Title: Senior Citizens' Perceptive on the Value Offerings of Third Place via Customer to Customer (C-2-C) Engagement

Kanika Meshram, University of Melbourne, Australia

Aron O'Cass, Macquarie University, Australia

Received 4 August 2014

Revised 29 April 2015

22 November 2015

1 May 2017

27 July 2017

Accepted 31 July 2017

Send correspondence to Kanika Meshram, Department of Management and Marketing, University of Melbourne, Victoria 3010, Australia (Email: kanika.meshram@unimelb.edu.au); Aron O'Cass, Department of Marketing and Management, Macquarie University, NSW 2109, Australia (Email: aron.ocass@mq.edu.au)

ABSTRACT

Purpose: This paper offers a framework of third place value offering that explains how specific consumer group, senior citizens C-2-C engagement in third places can develop their value experiences.

Methodology: Data were collected for two studies from senior citizen clubs in Australia. Study 1 uses focus group (12) and is analysed with QSR NVivo software following content analysis. Study 2 is based on 324 surveys and is analysed with AMOS version 24 software.

Findings: Study 1 identifies eight themes based on 29 main codes codes to develop a framework on the value offerings of third place value and its consumer centric effect on seniors' loyalty and social capital. The themes under social capital and loyalty contributed to a better understanding of how consumers engage with each other in social clubs and develop their social capital.

The results of Study 2 support the conceptualisation of third place value offering as a reflective model and confirm the model's nomological validity in relation to seniors' loyalty and social capital outcomes.

Theoretical implications: This paper extends the knowledge on the concept of third place in the servicescape literature. It also extends the understanding of the significance of value in customers' consumption in third places. The study also contributes to the understanding on how consumers develop loyalty towards third places and enhance their social capital.

Managerial implication: The findings provide three practical implications for managers to consider in relation to service places: 1) improve consumer patronage through community engagement, 2) improve local business practices via consumer-owner friendship, and 3) redesign spatial settings to deliver meaningful consumer experiences.

Originality/Value: This paper uses consumption experience to develop the consumer value in third places. It provides a consumer centric focus to servicescape and incorporates recent works on third places, value, social capital, and loyalty

Key words: Third place value offering, value experiences, C-2-C engagement, loyalty, senior citizens and social capital

Classification: Research paper

Senior Citizens' Perceptive on the Value Offerings of Third Place via Customer to Customer (C-2-C) Engagement

1.1 Introduction

Population ageing is one of the dramatic demographic shifts in both advanced and less advanced countries (Kim *et al.*, 2016). By 2050, an estimated 22% of the world's population will be senior citizens over sixty years of age (Ngan, 2017). While much of the current growth and status of seniors are presented as positive phenomena, well-documented literature has also suggested that a majority lose their social networks in old age, which affects their social capital (e.g. Mostaghel, 2016). Social isolation has triggered many seniors to patronise social engagement places also known as third places, such as social clubs or coffee shops [the first place being their home, and second places are their hospital or children's home], in part, because of other customers who congregate in these third places (Rosenbaum, 2006). This notion of interpersonal encounters with other customers (C-2-C) engagement is of great interest to managers and academics alike. A dedicated body of work has confirmed that C-2-C engagement can influence the value experienced from services where interpersonal interactions are a crucial part of the service experience (e.g. studies Johnson & Grier, 2013, Ekpo *et al.*, 2015). Yet, little theory exists that could explain the C-2-C engagement of senior citizen consumers, particularly the value seniors experience from their visit to third places. Therefore the first aim of this study is to understand the value experiences of seniors through their C-2-C engagement in third places.

Customer value is a cornerstone of the services marketing literature. Services consist of a wide variety of dimensions; hence, what constitutes value in a service situation can be highly personal and idiosyncratic (Holbrook, 2006). Arbiters of Service-Dominant (S-D) logic have claimed that the experience defines what is valuable to a customer (Lusch & Vargo, 2006).

For this reason, the notion of creating value offerings for customers also goes beyond the core service, with greater attention given to value as determined by the customers. In this sense, the notion of the *use-value* of an offering can potentially be explored in a more descriptive *value-in-context* setting, where value is uniquely and phenomenologically determined by the social needs and social experiences of the beneficiary (See FP10 Vargo & Lusch, 2008). Here the term value offering is defined as ‘the value created by firms for their customers to achieve customer centric outcomes’ (O’Cass & Ngo, 2011, p. 648). Since judgements about *use-value* are subjective in a given context (Bowman & Ambrosini, 2000), it is somewhat puzzling that no marketing studies have explored *value-in-use* in a community-based, third place context. Oldenburg (1999) coined ‘third places’ to mean spaces frequented by people who experience social interaction and sociability with other customers. While the services marketing literature acknowledges the role of third places for senior citizens, it is under-developed in its understanding of the value offerings of third places for specific consumer groups. Hence, the second aim of this study is to understand value offerings of third places based on the values seniors experience via their C-2-C engagement in these places.

To understand the customer-centric outcomes of third place value offerings mentioned above, our study explored the effect of third place offerings on seniors’ loyalty and social capital. Past studies have confirmed that senior citizens display loyalty to services that allow them to meet other seniors and improve their social capital (Meshram & O’Cass, 2013b), in which loyalty means the repeat purchase of a product (Uncles *et al.*, 2003). We see the potential of third places to develop seniors’ social capital because of the underlying emphasis on C-2-C engagement, which might trigger feelings of being part of a social group. Thus, the scope of this paper addresses the three oversights identified in the literature by undertaking two

studies. Study 1 qualitatively explored a third place value offering framework while Study 2 aimed to quantitatively confirm the nomological validity of the framework.

2. The Domain of the Third Place Value Offering Framework

2.1 C-2-C Engagement

Engagement is defined as collaborative participation in a community (Freitas & Almeida, 2017). Participation is only the behavioural dimension of engagement, which is a multidimensional construct that also encompasses cognition and emotion (Gruen *et al.*, 2007). Engagement theory, which is much used in the education literature is premised on the view of creating successful, collaborative teamwork that is meaningful to everyone so that the benefits of learning are experienced by everyone in the classroom (Miliszewska & Horwood, 2004). S-D logic describes engagement as “consumers’ proactive contributions in co-creating their personalized experiences and perceived value with a firm, product or service (place) through active, explicit, and ongoing dialogue and interactions with each other” (Hollebeek, 2011, p. 556). In this sense, when customers frequently engage with other customers in a service environment, communities are formed. Because these communities consist of people who have shared interests and affection, they are intentional and voluntary.

The premise of C-2-C engagement is the presence of other customers in a service encounter that affects customer evaluations. For example, Price *et al.*’s (1995) study on water rafting found that *communitas* between customers was formed from frequently extended and intimate experiences during service delivery. C-2-C engagement takes places even through impromptu banter when customers wait in line to pay, thereby highlighting a shared, positive experience (Davies *et al.*, 1999). Gruen *et al.* (2007) suggested that value experiences frequently occur through the process of C-2-C exchanges when the perceived benefits of service offerings are increased because of interactions among customers. Thus, C-2-C

engagement is an essential component of the customer service experience and, hence, it should be integrated in a framework that encourages customer engagement as its main service offering.

2.2 Third Place Value offering

Designing the value offering involves interpreting and responding to value as perceived by the customers (O'Cass & Ngo, 2011). To this end, two streams of research emerged that explained the definition, creation, consumption and evaluation of value within a given context. The first stream focused on value created by the firm-customer interactions at the point of exchange, use and after use [e.g. work on customer perceived value by Christopher (1996) and Zeithaml (1988); exchange value by Bowman and Ambrosini (2000); relationship value by Payne *et al.* (2001) and Ulaga & Eggert (2006)]. Bowman & Ambrosini (2000) explained that *use value* (which O'Cass & Ngo (2011) referred to as the pre-emptive strategic value offering and which is, in effect, the firm's value offering) is created at the *point of proposition* by the firm, while *perceived use value* is subjectively assessed by the customer, and *exchange value* is realised at the point of exchange via the firm-customer interaction.

The second stream of research has addressed the importance of value created through unacquainted or acquainted consumers who are present during the service encounter as studied in the C-2-C engagement research (e.g. Harris *et al.*, 2000). S-D logic provides a theoretical lens that both amplifies and justifies the interest in C-2-C engagement, as customers are conceptualised and fully recognised as active contributors to experiences and operant resources in value creation processes (Hollebeek, 2011). For example, Rosenbaum *et al.*'s (2011) study examined how people respond favourably to places that allow them to spend time with other consumers, to frequently share their experiences and thus, feel a sense of restoration. Similarly, Nguyen *et al.*'s (2012) retail store study suggested that consumers'

evaluations of service mostly occurred through social interactions with other people present in the store involving attributes of convenience and service quality. These findings are not surprising since ‘place’, which is an important ‘P’ in the marketing mix possesses essential physical and natural resources and specialized competencies that can be clustered to derive value propositions (Warnaby, 2009). Hence, when designing value offerings of third ‘places’ where there are no service providers available to ask, C-2-C engagement of seniors becomes an imperative, ensuring the continuation of the service experience. Since our study attempts to provide a greater understanding about the various effects of C-2-C engagement on seniors’ value experiences, as based on the core concept of S-D logic, we proposed the following two research questions:

- 1a. What value do senior citizens experience through their C-2-C engagement in third places?
- 1b. How does this value experienced by seniors reflect the value offerings of third places?

2.3 Loyalty

Value and loyalty coexist in a mutual goal of building a close relationship with consumers. Searching for a comprehensive understanding of this relationship, the services literature has examined the connections between value and loyalty in a number of ways. Some work has dealt with the value creation process in building profitable commercial relationships (e.g. Carmen & Marius, 2016). Conversely, Orias and Sanchez’s (2014) study confirmed that seniors display loyalty to products that offer exclusive senior discounts. Johnstone (2012) suggested that consumers collaborate and interact within a place for personal benefits that impact on loyalty. These investigations explain how consumers evaluate and develop loyalty to a market offering. In the context of this study, a major weakness in the literature is the lack of theoretical grounding that could explain seniors’ loyalty towards third places and the physical and social dimensions of a service establishment. Our previous discussion suggested

that third places are beneficial for society and the senior citizen community. Hence, a further research question was formulated:

2. What is the contribution of third place value offerings to seniors' loyalty to the third place?

2.4 Social Capital

Social capital has ramifications for community well-being and is integral to discussions on senior citizens (Productivity Commission, 2003). In reference to successful aging, studies have pointed out that social capital enables older people to maintain productive, independent, and fulfilling lives (Cannuscio *et al.*, 2003). Putnam (1995) defined social capital as “social networks and the norms of reciprocity and trustworthiness that arise from them” (p. 19). Putman recommended regular visits to places where groups of people come together to socialise with each other, build social networks, and consequently develop their social capital.

-----Insert Table 1-----

Table 1 provides a review of the literature on social capital that has suggested various sources that can help build social capital for senior citizens. The table groups these studies into four main disciplines of health and place, social media, environmental gerontology, and services marketing. Each of these studies have provided consistent results on the need and importance of bringing a group of seniors together in confined spaces that give them pleasure, enhance their self-worth and learning, and help them build relationships with each other. Hence, our final research question addresses the convergence on social capital, seniors, and aging in place:

3. What is the contribution of third place value offerings to seniors' social capital?

3 Study 1 - Qualitative Inquiry

The first phase addresses the three research questions using qualitative analysis. Therefore, we adopted focus group interview and content analysis approach to develop our third place value offering framework. Following Meshram & O'Cass (2013a), seniors' social clubs in Australia were used as the focal third place. Data were collected in Newcastle, NSW, one of the seventh largest cities in Australia with a population over 150,000. This city has a long history of senior citizen clubs managed by the Pensioners' Association of Newcastle. Eight large clubs were randomly approached using the city council website out of which four clubs agreed to participate in the study. The city council described large clubs based on their membership size of 25 to 50 members. All four clubs were managed by club-formed committees that consisted of representatives of the club members and representatives of the Pensioners' Association of Newcastle. These clubs were similar with respect to activities, such as morning tea, bingo (housie) games, bus trips, indoor bowls, craft days, social days, and committee meetings. The second author of this paper approached participants in club meetings. If participants agreed in principle, focus group discussions took place on the club premises. Each session lasted about 40-60 minutes.

3.1 Analysis

The data analysis and interpretation were undertaken using a three-step procedure as suggested by Williams and Plouffe (2007) and is set out in Table 2. In the first step, the unit of analysis was defined. In step two, focus group questions were developed by studying the construct definition and construct measures. In step three, focus group transcripts were analysed by extracting relevant codes based on informants' responses to questions under each category. These codes were later grouped to develop themes. In the final stages of the analysis the coding were cross-checked by two other researchers who were experts in

servicescape and senior citizen research to confirm the validity and interpretations of the findings. The analysis procedure developed 29 main codes and 17 sub-codes that were grouped into eight themes, which belonged to three categories: C-2-C engagement, loyalty, and social capital.

-----Insert Table 2 here-----

Overall, the sample consisted of 58 participants (based on 12 focus groups that each consisted of 4 to 6 members). The majority of the participants were female (71%, $n = 40$) and single (69%, $n = 40$) with an average age of 75 years. Most identified themselves as Australian (66%, $n = 38$), fewer as Europeans (17%, $n = 9$) and a small number of the sample were American (10%, $n = 6$), and Asian (7%, $n = 4$). Two-thirds of these seniors had high school education (66%, $n = 38$), most lived on aged pensions (85%, $n = 50$) and a majority reported a healthy lifestyle (70%, $n = 40$).

4 Findings from Study 1

Analyses of the interview data uncovered three categories (see Table 2 for summary of the key findings). The first category, C-2-C engagement, suggested different levels of engagement from emotional connection to routine engagement amongst seniors in the clubs. We classified these engagements into four categories based on seniors' value experiences. Loyalty to the club was evidenced through seniors' commitment to and involvement in expanding club membership. Finally, social capital was reported through norms of reciprocity in social groups and trust in club members.

4.1 C-2-C Engagement in Clubs

This category contained the largest number of codes ($n = 32$) and responses from seniors. The analysis suggested four themes from this category that reflected seniors' level of engagement and related value experiences: 1) Home Value Experience; 2) Community Value Experience;

3) Social Status Value; and 4) Routine Value Experience. Each of these themes is discussed in detail below:

4.1.1 Home Value Experience

This theme suggested the value seniors experienced by engaging with club members as a family. For some seniors, clubs had all of the diverse, but collective experiences that one identifies with a home or a home-like environment. In the words of club member, Jim, “I enjoy coming to clubs because people here are kind and caring, not busy bodies. If you want to open up and share a problem, that’s fine, but if you don’t want to, that’s okay”. At the same time, empathy was another code that strongly reflected seniors in this theme. Seniors in this group displayed kind gestures to other club members and made them feel belonged to a large club family. Nita’s excerpt captures this view on clubs: “I like to look after my club friends like my own family”. These seniors went out of their way to welcome a new member and make someone a cup of tea or heat their lunch boxes, and help clean up the club at the end of the day. When we asked these seniors about this positive behaviour, a synthesis of expressions captured in Thelma’s quote: “this club is my home and these members are my family”.

4.1.2 Community Value Experience

This theme represented the values associated with social properties of the clubs. Seniors in this theme often expressed a desire to meet people living in their neighbourhood, go on picnics with them, or share a cup of tea. These seniors were popular in club circles and shared camaraderie, jokes, and stories with everyone. As Judith stated, “I look for places like our clubs, do what I want; we go crazy sitting alone at home and doing nothing, I want these clubs to get me out there”. These seniors enjoyed camaraderie from the club and could easily

pull up a chair and chat with any member of the club. As George stated, “I get camaraderie from clubs. I share my jokes, without worrying about being judged or ridiculed; mostly it’s the chats and laughs that fill me up”.

4.1.3 Social Status Value Experience

Club committee members were the basis of this theme. These members, though small in number, were important people in the club. They volunteered to manage their club by organising events, maintaining accounts, and organising marketing during community events to attract new members. Therefore, the value these members sought was different from non-committee members. For example, our analysis suggested that committee members experienced power and recognition in their clubs. They took pride in their role and their association with the club as president, treasurer, club promotion officer, or director of club events. Treasurer Judith said, “I enjoy the attention I get as a committee member”. Club President, Matt’s excerpt was reflective of these views: “oh I simply love it when they call me Mr. President, I feel like Clinton (former US President) or....I don’t know maybe Bob Hawk (former Australian Prime Minister). I think seniors here give me more respect than my wife (laughs)”. Thus the value experienced by committee members boosted their sense of self-worth of who they were, and what they could do, which were otherwise lost in old age.

4.1.4 Routine Value Experience

Some seniors in our study had memberships of many clubs and social groups, such as card playing, scrabble, gym, and church groups. These seniors also visited clubs for their facilities and trips. Their busy lifestyle did not allow them to bond with any club members but they shared acquaintances with everyone. The excerpts from Thelma described their social lives: “I have friends in this club and in the other clubs that I visit; I love talking to all of them. As I

enter the club I go to each table and say hello to everybody.... but I like to keep my personal life and my social life separate. I wouldn't discuss my family matters with my club friend and club matters with my family". Instead, seniors in this group preferred visiting clubs on fixed days of the week. Their weekly visits encouraged them to take their clubs seriously and to make the most of their club time. The comments of Julie and Anne captured this feeling: "I don't think I would value this club as much had I been here every day" (Julie), and "this morning my back was sore; I could barely walk straight, but then I thought if I don't make it today then Thelma will have to wait another week to learn bowling (a game) from me ...she will miss out a lot so I got dressed in 15 minutes and came here" (Anne).

4.2 Loyalty

The findings disclosed that seniors were mostly appreciative of clubs as a place for social engagement and survival in old age. They resented other forms of socialising, such as Facebook or family gatherings and frequented clubs. Two themes explained seniors' loyalty behaviours: 1) their commitments to their clubs; and 2) expanding club membership.

4.2.1 Strong commitment to clubs.

The seniors' commitment to their clubs was evidenced by their regular visits to them over other places to socialise. Words such as "without clubs, we would fade away" or "clubs have given us seniors a new life" described their fondness for clubs. Further probing also disclosed that seniors in our study were willing to pay more club membership fees, if required, to support clubs financially. As Linda explained, "last year we paid \$50 annual fees. This year they have increased it by \$5. I see no problem with that...this money is worth the happy experiences I share in this club". When asked if they would give up clubs for any other form

of socialising, the response from Louise covers this theme: “there can be no better place for us than these clubs”.

4.2.2 Expanding club memberships

Seniors worked to expand their club memberships by using their existing social networks to introduce new members to the club. Members also actively looked for family members and seniors in their neighbourhood and introduced them to their club. As Mavis explained, “we know of one person who lives in our neighbourhood. She lost her husband three months ago and is all by herself. We will be going over to her place next week to convince her to join our club”. Thus, these seniors marketed the clubs to their network and worked to expand club memberships.

4.3 *Social capital*

Social capital was evidenced through reported norms of reciprocity (Theme 1). At the same time, members shared personal matters with their club members based on the trust they held in their club friends (Theme 2).

4.3.1 Norms of reciprocity in the social group.

Most seniors in our study explained that they visited clubs to stay close to other seniors in their community. Seniors reciprocated friendships by giving lifts to other members on the way to the club, making scones or cupcakes for their club friends, walking to other members' tables and inquiring about their health, giving them social support when they were hospitalised and, most importantly, listening to their problems. As an excerpt from Justine explained, “look, I have a good life but when I hear stories about others (club members) like last week, Thelma told me her partner is in the hospital and may have a brain tumour, it just

upsets me. I cannot do anything for her but listen to what she is going through. She (Thelma) tells me it feels nice when someone listens to her”. Members explained how they wanted to join clubs to make friends, share their problems, and reduce their feelings of social loneliness. They perceived club members as compensating for the loss of their partner or neglect by their children.

4.3.2 Trustworthiness.

Another key aspect of clubs was the level of trust amongst members. The club presidents frequently shared matters with their members related to club finances, marketing strategies, and the administration of club meetings. Presidents trusted their members that they would not share important club matters with non-club members. As Club President Judy explained, “I don’t hesitate discussing club matters with my seniors. I don’t treat them as members but as my confidants”. Some members also confided in their club friends about matters related to their friends, family, and finances and trusted that these personal matters would not be disclosed to outsiders, including the researchers of this study. These were well-kept secrets, shared only between close friends.

5. Discussion and Hypothesis Development

5.1 *Configuring the value offering of third places at the higher-order level*

The findings in Study 1 provided a basis for the development of a third place value offering framework. Our findings confirmed Grönroos’ (2006) claim that *value-in-use* is subjectively created and experienced by the customer and this value can only be actualised within a context (third place). According to Kuzgun & Asugman (2015), *value-in-use* can be experienced through a combination of value mixes, such as utilitarian, symbolic, hedonic and others which can be actualized during the usage. Similarly, the analysis in our study suggested four different types of *use-value* experience. We argue that each of these value

experiences have been well-supported by works of research on the functional and relationship benefits of a product. Hence, we bundled seniors benefits from third places into value deliverables that could be broadly labelled as 1) ‘what third places can do for senior citizens via routine value experiences and social status value experiences [supported by works on performance and functional benefits’, e.g., Grahovac & Miller (2009)] and 2) ‘what third places do with senior citizens’ via community value experiences and home value experiences [supported by the relationship value and co-creation literature, e.g., Bendapudi & Leone (2003) and Vargo and Lusch (2010)].

In effect, the value offerings of third places can be seen as the configuration of four value components that a specific third place can seek to emphasize to its customers to achieve customer-centric outcomes. This point has been emphasized by Ngo & O’Cass (2009, p. 48) when they stated that “the importance of understanding value from a ‘value in offering’ perspective brings forth an essential challenge at the heart of all firms’ existences: what value to build in products”. Our findings in Study 1 suggested a bundle of value experiences that reflected four value offerings of third places – routine, social status, community and home.

The routine value experiences represented seniors’ short-term emotional responses to third places. Holt (1995) described such places as realistic and well-integrated activities in our lives and, hence, were rarely constructed anew by consumers. He cited sociologists Berger & Luckmann (1967) to explain how some regular consumption objects are embedded in our social worlds such that they impart to consumers a shared definition of reality by structuring perceptions of “the way things are” in that world. Similarly, Barnes (2016) explained how there is more to learn from meeting regular people in regular setups over specialist places. These regular places connect with Oldenburg’s (1999) meaning and classification of third

places as being well-integrated in consumers' lives such that people habitually visit third places for community engagement. Thus, the routine value experiences represent more regular and functional value offerings of third places that reflect more realistic value experiences.

Findings on social status value experience is supported in the body of work on symbolic consumption experiences (e.g. Lanier & Rader, 2017, O'Cass & Muller, 2015). Pronay and Hetesi (2016) explained that consumers associate with symbolic goods not only for their use value but also because they intend to communicate a message to others, or in many cases, to themselves. Similarly, Thomas & Emond (2017) claimed that the social lives of senior citizens are symbolic in nature. Hence, any affiliations that boost their social lives and set them apart is regarded with value. Third places in this context offered seniors an opportunity to boost their self-worth by inviting their contributions in administrating a social club and its members, which is a rarity in older age. Hence, social status value experience reflects benefits that are associated with what third places can do for seniors.

The home value experiences perceived clubs as a valuable consumption object that constituted elements of their identity or self-concept. Gustafson (2001) explained that people derive experiences from territorial identity by connecting with places that hold significant meaning in their lives, such as their home, town or city. People develop attachment to specific places through the interplay of affect and emotions, knowledge and beliefs, and behaviour and actions (Hidalgo & Hernández, 2001). Hence, "what begins as undifferentiated space becomes place as we get to know it better and endow it with some value" (Tuan, 2001, p 6). Similarly, the analysis suggested that some seniors engaged with their club not just for fun and games but because its members felt like family and home. Hence, home value

experiences represent a value offering of third places that are rooted in the connection seniors shared with their club and its members.

The findings under community value experiences were consistent with the social servicescape framework that emphasises the important role of ‘social properties’ of places. Aubert-Gamet and Cova (1999) established that consumers visit shopping malls to experience the illusion of community. Although consumers are surrounded by strangers, in malls the illusion of being with groups of people who believe in a shared shopping experience motivates consumers to visit such places. Similarly, Cova and Cova (2001) claimed that customers seek out services, not just for their use-value but to nurture meaningful social relationships. Thus, the findings under community value experiences represented the social properties of third place value offerings based on the social connection seniors liked to share with other people in the club.

Thus, the four value experiences represented different benefits seniors associated with third places. With respect to the construct’s nature, we conceived that the conceptualisation of third place value offerings at the higher-order level required a reflective operationalisation where each value component reflected a part of the value offering. Reflective measurement models are widely used in marketing research (Jarvis *et al.*, 2003). Researchers recommend these models due to issues of misspecification in formative models and better conceptualisation of validity in reflective models (Bagozzi, 2011). Therefore, we hypothesized that;

H1: Value offerings of third place are positively reflected by four value experiences of senior citizen consumers: home value experiences, community value experiences, social status value experiences, and routine value experiences.

5.2 Loyalty

We theorised that value offerings of third places achieved the customer-centric outcome of loyalty. Much of the early work on loyalty established that it could be achieved by effectively and creatively managing the total service experience in such a way that a firm is set apart in the eyes of their customers from similar businesses in the market (Berry *et al.*, 2002). When firms create and deliver superior value offerings, they also acquire more customers (O'Cass & Ngo, 2011). In this sense, loyalty becomes an important outcome to value creation activity. This was, to some extent, confirmed from the findings of Study 1 that seniors' value experiences in clubs influenced their loyalty to them by introducing new members and by their commitment to socialise in these clubs over other places. However, further confirmation is needed of how the value offerings of third places that include all the value mixes influence seniors' loyalties to third places. Hence we hypothesised that:

H2: Value offerings of third places will positively influence seniors' loyalty to third places.

5.3 Social Capital

We also argued that third place value offerings had the potential to develop seniors' social capital. Several scholars have conceptualized social capital as a set of social resources for the senior citizen community (Cannuscio *et al.*, 2003). Findings from Study 1 contributed to this body of work by suggesting that community-based social clubs developed seniors' social capital by displays of trust and reciprocal acts of kindness to other club members. These findings confirmed Putnam's (2000) view on social capital that voluntary participation in leisure-based places, such as bars and clubs can help develop people's social capital. As a next step we proposed to test the effect of the value offerings of these places as a bundle of value experience on seniors' social capital. Hence, we hypothesised that:

H3: Value offerings of third places will positively influence seniors' social capital.

6. Study 2 – Quantitative Study

In the second phase of our study, we focused on a quantitative analysis of the data, which enabled us to confirm the nomological validity of the third place value offering framework. We approached 20 seniors' clubs by email, from which 18 clubs agreed to allow us to survey their members. The researchers visited these clubs at a pre-arranged time to distribute surveys and brief club members on the study. Drop-off and collection techniques as outlined by Smith (2007) were used for the data collection. Club members were requested to return the completed surveys to a collection box provided by the club president. In a few cases, the club president volunteered to read and complete the surveys for some seniors who were not able to do it by themselves.

A total of 500 surveys were distributed from which 324 were completed and returned, giving a response rate of 66.8%. The study sample consisted of 67% who were female and 33% of males, with 42% of seniors who were in the age group of 70–74 years and 46% in the age range of 75–79 years. The analysis also indicated that 54% of the respondents visited their club at least two to three times a week, and 74% felt less isolated in the community due to their regular club visits. Out of the sample, 42% of the seniors had memberships in two to three clubs, and 30% had memberships in three to four clubs. In addition, 65% of the seniors in our study attended club outings and parties at least twice a month.

6.1 Control variables

The study used the participants' age, gender, and self-perceived health status as control variables. The consumers' age and gender influences their consumption experiences and social engagement in the community which potentially affects their engagement and social

capital. The seniors' self-perceived health status were also controlled, as these may have determined their ability to engage with and patronise clubs and develop friendships (Mattila, 2000).

6.2 Scale refinement and validation

The questionnaire was developed in a three-stage procedure. The first stage generated an initial item pool, and in the second stage expert judges examined the face and content validity of the items. The initial items, along with their conceptual definitions, were rated by three marketing academics as not representative, somewhat representative, or very representative of the constructs (O'cass & Carlson, 2012). Following the feedback from the academics, a qualitative pre-test of the questionnaire was undertaken with 15 senior citizens for readability and ease of completion of the survey. The feedback from the academics and seniors assisted in refining the questionnaire (Rossiter, 2002). Thus, an item pool of 46 items which tapped the domain of the constructs was measured on a 7-point Likert-type scale from 1 (*Strongly disagree*) to 7 (*Strongly agree*) (Smith, 2007). SPSS V24 was used for the descriptive data analysis while AMOS V24 was used to perform reliability and covariance structure analysis.

6.2.1 Value offering

Item measures for the four value experiences were developed by using the findings from Study 1. We also found preexisting measures for these four constructs that guided the refinement of the measures in the studies on place experience (Kyle *et al.*, 2004), prestige (Wegener, 1992), subjective social status (Goldman *et al.*, 2006), repeat visits (Fuchs & Reichel, 2011), and wait time in restaurants (Miller *et al.*, 2008).

Home value experience was measured using 10 items that captured seniors' sense of comfort in clubs, relaxation, feeling of family and refuge from loneliness. The measures for social status value consisted of 10 items capturing components of seniors' social recognition,

identity and club participation. Community value experiences were measured via 10 items that captured seniors' socialization and social environment in the club and their friendships. Finally, routine value experience was measured using 10 items that reflected seniors' routine life, their commitment to routine, routine club activities and routine meets with club members.

As shown in Table 3, analysis of the higher order, third place value offering model resulted in 17 indicators: home value experience and community value experiences achieved five indicators each, social status value had four indicators and routine value experiences had three indicators. The resulting goodness of fit measures indicated a good-fitting model with $\chi^2 / df = 2.11$; GFI = 0.917; AGFI = 0.823; TLI = 0.904; CFI = 0.932; NFI = 0.86; and RMSEA = 0.056. An inspection of the standardized regression weights showed that all the items significantly loaded onto their intended factors, ranging from 0.79 to 0.91 (Churchill, 1979), which assured convergent validity. The critical ratios for all estimated parameters exceeded the ± 1.96 benchmark (Arbuckle & Wothke, 1999), which were also found to be statistically significant. Average variance was 0.528 to 0.731, which exceeded the recommended threshold level of 0.5 (Hair *et al.*, 2010). The constructs' reliabilities (composite reliability), were above the threshold level of 0.7 (Hair *et al.*, 2010). Hence, convergent validity and construct reliability were assured. Moreover, following the suggestion of Jöreskog & Sörbom (1993) and Bagozzi and Yi (1988), chi-square difference tests were employed for an eight-factor model (the measurement model) which was compared against seven-factor to one-

validity. $\chi^2(13.84, df = 1)$ assured the presence of discriminant validity.

-----Insert Table 3----

6.2.2 Loyalty

This scale was an adaptation from Zeithaml, Berry, & Parasuraman's (1996) behavioural intentions battery. Seniors' loyalty to third place value offerings was measured using six items (e.g. "I would highly recommend 'this club' to other people").

The measurement analysis resulted in the removal of two items. A guarantee also existed of the convergent validity, with the average variance extracted of .913 which was above the threshold range of .05 (Hair *et al.*, 2010). The result of the goodness of fit measures were $\chi^2/df = 1.895$; GFI = 0.992; AGFI = 0.963; TLI = 0.913; CFI = 0.981; NFI = 0.973; IFI = 0.979; and RMSEA = 0.062. For the discriminant validity, all the correlations were less than 0.6 and their squared value was less than the variance extracted of each construct. These results guaranteed this validity.

6.2.3 Social Capital

The measures for social capital came from the prior studies of the Productivity Commission (2003) and Quan-Haase and Wellman (2004). Social capital was measured using 10 items (e.g. "Most people in this club are trustworthy").

The confirmatory analysis resulted in five items of social capital. The average variance extracted was .813 (Hair *et al.* 2010). The result of the goodness of fit measures indicated a well-fitting model with $\chi^2/df = 2.064$; GFI = 0.992; AGFI = 0.975; TLI = 0.969; CFI = 0.979; NFI = 0.973; IFI = 0.979; and RMSEA = 0.068. The subsequent results guaranteed the validity of social capital for further analysis.

7. Results

Hypothesis 1 predicted that value offerings of third places would be reflected by four value experiences. Figure 1 shows the four-factor model of third place value offerings with an

inter-correlation range from 0.60 to 0.31, indicating the presence of a second-order factor (Fornell & Larcker, 1981).

--Insert Figure 1 here--

The results in Table 4 indicated that each of the four value components made a significant contribution to the value offerings of third places with statistical significance, β s (t -values > 1.96, $p < 0.01$). Thus, hypothesis 1 was supported. The model fit index suggested a good-fitting model with $\chi^2/df = 2.71$; GFI = 0.834; AGFI = 0.880; TLI = 0.996; CFI = 0.912; NFI = 0.989; IFI = 0.998; and RMSEA = 0.05. Table 4 shows the results for hypothesis 1.

Hypothesis 2 which predicted a positive relationship between third place value offerings and seniors' loyalty to third places was supported, $\beta = 0.85$ ($t = 17.29$, $p < 0.01$). Hypothesis 3 which predicted a significant relationship between third place value offerings and seniors' social capital was also supported, $\beta = 0.90$ ($t = 6.14$, $p < 0.01$).

--Insert Table 4 here--

8. Discussion and Theoretical Contribution

Building on the key contributions from S-D logic, value scholars, and studies on C-2-C engagement, the aim of this study was to understand: 1) seniors' value experiences through their C-2-C engagement in third places; 2) value offerings of third places; and 3) the influence of value offerings on seniors' loyalty and social capital. Our study was premised on the need to explore the customer perspective on value offerings of the firm, and as such underscored the need to adopt customers' use value experiences to understand the nature of third places. Drawing on the C-2-C engagement theory, we argued that seniors' displays of different levels of engagement with each other vary from emotional connections to regular places of visitation. Although prior studies have examined the significance of customer engagement for value creation, our findings examine seniors engage in third places and then

extract those engagements into value deliverables that offer advantages to third place. In particular, we proposed a third place value offering framework that contributes to a better understanding of the value offerings that should be created and offered to senior citizen consumers. To this end, we offered a specific conceptualisation and measurement of third place value offerings and demonstrated their contribution to customer-centric outcomes of loyalty and social capital. In this context we reported two studies that developed and tested the suitability of a third place value offering framework for further empirical work.

Thus, four theoretical contributions were developed in this paper. We examined the contribution of our studies in the context of recent theoretical work on C-2-C engagement and contributed to the growing research on C-2-C engagement by suggesting different levels of engagement by the senior consumer community for further consideration. This paper also broadens the scope of service 'place' research by examining the meaning of physical places to consumers and how consumers engage with each other within third places. The second contribution of this study was the introduction of social capital to the services marketing research. The findings demonstrated a well-developed construct of social capital through seniors' regular visits and interactions in third places and confirmed third place value offerings as important antecedents to seniors' social capital. The third contribution of this study is that it validated Zeithaml et al.'s (1996) loyalty measures for third places. Many researchers have argued that consumers often shop for social reasons and display loyalty to services that allow them to socially engage with each other (Haytko & Baker, 2004) Our study contributes to this body of work and confirms the crucial role of social engagement in building seniors' loyalty to a place.

8.1 Managerial implications

For any service establishment to receive a third place status, 'a sense of community' becomes a significant element. The social clubs used in this study were specifically designed for the senior citizens' community. Hence, some form of common platform was established to better understand the social needs of senior citizens. However, the way third places strategically use their customer community to develop a system of customer learning for value creation requires managerial attention. This could be achieved by encouraging existing members to welcome newcomers to the club, unify the community of seniors living in close neighbourhoods and to afford help to other seniors when in need through communal friendship. Such strategic use of customer communities could enable clubs to maintain an acceptable fit between understanding the social desires of their customers and channel their value experiences into value offerings of third places.

Nevertheless, such a situation may not exist in other commercial places, such as shopping malls or/and restaurants that are visited by a diverse set of customers. Hence, to better understand such diverse consumer groups for value creation, managers need to develop a repertoire of skills related to customer learning-based management processes (Sirmon *et al.*, 2007). This management system can update managers (firms) on the preferences and needs of their target consumer groups and enable them to understand the social circumstances and intrinsic drivers that encourage better interaction within the customer community for value creation activities. Also, we suggest managers could strategically choose the specific configuration of value experiences, based on the emphasis they want to place on the creation of their value offerings. For example, Place A may seek to offer and gain advantage via routine value experiences and less home value experiences. Place B that competes in the same market could choose to offer all four value mixes in their offering.

8.2. Future research and limitations

Although we took efforts to maintain the rigour of this research, there were limitations. In Study 1, the qualitative data was collected from four senior citizens' clubs, and the participants in Studies 1 and 2 were predominately female and single. The size of Study 1 and the sample bias was likely to limit the generalisability of the findings. The next limitation was the nature of the cross-sectional design. All measures involved in Study 2 were self-reported by the respondents using a single questionnaire, which may have potentially contributed to inflated correlations due to the common method variance (Podsakoff *et al.*, 2003, Williams & Brown, 1994).

The scope of this study was confined to the relationships between value, social capital, and loyalty. Hence, this framework could be enhanced by exploring concepts beyond loyalty- and value-based outcomes, for example, by examining links to outcomes of improved quality of life, service quality, positive service encounters, and consumer service experiences.

Furthermore, the seniors' clubs that were used as the epitome of third places were small establishments known to seniors in close neighbourhoods. However, in the world of quick service restaurants, standardised service offerings, and time-constrained consumers, third places appear to be a rarity. Hence, future researchers might wish to consider other types of service contexts that are less amenable to consumer interactions, and explore the type of social capital, if any, that could be developed from such establishments.

9. References

- Arbuckle, J. L. & Wothke, W. 1999. *Amos 4.0 user's guide*, SmallWaters Corporation Chicago, IL.
- Aubert-Gamet, V. & Cova, B. 1999. Servicescapes from modern non-places to postmodern common places. *Journal of Business Research*, 44, 37-45.
- Bagozzi, R. P. 2011. Measurement and Meaning in Information Systems and Organizational Research: Methodological and Philosophical Foundations. *MIS Quarterly*, 35, 261-292.
- Bagozzi, R. P. & Yi, Y. 1988. On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16, 74-94.
- Barnes, B. 2016. On The Social Construction of Reality: Reflections on a Missed Opportunity. *Human Studies*, 39, 113-125.
- Belackova, V., Tomkova, A. & Zabransky, T. 2016. Qualitative research in Spanish cannabis social clubs: 'The moment you enter the door, you are minimising the risks'. *International Journal of Drug Policy*, 49.
- Bendapudi, N. & Leone, R. P. 2003. Psychological Implications of Customer Participation in Co-Production. *Journal of Marketing*, 67, 14-28.
- Berger, P. & Luckmann, T. 1967. *The Social Construction of Reality*, New York, Doubleday.
- Berry, L. L., Carbone, L. P. & Haeckel, S. H. 2002. Managing the total customer experience. *MIT Sloan management review*, 43, 85.
- Bowman, C. & Ambrosini, V. 2000. Value Creation Versus Value Capture: Towards a Coherent Definition of Value in Strategy. *British Journal of Management*, 11, 1-15.
- Cannuscio, C., Block, J. & Kawachi, I. 2003. Social capital and successful aging: The role of senior housing. *Annals of internal medicine*, 139, 395-399.
- Carmen, R. & Marius, S. 2016. Customer Loyalty Using Customer Relationship Management. *Management Strategies Journal*, 31, 285-288.
- Chipps, J. & Jarvis, M. A. 2016. Social capital and mental well-being of older people residing in a residential care facility in Durban, South Africa. *Aging & Mental Health*, 20, 1264-1270.
- Choi, N. G. & Dinitto, D. M. 2013. Internet use among older adults: association with health needs, psychological capital, and social capital. *Journal of Medical Internet Research*, 15, e97-e97.
- Christopher, M. 1996. From brand values to customer value. *Journal of Marketing Practice: applied marketing science*, 2, 55-66.
- Churchill, G. A. 1979. A paradigm for developing better measures of marketing constructs. *Journal of marketing research*, 64-73.
- Cova, B. & Cova, V. 2001. Tribal aspects of postmodern consumption research: The case of French in-line roller skaters. *Journal of Consumer Behaviour*, 1, 67-76.
- Cramm, J. M., Van Dijk, H. M. & Nieboer, A. P. 2013. The Importance of Neighborhood Social Cohesion and Social Capital for the Well Being of Older Adults in the Community. *The Gerontologist*, 53, 142-152.
- Davies, B., Baron, S. & Harris, K. 1999. Observable oral participation in the servuction system: toward a content and process model. *Journal of Business Research*, 44, 47-53.

- Donder, L. D., Witte, N. D., Buffel, T., Dury, S. & Verte, D. 2012. Social capital and feelings of unsafety in later life: a study on the influence of social networks, place attachment, and civic participation on perceived safety in Belgium. *Research on Aging*, 425.
- Ekpo, A. E., Riley, B. K., Thomas, K. D., Yvaire, Z., Gerri, G. R. H. & Muñoz, I. I. 2015. As worlds collide: The role of marketing management in customer-to-customer interactions. *Journal of Business Research*, 68, 119-126.
- Fernández, M. D. M., Hernández, J. D. S., Gutiérrez, J. M., Escuela, M. R. H. & Fino, E. R. 2017. Using communication and visualization technologies with senior citizens to facilitate cultural access and self-improvement. *Computers in Human Behavior*, 66, 329-344.
- Fornell, C. & Larcker, D. F. 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Freitas, F. & Almeida, V. M. C. D. 2017. Theoretical Model of Engagement in the Context of Brand Communities. *BBR. Brazilian Business Review*, 14, 86-107.
- Fuchs, G. & Reichel, A. 2011. An exploratory inquiry into destination risk perceptions and risk reduction strategies of first time vs. repeat visitors to a highly volatile destination. *Tourism Management*, 32, 266-276.
- Goldman, N., Cornman, J. C. & Chang, M.-C. 2006. Measuring subjective social status: A case study of older Taiwanese. *Journal of cross-cultural gerontology*, 21, 71-89.
- Grahovac, J. & Miller, D. J. 2009. Competitive Advantage and Performance: The Impact of Value Creation and Costliness of Imitation. John Wiley & Sons.
- Grönroos, C. 2006. Adopting a service logic for marketing. *Marketing theory*, 6, 317-333.
- Groth, M. 2005. Customers as good soldiers: examining citizenship behaviors in internet service deliveries. Sage Publications, Inc.
- Gruen, T. W., Osmonbekov, T. & Czaplewski, A. J. 2007. Customer-to-customer exchange: Its MOA antecedents and its impact on value creation and loyalty. *Journal of the Academy of Marketing Science*, 35, 537-549.
- Gustafson, P. 2001. Meanings of place: Everyday experience and theoretical conceptualizations. *Journal of environmental psychology*, 21, 5-16.
- Hair, J. F., Anderson, R. E., Babin, B. J. & Black, W. C. 2010. *Multivariate data analysis: A global perspective*, Pearson Upper Saddle River, N J.
- Harris, K., Baron, S. & Parker, C. 2000. Understanding the consumer experience: It's good to talk'. *Journal of Marketing Management*, 16, 111-127.
- Haytko, D. L. & Baker, J. 2004. It's all at the mall: Exploring adolescent girls' experiences. *Journal of Retailing*, 80, 67-83.
- Hidalgo, M. C. & Hernández, B. 2001. Place Attachment: Conceptual and Empirical Questions. *Journal of Environmental Psychology*, 21, 273-281.
- Holbrook, M. B. 2006. Consumption experience, customer value, and subjective personal introspection: An illustrative photographic essay. *Journal of business research*, 59, 714-725.
- Hollebeek, L. 2011. Exploring customer brand engagement: definition and themes. *Journal of strategic Marketing*, 19, 555-573.
- Holt, D. B. 1995. How consumers consume: A typology of consumption practices. *Journal of consumer research*, 22, 1-16.
- Hwa, J., Eun, & Shyam, S., S. 2016. Senior citizens on Facebook: How do they interact and why? *Computers in Human Behavior*, 61, 27-35.

- Jarvis, Cheryl b., Mackenzie, Scott b. & Podsakoff, Philip m. 2003. A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research. The University of Chicago Press.
- Johnson, G. D. & Grier, S. A. 2013. Understanding the influence of cross-cultural Consumer-to-Consumer Interaction on consumer service satisfaction. *Journal of Business Research*, 66, 306-313.
- Johnstone, M.-L. 2012. The servicescape: The social dimensions of place. *Journal of Marketing Management*, 28, 1399-1418.
- Jöreskog, K. G. & Sörbom, D. 1993. *LISREL 8: Structural equation modeling with the SIMPLIS command language*, Scientific Software International.
- Kim, B. J., Linton, K. F. & Lum, W. 2015. Social capital and life satisfaction among Chinese and Korean elderly immigrants. *Journal of Social Work*, 15, 87-100.
- Kim, M. J., Lee, C.-K. & Preis, M. W. 2016. Seniors' loyalty to social network sites: Effects of social capital and attachment. *International Journal of Information Management*, 36, 1020-1032.
- Kuzgun, E. & Asugman, G. 2015. Value in services—A service dominant logic perspective. *Procedia-Social and Behavioral Sciences*, 207, 242-251.
- Kyle, G., Graefe, A., Manning, R. & Bacon, J. 2004. Effects of place attachment on users' perceptions of social and environmental conditions in a natural setting. *Journal of environmental psychology*, 24, 213-225.
- Lager, D., Van Hoven, B. & Huigen, P. P. P. 2015. Understanding older adults' social capital in place: Obstacles to and opportunities for social contacts in the neighbourhood. *Geoforum*, 59, 87-97.
- Lanier, C. D. & Rader, C. S. 2017. Deconstructing symbolic consumption: exploring the anti-synthetic space between meaning and meaninglessness. *Consumption Markets & Culture*, 20, 215-244.
- Lin, N. 1999. Building a network theory of social capital. *Connections*, 22, 28-51.
- Lissitsa, S. & Chachashvili-Bolotin, S. 2015. Does the wind of change blow in late adulthood? Adoption of ICT by senior citizens during the past decade. *Poetics*, 52, 44-63.
- Luo, H. 2016. Strengthening Social Capital Through Residential Environment Development for Older Chinese in a Canadian Context. *Journal of Gerontological Social Work*, 59, 16-34.
- Lusch, R. & Vargo, S. 2006. *The service-dominant logic of marketing: Dialog, debate, and directions*, New York, ME Sharpe Inc.
- Masaaki, M. & Mizuochi, M. 2016. Social capital and refraining from medical care among elderly people in Japan. *BMC Health Services Research*, 16, 1-9.
- Mattila, A. S. 2000. The impact of culture and gender on customer evaluations of service encounters. *Journal of Hospitality & Tourism Research*, 24, 263-273.
- Mcfadden, E. S. & Lucio, J. 2014. Aging in (Privatized) Places: Subsidized Housing Policy and Seniors. *Journal of Housing for the Elderly*, 28, 268-287.
- Meshram, K. & O'cass, A. 2013a. Exploring civic engagement through seniors' good citizenship behavior within clubs. *Journal of Nonprofit & Public Sector Marketing*, 25, 256-283.
- Meshram, K. & O'cass, A. 2013b. Empowering senior citizens via third places: research driven model development of seniors' empowerment and social engagement in social places. *Journal of Services Marketing*, 27, 141-154.

- Miliszewska, I. & Horwood, J. Engagement theory: A framework for supporting cultural differences in transnational education. In: SHEEHY, F. & STAUBLE, B., eds., 2004. HERDSA, 223-231.
- Miller, E. G., Kahn, B. E. & Luce, M. F. 2008. Consumer wait management strategies for negative service events: a coping approach. *Journal of Consumer Research*, 34, 635-648.
- Mostaghel, R. 2016. Innovation and technology for the elderly: Systematic literature review. *Journal of Business Research*, 69, 4896-4900.
- Murayama, H., Nofuji, Y., Matsuo, E., Nishi, M., Taniguchi, Y., Fujiwara, Y. & Shinkai, S. 2015. Are neighborhood bonding and bridging social capital protective against depressive mood in old age? A multilevel analysis in Japan. *Social Science & Medicine*, 124, 171-179.
- Nef, T., Ganea, R. L., Müri, R. M. & Mosimann, U. P. 2013. Social networking sites and older users—a systematic review. *International Psychogeriatrics*, 25, 1041-1053.
- Ngan, R. M. H. 2017. Global Ageing, Social Development, and the Well-Being of the World's Elders. *Future Directions in Social Development*. Springer.
- Ngo, L. V. & O'cass, A. 2009. Creating value offerings via operant resource-based capabilities. *Industrial Marketing Management*, 38, 45-59.
- Nguyen, D. T., Dewitt, T. & Russell-Bennett, R. 2012. Service convenience and social servicescape: retail vs hedonic setting. Emerald Group Publishing, Ltd.
- O'cass, A. & Carlson, J. 2012. An empirical assessment of consumers' evaluations of web site service quality: conceptualizing and testing a formative model. *Journal of Services Marketing*, 26, 419-434.
- O'cass, A. & Muller, T. 2015. A Study of Australian Materialistic Values, Product Involvement and the Self-Image/ Product-Image Congruency Relationships for Fashion Clothing. *Global Perspectives in Marketing for the 21st Century*, 400.
- O'cass, A. & Ngo, L. V. 2011. Examining the firm's value creation process : a managerial perspective of the firm's value offering strategy and performance. *British journal of management : BJM*, 22, 646-671.
- Oldenburg, R. 1999. *The great good place: Cafes, coffee shops, bookstores, bars, hair salons, and other hangouts at the heart of a community.* , New York, Marlowe and Company.
- Oliver, R. L. 1997. *Satisfaction: A behavioral perspective on the consumer.* , New York, McGraw Hill
- Orias, K. G. & Sanchez, M. G. 2014. The Senior Citizens Loyalty and Services Satisfaction on the Use of their IDs in Purchasing Consumer Products. *Procedia - Social and Behavioral Sciences*, 155, 58-62.
- Payne, A., Holt, S. & Frow, P. 2001. Relationship Value Management: Exploring the Integration of Employee, Customer and Shareholder Value and Enterprise Performance Models. *Journal of Marketing Management*, 17, 785-817.
- Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y. & Podsakoff, N. P. 2003. Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.
- Price, L. L., Arnould, E. J. & Tierney, P. 1995. Going to extremes: Managing service encounters and assessing provider performance. *The Journal of Marketing*, 83-97.
- Productivity Commission 2003. Social capital: Reviewing the concept and its policy implications. EconWPA.

- Pronay, S. & Hetesi, E. 2016. Symbolic consumption in the case of brand communities. *Society and Economy*, 87.
- Putnam, R. D. 1995. Tuning in, tuning out: The strange disappearance of social capital in America. *Political Science and Politics*, 28, 664-683.
- Putnam, R. D. 2000. *Bowling alone: The collapse and revival of American community*, New York, Simon and Schuster.
- Quan-Haase, A. & Wellman, B. 2004. How does the Internet affect social capital. *Social capital and information technology*, 113, 135-113.
- Rosenbaum, M. S. 2006. Exploring the social supportive role of third places in consumers' lives. *Journal of Service Research*, 9, 59-72.
- Rosenbaum, M. S., C. Sweeney, J. & Massiah, C. 2014. The restorative potential of senior centers. *Managing Service Quality*, 24, 363-383.
- Rosenbaum, M. S., Corus, C., Ostrom, A. L., Anderson, L., Fisk, R. P., Gallan, A. S., Giraldo, M., Mende, M., Mulder, M., Rayburn, S. W., Shirahada, K. & Williams, J. D. 2011. Conceptualisation and Aspirations of Transformative Service Research. *Journal of Research for Consumers*, 1-6.
- Rossiter, J. R. 2002. The C-OAR-SE procedure for scale development in marketing. *International journal of research in marketing*, 19, 305-335.
- Sirmon, D. G., Hitt, M. A. & Ireland, R. D. 2007. Managing firm resources in dynamic environments to create value: Looking inside the black box. *Academy of management review*, 32, 273-292.
- Smith, W. W. 2007. Social desirability bias and exit survey responses: The case of a first nations campground in Central Ontario, Canada. *Tourism Management*, 28, 917-919.
- Sudhahar, J., Israel, D., Britto, A. & Selvam, S. 2006. Service loyalty measurement scale: a reliability assessment. *American Journal of Applied Sciences*, 3, 1814-1818.
- Thomas, N. & Emond, R. 2017. Living alone but eating together: Exploring lunch clubs as a dining out experience. *Appetite*.
- Tuan, Y. F. 2001. *Space and place: The perspective of experience*, Palo Alto, CA, University of Minnesota Press.
- Uлага, W. & Eggert, A. 2006. Value-based differentiation in business relationships: Gaining and sustaining key supplier status. *Journal of marketing*, 70, 119-136.
- Uncles, M. D., Dowling, G. R. & Hammond, K. 2003. Customer loyalty and customer loyalty programs. *Journal of consumer marketing*, 20, 294-316.
- Vargo, S. L. & Lusch, R. F. 2008. Service-dominant logic: continuing the evolution. *Journal of the Academy of marketing Science*, 36, 1-10.
- Vargo, S. L. & Lusch, R. F. 2010. From Repeat Patronage to Value Co-creation in Service Ecosystems: A Transcending Conceptualization of Relationship. *Journal of business market management*, 169.
- Wang, L. 2012. Cultural information resources sharing: a review and empirical study in China. *Electronic Library*, 30, 857-870.
- Warnaby, G. 2009. Towards a service-dominant place marketing logic. *Marketing theory*, 9, 403-423.
- Wegener, B. 1992. Concepts and measurement of prestige. *Annual review of sociology*, 18, 253-280.
- White, R., Toohey, J.-A. & Asquith, N. 2015. Seniors in shopping centres. *Journal of Sociology*, 51, 582-595.

- Wiles, J. L. & Jayasinha, R. 2013. Care for place: The contributions older people make to their communities. *Journal of Aging Studies*, 27, 93-101.
- Williams, B. C. & Plouffe, C. R. 2007. Assessing the evolution of sales knowledge: A 20-year content analysis. *Industrial Marketing Management*, 36, 408-419.
- Williams, L. J. & Brown, B. K. 1994. Method variance in organizational behavior and human resources research: Effects on correlations, path coefficients, and hypothesis testing. *Organizational Behavior and Human Decision Processes*, 57, 185-209.
- Xie, B. & Jaeger, P. T. 2008. Older adults and political participation on the Internet: a cross-cultural comparison of the USA and China. *Journal of Cross-Cultural Gerontology*, 23, 1-15.
- Zeithaml, V. A. 1988. Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence. *Journal of Marketing*, 52, 2.
- Zeithaml, V. A., Berry, L. L. & Parasuraman, A. 1996. The behavioral consequences of service quality. *the Journal of Marketing*, 31-46.

Table 1: Review of Studies (from 2012 to 2017) on Seniors, Social Capital and Aging in Place

Fields (place context)	Authors	Aim and Method	Key findings
	Choi & Matz-Costa, (2017)	<p>Study aimed to investigate the interactive effects of perceived neighbourhood safety and social cohesion on the psychological health of older adults with and without functional impairments.</p> <p>Data obtained from 2011–2012 California Health Interview Survey. Study included 13,897 community-dwelling older adults aged 65 years and older.</p>	Perceived neighbourhood safety was significantly associated with psychological health regardless of respondents' physical functioning, although the effect was greater among older adults with functional limitations. Perceived social cohesion, however, was only significantly related to psychological health among those with functional limitations.
Health and place (Residential care, neighbourhood, Housing and tourism)	Masashige et al., (2016)	Quantitative study that developed measures for seniors' community social capital	Community social capital was represented by seniors': participation in volunteer groups, sports groups, hobby activities, study or cultural groups, and activities for teaching specific skills; trust, norms of reciprocity, and attachment to one's community; received emotional support; provided emotional support; and received instrumental support
	Chipps and Jarvis (2016)	<p>Study investigated the association between mental well-being and social capital of older residents (60+ years) in an urban residential care facility in South Africa.</p> <p>Descriptive study on 103 senior citizen residents living in a residential care facility.</p>	Significant differences in the primary network size, average closeness, self-efficacy and social support as well as the ability to confide in primary network was shown between residents with mentally well and unwell ratings. Logistic regression showed that the strongest predictor for mental well-being of senior citizens was their participation in activities outside of the residence and having a primary network.
	Murayama <i>et al.</i> , (2015)	<p>Quantitative examination of the associations of neighbourhood bonding and bridging social capital with depressive mood amongst older Japanese.</p> <p>Survey data on 6416 seniors aged 65 years and</p>	Neighbourhood social capital does not necessarily benefit mental health in old age. Instead their study found significant interactions between individual- and neighbourhood-level bonding social capital, indicating that people with a weaker homogeneous network and living in a neighbourhood with weaker bonding social capital were

		older	more likely to have depressive mood.
	Luo (2016)	<p>Qualitative study that examined the role of housing environment in building social capital for older Chinese and related social issues</p> <p>Focus group on 43 Chinese senior citizen aged 65 years and older in Canada.</p>	Findings indicate that the environments in which these older adults lived either hindered or assisted them in building or increasing their social capital. A culturally and linguistically homogeneous residential environment does not necessarily provide positive support to older Chinese for their acquisition of social capital. Adversities in the environment, such as maltreatment or lack of support from their immediate micro environment (family), tended to motivate older adults to improve their social capital for problem-solving.
	Kim et., al., (2015)	<p>Quantitative study that examined the relationships among social capital altruism, common bond and identity.</p> <p>Data collected from 452 senior citizens aged 50 years and over</p>	Results show that social capital has significant effects on common bond and identity while social capital has a slightly greater effect on common identity than common bond. Altruism has significant effects on common bond and identity whereas altruism has a greater effect on common bond than common identity. Common bond and identity both have significant effects on revisit intention. Noticeably, revisit intention is highly influenced by common identity.
	Donder et. al., (2012)	<p>Examined relationships between social capital, place attachment and civic participation of senior citizens</p> <p>Quantitative study on 24,962 people aged 60 years and older from 85 municipalities across Belgium.</p>	Several features of place attachment proved to be associated with feeling of unsafety, such as neighbourhood satisfaction and neighbourhood involvement.
Social Media (Facebook, blogs, internet)	Fernández, et., al. (2017)	<p>Exploratory study on the social impacts and benefits of using digital visualization technologies by senior citizen consumers.</p> <p>Interview data from 40 senior citizens</p>	Research was focused on the potential benefits of digital technologies and also on how senior citizens responded towards them, in particular how they felt these technologies were improving their social and personal well-being. Digital technologies were introduced into the day-to-day lives of senior citizens, providing them with a variety of alternative ways to access social media, communication tools or cultural content. Using digital technologies, they were also asked to perform activities related to their own personal and

			social well-being.
	Lissitsa and Chachashvili-Bolotin, (2015)	<p>Identify trends of internet adoption and digital uses among the senior population in the past decade (2003–2012)</p> <p>Annual survey data in Israel on 65+ age group in the past decade.</p>	Findings identified disadvantaged groups in which being a senior citizens intersects with additional risk factors: Arabs, immigrants, religious people, respondents from low socio-economic background and people with health problems.
	Hwa and Shyam (2016)	<p>Survey research on why senior citizens use Facebook and how they participate in specific activities on Facebook in order to gratify their needs.</p> <p>Data was collected via online survey of 352 senior citizens over 60 years old.</p>	The analysis of the relationship between senior citizens' motivations and their participation in activities on Facebook indicates that social bonding is a major motivation for participating in most activities on Facebook. In addition, data revealed that using message-based interactivity features on Facebook (i.e., posting on other people's wall and Facebook chatting with others) leads to greater Facebook use.
	Choi & DiNitto, (2013)	(1) whether older adults' health conditions and psychological and social capital differentiate internet users from nonusers, and whether the internet users differed in their types of internet use on the basis of their health conditions and psychological and social capital	Most measures of social capital were positively associated with Internet use. However, depressive and anxiety symptoms were negatively associated with internet use or restricted to email and texting among older adults. Other positive correlates of Internet use were chronic medical conditions and engaging in formal volunteering while religious service attendance was negatively associated with internet use.
	Nef, et al., (2013)	Meta-analysis on the use of social networking sites by senior citizens for intergenerational communication.	The study came up themes on the main benefit of using social networking sites for older adults is to enter in an intergenerational communication with younger family members (children and grandchildren) that is appreciated by both sides. Identified barriers are privacy concerns, technical difficulties and the fact that current Web design does not take the needs of older users into account

	Wang, (2012)	The study presents an exploratory analysis of the blog sites built by older adults and public libraries in Taiwan in order to explore what improvements public library blogs can make to support self-learning for older adults.	The content categorised into eight major themes, i.e. spiritual growth and religion, health and medicine, leisure activities, learning, food, politics, investment, and selling. Blogs built by public libraries concentrate on four dimensions, i.e. news or announcements, library instruction materials, learning information or materials, and book clubs. Only a few blogs support self-learning and networking by supplying learning materials and/or initiating learning activities through social circle of friends.
Environmental gerontology (neighbourhood social life, cities, health centers, housing)	McFadden & Lucio (2014).	Aim of this literature review study was to explore the implications and consequences of poor, physically frail older adult residents, moving to subsidized housing. Specifically the study looked at the past and current housing policies.	Findings provided policies for protecting vulnerable older adult populations in a market-driven arena. the focus on public-private partnerships, and the transition toward mixed-income communities
	Lager, et al., (2015).	Qualitative study aimed to provide a geographical account of older adults' social capital, by taking the main context of their daily life, the neighbourhood, into consideration. In-depth interviews with 53 older adults in Netherland.	Findings explained the potential benefits of older adults' local social contacts differed depending on the place of social interaction within the neighbourhood and expectations associated with these interactions Furthermore, different time geographies of older and younger residents as well as ageist stereotypes of older adults' body capital influenced the development of social capital in the neighbourhood.
	Wiles and Jayasinha (2013)	Study aimed to explore how seniors care for community places such as gardens, churches, charity organisations and other community places. Data involved 121 semi-structured focus groups and interviews with seniors aged 56 to 92 years.	The findings suggested that seniors help develop community places by voicing their support, lobbying, protesting, representing, networking with key official to support charity and community places in their neighbourhood. Seniors also volunteer/provide free services in cleaning and maintaining community places by gardening road clean up and helping other frail seniors in community associations.

	Cramm, et. al. (2013)	<p>This study aimed to examine if social support from indirect ties such as neighbours and social cohesion positively affected well-being of senior citizens</p> <p>Data was collected from Netherlands and involved 945 senior citizens who were more than 70 years of age</p>	Univariate analyses showed that neighborhood social capital, and neighborhood social cohesion were significantly related to the wellbeing of older adults. Single and poor older adults reported lower wellbeing than did better off and married older adults. Thus, neighbourhood services, social capital, and social cohesion may act as buffer against the adverse effects of being single and poor on the wellbeing of older adults.
Services marketing (clubs, shopping malls)	Mizuochi and Masaaki (2016)	<p>Examine the effect of social capital between Japanese residents and the norms of reciprocity in the community as measures to prevent seniors from refraining their medical care.</p> <p>Survey data of 1016 elderly people, aged more than 60 years of age.</p>	Finding suggested that generalized trust was effective for smaller communities to access medical care. Hence, in small communities, policy to increase generalized trust to support medical care for elderly is recommended
	**Rosenbaum, et.al.,(2014)	<p>The purpose of the study was to help senior center managers and service researchers understand why some patrons experience health benefits, primarily fatigue relief, through senior center day services participation</p> <p>Mixed method design involving qualitative and quantitative studies.</p>	The study brings forwards the key role of senior centers in improving social interaction between and amongst senior citizens and employees of senior centers. It specifically highlight the role of restorative servicescape in reducing fatigue and improving quality of life and seniors' emotional and physiological well-being.
	** White, Toohey, & Asquith (2015)	<p>The study examined seniors and their navigation and experience of community spaces, particularly shopping malls and in relation to their sense of inclusion in, or exclusion from such consumptive spaces</p> <p>Survey of 260 seniors with majority aged 75 years or more.</p>	The research findings indicate that how seniors engage with and navigate the shopping centre is influenced not only by the nature of the space itself, but also by their personal historical and cultural experiences. Where and why seniors choose to 'hang out' in shopping centres has implications for research into the social landscapes of ageing, along with public policy and shopping centre procedures.

	Meshram and O’Cass, (2013)	<p>Explore the social role of clubs for empowering seniors and improving their social capital</p> <p>Qualitative study on 58 senior citizens from three social clubs in Australia.</p>	<p>The qualitative study examined how social clubs memberships enhanced seniors’ social capital through participation, altruism and by engaging with club networks</p>
--	----------------------------	--	--

* The environmental gerontology field has volumes of work on seniors, place and social capital. Our table only covers key studies to demonstrate significant places for development of seniors’ social capital.

**Although these two studies do not directly examine social capital in their study. They cover enough literature and ground work for service researchers to understand the significant role of places for seniors’ social capital development through interaction and social inclusion.

Table 2: Summary of the analysis of qualitative data

STEP1: Definition of category & Step 2: Focus group question development (source for questions)	STEP 3: Themes and analysis	STEP 4: Assembling codes and themes to interpret the category
<p>C-2-C Engagement</p> <p>C-2-C generated value can be created when the perceived benefits of a company's offering are increased as a result of customers' interaction with one another for sharing a variety of resources, such as social, economic, and knowledge (Gruen et. al. 2007)</p> <p>Focus group questions were developed from body of work on C-2-C engagement by Gruen et. al. (2007) and Price et., at., (1995); value creation by Ngo and O'Cass (2009) and some developed by the researcher. Questions were asked around six areas surrounding seniors' social life.</p> <p>Friendships: How do you make new friends in the club? Who are your friends from the club? What do you do to expand your circle of friends and meet new people? What sort of relationship you share with your club members.</p> <p>Attachment to clubs: How attach are you with these clubs? How attach are you club members? What do you do your clubs? How do you spend your time in clubs?</p> <p>Conversations in clubs: What sort of conversation you have with your club friends or</p>	<p><u>Home value experience</u></p> <p>This category was mostly observed amongst seniors who were active and social. Nearly 40% of the sample ($n=23$ out of 58 seniors) belonged to this group and only one major code "home away from home" with 15 sub-codes successfully represented this theme. Some seniors in this group were distant from their family due to death of their partner or neglect from their children. The theme home away from home, reported responses from seniors who associated the club with their past home where family and feeling of belongingness brought comfort and happiness in their life. The club was the only place where they could give and receive- emotional support, reduce their feeling of loneliness, and engage with friends who compensated for the neglect by their children.</p> <p>Illustrative quote</p> <p><i>"After my husband passed away my kids also decided to move to Sydney. I was left all by myself. Now my two daughters don't talk to me. It's only my younger son who talks to me occasionally. So this club means everything to me...especially friends who are like family"- Nita.</i></p> <p><u>Community value experiences</u></p> <p>This category was analysed by asking members, why they like visiting club (s) and activities they enjoy the most in their clubs. If members' response on their purpose of visit to the club was close to social properties such as, meeting and making friends, chatting and having fun</p>	<ol style="list-style-type: none"> 1) Club is like their home. 2) Club offers seniors refuge from feeling of loneliness. 3) Seniors feel compensated for the loss of partner and neglect by children. 4) Club members are like extended family. 5) Feeling of belongingness with members. 6) Feeling of been accepted for who you are. 7) Place to get emotional support 8) Place to give emotional support 9) Everyone is kind and caring 10) Place to share and listen to personal problems 11) Seniors enjoy looking after other members 12) Seniors can have their personal space 13) Seniors are empathetic 14) Seniors like welcoming new members 15) Being emotional about the club 16) Enjoy looking after the club 17) Club is important part of their life. <ol style="list-style-type: none"> 1) Seniors loved meeting other people in the community 2) Enjoy camaraderie in clubs. 3) Seniors visited clubs to stay in touch with other seniors

members? What sort of conversations would you like to have with your club members and friends?

Social life: Can you tell us a bit about your social life? Your family? If possible your social networks?

Expectations: What are your expectations from social clubs? What does social clubs mean to you? Do seniors' clubs exceed your expectations?

Experiences: Can you share some of your club experiences? What do you like most about clubs and why? What activities do you enjoy the most in this club, why? How does coming to clubs make you feel?

then, further probing was done on the communal aspects of the club. Seniors in this group were very easy to spot by the long conversations and loud voices. They played less and talked more.

Overall, we received 30% responses to this category ($n=18$ seniors out of 58 seniors), who admitted that their club visits was to make friends, meet new people, have a cup of coffee and cookie with their friends and know what's happening with seniors' community. Excerpts from seniors in the group also suggested that these seniors enjoyed the company of different people for different sets of club activities but did not wanted to be with close group of friends. Thus, four codes represented this category based on members' social interfaces and engagement with club members.

"No I don't like to fix myself with one group. I can play cards with anyone. Every time there is a new person in the game I feel like I am learning something new. It's good to learn from people, you see. The only seniors with whom I haven't played so far are Julie, Ann and Marie. That's because they came here before me and they prefer to play amongst themselves"-Sherrill

Social status value experience

This category was based on a smaller but important sample of club committee members represented by only 10% of the sample ($n=6$ seniors in the sample). Seniors in this group expressed their desire to feel a sense of self-worth. They were actively involved with the club administration. They ensured smooth running of the club by participating in club meetings, organizing club events, voicing their opinion to improve the club and worked extra to take care of club administration such as, books of accounts, kitchen management.

Six codes represented this theme. The first code named "new discovery" had excerpts from committee members who claimed to have never realized that they had the skill to do their role of running a club or do accounting for the club or manage club finances. The second and third code "social recognition and identity" explained how seniors enjoyed the

- 4) Enjoyed social properties present in the club like fun, chat, jokes with people then club activities like cards, bowls and bus trips.
- 5) Seniors did not like being in a close group but enjoyed making many friends

- 1) Enjoyed active involvement with the club.
- 2) Seniors desired social recognition through participation in club committees.
- 4) Seniors enjoyed the feeling of being intelligent and responsible.
- 5) Seniors desired to do something meaningful for the club.
- 6) Enjoyed the benefits of exclusivity.
- 7) Seniors like the social recognition and identity of being a committee member.

attention and responsibility that came with the club title. Some non-committee members viewed these committee members as intelligent or smart and responsible (code 4). Around 50% of the sample explained that the committee members were exclusive (code 5) and mingled in close circles from the rest of the group. There was a visible sense of hierarchy amongst club members (code 6)

“Oh they are the committee members they are always together”. Or when asked to Ellen why she doesn’t play with the committee group, the response was “that group is different....they belong to the committee. I can’t play with them”-Mavis.

Routine value experiences

This theme received 20% response and was based on $n=11$ seniors of the sample. Seniors in this theme saw value in being busy and their clubs were able to keep them busy. These seniors had many club memberships which gave them the benefit of knowing many seniors in the community. Most seniors in this group also baby sited their grandchildren and had regular catch-ups with their family and friends. Thus, six codes and two sub-codes sufficiently addressed this theme: The main capturing this theme was “weekly club visits”. This theme represented views of senior that liked to schedule everything- their club visits, shopping and gardening activities, cooking, visits to grandchildren and similar social activities. The sub-code “love routine” suggested that seniors in this group did not find their routine interaction with club members, their weekly club visits and engagement in the same kind of club activities on a weekly basis repetitious or boring. Then the next sub-code, confirmed the main code in this theme about members strong dislike to change their weekly club visits for any other commitment or activity. Some more codes that were part of this theme were –busy life, many club memberships, enjoyed family life, liked being friendly, acquaintances.

“Look I told my granddaughter, this week is fine but my Fridays are for club XXX. So next time you need to arrange someone else to baby sit your children”- Leona

- 1) Enjoyed the benefits of meeting people as per their schedule
 - 2) Seniors saw value of being on a routine.
 - 3) Seniors like being busy and their club memberships kept them busy
 - 4) Family commitment made them schedule everything.
 - 5) Club integrated well in their schedule
 - 6) Members under this category like being busy and independent.
 - 7) Much of their lives were organized around their weekly visits to different clubs
 - 8) Members preferred to meet people on a regular basis
 - 9) Commitment to a routine life
-

<p>Loyalty</p> <p>A deeply held commitment to patronise a preferred product (place) consistently in the future. Thereby, causing repetitive purchasing of the same brand (membership) despite situational influences and marketing efforts having the potential to cause switching behaviour (Oliver, 1997, p 392).</p> <p>Focus Group Question on Loyalty were based on review of literature.</p> <p>Do you/why do you prefer the club over other mediums of socializing? (Oliver, 1997)</p>	<p><u>Strong commitment to the club</u></p> <p>Around 60% of the sample (or $n=35$ seniors to be precise) used quotes that illustrated their commitment to social clubs. Code 1) “loyalty to social clubs” over other forms of social engagement like Facebook or trips. Code 2) members were “willing to pay” more membership fees if need be to keep their local club running. Code 3) this codes overlapped with some discussion in the previous category that members were affectionate towards their club members and liked coming to the club Code 4) some seniors were “being choosy about their club memberships”.</p> <p>Illustrative quote:</p> <p><i>“We wanted one club; we found one, that’s all”- Jacquie.</i></p>	<ol style="list-style-type: none"> 1) Indisputable commitment to the club by membership in one or few clubs. 2) Perceived the club as a very important part of their social life. 3) Being choosy about club memberships 4) Willing to pay more club fees 5) Liked visiting the club. 6) Affectionate towards club members.
<p>How involved are you with your club members? (Rosenbaum, 2006)</p> <p>Would you continue your association with the seniors’ club even if you hear bad things about the club and why? (Sudhahar et al., 2006)</p> <p>How has your club membership influenced your life? (Developed by the researcher)</p> <p>What can you do for seniors’ clubs (Rosenbaum, 2006)</p>	<p><u>Expanding club membership</u></p> <p>This was a smaller theme out of the two and was represented by two codes. Code 1) suggested how club members used their existing networks to expand club memberships. They also were on a look out for new members. Code 2) mentioned how club members worked for the club for free to expand its membership.</p>	<ol style="list-style-type: none"> 1) Seniors like introducing new members to the club 2) Seniors work to expand club memberships. 3) Seniors use their existing networks to bring new members to the club.
<p>Social capital:</p> <p>Connections among individuals, social networks, and the norms of reciprocity and trustworthiness that arises from them (Putnam,</p>	<p>Norms of reciprocity</p> <p>This theme was represented by majority of the seniors in the study. Four codes makes this theme. Code 1: friendships, all club members were friends with someone in the club. They wanted to be part of a seniors group and did not like being along Code 2: reciprocated gestures of</p>	<ol style="list-style-type: none"> 1) Members liked talking to one another 2) Act of kindness. 3) Social norms and reciprocity 4) Being part of a senior’s group 5) Friendship between members of the club.

2000, p 19).

Focus group questions for social capital was related to questions about their club friendships (asked earlier) and type of friendships they have with members.

- 1) What sort of initiative have you taken in this club (Developed by the researcher)
- 2) How have you assisted other seniors in the club? (Groth, 2005)
- 3) How do you treat other seniors in the club? (Belackova, Tomkova, & Zabransky, 2016)
- 4) Do you believe that it's important for seniors to talk about personal problems and problems faced by the seniors' community to other members of the club? (Xie and Jaeger, 2008)

kindness like making cup of tea, giving lifts. Code 3: Listen, members listened to others problems and gave them advice if required. Code 4: Talk members liked to talk to their club friends.

Illustrative quote

"Look, I like to call myself a people's person, I like to know people. I don't believe in coming to the club, sitting in one corner and playing games. I come here to talk to people"-Maggie.

Trustworthiness

Most seniors displayed trust in their club friends. This theme was formed by two codes. Sharing secrets (code 1); trust in information shared (code 2)

"If you come here to play cards or just a game of bowls then you are fine, come play and go, but if you want to make friends then you need to trust each other and share things you see. Tell them your story and they will tell you there story"-Sue.

1) Sharing secrets with club friends

2) Trust to share matters related to children, other close friends, sickness and other personal issues.

Table 3: Measurement model results

	Value offering	Loadings	CR
	<i>Home value experience</i> AVE 0.65, reliability 0.88		0.92
VO1	deliver seniors with a sense of comfort	0.74	
VO2	ensure a family like feel in clubs	0.78	
VO3	deliver a club environment that feels like home	0.75	
VO4	ensure seniors with emotional connection in clubs	0.85	
VO5	ensure a refuge from loneliness	0.80	
	<i>Community value experience</i> AVE 0.66, reliability 0.83		0.89
VO6	ensure fun experiences with club members	0.91	
VO7	ensure club friendships	0.83	
VO8	deliver thrilling experiences in club	0.80	
VO9	ensure meet up with friends.	0.90	
VO10	ensure more connections with seniors community	0.85	
	<i>Social status experience value</i> AVE 0.69, reliability 0.90		0.94
VO11	deliver an experience of power	0.85	
VO12	ensure recognition within the seniors' community	0.78	
VO13	deliver a feeling of self-worth	0.76	
VO14	deliver a positive social image among others in my community	0.73	
	<i>Routine value experience</i> , AVE 0.68, reliability 0.89		0.93
VO15	ensure regular meetings with my club friends.	0.68	
VO16	ensure a routine life experience for me.	0.71	
VO17	ensure I prepare myself for my club days	0.78	
	Customer centric outcomes		
	<i>Social capital</i> , AVE 0.52, reliability 0.81		0.89
SC1	My club members help me when I am in trouble.	0.82	
SC2	People in this club are trustworthy.	0.83	
SC3	My club membership gives me social support.	0.78	
SC4	My affiliations with seniors clubs expands my social contacts.	0.76	
SC5	As club members we help each other as much as we can.	0.84	
	<i>Loyalty</i> , AVE 0.73, reliability 0.91		0.95
L1	I would strongly recommend this club to other seniors.	0.76	
L2	I am likely to say positive things about this club to other people.	0.80	
L3	I would encourage friends and relatives to join this club.	0.64	
L4	I consider this club my first choice for seniors.	0.73	

Table 4: Criterion validity and test results for third place value offering framework

Paths	Standardized parameter estimate	Critical ratio*	R ²	Std error
Hypothesis 1				
<i>Third place value offering</i> → <i>Home value experiences</i>	0.93	15.75***	0.86	0.07
<i>Third place value offering</i> → <i>Social status value experiences</i>	0.80	11.46***	0.64	0.05
<i>Third place value offering</i> → <i>Community value experiences</i>	0.90	15.21***	0.81	0.06
<i>Third place value offering</i> → <i>Routine value experiences</i>	0.71	10***	0.51	0.04
Hypothesis 2				
<i>Third place value offering</i> → <i>Loyalty</i>	0.85	6.39***	0.65	0.11
Hypothesis 3				
<i>Third place value offering</i> → <i>Social capital</i>	0.90	7.51 ***	0.78	0.18
Control variables				
Age → Loyalty	0.06	2.80***		2.34
Age → Social capital	0.14	2.86***		1.95
Male Gender (female) → Loyalty	0.12 (0.22)	2.94**(7.74***)		0.06
Male Gender (female) → Social capital	0.18 (0.28)	2.61*** (8.25***)		0.44
Self- rated perceived health → Loyalty	0.04	2.02***		1.44
Self- rated perceived health → Social capital	0.21	14.45***		0.02
Measures of fit				
χ^2 (54) =157 p =.007				
GFI= 0.92				
AGFI =0.89				
CFI= .95; TLI = 0.94				
RMR =0.182				
RMSEA=0.074				

*Significance Level: *** p≤ 0.001

Figure 1: Four Factor Measurement Model of Third Place Value Offering