Fall 11-28-2006

The Role of Customer Participation in Creating e-Service Value

Kristina Heinonen

The role of Customer Participation in Creating e-Service Value

Kristina Heinonen
Assistant Professor, Hanken Swedish School of Economics, Helsinki, kristina.heinonen@hanken.fi

Abstract — **Customer participation in service delivery has been argued to be growing especially in the field of e-services. The aim of this paper is to explore the role of participation on customer perceptions of e-service value. The theoretical framework represents a four-dimensional model of e-service value based on technical, functional, temporal, and spatial value dimensions and it is suggested that e-service value is influenced by the service, customer, and situation. An empirical study based on 3328 usable responses investigates consumers' perceptions of an online travel service. The findings show that active participation on the site increases service value and hence it indicates that customer participation has a role in creating value to e-services. The paper contributes to service marketing research through its empirical findings on e-service value and customer participation.**

***Keywords*—customer participation, e-service value, service management**

I. INTRODUCTION

An increasing number of products and services contain some form of technology. The recent technology developments have had a significant impact on the value creation (Parasuraman and Grewal 2000). The role of the customer in creating service value is changing. Value is not something that is delivered to the consumer; rather it is produced in cooperation with the consumer (Normann and Ramírez 1994; Woodruff and Gardial 1996). Customer participation in the production of both goods and services has been argued to be growing (Bendapudi and Leone 2003). Traditional self-services such as self-service restaurants are complemented with self-service technologies such as self-service check-in.

Technology-based processes, such as online services or self-service kiosks that consumers interact with enable customers to independently perform the service without interacting with the service personnel. When customers co-create value (Normann and Ramírez 1994; Woodruff and Gardial 1996) or even independently create value themselves (e.g. Dabholkar 1996; Meuter et al 2000; Anselmsson 2001), the perceived value is increasingly less fixed to a specific time or location controlled by the service provider. Service value resides in the convenience of self-service and the resulting temporal and spatial flexibility (Heinonen 2006). Also, the ability to "produce and consume the service when needed or where needed is one factor in customer satisfaction" (Bitner et al. 2000:144).

However, although the digitalization of consumer has been acknowledged in service marketing research, the focus of e-service research has been on perceptions of e-service quality (e.g. Dabholkar 1996; Zeithaml, Parasuraman and Malhotra 2000; Kaynama and Black 2000; Santos 2003; Yang and Jun 2002; Anselmsson 2001; Gounaris and Dimitriadis 2003; Li, Tan and Xie 2002, 2003, Zeithaml, Parasuraman, and Malhotra 2005) and to a lesser extent e-service value (e.g. Mathwick, Malhotra and Rigdon 2001, 2002, Chen and Dubinsky 2003, Heinonen 2004, 2006). Other areas of research involve describing and categorizing self-service technologies (e.g. Dabholkar 1994, Meuter et al 2000) or adoption and attitudes of e-service (e.g. Curran & Meuter 2005, Curran & Bagozzi 2002, Curran, Meuter & Surprenant 2003). Research on customer participation in turn has focused on its economic implications (Bendapudi and Leone 2003). However, although it is well-known that e-services improve customer-firm interactivity and dialogue, research on the role of customer participation on e-service value is only in its beginning.

The aim of this paper is to explore the role of participation on customer perceptions of e-service value. Particularly, how do consumers use e-services and how does this influence value? The theoretical framework represents an extended view on customer perceived value of digital services. This is interesting when considering that the customer's possibility and willingness to participate in service delivery influences the total service offering. It is suggested that e-service value is based on four dimensions of value (technical, functional, temporal, and spatial) involving benefit and sacrifice components, and that it is influenced by three factors (service, customer, and situation). An empirical study based on 3328 usable responses investigates consumers' perceptions of an online travel service. The four value dimensions were evaluated based on assessments on willingness to buy and on

perceptions of the difference between competing services. Also, respondents reported their level of use of the service, which represented the participation in the service process. The findings indicated differences in the perceptions of each value dimension and in the corresponding subdimensions depending on the level of customer participation. In general, active participation on the site increases the perceived value and hence it indicates that customer participation has a role in creating value to e-services. The paper contributes to service marketing research through its empirical findings on e-service value and customer participation. The practical contributions include an improved understanding of the challenges of customer participation for managing e-service.

II. SERVICE VALUE

In the service literature, customer perceived value has been defined as "the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml 1988:14). It thus represents the perceived trade-off between benefit and sacrifice. Often quality is seen as the benefit and price as the sacrifice (Monroe 1990). Recently, it was argued that value is created in the consumption or use of the service (Edvardsson et al 2005; Vargo & Lusch 2004).

Research on e-services has focused on e-service quality but there is also an increasing number of studies exploring e-service value (Dabholkar 1996; Zeithaml, Parasuraman and Malhotra 2000; Kaynama and Black 2000; Santos 2003; Yang and Jun 2002; Surjadjaja, Ghosh, and Antony 2003; Gounaris and Dimitriadis 2003; Parasuraman, Zeithaml and Malhotra 2005, Chen and Dubinsky 2003, Mathwick, Malhotra and Rigdon 2001). Recently, customer perceived value was conceptualised with four value dimensions: technical, functional, temporal, and spatial e-service value (Heinonen 2004). The technical dimension denotes what the outcome of the service interaction is and the functional dimension involves customer perceptions of the process how the service interaction occurs. The temporal dimension refers to customer perceptions of the time when the service interaction occurs whereas the spatial dimension denotes perceptions of the location where the service interaction occurs. It was even argued that the temporal and spatial dimensions are more important than the technical and functional dimensions (Heinonen 2004). Recently, Heinonen (2006) described the sub-dimensions of temporal and spatial value. Other research focuses on experiential value (Mathwick, Malhotra and Rigdon 2001). However, there is a need to understand how customers' through their active participation in service delivery influences service value.

III. CUSTOMER PARTICIPATION

Different types of service involve different levels of customer participaton, and in order to describe the level of customer participation it is necessary to investigate different types of services. In the research on service encounters it is possible to describe the level of customer participation depending on the nature of the service interaction. For example, Lovelock (1983) illustrated customer-employee interaction based on whether customer goes to the service organisation, the service organisation comes to the customer, and whether the interaction occurs at arm's length. It can be argued that the difference in the level of participation is based on how easily the customer can access the service by choosing where the service delivery occurs. Lovelock's study includes different number of service outlets and it can be seen to decrease the level of participation.

Shostack (1985) explored the nature of service encounters and identified three types of services. The direct personal encounter referred to direct human interaction. The indirect personal encounter in turn denoted verbal but no face-to-face interaction. The remote encounter was argued to occur without human interaction with the service provider, such as through mail or machine. This is similar to Meuter et al's (2000) definition of self-service technologies that involve little or no human interaction and where the customer produces the service independently. Bitner et al (2006) also suggest that the servicescape has three dimensions depending on the service usage, i.e. self-service where the customer performs most of the service activities and remote service at the other extreme where the service employee performs the service without customer involvement in the servicescape. In interpersonal services both customers and employees are active. It can thus be argued that the lack of human interaction results in large customer participation.

Customer participation in service delivery has been conceptualised with different levels (Bitner et al 1997, Chernatony and McDonald 1998). Customer participation can be low meaning that the customer is only required to be physically present during the service delivery, moderate, i.e. the customer's input in the service delivery customises the standard service, or high where the customer co-creates the service product together with the service provider. Hence, the customer can be viewed as either a productive resource, as a contributor to quality, value and satisfaction and as a competitor to the service organisation (Bitner 1997). The input can be information, physical effort or inconvenience. When considering technology-based self-service options then the low level of customer participation is not directly applicable. In fact, the customer is expected to contribute to the service delivery and perform some of the tasks traditionally performed by the service employee. Conversely, the moderate and high levels of customer participation are especially relevant for technology-based

self-services.

In their review of the research on customer participation Bendapudi and Leone (2003) found that early research on customer participation was focused on the company perspective with case examples of why customers participate in the service production. Another research theme was argued to involve a focus on managing customers as partial employees. Their study focused on the psychological implications of customer participation on customer satisfaction and they found that customer satisfaction differs depending on whether the customer participates in the service process. Because satisfaction and value are linked (Storbacka, Strandvik and Grönroos 1994) it can argued that customer participation also influences service value. There is consequently a need to both focus on the customer perspective on customer participation, and also see its influence on service value, as it has not been included in previous research.

Customer participation in the service delivery process is changing value creation in many ways. Because consumers are servicing themselves through technology-based self-services, it is easier for them to contact the company through a number of different channels. In this way, it is frequently the consumers that initiate the interaction, for example inquiries, information searches, and complaints are easily performed on the Internet. Also, the number of conversations and interactions between consumers, consumer communities and companies is growing (Prahalad and Ramaswamy 2004). Hence, the traditional product- and company-centric perspective on value creation is shifting towards personalized consumer experiences where consumers are co-creating value with the company (Prahalad and Ramaswamy 2004). This means that consumers are doing activities traditionally performed by the service contact personnel. As a result, instead of doing routine transactions such as informing consumers it is possible to direct resources towards more value-increasing activities, such as creating experiences for consumers.

IV. Conceptual framework

In this paper, as depicted in figure 1,a four-dimensional value model and based on technical, functional, temporal, and spatial dimensions (Heinonen 2004) is used to study how customer participation influences service value. It is argued that the level of customer participation influences the service value and the importance of these four dimensions. The value dimensions are defined in the following way. Technical value relates to the outcome of the service interaction. Functional value involves interactions between the customer and all kinds of interfaces of the company, both personal and technical. Temporal value denotes perceptions of the time of the service process. Spatial value involves customer perceptions of the physical place and its characteristics. Using a value-in-use perspective and a comparison of different alternatives as reference point it is argued that both benefit and sacrifice are embedded in the value dimensions.

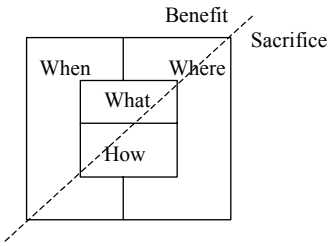

Figure 1: Four dimensions of service value

Customer participation in this paper denotes the user's activity on the web site and how many different aspects of the site are used. For example, at a web site it is usually possible to search for information, book or buy, navigate through different links etc. Web sites also include more than information, such as doing queries to get information or recommendations, or carry out discussions with other consumers online. The degree of customer participation is seen to vary from high to low depending on how many of these alternatives are used.

Two customer-related factors are seen to mediate the influence of customer participation on customer perceived value: they are customer energy and customer orientation. First, customers may show different amount of energy concerning a particular relationship, which consists of customer involvement of a product/service category and customer commitment of the relationship. Second, the task/experience orientation of the consumer also has a role in the relationship between customer participation and customer perceived value. The value of a service is influenced by the motivation to use the service, i.e. whether the customer has a particular task to perform, such as to execute a transaction, or if the customer does not have a rational need but uses the service to find new experiences and explore different issues.

V. Methodology

An empirical study conducted in September 2004 explored the perceived value of an online travel service. The usable sample size was 3328 of a total of 3408 responses. 31% of the respondents were between 20 and 29 years of age, 26% were between 30 and 39 years, and 24% were between 40 and 49 years. 7% were younger than 20 years, and 13% older than 50 years. Of the sample, 76% were female and 24 % were male.

The data was collected with an online questionnaire hosted at the site of a travel agency for one and a half weeks. The questionnaire was developed with several iterations involving two researchers, consumers and representatives of the chosen travel bureau. A student group tested the first version and then after iterations and modifications between two researchers a developed

questionnaire was tested by a new set of respondents that were also asked to verbally comment the questionnaire. Before the questionnaire was set up online, representatives of the travel bureau reviewed and commented it. As a result of this, it was possible to create a questionnaire that represented the real web service as much as possible. This was important especially for the questions representing the participation in the specific service.

All four dimensions included sub-dimensions that were based on Heinonen (2004) and they were combined and adapted to the studied service. It has been argued that although the value dimensions exist independently of service type, the subdimensions and their operationalisations need to be modified to the specific service (Heinonen 2006). This also means that there is a need to exclude or include subdimensions depending on the chosen service. In this study, it meant for example that entertainment was included as a new subdimension because the service involves an experience as such, whereas the subdimensions were originally developed for a transactional type of service, i.e. a bill payment. A set of 18 questions was developed to measure service value. Technical value included three sub-dimensions: content, tangibles and price. Functional value was represented by process easiness/functionality, security, entertainment, decision support and dependability. Temporal value involved three sub-dimensions: temporal efficiency/usefulness, speediness and temporal latitude, all with one question. Spatial value included four sub-dimensions; spatial latitude, visual layout, channel functionality and navigation.

The perceived value was measured in two different sets with the same questions; one set reflecting the level of activation of the attribute measured by the willingness to use the service, and another set representing the evaluation of the same attributes compared to competing services. The activation question was formulated as, for example: "How interested are you in using a website that contains more information about the travel destination than a brochure?". These questions were measured on a three-point scale: (1) does not add to my interest in using the web site, (2) somewhat increases my interest in using the web site, and (3) considerably increases my interest in using the web site. The evaluation question was posed as "Now compare Travel Agency X's web site to other similar web sites concerning the content of the website". The scale points were: (1) other similar web sites are significantly better, (2) other similar web sites are somewhat better, (3) Travel Agency X's web site and other web sites are equally good /I do not know, (4) Travel Agency X's web site is somewhat better, and (5) Travel Agency X's web site is significantly better.

Customer participation was measured with a set of questions that were specifically developed for the chosen web service. It included different service characteristics that the consumer was able to use, and the level of participation was higher the more service elements that the respondent used. The level of involvement and commitment were each represented with one question, whereas task/experience orientation involved two questions, and they were all measured on a five-point Likert scale.

The data was analysed in the following way. Questions concerning the subdimensions were recoded into a sum variable based on the sum of the importance weight and the benefit/sacrifice evaluation. Overall value represented a sum variable of all the subdimensions and it was further recoded into three value groups (low value, moderate value, and high value).

Questions concerning customer participation were given weights depending on the relative level of participation. Each activity on the web site gave on point, for example, search for contact information gave one point but if the respondent additionally gave feedback through the web site, then two points were given. In this manner, the higher participation, the higher weight. The participation weight was then recoded and the respondents were grouped depending on level of participation (low participation, moderate participation, and high participation). In general, customers were highly active on the web site: low participation represented 12% of the respondents, moderately participating respondents represented 83%, and high participation was represented by 5% of the respondents. The site was mainly used to search for information about travel destinations and traveling (84%), and planning a trip (77%). The majority of the respondents also searched for offers (80%), searched for information in different parts of the site (72%), browsed for travel destinations by country/many countries (83%), used destination search (60%), or used quick search options (51%). 65% of the respondents indicated an interest in reading other consumers' travel diaries. Other options on the site used by many respondents included search for contact information (45%), advanced search (49%), booked their holiday on the site (21%), read information about the children's' club (22%), and paid their holiday on the site (16%).

The level of involvement was recoded into two groups, low involvement and high involvement. The two task/experience orientation questions were summed and recoded into two groups: experience orientation and task orientation. The majority of the respondents, or 95%, were highly involved in the service category. 88% of the respondents were also experience oriented, i.e. they used the site to surf, rather than to search for a particular thing.

VI. FINDINGS

Although the majority of the respondents perceived all the four dimensions as offering moderate value there were differences between the value dimensions (table 1). The temporal value dimension involved high value for 23% of

the respondents, whereas the corresponding percentage for the functional dimension was only 8%. Compared to the other dimensions, the temporal dimension also was perceived as offering moderate value by the lowest number of respondents. The technical and spatial dimension involved high value for almost 17% respectively. The technical value dimension represented low value for only 7,5% whereas the corresponding percentage was almost 15% for the functional dimension. If the moderate and high value groups are summed, the findings indicate that the temporal dimension was perceived as the most value-adding, followed by the technical dimension. The functional dimension was perceived as the least value-adding.

Table 1: Differences in the level of value

	Technical dimension	Functional dimension	Temporal dimension	Spatial dimension
Low value	7,5%	14,8%	9,8%	9,2%
Moderate value	75,7%	77,1%	67%	73,9%
High value	16,8	8,1%	23,3%	16,9%

A factor analysis with principal component analysis method was conducted to get an overview on the perceived value of the service. A sum variable of the sub-dimensions representing the four dimensions was used. It indicated that three components explained 51% of the variance. The KMO measure of sampling adequacy was 0.938, which indicates a good fit.

Table 2: Factor analysis of the sub-dimensions

Rotated Component Matrix[a]

	Component		
	1	2	3
content	,199	,582	,166
monsavin	,187	,659	,044
clarity	,213	,589	,334
instruct	,040	,467	,515
trust	,192	,240	,561
easyuse	,177	,351	,537
entertai	,039	,046	,782
reliabi	,361	,281	,495
effiency	,471	,069	,563
speed	,640	,255	,247
tempchoi	,808	,215	,131
recommen	,440	,376	,329
spatchoi	,783	,246	,159
correct	,606	,322	,177
visual	,283	,174	,641
tools	,267	,485	,331
navigati	,323	,553	,298
pricecom	,237	,686	,113

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Table 2 indicates that factor 1 is based on temporal and spatial value, as the variables that loaded include speed, temporal choice, spatial choice, correctness of the details, and efficiency of time used. This factor can thus be described as value related to flexibility. The second factor loaded mostly on technical aspects, where content, monetary savings, clarity of the service, instructions, price comparisons, tools, and clarity of navigation were important. The value related to this factor thus involves the outcome of the service and is based on rational elements. The third factor involved the functional aspects of the service, i.e. ease of use, entertainment, reliability, efficiency, and visual appeal. The value is thus related to the service process and it involves also feelings and emotional aspects of the service experience. Hence, it can be seen as the opposite to factor 2.

Cross-tabulating customer participation and customer perceived value indicates that the level of participation does influence the perceived value (table 2). Low participating respondents are over-represented in the low value group whereas high participating respondents are over-represented in the high value group. There is also a significant correlation (0.000) between participation and overall value.

Table 2: Customer participation and perceived value

		Overall value class			
		1,00	2,00	3,00	Total
Low participation	Count	19	291	11	321
	Expected Count	10,2	275,1	35,7	321,0
	% of Total	,8%	11,8%	,4%	13,0%
Moderate participation	Count	55	1760	228	2043
	Expected Count	65,2	1750,9	226,9	2043,0
	% of Total	2,2%	71,1%	9,2%	82,5%
High participation	Count	5	71	36	112
	Expected Count	3,6	96,0	12,4	112,0
	% of Total	,2%	2,9%	1,5%	4,5%
	Count	79	2122	275	2476
	Expected Count	79,0	2122,0	275,0	2476,0
	% of Total	3,2%	85,7%	11,1%	100,0%

Of the respondents, 86% perceived the web service as providing moderate value, 3% perceived it as providing low value whereas 11% perceived it as providing high value. One surprising finding is that although the respondents were not task oriented, emotional elements in the service were less important than technical and economical elements. In other words, the travel service value is based on rational aspects at the expense of more experience-based aspects.

VII. Discussion and Contribution

The empirical study based on 3328 usable responses investigated consumers' perceptions of an online travel service. The four value dimensions were evaluated based on assessments on willingness to buy and on perceptions of the difference between competing services. Also, respondents reported their level of use of the service, which represented their participation in the service process. The findings indicated differences in the perceptions of each value dimension and in the corresponding subdimensions depending on the level of customer participation. Although the respondents were not task oriented, emotional elements in the service were less important than technical and economical elements. In general, the findings showed that

active participation on the site increases the perceived value and hence it indicates that customer participation has a role in creating value to e-services. On the other hand, one surprising findings was that high customer participation was also related to low value. This can be explained by the fact that high participation such as to actively try to find something particular in the service or to use the service without succeeding, can result in low perceived value.

The paper contributes to service marketing research through its empirical findings on the perceived value of e-services as well as to the knowledge of how customer participation influences service value. Future research needs to qualitatively investigate customer perceptions of how participation influences service value. It is relevant to understand what sub-dimensions are related to high customer participation and vice versa. Also, there is a need to explore further other factors influencing the relationship between service value and customer participation. Although the findings indicated a high correlation between service value and customer participation, it is interesting increase the knowledge of the actual relationship. Another interesting topic for future research is to investigate the role of the chosen service, i.e. to compare other types of services, both e-services and traditional interpersonal services, and see how the level of customer participation influences service value.

VIII. MANAGERIAL IMPLICATIONS

The practical contributions include an improved understanding of the challenges of customer participation for managing e-service. The higher the customer participation the higher the perceived value is. This suggests that the perceived service value can be maintained or even increased without further managerial input, as the customers seem able to create value by using the service. However, sometimes high participation results in low value. This is evident when the customer tries to use the service without succeeding to the find the correct function. This situation represents a challenge for managers because when the customer is active and highly involved in the service, even small decrease in the service performance represents a high sacrifice.

Because of the high customer participation in e-services, and the findings that customer participation influences service value, a managerial challenge is how to positively influence the value that is created in the service process. Drawing on the findings, it is suggested that the role of the firm is to create an arena that enables and facilitates service consumption. This can be done either by decreasing the amount of activity and input needed from the customer in the service process or by increasing the level of value that is created in using the service. Based on previous research, this can include both utilitarian and hedonic value (Francis and White 2003) where the focus is to create either rational or emotional value.

REFERENCES

[1] Anselmsson, J., *Customer perceived service-quality and technology-based self-service*. 2001, Lund University: Lund.

[2] N. Bendabudi, and R.P. Leone. Psychological Implications of Customer Participation in Co-Production. *Journal of Marketing*. 2003 Vol 67 (January), pp.14.

[3] Bitner, Mary Jo, William T. Faranda, A.R. Hubbert, and V.A. Zeithaml, "Customer contributions and roles in service delivery," International *Journal of Service Industry Management*, 1997 Vol. 3, pp. 193-205.

[4] Bitner, M.J., et al., Customer contributions and roles in service delivery. *International Journal of Service Industry Management*, 1997. 3: p. 193-205.

[5] Chen, Z. and A.J. Dubinsky, A conceptual model of perceived customer value in e-commerce: A preliminary investigation. *Psychology & Marketing*, 2003. 20(4): p. 323-347.

[6] L. de Chernatony and M. McDonald. *Creating Powerful Brands in Consumer, Service and Industrial Markets*. Second Edition. Butterworth-Heinemann, Oxford. 1998

[7] Curran, J.M. and M.L. Meuter, "Self-service technology adoption: comparing three technologies". *Journal of Services Marketing*, 2005. Vol. 19 No. 103-113.

[8] J.M. Curran, M.L. Meuter, and C.F. Surprenant "Intentions to use self-service technologies: a confluence of multiple attitudes". *Journal of Service Research*, 2003, Vol. 5 No.3 pp. 209-224.

[9] P. Dabholkar "Technology-based service delivery: A classification scheme for developing marketing strategies," in Advances in Services Marketing and Management, Teresa A. Swartz and David E. Bowen and Stephen W. Brown, Eds. Vol. 3. Greenwich: JAI Press Inc. 1994

[10] Dabholkar, P.A., Consumer evaluations of new technology-based self-service options: An investigation of alternative models of service quality. International Journal of Research in Marketing, 1996. 13: p. 29-51.

[11] P. Dabholkar and R.P. Bagozzi, "An attitudinal model of technology-based self-service: moderating effects of consumer traits and situational factors". *Journal of the Academy of Marketing Science,* 2002. Vol. 30 No. 3, pp. 184-201.

[12] Edvardsson, B., A. Gustafsson, and I. Roos, Service portraits in service research: a critical review. , 2005. 16(1): p. 107-121.

[13] Francis, J.E. and L. White, Value across fulfillment-product categories of Internet shopping. *Managing Service Quality*, 2004. 14(2/3): p. 226-234.

[14] Gounaris, S. and S. Dimitriadis, Assessing service quality on the web: evidence from business-to-consumer portals. *Journal of Services Marketing*, 2003. 17(5): p. 529-548.

[15] E. Gummesson *Quality management in service organizations: An interpretation of the service quality phenomenon and a synthesis of international research*. Research report nr 1: ISQA Service Quality Association. 1993

[16] K. Heinonen. "Temporal and spatial e-service value", *International Journal of Service Industry Management*, 2006, Vol. 17 No.4

[17] K. Heinonen *Time and location as customer perceived value drivers*, doctoral thesis no. 124, Helsinki: Swedish School of Economics and Business Administration, 2004

[18] Kaynama, S. A. and Black, C.I., "A proposal to assess the service quality of online travel agencies: An exploratory study," *Journal of Professional Services Marketing*, 2000Vol. 21 No. 1, pp. 63-88.

[19] Li, Y.N., K.C. Tan, and M. Xie, Factor analysis of service quality dimensions shifts in the information age. *Managing Auditing Journal*, 2003. 18(4): p. 297-302.

[20] Li, Y.N., K.C. Tan, and M. Xie, Measuring web-based service quality. *Total Quality Management*, 2002. 13(5): p. 685-700.

[21] Mathwick, C., N.K. Malhotra, and E. Rigdon, The effect of dynamic retail experiences on experiential perceptions of value: an Internet and catalog comparison. *Journal of Retailing*, 2002. 78(1): p. 51-60.

[22] Mathwick, C., N.K. Malhotra, and E. Rigdon, Experiential value: Conceptualization, measurement and application in the catalog and

Internet shopping environment. *Journal of Retailing*, 2001. 77(1): p. 39-56.

[23] Meuter, M.L., et al., Self-service technologies: Understanding customer satisfaction with technology-based service encounters. *Journal of Marketing*, 2000. 64(July): p. 50-64.

[24] Monroe, K.B., *Pricing: making profitable decisions*. 1990, New York: McGraw-Hill.

[25] Normann, R. and Ramírez, R., *Designing interactive strategy: from value chain to value constellation*. Chichester: John Wiley & Sons Ltd. 1994

[26] Parasuraman, A. and D. Grewal, The Impact of Technology on the Quality-Value-Loyalty Chain: A Research Agenda. *Journal of the Academy of Marketing Science*, 2000. Vol 28 No. 1 pp. 167-174.

[27] Prahalad, C.K. and V. Ramaswamy, Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, 2004. 18(3): p. 5-14.

[28] L.G. Shostack (1985), "Planning the service encounter," in The service encounter: Managing employee/customer interaction in service businesses, John A. Czepiel and Michael R. Solomon and Carol F. Surprenant, Eds. Lexington: Lexington Books.

[29] Storbacka, K., T. Strandvik, and C. Grönroos, Managing Customer Relationships for Profit: The Dynamics of Relationship Quality. *International Journal of Service Industry Management*, 1994. 5(5): p. 21-39.

[30] Vargo, S.L. and R.F. Lusch, Evolving to a new dominant logic for marketing. Journal of Marketing, 2004. 68(January): p. 1-17.

[31] Woodruff, R.B. and S.F. Gardial, *Know your customer: New approaches to understanding customer value and satisfaction*. 1996, Cambridge: Blackwell Publishers Inc.

[32] Zeithaml, V.A., Consumer perceptions of price, quality and value: A means-end model and synthesis of evidence. *Journal of Marketing,* 1988. 52(July): p. 2-22.

[33] Zeithaml, V.A., A. Parasuraman, and A. Malhotra, E-S-QUAL. "A Multiple-Item Scale for Assessing Electronic Service Quality. Journal of Service Research, 2005. 7(3): p. 213-233.