CUSTOMER PERCEIVED VALUE AS A MEDIATOR BETWEEN CORPORATE REPUTATION AND WORD OF MOUTH IN BUSINESS MARKETS

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ABSTRACT

This paper examines customer perceived value as one of the most important marketing concepts in business markets and its mediating role between corporate reputation and word of mouth. Corporate reputation represents an intangible asset for the company and its positive influence on customer value has been widely researched. Additionally, reputation is usually related with the concept of word of mouth (WOM). WOM is becoming one of the most powerful promotional tools, and this is especially true for business markets as well as for services. Our research is done in the organizational services setting with focus on the relationships of banks with their organizational customers. Data in the study were analyzed using partial least squares (PLS) structural equation modeling. Results of the study confirm hypothesized model and show that customer perceived value is mediating the relationship between corporate reputation and word of mouth.

KEYWORDS: Word of mouth, customer perceived value, corporate reputation, services, business markets

1. INTRODUCTION

Value is one of the most crucial elements when it comes to any relationship. This statement is also true when it comes to the business relationships analysis. In our research, we look for more insights and better understanding of customer perceived value in organizational setting. We observe relationship between clients and business services providers. As perceived value is defined as a tradeoff between all benefits and sacrifices from the relationship (Zeithaml, 1988), we assume the necessary evaluation of all possible tangible and functional elements such as quality and price, however we search for more information about the influence of other, intangible elements on consumer perceptions of services (Levy, 1959). Primarily, we assert the influence of corporate reputation on customer perceived value in business relationships.

On the other hand, the same way we are interested in corporate reputation as the intangible antecedent of customer value, we are interested in customer value consequences. More precisely, we are interested in relationship consequences and hence we analyze the influence of customer perceive value on word of mouth (WOM) in this setting. Word of mouth has been increasingly popular research construct in relational analyses and it has been analyzed as a consequence of customer perspective (Walsh et al., 2009).

Therefore, the main purpose of this research is to examine a potential mediating role of customer perceived value between corporate reputation and WOM (Baron & Kenny, 1986) in business services through empirical research. The structure of this paper is as follows: first we give basic theoretical assumptions and review of relevant literature for the field. Secondly, we present our empirical research methodology and our research findings. Finally, we give conclusions and recommendations for further research.

2. THEORETICAL FRAMEWORK

2.1. Corporate reputation

Authors often define corporate reputation as a collective impression about the company, internally from the side of employees and externally from the side of other interest groups (Bailey, 2005; Fombrun & Van Riel, 1997; Walker, 2010). Thereby, Wartick's (2002) emphasis on the fact that reputation of a company or of an individual could not be anything else but the observers' perception should not be forgotten. Reputation could be defined as stakeholders' perception of companies' success in satisfying demands and expectations of its interest groups (Longsdon & Wood, 2002). This understanding implies the fact that each in-

dividual formulates its individual perception about the company and its own attitude towards its activities. This is much more acceptable for services and service interactions customers assess in the so-called 'moments of truth' (Albrecht & Zemke, 1985),

Different dimensions of corporate reputation could be perceived differently, depending on the subject that is perceived, and on the importance given to certain dimensions and criteria that are used (Dowling, 1988; Walsh & Beatty, 2007). Although authors mostly represented the viewpoint that there are relatively homogeneous attitudes on corporate reputation within certain interest groups (Bromley, 2002), some researches (Helm, 2006) showed that there is significant overlapping within the dimensions different stakeholders assess as important ones.

Relationship between customer loyalty and profitability has been identified in previous research (Bown & Chen 2001) as well as satisfaction and customer perceived value influence on loyalty formation (Aaker, 1995; Anton, 1996; Hoyer & MacInnis, 2001). On the other hand, influence of corporate reputation on the customer perceived value represent an important avenue in business relationships research (Hansen et al., 2008) and this is in focus of our research.

2.2. Customer Perceived Value

Customers and service providers' interaction create certain level of value for both sides. Essentially it is a measure of gains both sides receive from the mutual interaction.

Value concept hence becomes customer perceived value that represents the individual experience of the interaction between customer and service provider, often compared with company's competitors (Anderson & Narus, 1999; Ulaga & Chacour, 2001). Consumer (customer) behavior measurement models are essentially reduced to comparing of what is invested and what received from the interaction (Zeithaml, 1988; Lovelock, 1996; Teas & Agarwal, 2000; Grönroos, 2000).

On the other hand, provider's value creation is basically a result of marketing activities and service process. If service process and service providing creates value for the company it will be a base for developing and building relationships between service provider and a client (Peterson, 1995; Egan, 2004; Berry, 1995; Roig et al., 2006). For service companies it is important that customers are having positive perception about service and the service process share their experience with the others. That will have positive influence on company's reputation between prospective customers, as well as positive public opinions.

Analysis of perceived value structure, actually of its "benefit side" from the perspective of customers often includes psychological value of the relationship with the service

company that has positive reputation in the public. Since customers want to create the perception of themselves as the responsible members' community, they prefer to build exchange and relations with socially responsible companies (Yeung, 2011). Based on previous mentioned, customer perceived value delivered by service company will be influenced by company reputation too.

Our previous research (Babic-Hodovic et al., 2012) had shown intermediate influence of customer perceived value (CPV) between corporate reputation and WOM, no matter the fact that primary goal was to investigate separate relations between corporate reputation and WOM, and between CPV and WOM. The level of influence is stronger if customer perceived value is intermediate, comparing with the separately measured influence of corporate reputation on the customer perceived value. Caused by the fact that corporate reputation has significant influence on customer perceived value and a fact that WOM could be regarded as an outcome of customer perceived value in business relationships, we improved our research with hypothesis that customer perceived value is mediating relationship between corporate reputation and WOM.

2.3. Word of mouth

Personal sources and WOM messages used by customers in pre-purchase phase are mostly the result of others customers' previous experience. This means that the influence of this element of the communication mix can be attributed to company's previous customers and clients (Hartmann et al., 2008). Nature, power and quality of WOM's influence will depend on the business practices and effects that company has provided to its customers (Anderson et al., 1994; Athanassopoulos et al., 2001). Specifically, customers will evaluate the positive economic (Peterson, 1995) and psychological (Lewis, 2001) benefits just in case that company provided services better tailored to their needs, preferences, or additional services (Gwinner, Gremler & Bitner, 1998; Rust, Zeithaml & Lemmon, 2000). Therefore, customers will be willing to continue with the relationship and, accordingly, to spread a "positive word" about the service and the service provider only if they perceive positive value as a result of interaction (Peterson 1995), that is, if their expectations had fulfilled (Zeithaml, Parasuraman & Berry, 1985; Kano 1984).

Hence, if we observe WOM from the services customers' point of view, we can conclude that it appears on two "opposite" sides of corporate and service encounters. Primarily, in consideration phase, as "borrowed WOM", and afterwards, at the end of purchase phase as "own WOM" and the message that the user wants to pass on. As much as the previous expectations are significantly influenced by WOM spread by previous customers, the source of WOM stimuli is in service encounter and a result of the service process (Grönroos, 2000).

Together with the messages of personal sources in the consideration phase, corporate reputation has the specifically important role. As one of two visible attributes (Hoffman & Bateson, 1997; Zeithaml, 1981.) customers can assess in the service provider and service selection process, corporate reputation represent especially significant help and contribution to the decision of company selection and of accepting some of the services. This is especially true when it comes to new services that customers do not have enough information about.

This category "produces" certain level of WOM. Firstly, in the form of messages and expectations formed as an effect of the corporate reputation analysis before service interaction. Secondly, it is produced as the results of quality perception "filtering" through corporate reputation. According to Grönroos (2000) quality model, corporate reputation (image) is a factor that significantly influences

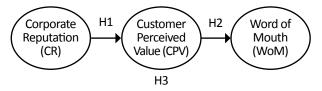
functional and technical quality perception. Depending on the results and the value they received, users will create a positive or negative word of mouth (Walsh et al., 2009, Sundaram, Mitra & Webster, 1998).

WOM represents a very important marketing instrument that is difficult to manage. It is often considered as a complementary factor that follows advertising (Herr et al., 1991; Hogan et al. 2004), and some authors are evaluating it as much more powerful compared to traditional forms of promotion (Silverman, 2001). This is especially the case when advertising is used as the factor and the initiator of the first purchase, and positive post purchase experience transfer through WOM messages "complements" target communication, given that customers share their experiences (Chevalier & Msyzlin 2006). In the paper we will present how corporate reputation influence on the level of WOM.

3. METHODOLOGY

With the footholds in previous theoretical and research findings (Hansen et al., 2008; Walsh et al., 2009; Babic-Hodovic et al., 2012) we hypothesize conceptual framework shown on a Figure 1.

Figure 1. Conceptual Framework



Therefore, we test following hypothesis in our research:

H1: Corporate Reputation (CR) has positive and significant influence on Customer Perceived Value (CPV) in business services relationships.

H2: Customer Perceived Value (CPV) has a positive and significant influence on Word of Mouth (WoM) in business services relationships.

H3: Customer Perceived Value (CPV) mediates the relationship between Corporate Reputation (CR) and Word of Mouth (WoM).

3.1. Measures and data gathering

Developed and previously validated measurement scales were used in the survey for the purpose of this research (Hansen et al., 2008; Selnes, 1993; Zeithaml, Berry & Parasuraman, 1996). Six items were used to measure customer perceived value (CPV), and three item scales were used for corporate reputation (CR) and word of mouth (WOM) measurement. Five point Likert scale was used to see the level of respondents' agreement with the items. Additionally, a set of demographical questions was included in the survey.

Survey was conducted amongst CEOs, top managers, directors or financial managers who represented their companies, in year 2011 in Bosnia and Herzegovina (B&H). They were asked to evaluate their perceptions of reputation,

value and WOM for a bank that they have business operations with. We selected a banking sector as representative and generalizable for business services relationships as it is more than 90% owned by foreign banks, therefore, representing a structure present at markets in Europe. We used random sample and convenient sampling method for collecting our data. Questionnaires were sent by e-mail and respondents were afterwards reminded with a telephone call. A total of 104 valid responses out of 650 sent questionnaires were collected, which makes an acceptable response rate of 16%.

Hypothesized model was analyzed using partial least squares (PLS) structural equation modeling and SmartPLS software (Ringle et al., 2005).

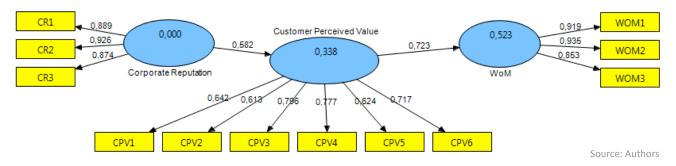
4. RESULTS AND DISCUSSION

In our research sample, 19% of companies were in production, 28% in trade and 34% in services while the rest were having business activity that is combination of previous ones. Companies with less than 50 employees comprised 64% of the sample, while 37% categorized them to small and 34% to medium enterprises, which leaves us with 27% large enterprises. With this and other demographical data provided (58% trade on both domestic and foreign market; 50% trades at more than 4 markets; 86% are limited liability companies, 73% are in domestic ownership) we conclude that our sample is representative according to the

Statistical Business Register (Agency for Statistics of Bosnia and Herzegovina, 2011).

As our primary goal was to explore customer perceptions about service providers in business to business relationships, we used PLS modeling as it is claimed it has more significance when it comes to practical results and less when it comes to theory confirmation (Hair, Ringle, & Sarstedt, 2011; Henseler, 2010). Graphical summary of our results is presented on a Figure 2 below.

Figure 2: Graphical Summary of the Results



From this comprehensive figure, we can analyze both measurement and structural part of the model. When it comes to measurement model, we can see that all items measuring Corporate Reputation and Word of Mouth loaded higher than 0,85 and all items in Customer Perceived Value loaded higher than 0,6 which is an acceptable range (Hair

et al., 2006). Additionally, validity and reliability of measures was tested through composite reliability, Cronbach's Alpha and Average Variance Extracted (AVE) measures.

Table 1. Reliability and validity of measurement part of the model

Description	Cronbachs Alpha	AVE	Composite Reliability
Corporate Reputation (CR)	0,88	0,80	0,92
Customer Perceived Value (CPV)	0,79	0,49	0,85
Word of Mouth (WOM)	0,89	0,82	0,93

Source: Authors

When it comes to additional quality criteria aimed at the measurement part of the model, we can asses that coefficients of determination for CPV (R-square = 0,338) and WOM (R-square = 0,523) are high which underlines that CR construct is explaining a significant amount of variance of CPV construct and that CPV constructs is explaining even more of variance of WOM construct. Now as we asses that

our measurement model is acceptable, valid and reliable, we continue our analysis with the structural analysis.

Structural part of the model aimed at testing our research hypothesis. Results are summarized in a Table 2 below.

Table 2. Structural model

Hypothesis	Description	Path coefficient		
H1	Corporate Reputation -> Customer Perceived Value	0,582***		
H2	Customer Perceived Value -> Word of Mouth	0,723***		
Note: *** Significant at the p< 0,001 level				

Source: Authors

We can observe that both hypothesized relationships (H1 and H2) are confirmed. Corporate reputation significantly and positively influences CPV and CPV has the same type of influence on WOM. However, although from the strengths observed in the paths we can conclude that CPV is a mediator between CR and WOM; this is still not necessary information when it comes to testing H3. In order

to test H3, we observed second model, where there is no mediating CPV construct and where there is just a direct relationship between CR and Word of Mouth. Our results are presented in Table 3.

Table 3. Results for a model without mediating CPV variable

Hypothesis	Description	Path coefficient	R-square		
Н3	Corporate Reputation -> Word of Mouth	0,513***	0,262***		
Note: *** Significant at the p< 0,001 level					

Source: Authors

Now we observe that, when CPV construct is omitted from the analysis, that we have significant paths and coefficients between CR and WOM, however that their size is considerably lower than when CPV is included in the analysis. This is a necessary condition for confirmation of H3.

5. CONCLUSION

This research has its theoretical, methodological and practical contributions. When it comes to building the theory, it confirms the theoretically developed relationship between selected concepts. Hence, it positions the customer perceived value as an intermediate between corporate reputation and word of mouth in business services. This helps us to understand the concept of value in business markets and its influence better. From the methodological perspective, this research replicates already developed scales and helps improving them with additional empirical evidences, in terms of reliability and validity. It also gives evidence from the developing economy. Last, but not the least, this research is important from practitioners too, especially for service companies/providers who are doing their business on business markets. More precisely, we find that corporate reputation as an intangible asset of the company plays very significant role in explaining the perception of value in companies, which is regarded as important as customer

satisfaction on business markets (Eggert & Ulaga, 2002), with significant percentage of variance. Additionally, we pointed out the influence of both reputation and value on word of mouth phenomenon, which is out of substantive significance when it comes to services and business markets.

As for the limitations of this study, we need to mention the sample size, which was not crucial for the method of statistical inference used, but it is necessary to conduct a study on a larger sample to get more generalizable results. Additionally, as PLS SEM method is used, we understand that theoretical implications are not that strong as they would be with covariance based SEM, and that this kind of analysis would also be desirable. Further researches in this area should analyze the influence of other intangible marketing aspects on customer perceived value.

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