Chapter 1 INTRODUCTION

1.1 Overview

A number of measures and frameworks for e-Commerce success have been developed in various disciplines like Information Systems (IS), services management, marketing and e-Commerce e.g. WebQual (Barnes & Vidgen, 2003), NetQual (Bressolles, 2006), the DeLone and McLean (2004) e-Commerce success model, ESQual/E RecSQual (Parasuraman, Zeithaml & Malhotra, 2005), and SiteQual (Yoo & Donthu, 2001). These studies have made a significant contribution to their respective fields of studies. However, with the changing digital environment many new dimensions have been added to the Internet based systems, particularly pertaining to the experiential and social context. These new technologies have not been addressed in depth within the Information Systems literature, thus warranting further investigation.

Measuring IS success has invited a lot of interest from IS researchers (Lawrence, Elenkov, & Badgett, 2012). Researchers have focused on developing the appropriate metrics for IS success; ranging from those emphasizing individual impact to those accentuating organizational impact (Petter, DeLone, & McLean, 2008). The evaluation of e-Commerce investment assessment can be additionally more complex than generalized IS (Kleist, 2003) owing to its impact across suppliers, vendors and end-users.

IS success research focuses on the evaluation of a system with regard to the creation, distribution, and use of information through technology (Petter, DeLone, &
McLean, 2012). Indeed, IS research is dominated by the usability (task related and work related) paradigm (Hasan, Morris, & Probets, 2012; Hassenzahl & Tractinsky, 2006; and Petter et al., 2012). This paradigm has been defined as the “task fit view” of IS and it has served its purpose well when IS use was restricted to a small set of users within a business organization (Petter et al., 2012).

The advancement in the Internet technology and the widespread use of interactive tools in the e-Commerce website design has created various avenues for businesses to showcase their products and services online. However, what stands yet to be examined is whether such tools are effectively creating positive experiences for the customers or external users of e-Commerce systems. As the use of IS becomes all-pervasive, in addition to utilitarian benefits of the IS, the recreational and social benefits of IS are also viewed as important motives for users to adopt and reuse such IS. Lowry, Gaskin, Twyman, Hammer, and Roberts (2013) argue that the hedonic motivations for the adoption of Information Systems have over-powered the utilitarian motivations in the past decade. The Human Computer Interaction (HCI) literature has stressed this need of going beyond the instrumental or utilitarian focus by moving towards a more inclusive evaluation of IS (Karapanos, Zimmerman, Forlizzi, & Martens, 2009). In this regard the concept of ‘User Experience’ has become popular among the HCI researchers (Beauregard & Corriveau, 2007). Thus, for the purposes of this research, the ‘User Experience’ construct represents a wider conceptualization of system evaluation by including hedonics, aesthetics, and contextual variables (Beauregard & Corriveau, 2007) that affect a system’s evaluation by a user.
The Internet can be used for more than the basic purposes of being a utilitarian tool, but rather can approach becoming a means of hedonic realization (Kao, Huang, & Yang, 2007; Kim, 2002; and Kim & Eastin, 2011). Information Systems like e-Commerce that cater to both these utilitarian and non-utilitarian aspects of technology are better placed for success in the competitive business environment of today. As e-Commerce system users especially in the B2C (Business to Customer) domain are customers; factors other than those based on task or goal achievement become important for assessing the success of such systems (Petter et al., 2012). As such, we suggest here that both the hedonic and the experiential values of the IS should to be integrated into the more traditional, and arguably more limited IS evaluation model. Indeed, it can be suggested that much of the conflict between the experiential and the utilitarian streams of research can be resolved by appreciating that these two views of systems success are not mutually exclusive (Hassenzahl & Tractinsky, 2006).

The literatures from other fields like marketing are rich with studies that demonstrate that customers tend to buy products and services not only for their utilitarian value but also for their non-functional, social, and other uses (Arnold & Reynolds, 2003; Babin, Darden, & Griffen, 1994; Bloch & Richins, 1983; Fischer & Arnold, 1994; Hirschman, 1983; and Kim & Eastin, 2011). Some of these studies have emphasized that e-Commerce use generates hedonic experiences which deal with aspects of fun, pleasure, enjoyment, and amusement (Kim, 2011), independent of the fact, whether the purchase of the product or service is made or not. Therefore, User Experiences from e-Commerce use are valued for its own sake, regardless of the achievement of the task or outcome goal (the purchase of the product/service in this case). From the firm’s perspective, System
Usage is important because studies have confirmed that the more engaged the user with respect to the System Usage, the higher is the likelihood of a customer’s final purchase (Burton-Jones & Straub, 2006). Thus, it can be argued that the e-Commerce System Usage can result from pleasurable User Experiences regardless of whether an actual purchase is made or not.

There is a rich history of work that introduces the idea of User Experience with respect to e-Commerce system’s interaction. For example, studies by Hsu and Tsou (2011); Kim, Suh, and Lee (2013); Liu, Liao, and Pratt (2009); and Rose, Hair, and Clark (2011), established the importance of the construct of User Experience with respect to e-Commerce system’s interaction. Schmitt (1999) called for a focus on ‘experience’ as a measure for the user’s evaluation of a firm’s offering. This focus on the construct of User Experience is useful because experiential measures are inclusive of the emotions and feelings evoked during the interaction with the firm (Gentile, Spiller, & Noci, 2007). Although studies have focused on the experiential evaluation of e-Commerce systems (Hsu & Tsou, 2011; Novak, Hoffman, & Yung, 2000; Rose et al., 2011; and Walls, Okumus, Wang, & Kwun, 2011), most of these studies have used customer satisfaction and loyalty as the dependent variable(s) (Parasuraman & Grewal, 2000). Here, it is suggested that there is a need therefore; to include experiential measures as the dependent variable(s) of IS success.

It is important to note that there is much difference between e-Commerce User’s Experience and e-Commerce User’s Satisfaction. Meyer and Schwager (2007) argue that satisfaction is a culmination of various experiences and as such does not lead businesses
to finding the method of achieving such satisfaction. Satisfaction occurs when the user expectations and User Experiences match (Doll & Torkzadeh, 1989). Satisfaction results from closing the gap that exists between a user’s expectations and a user’s subsequent experiences with a firm’s offering (Meyer & Schwager, 2007).

Meyer and Schwager (2007) indicate that while the knowledge derived from customer satisfaction measures is used by customer facing groups like sales, marketing, and the customer service groups, experience management information is used by the business or functional leaders to create better experiences in turn. Satisfaction management information reveals the ‘end result’ of a user’s experiences with a system which could be either ‘satisfaction’ or ‘dissatisfaction.’ The “satisfaction management information,” therefore, does not inform the firm about why such evaluations were made by the user but rather state the end result of a user’s evaluation (Meyer & Schwager, 2007). On the other hand “experience information” deals with a user’s overall judgment about a system based on a user’s interactions with a system (Meyer & Schwager, 2007). This overall judgment is based on a user’s perception about the utilitarian as well as the non-utilitarian quality of a system (Karapanos, Zimmerman, Forlizzi, & Martens, 2009). Experiential information is inclusive of a user’s thoughts, attitudes, emotions, and perceptions that are invoked as a result of a user’s interaction with a system (Beauregard & Corriveau, 2007). As such, the experience information is derived at the user contact points whereas satisfaction information is a ‘record’ of such an interaction.

It may be argued that experiential measurement is more important than satisfaction measurement from the IS perspective as it provides information on the
quality of interaction between the user and the system. Further, the experiential effectiveness of user interactive systems like e-Commerce is much emphasized by practitioners of e-Commerce. As Jeff Bezos, the CEO of Amazon.com, one of the most successful e-Commerce ventures, states

“If there’s one reason we have done better than of our peers in the Internet space over the last six years, it is because we have focused like a laser on customer experience” (econsultancy.com, 2013). The inclusion of a construct regarding experiential measurement is motivated by its connection to the fundamental purpose of electronic commerce businesses- to sell products to users who are satisfied and engaged with their experience, ultimately becoming paying customers.

Based on the identified gap in the Information Systems success measurement literature, this study posits that using the construct of User Experience as an additional dependent variable for measuring e-Commerce system success will result in a better evaluation for the IS (e-Commerce system) under consideration (Hsu & Tsou, 2011).

1.2 Problem Statement

Past research has focused on e-Commerce evaluation and this evaluation is mainly based on identifying the drivers of website quality (Rose, Clark, Samouel, & Hair, 2012). As a result a number of frameworks and measures have been developed to evaluate e-Commerce success like the ones suggested by Barnes and Vidgen (2003), DeLone and McLean (2004), Parasuraman et al. (2005) and Bressolles (2006). These studies have however, focused on only the utilitarian aspects of the e-Commerce system
evaluation. The latest technological developments in the field of e-Commerce like the addition of media rich and interactive features to the website interface have created new challenges for e-Commerce success evaluation. In this context the following three points must be noted.

First, the web is increasingly turning social and this “socialness” construct has also invited attention from researchers (Bailenson & Yee, 2008 and Kim et al., 2013). Socialness of a website deals with the extent to which the website use instills a sense of community to its users (Wakefield, R. L., Wakefield, K. L., Baker, & Wang, 2011). The social dimension of the web has been much explored from the point of view of sentiment analysis (Pang & Lee, 2008). Sentiment analysis is a form of data analytics that rests upon the mining of customer opinion on the web in the form of blogs or review sites (Pang & Lee, 2008). Sentiment analysis is a new technique which is used by managers to acquire information based upon often unattributed customer views of products; for example, taking advantage of the aggregation of information that is publicly posted during often routine or mundane online social communication. e-Commerce firms have also tried to integrate this social facet within their website interface in the form of customer review web pages that record and display customers’ opinion. These social cues also emanate beyond the website interface in the form of online communities like Facebook fan pages, Twitter handles, and blogs, published by the e-Commerce firms. Thus the research on the social and relational aspects of e-Commerce has started to gain prominence in the recent literature (Kim et al., 2013).
Second, the evolving web environment has created a highly interactive online space for people. Despite its age in technological terms, the original work on Media Richness theory by Daft and Lengel (1986) remains applicable in wake of new media tools that e-Commerce firms are incorporating within their system design. The Media Richness theory and its applicability for understanding the users of the Internet and Internet based systems like e-Commerce has received renewed attention from researchers (Kim et al., 2013, Liu et al., 2009). Earlier work on media richness in the online environment had also predicted the possibility of computer-mediated communication developing media-richness like a face-to-face communication (Burke & Chidambaram, 1999). Therefore, the examination of this relationship between media presentation and the consequent User’s Experience is much desired (Liu et al., 2009).

Finally, the infrastructure issues referred to as ‘facilitating factors’ (Venkatesh, Morris, Davis, G. & Davis, F., 2003) in developing countries like the network speed, network access, and user skills, hamper the widespread use of Internet and Internet based technologies in the developing countries. There is a need to study the impact of such facilitating factors on the use of e-Commerce in developing countries like India because not all infrastructures are of equal capability, thus introducing potential differences between users in various countries based on facilities. The e-Commerce growth story in India and other developing countries may not follow the same course as it did in the developed world due to the limitations of the infrastructure for users (Technopark, 2012). The user of e-Commerce in India faces a typically suboptimal infrastructure as well as challenges from the remarkable geographic complexity of such a vast country. The logistics infrastructure of developing countries like India is not uniform across all cities,
with major cities being far ahead of the small cities and towns in terms of logistics infrastructure (Technopark, 2012). Studies focusing on exploring the influence of such facilitating factors on the overall evaluation of e-Commerce system will lead to a more accurate measurement of e-Commerce system evaluation in the developing world.

In light of the research support given in the above sections, this study focused on evaluating e-Commerce success from a user’s perspective in terms of both the utilitarian and the non-utilitarian (‘hedonic’) qualities of the e-Commerce system. For this purpose, a strong theoretical foundation was derived from the DeLone and McLean (1992, 2003, and 2004) models that measure system success. The DeLone and McLean models have been extensively used in the IS evaluation research (Agourram, 2009). DeLone and McLean defined the success of an e-Commerce system in terms of three antecedent variables of System Quality, Information Quality, and Service Quality. System Quality refers to system characteristics like usability, responsiveness, interactivity, privacy, security and the like; Information Quality refers to the quality of the content provided by the e-Commerce system; and Service Quality refers to overall support provided by the e-Commerce website interface. The dependent variables in the DeLone and McLean (2004) e-Commerce success model were user satisfaction, usage (actual usage and intention to reuse) and net-benefits (individual and organizational impact). For purposes of this research, two new variables of “User Experience” and “Socialness” were added to DeLone and McLean’s (2004) e-Commerce success model in order to incorporate the changes brought in by the addition of the experiential and social contexts of e-Commerce as discussed above. The experiential quality of the system as perceived by its user was measured with the variable of “User Experience” (Beauregard & Corriveau, 2007),
whereas the variable “Socialness” measures the social cues that emanate from the user’s interaction with a system (Wakefield, et al., 2011).

Given the development of more social technological information technologies, we propose to modify the DeLone and McLean model by removing the dependent variable of “User Satisfaction”, in the DeLone and McLean’s (2004) e-Commerce success model, and replacing it with a more current dependent variable called “User Experience.” The variable “Socialness” was added as an antecedent variable in the research model (refer to Figure 3.6) developed in this study. The impact of User Experience variable on System Usage was also measured. Additionally, the impact of facilitating factors on System Usage of an e-Commerce system was also tested as a control variable. Based upon the previous discussion, this study proposed to address the following research questions.

1. How does the interaction with an e-Commerce system impact the user at an experiential level?


3. How does User’s Experience influence the System Usage of an e-Commerce system?

1.3 Scope

IS evaluation can occur at the system, the organizational, or the individual level (Petter et al., 2008) and the level of analysis selected should be based on the objective of the research. A firm level analysis is suited for measuring the strategic impact of IS
whereas an individual level analysis is appropriate for examining the IS features or user attitude towards IS (Petter et al., 2008). The purpose of this study is to understand the impact of system success factors (the features of the IS) on User Experience (subset of user attitude) of an e-Commerce system. User Experience as defined for the purposes of our research is based on the conceptualization of end-user computing satisfaction (Doll & Torkzadeh, 1989) and therefore an individual level analysis is appropriate for our measuring purposes.

An important aspect that determines the scope of this study is with regard to the use of the construct of User Experience as the dependent variable. To begin with, Users’ Experience from an e-Commerce system needs to be distinguished from the product, service, and the brand experiences emanating from e-Commerce system use. Law, Roto, Hassenzahl, Vermeeren, and Kort (2009) distinguish User Experience from:

-Brand experience: in that brand experience is broader in scope and includes the interaction beyond that of the product and extends to the interaction with the brand itself.

-Product experience: in that User Experience is broader than product experience. For example a mobile phone experience is not possible without a telecom provider’s services and therefore its Users’ Experience extends beyond the product (mobile phone handset) experience.

-Service experience: in that service experience covers all the face-to-face interactions with human subjects where as User Experience deals with only the interaction with the products, systems etc. Law et al. (2009) recommend that User Experience should be
User Experiences result from encounters with systems, services and products (Bitner & Brown, 2006). The management of these encounters or interactions can lead to the success or failure of a business (Bitner, Brown, & Meuter, 2000). This study focused on the tactical decision of how the system characteristics of e-Commerce websites influence the User Experiences emanating from the interaction with these e-Commerce systems and also the impact of such User Experiences on the System Usage. Research suggests that the User Experience generated from the interaction with the e-Commerce system influences the usage of the system, and System Usage in turn influences the purchase decisions (Ding, Huang, & Verma, 2011). Therefore, it is important to study the User Experiences of an e-Commerce system to ensure its business success as well.

An interesting way of visually describing an experience is to consider an experience as if it were a blueprint. Some researchers have used service blueprinting to explain service experiences. A service blueprint is a diagrammatic illustration of an interaction and is less formal than a modeling language (Becker, Beverungen, and Knackstedt, 2009). One of the major strengths of service blueprints is the flexibility and omission of many minor steps (Shostack, 1984). As such, many researchers have used blueprints to illustrate the process flow of e-Commerce systems. For example, Beverungen, Knackstedt, & Winkelmann, (2011) developed a service blueprint for
e-services for a coupon printing website. Using the service blueprint technique, Patricio, Fisk and Cunha (2008) focused on combining concepts from three disciplines, namely, Software Engineering, Marketing, and Human Computer Interaction (HCI), and arrived at a service design method for designing multi-interface service experiences.

The concept of service blueprint was introduced by Shostack (1984) who defined a service blueprint as “mapping of the processes that constitute a service.” A blueprint can be used in a variety of ways like “to understand customer’s view of the process or customer experience, to understand contact employees roles, to understand the integration of various elements of service process, or to design a new service” (Shostack, 1984). According to this design methodology, a service is viewed as a process by which a customer experiences the service from various contact points that are visible to him. The work of Shostack (1984) was further developed by Bitner, Ostrom, and Morgan (2008) who structured the service blueprint into five components described below in the context of an e-Commerce system:

- **User Actions**: These include the customer’s actions as part of the service delivery. In the context of an e-Commerce website these actions will comprise logging on to the website, browsing and selecting items, placing the order paying for the items and receiving the digital delivery of the order.

- **Onstage (visible) Actions**: These are the onstage actions that are visible to the user. In case of an e-Commerce service this onstage action is experienced through the website interface which turns into a user’s contact point with the system. For an offline service, the onstage elements comprise of the physical space, the employees and their actions. In
the online space the website itself becomes the interface with online chat, phone contact etc. being the only other avenue of user’s contact with the employees. Therefore the website elements themselves serve as an alternative to employee actions and become critical contact points for the users.

- **Backstage (invisible) Actions**: Backstage actions involve employee actions not visible to the customer. In case of an e-Commerce system backstage actions include processes like website maintenance.

- **Support Processes**: These include actions of employees who are not in contact with the user but are necessary for the service to be executed. In an e-Commerce system context this includes actions of the vendors of the e-Commerce firm.

- **Physical Evidence**: Physical evidence includes tangibles that users are exposed to while experiencing a service. In case of physically delivered products, the delivery vehicle, packaging, and the delivering employee’s appearance form a part of the physical evidence. With regard to the e-Commerce service the physical evidence is replaced by the web interface which also serves as the physical evidence of the e-Commerce service.

As such User Experiences result from the interaction between the user and the e-Commerce system at various contact points (Gentile et al., 2007). The background processes are not evaluated by the user even though the background processes that enable the service to be delivered are critical for a successful service delivery. Keeping these points in view a blueprint for a typical user- system interaction process in an e-Commerce context is depicted in Figure 1.1.
Adapted from Shostack (1984) and Bitner, Ostrom, and Morgan (2008)

Figure 1.1 A Blueprint of User Interaction with the e-Commerce System.
The purpose of this blueprint is to define the scope of this study in terms of which parts of user interaction are relevant for the user’s point of view. DeLone and McLean (2004) define e-Commerce as “the use of the Internet to facilitate, execute and process business transactions” and therefore this blueprint depicts a typical user interaction with the Information Systems which are Internet based. This blueprint also helps define the scope of this study in that all processes that are depicted above the line of visibility i.e. user’s experience with the e-Commerce system is the subject of study. Other relevant issues like fulfillment, operations, stock maintenance are beyond the scope of this study. The actions in the background are no doubt critical but are outside the scope of this study.

In summary, this study focuses on the User Experience generated from the interaction with an e-Commerce system (the e-Commerce web interface in this case) and does not include the experiences with the brand, the product or the face-to-face interactions with the e-Commerce firm.

1.4 Research Objective

To answer the research questions discussed in the previous section, the objective of this study was to create and evaluate an integrated research model for measuring Users’ Experiences generated from an interaction with an e-Commerce system (see Figure 1.2). The research model has helped to (1) understand how User Experience is created when a user interacts with a system, (2) explore the desired characteristics of a system based on the DeLone and McLean models, for producing desired User Experience, and (3) understand the impact of User Experience on System Usage. Figure 1.2 shows the research questions, objectives, methodologies and predicted outcomes.
Research Question
- How does interaction with the e-Commerce system impact the user at an experiential and hedonic level?
- How do System Quality, Information Quality, Service Quality and Socialness of the e-Commerce system impact User Experience?
- How does User Experience impact the usage of the e-Commerce system?

Research Objective
- Investigate how User Experience is created when a user interacts with a system?
- Explore the desired characteristics of a system for producing desired User Experience.
- Evaluate the impact of User Experience on system Usage

Research Procedure
- Review of literature on User Experience
- Linking User Experience with system success research.
- Theoretical justification using Media Richness theory and Flow theory
- Review of literature on system success antecedents
- Inclusion of socialness of website as an antecedent variable
- Creation of a model for measuring User Experience
- Empirical testing of the model

Research Outcome
- Establish User Experience as an important dependent variable for system success
- Significant factors for desired User Experience
- Impact of User Experience on system Usage

Implications for Research and Practice

Figure 1.2 Overview of the Study
1.5 Contribution of the Study

Experiential benefits have become important evaluation criteria for users of e-Commerce systems (Hsu & Tsou, 2011). Therefore, the construct of User Experience must be combined with the existing evaluation frameworks for a holistic evaluation of the system from a user’s perspective. For the purpose of this study the DeLone and McLean (1992, 2003, and 2004) system success models are employed as they are the most widely cited evaluation frameworks in the IS literature (Agourram, 2009). This study has extended the DeLone and McLean (2004) model for e-Commerce success. The relationship between System Quality, Information Quality, Service Quality and additionally the Socialness of a system and the resulting User Experience is measured. Further the effect of User Experience on the System Usage is measured to examine its impact on the value of the IS. System Usage has been employed as a success metric in various IS studies (Deng, Turner, Gehling, & Prince, 2010; Flavian, Guinaliu & Gurrea, 2006; Kim & Steinfield, 2004; and Thong, Hong, & Tam, 2006). Recent developments in the field of e-Commerce brought about by the use of highly interactive rich media have created systems that affect users on an experiential level. In order to incorporate non-utilitarian measures into the system evaluation research, the inclusion of the concept of User Experience in the system success model is an important initial step.

This research contributes in enhancing the understanding of the concept of User Experience in the e-Commerce context by combining the individual and social factors within an integrated model. The Socialness dimension of the web can be comprehended by the plethora of social networking sites that have attracted the
attention of Internet users. Social influence on shopping behavior in the offline context is well explored (Evans, Christiansen, & Gill, 1996) which is not the case in the online context (Wakefield et al., 2011; and Wang, Baker, Wagner, & Wakefield, 2007). This may be because the social and relational dimensions of the web are recent phenomena and these have been enabled by interactive technologies and tools like social networking, free video calling, and customer forums etc. (Kim et al., 2013).

Further, this research extended the IS success measurement research by measuring the user’s evaluation of the system from the experiential point of view. As stated earlier the evaluation of experiences allows functional heads to pin down discrepancies in the process at the contact points (Meyer & Schwager, 2007), which makes experiential measures actionable as compared to the satisfaction measures.

This research provides a user centric analysis of the overall performance of e-Commerce system. As against most studies that aim to measure what the user expects, this study measures how the user is evaluating the actual interaction experience. This serves two primary purposes. For practitioners it serves as the guide to focus on the dimensions rated important by the users. This will allow parsimonious use of the resources available with the firm as factors that are critical for users can be given priority. For academia, this model of IS success serves as a guide to understand how System Usage can be increased by enhancing the User’s Experience resulting from the interaction with the system.

To sum up, this study contributes to literature by building on the DeLone and McLean (1992, 2003) models for system success and incorporating the variables of Socialness and User Experience resulting in a comprehensive measure of e-
Commerce system success. Besides, an evaluation based on a comprehensive scale such as the one used in this study will help e-Commerce firms to pin down facets that need to be worked on to differentiate their offering in the highly competitive market.

1.6 Organization of the Dissertation

This study is organized into seven chapters: (1) Introduction which discussed the overview of the study, the problem statement and the importance of conducting the study (2) Literature review (3) Research model and hypotheses development (4) Research design and methodology (5) Data analysis (6) Results and discussions, and (7) Conclusion.

Chapter 2 reviews relevant theories and literature on e-Commerce research. Relevant theories on IS success mainly the DeLone and McLean (1992, 2003, and 2004) models, User Experience, and Media Richness are reviewed. Based on the review, the research gap is identified leading to appropriate research questions. Chapter 3 discusses the research model and the hypotheses of this study. The research model draws upon IS success and User Experience research and is based on the literature review in Chapter 2. Chapter 4 discusses the details of the research design and the methodology employed in this dissertation. It explains the instrument development process and discusses the items used to measure the independent and dependent variables. The choice of partial least squares (PLS) method used for data analysis, the sampling strategy and the data collection method is also discussed.

Chapter 5 presents the results of the data analysis used for this study and also the reliability and validity measures. Chapter 5 explains how the hypotheses were tested using the partial least squares (PLS) method and a set of other techniques to
establish the robustness of the empirical study. Chapter 6 provides a summary of results and discusses the impact of each antecedent variable namely System Quality, Information Quality, System Quality, and Socialness on User Experience and System Usage. Chapter 7 discusses the implications for researchers and practitioners like the e-Commerce firms, affiliates of such e-Commerce firms, and the intermediaries of these websites. The limitations and future research opportunities of this study are also discussed.