. Risk management refers to the extent toward which the information displayed on the website enables to assess the advantage and inconvenient of the offering for the customer. Transparency refers to the degree of trustworthiness of the information given by the company (Prahalad & Ramaswamy,2004).

Very Few studies have used this model (Solakis et al.,2017). Spena et al. (2012) confirmed the 4 blocks of the model. Mazur and Zaborek (2014) found that the model was imperfect in terms of representation of value cocreation practices. Taghizadeh (2016) applied the DART model on innovation strategy and market performance and proved that this model influences innovation strategy.

Indeed, not only there is a lack of research when it comes to the DART model, but also that this model could be completed with other constructs in order to give a more accurate representation of the reality (Mazur & Zaborek,2014). This is why in our study, some other construct coming from theories like the theory of planned behavior and the Technology acceptance model are suggested. The theory of planned behavior suggests that constructs like attitude and subjective norms can influence human behavior (Ajzen,1991). The technology acceptance Model indicates that variables like perceived usefulness predict human Behavior (Davis,1989)

## **II Theoretical Framework:**

### **a) Attitude towards the company**

Bagozzi and Silk (1983) defined attitudes as a network of beliefs linked to assessment. When it comes to brands, attitude would be the beliefs and assessment of the consumer on the brand. Attitude can be either affective or rational towards brands. Attitude has been proven to influence behaviors according to the theory of planned behavior (Ajzen,1991). For Teng and al. (2007), the attitude towards an advertisement influences the behavior toward the brand.

Links between attitude and customer engagement have been proven across the literature (Meng,2006). Customer engagement leads to value cocreation since value can be created by the interaction between a company and its clients (Edvardsson et al.,2011). Facebook as a platform facilitate the latter interactions. Thus, if a customer holds positive attitude towards a brand, he or she will be more likely to adopt a value cocreation behavior

(Wang & Richie, 2012). Therefore, we suggest the following hypothesis:

H1: The positive attitude towards an airline company on Facebook influences the cocreation of Value on Facebook

#### **b) Subjective norms**

Subjective norms represent the tendency of individuals to conform to peer pressure regarding specific behavior (Ajzen, 1991). Marta et al. (2014) define it as “a function of the person’s beliefs regarding what each referent thinks he or she should do and the motivation to comply with these referents”. In other words, a person with a strong subjective norm is more likely to comply to his entourage influence (Yi & Gong, 2013; Kim et al. 2013).

In this article, subjective norms are defined as the social pressure to participate in the airline company pages. Research shows that Brands benefit from these subjective norms on social networks (Chu and Kim 2011). Thus, if one person sees his entourage cocreating value on airline companies Facebook brand pages, he or she would be more likely to cocreate value on Facebook, which leads us to the following hypothesis:

H2: Subjective norms influence the cocreation of value on Facebook airline companies pages.

#### **c) Perceived Usefulness**

Perceived usefulness can be defined as the belief that a system utilization can improve one person’s job performance (Davis, 1989). The more a technology is perceived as being useful the more likely it might be adopted (Morosan, 2011). Several studies have proven that usefulness is linked to technological usage (Morosan, 2014).

In the context of this study, the perceived usefulness concept means the benefits customers can get from contributing to airline companies Facebook. Facebook pages can be a very useful technology when it comes to making one’s voice heard, the pages allow for their members to complain, suggest or praise the company. Therefore, if a person perceives this technology as being useful, that person will be more likely to contribute to it, which leads us to suggest the following hypothesis:

H3: Perceived usefulness influences the cocreation of value on the airline Facebook brand pages.

#### **d) Risk Management**

Risk management is one of the most

important component of the DART model. According to the latter authors, Risk management is defined as the tendency for brands to show the advantages and inconvenients of their offering in order to generate trust for their clients (Pralhad & Ramaswamy, 2004). When customers trust a company they know not only their benefits, but also the inconvenients they may face (Kashif et al., 2015). Trust influence individual behavior according to previous studies (Gefen et al. 2003; Shin 2010).

In our context, Facebook helps customers to reduce the risk they encounter while looking for an airline company online. Facebook pages enable to see the way a company is perceived by its public. In the same time, the interaction between Facebook users increase the trustworthiness of a Facebook page (Swamynathan et al. 2008).

This is why, we hypothesized:

H4: Risk management influences the cocreation of value on the airline Facebook brand pages.

#### **e) The access variable**

According to Prahalad and Ramaswamy (2004) the Access variable means the possibility for Customers to access to the information related to the company’s resources and processes. The latter access to information influences the cocreation of value according to the DART model (Pralhad and Ramaswamy, 2004).

Sawhney et al. (2005) showed that technology facilitates the access to information since it enables the interaction between the customer and the company. Facebook pages enable customers to access to airline companies information. Customer can get to know new offers, discounts thanks to these pages, which is why the following hypothesis is suggested:

H5: Access influence the cocreation of value on the airline Facebook brand pages.

#### **f) The dialogue Variable**

Dialogue is the first dimension of the DART model of Prahalad and Ramaswamy (2004). It enables the engagement between clients and companies. The authors mean by dialogue the level of interaction between the companies and their clients. The latter dialogue requires that customers can access persons and resources that enable information exchange.

Open dialogue creates trust inside of a community (Ballantyne, 2004). Dialogue enables products creation or problem solving (Hoyer et al.,

2010). Airline companies Face lots of complaints and need to innovate in order to be competitive. Companies can dialogue with their clients on Facebook. Thus, we can suggest the following hypothesis:

H6: Dialogue influences the cocreation of value on the airline company Facebook pages.

**g) The transparency variable**

Finally, Transparency is the last variable of the DART model suggested by Prahalad and Ramaswamy (2004) model. Information needs to be clear and all the parties involved (company and customers) need to have equal access to the information. Garbarino and Strahilevitz (2004) have proven that transparency enables a real advantage for companies since customer can access to valuable information. Tanev et al. (2011) has proven that transparency enables a company to acquire new ideas linked to new products (Tanev et al,2011). Transparency enables a creative dialogue between the company and the client based on trust (Ballantyne, 2004).

Facebook gives the opportunity for airline companies to communicate with their customers with transparency. Thus, we can suggest the following hypothesis:

H7: Transparency influences the cocreation of Value on the airline Facebook brand pages.

**III Research Methodology:**

The goal of this article is to explain a phenomenon which is the one of the cocreation of value on the airline companies Facebook pages. Based upon this objective, the most appropriate research method is quantitative. Therefore, a survey was sent online.

The population in this study was the one Facebook airline company fans in Morocco. This population is hard to assess since most of the airline Facebook pages are international. If we were to refer to Facebook users in Morocco, we can say based on Previous studies that they come from urban areas, at least middle class, young, and are educated (Oukarfi,2013).

The sample use was non probabilistic(convenient). the data was collected in a university context. The reason behind that choice was the ease of data collection, and the fact that young middle classed and educated respondents were easily available. We have been able to finally collect 384 responses between January and March 2019.

The questionnaire items were taken from the literature. Most of the items were inspired from the works of Solakis et al. (2017), Grisseman and Stokburger-sauer (2012), and Leung (2012). The measure used was a likert scale from 1 to 5 where 1 meant totally disagree and 5 Totally agree. the second part of the survey contained demographic data The survey was translated from English to French by confirmed bilingual researchers. A pilot study was done in a Moroccan university to test the question (30 persons).

The results were analyzed through PLS. the reason behind that choice was the fact that it is a method that enables a “robust framework for estimating causal models with latent variables and systems of simultaneous equations with measurement errors” (Ringle & Sinkovics, 2004, p. 310). PLS can be used in both confirmatory and exploratory studies (Lowry & Gaskin, 2014). The software smart PLS V.3 will be used. Exploratory factor analysis and confirmatory factor analysis were done.

**IV Results:**

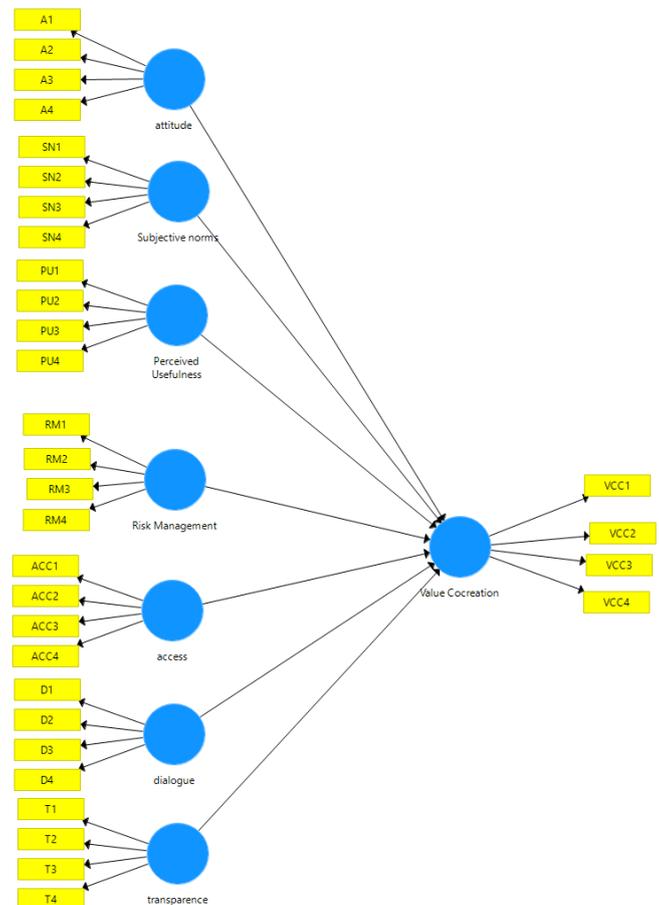


Figure 1: The Suggested Model

Since the methodology used was the one of Partial least squares, specific steps needed to be followed. The Exploratory factor analysis was done first. Afterwards, the convergent and discriminant validity analysis was done.

Concerning the EFA, the tests for sphericity and communalities were done on SPSS. Principal factor and varimax were used as well. The KMO test results were all beyond 0.675 which is in the overall a very good result (See table 1). All the Bartlett Tests were significant which is an excellent indicator of sphericities all the communalities were beyond 0.5 and the loadings beyond 0.7 at the exception of the items NS4 that got deleted.

The first step consisted in assessing the reliability of the measures through tests of sphericity and communalities. Principal factor analysis and varimax was used as well. The EFA was done twice. All the KMO tests turned out to be between 0.662 and 0.825 which a very good score for a factorial analysis (see Table 2).

The second one was the convergent validity assessment. All the Cronbach alphas, the Rhos were between 0.662 and 0.89 which is a very good indicator of reliability on the overall. All the AVE's (average variance extracted were beyond 0.5 which is a very good reliability indicator (see table2).

Afterwards the discriminant validity was done. The Fornell Larcker (1981) criterions were positive. the main variable correlation was always higher than the other items (see table 3).

In addition, the overall model's R2 is 56% which proves that this model moderately (Chin, 1998) explains the variation (Table3).

Goodness of fit is 0.35 which is a moderated score (Wetzels et al., 2009) and was calculated by the following formula:  $GOF = (\text{average } R^2 * \text{average AVE})^{0.5}$ .

At last, 5 Hypothesis were confirmed. Dialogue ( $P = 0.000$ ;  $T = 3.904$ ), transparency ( $P = 0.003$ ;  $T = 3.000$ ), trust ( $P = 0.001$ ;  $T = 3.268$ ) and access ( $P = 0.001$ ;  $T = 3.283$ ), and perceived usefulness ( $P = 0.002$ ;  $T = 3.123$ ) all influence the cocreation of value on the airline companies Facebook brand pages. Attitude ( $P = 0.214$ ;  $T = 1.243$ ), and subjective norms ( $P = 0.101$ ;  $T = 1.644$ ) didn't prove to influence the cocreation of value in the airline companies Facebook page (see Table 5).

## V Discussion:

Prahalad and Ramaswamy (2004) suggested the DART model as a mean to explain the cocreation of value taking place between companies and their customers. In this study, we suggested to add perceived usefulness, attitude, subjective norms to test whether technological and social psychology variables influence the cocreation of value process in the airline industry.

Dialogue, access, risk management and transparency confirmed their influence with the cocreation of value process which similar of the study of Solakis et al. (2017) or Mainardes et al. (2017). The usefulness result was similar to the one of Liu (2018) where the cocreation of value and perceived usefulness were found to be linked. The attitude variable result was different than in the literature where Soltani (2017), and Lee (2018) found that there were positive links between attitude and the cocreation of value. The subjective norms results were different than the one of Lee (2018), where Lee (2018) found that subjective norms influence the cocreation of value process.

The results of this study show that the Facebook airline pages are in the overall trusted as a mean of communication by the customers in the overall. The information displayed on Facebook is easy to access, and transparent for the respondents. Customers can assess the risks related to the information they receive on Facebook regarding the airline companies they follow. Also, the respondents agree with the idea that the dialogue with the airlines companies they follow enables them to express their opinions, and to cocreate value with them. They agree with the fact that it can be useful to participate in Facebook companies brand pages.

However, Customers don't cocreate value because of attitude, subjective norms, or perceived usefulness. If a positive attitude doesn't influence the cocreation of value process that could be explained by the Fact that customers join Facebook pages because of negative attitude (personal complaints). Concerning the result of subjective norms, this result could be explained by the Fact that the pages are not entertaining enough to be shared by Facebookers, especially when Buzz events happen.

## VI Limitations and orientation for future research

The study was done in a Moroccan university. Other universities or other type of customers could be studied for prospective studies.

There were restrictions on time and places. The non-probabilistic nature of the sample doesn't make the current result generalizable.

Other studies can be done at the corporate level to understand the cocreation of value in the airline industry from the community managers perspective. The model suggested in this study could be tested in other contexts as well., like healthcare, banking, hospitality management etc...

The cocreation of value is context specific (Wunderlich et al., 2013). Other context related variables could be included in further research.

Also, including antecedent to any construct of the current suggested model could be tried in further studies (antecedent to dialogue, attitude or else...). The end would be to have a more global understanding of the cocreation of value phenomena.

This study measures intentions. it could be interesting to repeat the same study with the same people several months later to see if there is a significant change in behavior on the one hand. On the other hand, since we are in a quantitative methods context, there is always a risk for social desirability. Some of the respondent might not have been always sincere in their responses.

### **VII Managerial implications**

From a managerial perspective, understanding the main variables that influence the cocreation of value in the airline industry on Facebook can create significant value for companies. Airline Companies could suggest promotions, create new product, better understand customer preferences, and solve their problems by interacting with their customers on Facebook.

By solving their problems, airline companies can contribute to the theory of service recovery paradox (Hart et. al,1990) that Proves that customers are more satisfied with companies that recover service failure, and acknowledge for their mistakes that those who don't. In short, having a properly managed Facebook community is a big business opportunity for airline companies.

### **Conclusion:**

Cocreation of value in Facebook is still a new marketing orientation for both scholars and practitioners. The continuous changes happening on the Facebook site are expected to empower the clients even more, and to facilitate the cocreation of value process even more in the future (Fagerstrom & Ghinea,2011). Consequently, Airline companies should enable the cocreation of value even more with

their clients in order to be competitive. The model tested proved to be an acceptable representation of the factors that influence the cocreation of value from a customer perspective. The goal of this study was to humbly fill a gap in both the social media and cocreation literature.

Several implications can be drawn from this study. At the theoretical level, the association and assessment of the DART, TAM and TPB model was done which is a very rare in the literature. Very few empirical papers have been done about the topic of value cocreation (Dhaka,2015). At the managerial level, Community manager can evaluate their marketing actions based on this model's variables. As a result, corrective actions can be taken in order to better satisfy customer needs.

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## Appendix

	<b>Communalities</b>	<b>Loadings</b>	<b>Total</b>	<b>% of variance</b>	<b>% cumulated</b>	<b>KMO</b>	<b>Bartlett</b>	<b>Alpha</b>
<b>D1</b>	0,613	0,783	2,718	67,938	67,938	<b>0,772</b>		<b>0,842</b>
<b>D2</b>	0,665	0,816	0,523	13,065	81,003		638,028	
<b>D3</b>	0,768	0,877	0,489	12,229	93,232		6	
<b>D4</b>	0,671	0,819	0,271	6,768	100,000		0,000	
<b>Acc1</b>	0,746	0,863	3,032	75,804	75,804	<b>0,825</b>		<b>0,893</b>
<b>Acc2</b>	0,774	0,880	0,425	10,625	86,429		906,417	
<b>Acc3</b>	0,797	0,893	0,294	7,348	93,777		6	
<b>Acc4</b>	0,715	0,846	0,249	6,223	100,000		0,000	
<b>RM1</b>	0,597	0,772	2,738	68,459	68,459	<b>0,790</b>		<b>0,844</b>
<b>RM2</b>	0,753	0,868	0,603	15,086	83,545		662,423	
<b>RM3</b>	0,768	0,876	0,353	8,822	92,367		6	
<b>RM4</b>	0,621	0,788	0,305	7,633	100,000		0,000	
<b>T1</b>	0,698	0,835	2,665	66,616	66,616	<b>0,795</b>		<b>0,829</b>
<b>T2</b>	0,706	0,840	0,617	15,429	82,046		596,047	
<b>T3</b>	0,743	0,862	0,375	9,375	91,421		6	
<b>T4</b>	0,517	0,719	0,343	8,579	100,000		0,000	
<b>U1</b>	0,619	0,787	2,537	63,418	63,418	<b>0,794</b>		<b>0,807</b>
<b>U2</b>	0,623	0,789	0,566	14,155	77,573		482,249	
<b>U3</b>	0,716	0,846	0,503	12,580	90,153		6	
<b>U4</b>	0,579	0,761	0,394	9,847	100,000		0,000	
<b>A1</b>	0,595	0,771	2,340	58,512	58,512	<b>0,769</b>		<b>0,760</b>
<b>A2</b>	0,639	0,799	0,625	15,633	74,145		364,221	
<b>A3</b>	0,573	0,757	0,571	14,264	88,409		6	
<b>A4</b>	0,534	0,731	0,464	11,591	100,000		0,000	
<b>NS1</b>	0,589	0,767	1,806	60,185	60,185	<b>0,662</b>	168,635	<b>0,667</b>
<b>NS2</b>	0,595	0,771	0,618	20,600	80,785		3	
<b>NS3</b>	0,622	0,789	0,576	19,215	100,000		0,000	
<b>Coc1</b>	0,566	0,752	2,611	65,268	65,268	<b>0,675</b>		<b>0,821</b>
<b>Coc2</b>	0,702	0,838	0,822	20,552	85,819		682,981	
<b>Coc3</b>	0,692	0,832	0,326	8,154	93,974		6	
<b>Coc4</b>	0,650	0,806	0,241	6,026	100,000		0,000	

**Table 1: Exploratory Factor analysis**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Access	0,893	0,894	0,926	0,757
Attitude	0,764	0,766	0,849	0,584
Value cocreation	0,815	0,824	0,878	0,643
Risk Management	0,844	0,849	0,896	0,683
Dialogue	0,842	0,842	0,894	0,679
Subjectives Normes	0,667	0,672	0,817	0,599
Transparency	0,832	0,831	0,888	0,665
Perceived Usefulness	0,808	0,815	0,873	0,633

Table 2: Convergent Validity

	Access	Attitude	Value cocreation	Risk Management	Dialogue	Subjective norms	Transparency	Perceived usefulness
Access	0,870							
Attitude	0,490	0,764						
Value cocreation	0,391	0,376	0,802					
Risk Management	0,569	0,488	0,467	0,826				
dialogue	0,660	0,465	0,516	0,540	0,824			
Subjective norms	0,345	0,397	0,314	0,367	0,348	0,774		
Transparency	0,674	0,464	0,498	0,559	0,681	0,369	0,816	
Perceived usefulness	0,556	0,485	0,377	0,525	0,532	0,365	0,601	0,796

Table 3: The discriminant validity (Fornell Larcker)

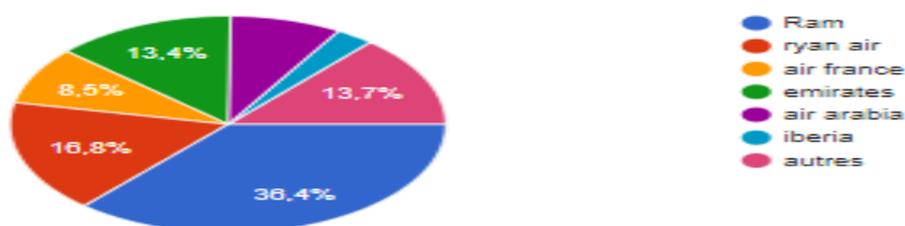


Table 4: The airline companies followed on Facebook by the respondents

	R Square	R Square Adjusted
value cocreation	0,567	0,557

Table 5: The R square table

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P values</b>
Access -> Value Cocreation	0,197	0,194	0,060	<b>3,283</b>	<b>0,001</b>
Attitude -> Value Cocreation	0,079	0,081	0,063	<b>1,243</b>	<b>0,214</b>
Risk Management -> Value Cocreation	0,199	0,199	0,061	<b>3,268</b>	<b>0,001</b>
Dialogue -> Value Cocreation	0,277	0,28	0,071	<b>3,904</b>	<b>0,000</b>
Subjective Norms -> Value Cocreation	0,076	0,076	0,046	<b>1,644</b>	<b>0,101</b>
Transparency -> Value Cocreation	0,211	0,212	0,070	<b>3,000</b>	<b>0,003</b>
Perceived Usefulness-> Value Cocreation	0,265	0,209	0,085	<b>3,123</b>	<b>0,002</b>

**Table 6: Significant results for the 7 hypothesis**