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Customers' value perceptions: A case study of ebook service customers' value constructs

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Aalto University School of Science Master's Programme in Information Networks		ABSTRACT OF THE MASTER'S THESIS	
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Abstract: <p>In customer value research literature a research gap exists in using qualitative approach and defining customer value phenomenologically by customer's own constructs. The customer's perceptions of value have been ignored and <i>a priori</i> theories have been imposed to define what value is and how it is derived. An opposite of that approach is presented in this study, where <i>a posteriori</i> grounded theory on emergent customer's perceived value is formed for electronic book service use context. Customers themselves, with their own subjective reality, are given the voice. Their heuristics regarding to the case service attributes are used to interpret customer value. The value constructs are represented by customers' desired consequences from the service use towards their personal goals and needs.</p> <p>The research methodology consisted of a 15 day long cultural probe via WhatsApp-service and in-context interviews with 10 participants who were customers of the case service. The key findings are that electronic book formats enable new type of book content consumption situations. A digital device that is carried around or an audiobook playing in the background enable opportunistic use situations that would not be possible with a print format. In addition, the digital book formats facilitate functional and efficiency value for the customer. However the digital formats do not offer the same aesthetic value that a print book would and they are thus deemed less worthy. The study finds that customers perceive value consciously only when they are making decisions or reflecting past decisions, otherwise the gained value is habituated and unconscious.</p>			
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Tiivistelmä: <p>Asiakasarvoa tutkivassa kirjallisuudessa on tutkimusaukko asiakasarvon lähestymisessä laadullisella tutkimusotteella ja asiakkaan itsensä fenomenologisesti määrittelemänä konstruktiona. Asiakkaan oma kokemus arvosta on ohitettu ja sitä on pyritty määrittelemään ja mittaamaan <i>a priori</i> teorioilla. Tässä tutkimuksessa on valittu vastakkainen lähestymisen ja asiakkaan havaitsemasta arvosta luodaan ankkuroitu <i>a posteriori</i> teoria sähköisen kirjapalvelun kontekstissa. Asiakkaat subjektiivisine käsityksineen maailmasta saavat puheenvuoron. Heidän tapauspalvelun ominaisuuksiin yhdistämiään heuristiikkoja käytetään asiakasarvon tulkintaan. Asiakkaiden arvokonstruktiot esitetään asiakkaiden palvelun käytöstä haluamina seuraumuksina heidän henkilökohtaisten tavoitteidensa ja tarpeidensa tyydyttämiseksi.</p> <p>Tutkimusmetodologia hyödynsi 10 tutkimukseen osallistuneen tapauspalvelun asiakkaan kanssa 15 päivän mittaista kulttuurillista luotainta WhatsApp-palvelun välityksellä ja kontekstihaastatteluita. Löydökset viittaavat sähköisten kirjaformaattien mahdollistavan uudentyypisiä kirjasisältöjen kulutusmahdollisuuksia. Mukana kulkeva laite tai taustalla kuuluva kirja mahdollistavat opportunistisia käyttötilanteita, jotka painetulla kirjalla jäisivät mahdottomiksi. Lisäksi sähköiset kirjan muodot tarjoavat käytännöllistä ja tehokkuudellista välinearvoa asiakkaille. Toisaalta sähköiset kirjan muodot eivät mahdollista samanlaista esineeseen yhdistettyä esteettistä arvoa kuin painettu kirja ja se koetaan täten arvottomammaksi. Yksi tutkimuksen löydöksistä oli se, että asiakkaat havaitsevat tietoisesti saamansa arvon vain valintatilanteissa tai muistellessaan tekemiään valintoja, muutoin saatu arvo on totuttua ja se pysyy tiedostamattomana.</p>			
Asiasanat: Asiakasarvo, Asiakkaan arvo, Asiakkaan arvohavainto, Asiakkaan arvon kokemus, Arvon syntyminen, Arvon fasilitointi, B2C, E-kirja, Äänikirja, Kulttuurillinen luotain, Digitaalinen luotain, WhatsApp			

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Introduction

Value that the customers get from a company offering is thought as firm created as a default. It is seen as a product of a value chain located inside a company. Information about the value itself is gathered **indirectly** through sale figures, customer retention and other quantitative methods. Service feedback, satisfaction surveys and net promoter score are other means that are used in companies to get customer understanding. There is an underlying assumption that if a customer gets value out of an offering they are satisfied and willing to pay. The customer value in itself might never been really questioned in a company. Descriptions of previous studies on customer value have not included qualitative aspects and are focused on quantitative operationalisations of customer value in a positivistic manner (e.g. Zeithaml 1998, Holbrook 1994, Oh 1999, Gallarza et al. 2017). A qualitative research gap exists for customer value, and for companies there is a lack of customer's perspective in value determination.

Research motivation

Customer value has evaded a good definition (Gallarza, Gil-saura & Holbrook 2011), largely because the marketing approach to do so has been through a *a priori* and quantitatively operationalised means. This thesis is inspired by an idea that what if we ask the customers what is the value they get. The people themselves are the best experts of their own lived experiences, goals and perceptions. This customer centric perspective that is used in this study is based on subjectivism as opposed to objectivism.

The idea of value manifested in customer's own minds by experiences, and value defined by the customer, are changing our ability to understand value creation. With qualitative research methods we are able to see value creation mechanisms in detail and find new ways to think about customer value. Customer centric approach in an organisation can ultimately lead to more meaningful services.

The researcher's motivation for this study stems greatly from the will to understand what is valuable for human beings. In a way this research is a step from researcher's own philosophical ponderings into practical philosophy, that is

science. The researcher's personal goal is to find new ways to think about the value and meaning.

Research context

This study examines customer value in context of an electronic book (later ebook) service. The case service is "Elisa Kirja", which allows customers to read and buy ebooks and audiobooks for their digital devices. The two key features are ebook reader software that allows different digital book formats to be used and an integrated web store that allows buying and downloading of those contents. Elisa Kirja digital service is available to different devices through three channels: web, Google Play Store (for Android devices) and Apple App Store (for iOS devices).

In 2017 Elisa Kirja was a leading ebook marketplace in Finland (Elisa Oyj 2018). The service is produced by Elisa Oyj, which is a publicly traded telecommunication company in Finland. Globally ebook markets are fragmented as different countries have different sellers (Anderson 2017). However English speaking markets are dominated by Amazon ("February 2017 Big,..." 2017). Elisa Kirja differentiates with a selection of Finnish language books, as other local sellers differentiate in their respective markets. Elisa Kirja was the first-mover in Finland's ebook book market.

Statistics by Suomen Kustannusyhdistys (2018) show that electronic book format market penetration in Finland is low. Only 13,5 % of total book sales in 2017 in Finland came from digital formats and if only belles lettres is examined the share is 9,4 % (see table 1). This data shows that in the bigger scale digital book formats are still in the minority, even though the trend for them is upwards (Suomen Kustannusyhdistys 2018).

Table 1: Book market digitalisation in Finland 2017
Data from Suomen Kustannusyhdistys (2018).

	Sales, million €	Share, %
All books	256,6	100,0
Print	221,9	86,5
Digital	34,8	13,5
General literature*	151,5	59,0 <i>(from all books)</i>
Print	126,3	83,4
Digital	25,1	16,6
Belles lettres**	35,6	13,9 <i>(from all books)</i>
Print	32,2	90,6
Digital	3,3	9,4

*School study materials are excluded, but other non-fiction is included. Please note that universities and professional libraries are included.

**All other fiction is included but not comic books or children's books.

Research goals and questions

In this study the focus is on customer's own value perceptions. We want to find out what kind of value customers perceive and how they perceive it. The following **research questions** were formed:

1. What is customer value?
2. What type of value customers gain from an electronic book service?
3. How do the customers perceive value?
4. How a customer centric approach to value creation could affect the company's service creation and marketing?
5. What is the role of digital book format in people's book consumption?

The first research question is answered in literature review by finding definitions of value and defining it for this study's context. The second and third questions will be answered based on the qualitative study and its analysis. The fourth and fifth, more practical goals for the case company, will be discussed in managerial implications

at the end. Literature on strategic customer orientation is also reviewed for the fourth research question.

Theoretical contribution of this study will be a grounded theory based on ebook and audiobook users' experiences regarding digital service value. Practical contribution to Elisa Kirja will be an increased customer understanding in a deep level, resulting in better service feature development prioritisation and concept adjustments. Future suggestions about service marketing are also given.

Choice of research approach

Suitable research approach for the study is qualitative. Approaching the research topic through the customer's own terms, subjectively, requires sensitivity and flexibility that qualitative research allows. Purpose of this study is also to understand customer value phenomenologically, because other research has not. Strauss & Corbin (1990) have defined procedures that will help to formulate a theoretical view that is grounded on the rich data that stems from customer's world. In order to ensure rich information from the sample the service lead-users are studied.

Most suitable approach for this study is interpretivism as it will recognise subjective realities of the customers and thus reveal new information on customer value. The way the reality is defined affects where the value can be found. As value (or quality) cannot be defined objectively because of the subjective aspects e.g. path dependency and situational relativity, it must be approached as **subjective phenomena**, taking place in customer's individual minds. It is also a novel way to approach customer value in comparison of current marketing literature that tries to quantify the customer value by studying it in positivistic manner.

The implication of interpretivism to methods is that they should be qualitative in nature, enabling customer's own voices to be heard without imposing too strict definition of value beforehand. The customers will be able to tell aspects that they find valuable and their motivations to use the service. The researcher will analyse the data further and link it to existing customer value research.

Customer value in literature

In this section a review of literature on customer value is done. First we look into what kind of existing literature there has been in marketing about customer value. This review is based on meta analyses by Gummerus (2011) and Woodall (2003). After that, relevant definitions of customer value are presented and discussed with theoretical approaches and a customer value definition for this study is given. At last literature on customer value implications to companies is addressed.

A literature review analysis by Gummerus (2013) show that the existing marketing literature about customer value can be divided into two main categories: **value creation process logic research** and **outcome determination research**. The first contains theories and research on how value is created, varying from firm created to co-created and created by the customer. The second research stream is interested in how value is determined by the customer. Gummerus' (2013) taxonomy from this value stream has four types: 1) benefits vs sacrifices 2) means and ends 3) experience with different types of value and 4) phenomenological. These research streams are presented in table 2.

Table 2: Two main literature streams and their substreams
Adjusted from Gummerus (2013).

Value creation process logic	Outcome determination
Firm created	Benefits/sacrifices
Co-created	Means-ends
Created by the customer	Experience
	Phenomenological

The first stream, value creation process logic, links to a debate that has taken place in the economic research from the start. Simply put – it is a debate between supply and demand sides – which one decides the value. If value is created in supply side, then the cost (e.g. labour) determines the value of a product. If value is created in the demand side, then the buyer determines the value of a product. (Woodall 2003, Gummerus 2011)

These two perspectives have a clear impact on how value is approached. If the value is the result of supply side actions, firm created in other words, then it is manifested in the product. On the other hand, what is evident from quality research (Zeithaml 1988) is that the quality of a product is a subjective interpretation of a customer in a specific context. Supply side affects the cost but demand side determines the value as each individual have their own preferences and valuations. In co-created or customer created value paradigms companies have the role of facilitators, whereas customers have taken the active role in value emergence for themselves.

Customer value definitions

Here different definitions to customer value are discussed. These definitions are related to previously mentioned outcome determination research stream, that is trying to understand what value is, how it is perceived and how to maximise customer evaluations of it (Gummerus 2013). The purpose of this section is to find a good approach to customer value analysis for this study and draw implications for the methodology.

Woodall (2003) defines “value for the customer” to be “any **demand-side**, personal **perception** advantage arising out of customer's association with an organisation's offering and can occur as reduction in sacrifice; presence of benefit (perceived as either attributes or outcomes); the resultant of any weighted combination of sacrifice and benefit (determined and expressed either rationally or intuitively); of an aggregation, over time, or any or all of these.” (Woodall 2003: 2, emphasis added)

In Woodall's (2003) definition value is **subjective** (personal), it is perceived and depends on the perception of a consumer, and it is **relative** to other options (advantage). Value has **positive and negative dimensions** (benefits and sacrifices), it is **goal oriented** (outcomes) and requires **evaluation** (weighted). Woodall's (2003) paper also discusses types of value (derived, marketing, sale, rational, net and aggregate) and offer other dimensions of value (exchange, intrinsic, use and utilitarian).

Korkman (2006) defines customer value as a “sociological **phenomenon** that is **constructed** in the combination of people, people and material, and culturally **embedded** rules, images, etc.” (Korkman, 2006: 167, emphasis added)

Holbrook (1999: 27, emphasis added) defines customer value as “**interactive relativistic preference experience**” meaning that 1) value emerges from interaction between a subject and an object, 2) value is context dependent, based on comparative analysis, 3) personal preference based on individual differences in personality, education, culture or others, 4) everything is based on experiences and products in themselves don’t have any meaning. Humans are “emotional sensation-seekers” in addition to “logical decision makers” and the holistic experience is used to determine value. Interactivism sets Holbrook’s definition apart from pure subjectivism or objectivism, but it is still subjective perspective because the subjective experience is set as the base for the value.

According to Holbrook (1994) the difficulty in trying to define quality is because the definition is dependent on the context. Similarly the definition of value is dependent of the context and we need to understand how the various types of value relate to one another. Holbrook (1994) builds his taxonomy of value upon three axioms. The first is **extrinsic** versus **intrinsic** value. The second is **self-oriented** versus **other-oriented** value. And the third is **active** versus **reactive** value. Based on these differentiating value dimensions eight types of value emerge and they are presented in table 3.

Table 3: A Typology of value in consumption experience
Table from Holbrook (1994: 45).

		Extrinsic	Intrinsic
Self-Oriented	Active	Efficiency (Output/Input Ratio or Convenience)	Play (Fun)
	Reactive	Excellence (Quality)	Esthetics (Beauty)
Other Oriented	Active	Politics (Success)	Morality (Virtue)
	Reactive	Esteem (Reputation)	Spirituality (Faith or Ecstasy)

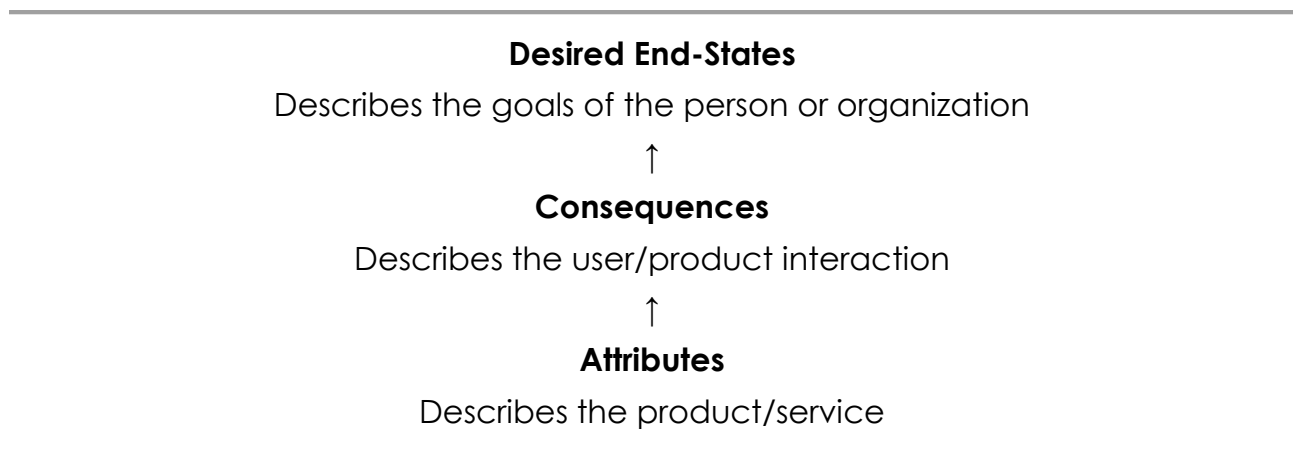
Further description of these eight value types are as follows (Holbrook 1994):

- **Efficiency** is related to input-output ratio and which means are best to reach a goal. Minimising time and maximising convenience with active usage.
- **Excellence** is a teleological approach to fitness for use. This value is related to idea of quality. It is a reactive valuation of an extrinsically useful attribute.
- **Politics** value is gained from services that benefit your own position regarding to other people. It is the active part of getting a status.
- **Esteem** is passive part of status accrual.
- **Play** is something that is done just for itself, it is intrinsic and active.
- **Aesthetic** value emerges from observation instead of active doing. Beauty is enjoyed for itself. Items might have practical, instrumental and aesthetic elements.
- **Morality** in Holbrook's taxonomy is acting according to intrinsic moral norms, categorical imperative by Kant namely.
- **Spirituality** is value when you react as part of a devotional experience

According to Woodruff & Gardial (1996) "customer value is the customer's **perception** of what they want to have happen (i.e., the **consequences**) in a specific **use situation**, with the help of a product or service offering, in order to accomplish a desired purpose or **goal**" (Woodruff & Gardial 1996: 54)

Woodruff & Gardial (1996) expand means–ends theory on value determination into a 3-level value hierarchy (see figure 1). The hierarchy starts from product attributes. Interaction consequences with the product are means to achieve desired end-states, which in turn is the highest level in the hierarchy. According to their customer value definition, the value is basically the positive consequences in this hierarchy (Woodruff & Gardial 1996: 55).

Figure 1: The customer value hierarchy
 Figure from Woodruff & Gardial (1996, Figure 3.4.)



In their example (Woodruff & Gardial 1996: 181) a person who was “concerned about car instrument location” (attributes) was able to tell that it could “distract them from paying attention to the road” (negative consequences) and that would ultimately be in conflict with “family being safe” (desired end-state). So in this example customer value would be inverted negative consequence “help paying attention to road”. This value would help the customer to reach their desired end-state. (Woodruff & Gardial 1996)

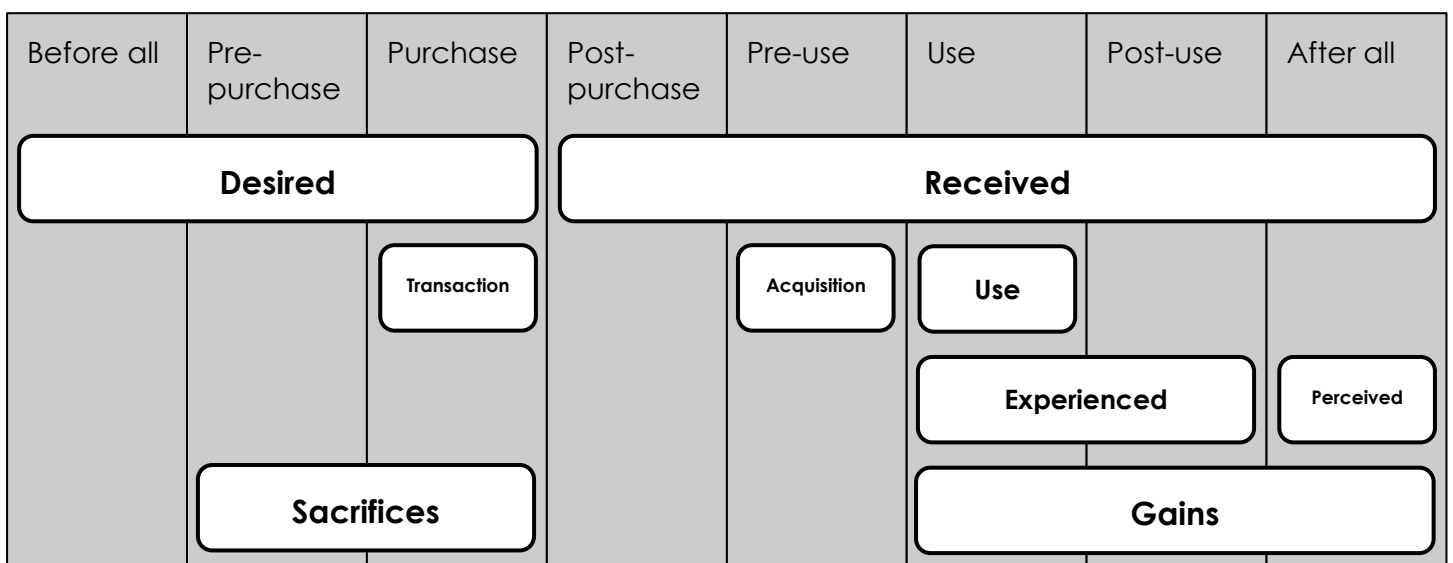
Woodruff & Gardial (1996) argue that these kind of value hierarchies are useful information for product development as they help to 1) prioritise product attributes, 2) move the perspective upwards, and as the upper levels tend to be more stable, 3) they help to guide radical innovation. The highest hierarchy tier is also a way for the managers to understand what is the ultimate purpose of the product or service (Woodruff & Gardial 1996: 55). This kind of structure to analyse customer heuristics and to pinpoint value is useful also for this research.

What is left unanswered is can customer value be a creation of new desired end states. What if the customer does not have a clear set of desired end states? Can they have value? What if the customer's perception of consequences, that would help them to get their desired end states, are not correct? If so, is the value limited only to subjective understanding of situation? The possibility of customer's ambiguous end states needs to be taken into consideration when defining customer value.

Customer value on temporal dimension

Examining the service consumption in temporal scale helps to differentiate aspects of the experience and value perception of the customer. Dividing service consumption to phases (before all, pre-purchase, purchase, post-purchase, pre-use, use, post-use, after all) and placing different types of value found from the literature meta analyses (Gallarza et al. 2017, Woodall 2003) to those phases we get a better understanding about the customer value and how it emerges. The results are presented in figure 2.

Figure 2: Customer value types on service consumption timeline



Some value creation related dimensions are better visible from this kind of temporal approach. We can see that desired and perceived value framework has the largest coverage. The transition to received value start from the possession of a product or service providers resources. With the temporal specification we can also see where the value starts to emerge for the customer.

Difference in value-in-use, experienced value and perceived value concepts are easiest to explain with the temporal dimension. The value-in-use refers to the value emerging only from the use situation and it has been an important concept in transforming the view from firm created value to customer created value. With the later value definitions emerging, like experienced value, it can be seen as a limited concept and not capturing value holistically. The perceived value is the last step, where the imminent experience is over and the customer has started to reflect upon the value and maybe relies on the memory and rationality to determine the value.

The difference between received value and perceived value is also interesting. The former includes all objectively seen value that the customer receives from the offering, but the latter includes only the value that the customer perceives. The customer perception can be incomplete or erroneous and it can be affected separately from received value. What makes it interesting is that the customer's perceived value might affect more on their satisfaction with the service and their future actions.

From the figure 2 we can also see the misalignment of the sacrifices and gains. The distance might be mitigated by having the purchase process placed after the service use, like in a restaurant where you pay after receiving the dinner service. Another way to address the issue is to use value proposition in promoting the potential future gains of the offering to the consumer, and altering their desired value.

Customer value definition

Based on the above literature review a customer value definition for this study is as follows:

The customer value is subjective perception of received and experienced consequences that help the customer towards their goals and address their needs.

The definition dictates that 1) the customer value needs to be approached with a methodology that is based on subjectivisms because the value is defined by the customer's themselves in their cognitive processes 2) the perception and the experiences of the customer is to be studied, and that 3) value lies in the consequences that are means to ends: goals or latent needs.

Value hierarchy framework by Woodruff & Gardial (1996) can be used to define the context where customer value emerges. The perceived experiences refer also to the temporal dimension of value, that emerges during time. Other dimensions, such as orientation, activity and intrinsic proposed by Holbrook (1994) may be used to explain the customer value.

This study limits the research of value to customer-provider context and it won't explore value as universal phenomena in human life. The research in psychology

under human motivation theory (see e.g. Maslow 1943, Ryan & Deci 2000) is an interesting source for ideas and Almquist, Senior & Bloch (2016) have made a proposal for a bridge between the two. For limiting the scope of this research the human value is left out and focus is set on customer value.

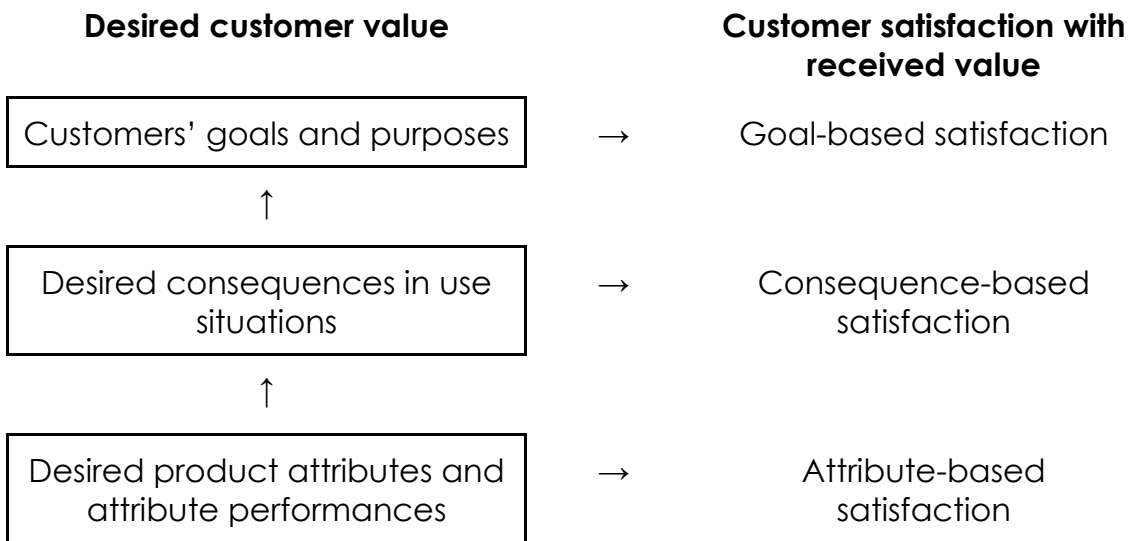
Customer satisfaction and value

Customer satisfaction and customer value are interrelated. Woodruff (1997) theorizes that customer satisfaction is a combination of 1) initial response to perceived received value and 2) a comparison of gained value to that of customer's standards. In addition "Customer satisfaction is a customer's positive or negative feeling about the value that was received as a result of using a particular organization's offering in specific use situation or an overall reaction to series of use situation experiences" (Woodruff, Schumann & Gardial 1993 in Woodruff & Gardial 1996: 95).

Customer satisfaction is widely agreed to be the result of expectations compared to perceived performance. One perspective to customer satisfaction is that it is the result of a single incident of use situation and the perception of service quality is the result of multiple ones. (Parasuraman, Zeithaml & Berry 1986)

The relation of customer value to customer satisfaction according to Woodruff (1997) is presented in figure 3. The framework shows how customer satisfaction can be specified to a certain level of the value hierarchy. A customer can be satisfied with the attributes, but still be unhappy about the usefulness of the service to themselves in regarding to the higher level goals.

Figure 3: Relation of customer value to customer satisfaction
Adjusted from Woodruff (1997, Figure 2)



What is the difference in customer value and satisfaction is their actionability for the company. "Value tells an organization what to do (i.e. gives direction), while satisfaction tells organization how it is doing (i.e. gives it a report card)." (Woodruff & Gardial 1996: 95) Customer satisfaction is a reaction to value received, but the reactions are second hand hints on what a company should do. Satisfaction can be measured easier and it can still be an indicator for retention, but as a concept it doesn't go as deep as the value does.

Consumer heuristics

Most likely the contents of decision theory apply to customers when they make decisions based on the perceived value. Experiments have shown that consumers make majority of their decisions based on heuristics and not on full logical or statistical analysis. Timonen (2002) found out how consumers make their decisions based on the secondary clues when buying washing powder. On products that they do not have a prior experience with, they must rely solely on the secondary clues like packaging material, price and content description.

I argue that the consumer heuristics can reveal more insight on customer desired value. The heuristics are fast and frugal adaptations to limited information availability (Timonen 2002) and the customers use them when they are picking an option in the bounded rationality context.

Customer value implications to companies

From the historical perspective companies are moving towards customer centricity. The earliest customer based decision model advocates were in the 1950s, the whole organisation was taken towards that path from 1950s to 1980s (Woodruff & Gardial 1996). In the 1980s the “quality movement”, studying what is quality in the eyes of the customer, carried by SERVQUAL methodology (Woodruff & Gardial 1996), and adoption of CRM (customer relationship management) systems to serve each customer better (Shah et al. 2006) pushed customer centricity forward. The rise of information technology affected also markets so that other perspectives to customers were gained through usability studies in human-computer interaction (HCI). Those evolved later into user experience (UX) during early 2000s (Bargas-Avila & Hornbæk 2011). The service-dominant logic finally altered how companies, which were affected by servisation, started to see customer value creation and their role as mere facilitators of it (Gummerus 2011).

Woodruff & Gardial (1996) emphasise that customer value determination has strategic implications. Customers have different desired end states and customers have different ideas about the same consequences. These differences help to segment customer groups based on their value perception, and help selecting company's target segment based on their value needs. Understanding the differences allows company to alter the offering to fit the current segment or use offering to target a segment. Customers' value hierarchies help organizations to find which features in the offering are most important. Customer satisfaction gives only indication on how customers react and feel to the offering, not what their needs are or what they would be willing to buy. (Woodruff & Gardial 1996)

Better understanding of customer value dimensions could be used as basis for “creation of advertising themes that emphasize the relevant aspects of value delivery according to value dimensions targeted for different market segments” as proposed by Gallarza, Gil-saura & Holbrook (2011: 188). **Segmentation** based on consumer heterogeneity on perceived value from the company's service offering would increase the understanding of the market (Floh et al. 2014), enable better positioning strategies and more relevant concept testing (Gallarza, Gil-saura & Holbrook 2011). Interestingly Floh et al. (2014) have proposed three universal value based segments: “rationalists”, “functionalists” and “value maximisers”. The loyalty intentions of these segments differ as well as their responses to four value

dimensions (functional, economic, emotional and social) that presented in the paper.

Slater (1997) is building customer value-based theory of the firm. Slater (1997) has identified that the previous theories (neoclassical, behavioural, transactions cost economics or resource based) do not manage to explain firm performance in changing demand situations. A theory of the firm should be able to answer why firms exist and why there are performance differences among them. Slater (1997) argues that customer value based theory could provide answers; customer value is why firms exists and the ability to generate customer value explains the performance differences.

The ability to to generate customer value is based on the firm's 1) market oriented culture, 2) learning capability from the customer needs and 3) structure organized around the value delivery processes (Slater 1997). The market orientation culture is proactive, focused on latent needs and creation of customer value (instead of satisfaction), and supporting continuous experimentation (Slater & Narver 1998). There has been results that show positive connection between market oriented culture and business performance (Narver & Slater 1990, Shah et al. 2006).

Shah et al. (2006) lay out path to customer centricity that has similar elements. They have identified that 1) culture, 2) structure, 3) processes and 4) financial metrics affect how well an organisation can be market-driven. In order for an organisation to become customer centric they need to 1) have leadership commitment for culture change through values, 2) do organizational realignment to match customer value creation – not functional siloes, 3) have systems and process support stemming from the structure, and 4) revise their financial metrics to create the right kind of incentives to guide actions. (Shah et al. 2006)

Junginger (2003) offer a case example how customer orientation in an organisation was achieved through their central artefact design. A guidebook in a postal system was redesigned to be accessible for the general public. This in turn altered the need for specialists within the organisation, who with the previous guide were the only ones who could decipher it. The whole way of doing in the organisation changed due to a customer centric redesign of the postal guide. Junginger (2008) continue the discussion and offer a conclusion that human-

centered product development can be the unisoning power that a successful organisational change requires.

Visibility to customer value in digital services

Heinonen et al. (2010) discuss the visibility to customer value with the service theatre concept. The company's support processes and the backstage actions support the onstage actions where interaction with the customer's core activities and experiences happen. This is also the scope where service-dominant logic applies. Heinonen et al. (2010) continue further into the direction of the customer's world and propose **customer dominant logic**. They point out that value emerges also from non-interaction processes, namely the mental activity of the customer, where sensations, context and previous experiences together form the value. Interactions with the company's resources is only partly what constitutes to emergent customer value. Also the scope of understanding customer experience goes away from the service situations to customer's life and everyday mundane activities. Implications to companies will be to expand and explore deeper into the customers world. (Heinonen et al. 2010)

Digital service characteristics further reduce visibility to customer value. Why would it? Digital service characteristics include 1) automation of operations, including interactions between the company and the customer 2) asynchronous communication 3) broadcasting. Compared to physical services, digital services can be produced with a separated service theatre regarding to human to human contact. For example a suggested way to gather information on customer value through sales personnel (Woodruff & Gardial 1996: 109) does not apply. In digital service operations the touchpoints between the service provider and the customer are not face to face, but occur in less rich medium. That can be either in total automation with self services or with asynchronous text medium. On the other hand questionnaires and tests are easier to organise, but that understanding will not be customer-prompted. The natural and deeper customer insight building channels are offline. In agile methodology it is proposed to involve customers in development process, so that their viewpoints become visible. The spontaneous opportunities to gain deeper customer insights with a rich medium, such as conversations, are not present in digital services if they are developed and operated separate from the customer's world. The service provider needs to walk the walk in order to reach the previous default in customer insight accumulation.

Methodology

Woodruff & Gardial (1996) compare customer research with a peeling of an onion, where you must expose new layers after another in order to reach the core. According to Woodruff & Gardial (1996), qualitative methods offer the flexibility for this kind of information gathering. Strauss & Corbin (1990) have defined a good basis for qualitative research in their *grounded theory*. By following their guide the raw data will evolve into categories and dimensions through systematic *open coding*.

Woodruff & Gardial (1996) have had a goal to explore desired and undesired outcomes of product use in their studies and thus making their methods also relevant to this study. For the customers it is easy to start with attributes but the researcher should guide the discussion to deeper levels.

The aim of this study is to produce information in form of:

1. **Anecdotes** (raw data, Strauss & Corbin 1990) that are represented with the customer's own voice and have design implications for service development.
2. **Value hierarchies** (similar to Woodruff & Gardial 1996) that depict value creation process in customer's mind. These will be links between case service attributes, consequences and desired end states of the customers.
3. **Heuristics** (similar to Timonen 2002) that tell how the value is evaluated and why do consumers choose different offerings.

These forms will yield information on subjective value perceptions. In a theoretical perspective the proposed methods should be in line with social constructivism, as the researcher should let the customer lead the discussion to the issues that are relevant for them, implying that the reality of a customer is unique and different from other people. Next, two main methods for information gathering in this study – probes and interviews – are discussed.

Probes

In short, a probe is a set of tasks and materials that enters in participant's sphere where they engage with it. It can include writing a diary, taking pictures, answering to specific questions or anything that offers information for the

researcher from participant's perspective. It is well suited for longitudinal observation.

Gillham (2005) talks about two different approaches to probes: frequency based diaries (psychological) and cultural probes (anthropological). The first has been used in human-computer interaction studies to understand importance and impact of repeating actions. The participants keep track of the times and durations of the events that are studied (e.g. mobile phone usage). The second approach is named a cultural probe, where the participants "record any information about their day-to-day activities or environment which they feel is important to them" (Gillham 2005: 4). In cultural probes pictures, drawings and other forms of input are welcomed as well. This approach can be used if the researcher is not familiar with the subject of study or wants to have new perspectives to it.

Probes are a good way to gather information in situations that are not planned beforehand (Mattelmäki 2006, Sie et al. 2006). Lucero et al. (2007) point out that probes bring information from private situations, where the researcher would not have access otherwise. Probes also enable information gathering that is not disruptive because of the observer's effect on the subject. They are cost efficient compared to ethnographic in-situ research, but reveal similar information (Gillham 2005).

Gaver, Dunne & Pacenti (1999) advocate for probes as artistic inspiration for the designer as they reveal participants subjective perception of the world and not necessary objective truths. Probes have the ability to stimulate imagination, engage in co-creative activities. Mattelmäki (2006) states that probes can be used for inspiration, information, participation and dialogue. Probes make users interpret and reflect their own experiences. The probe is a tool that lets the participants to express themselves to the designer. Mattelmäki (2006) points out how probes are well suited method for emphatic design, where the designer tries to immerse into the participants situation and feelings.

Gaver et al. (2004) advice that ambiguous or even absurd tasks have the ability to bring results that are suprising. Summarising returned material tends to take away the point of probes and raw data should be used instead of analyses and

representations. Based on this suggestion also the raw data is presented in this study in form of individual anecdotes in findings.

Sie et al. (2016) have utilised a common messaging application, WeChat, to capture actions, feelings and thoughts in-situ with a mobile banking service. Sie et al. (2016) illustrate how digital probe was good fit when the researchers were balancing richness of information against time, distance, cost and scale of the study. Mattelmäki (2006) has also brought up how digital probes make information gathering easier. She offers an example where camera phone probes were used in early 2000's. Mobile phones enabled more responsive relationship in research context.

In this study the reading or listening decisions emerge spontaneously and an outside observation by the researcher cannot be planned in advance. Probes in this study are used in an informative way compared to artistic inspiration suggested by Mattelmäki (2006). In order to make data input as convenient as possible a common sophisticated messaging application, WhatsApp, was chosen as the medium between study participants and the researcher.

The purpose of the probe diary in this study is to capture habits, motivations, emotions and thoughts of the customers during the service use. One research goal is to have a good understanding of the customers' contexts in order to understand their motivations and desired end states. Probes can also facilitate discussion in later interviews (Mattelmäki 2006). The probe tasks (appendix 1) were designed to prime participants in certain topics, like reading motivation, and to start the process of reflection before the post-interview.

Interviews

Interviews were selected as a method for this study as they offer a natural way for participants to express themselves for the researcher. In-context interviews help participants to feel at ease and orient themselves to the activities they do in that context. For the researcher it also enabled observations of the surroundings and participants reactions to them.

Woodruff & Gardial (1996) give two methods for extracting value hierarchies in interviews: laddering and grand tour. The laddering method is based on purposive

why-questions in order to rise the ladder from product attributes to desired end states. With this method the interviewer makes sure that the interviewee states their reasoning why something truly matters to them. The grand tour method is closer to a contextual interview where interviewee is asked to describe their use scenario with a great detail and interviewer asks probing and clarifying questions along the way. Woodruff & Gardial (1996) recommend the grand tour as it yields more value hierarchies and information on context even though it requires more skill and time from the interviewer.

A semi structured interview template was used for the interviews. The template (appendix 3) consisted of 1) shared base structure and questions for all participants, 2) some customised topics for the individual participant based on the probe content they had provided, and supporting material to provoke more discussion, 3) a visualisation of their book usage times and frequency (see appendix 2 for all), 4) a open ended template listing other forms of entertainment to compare with book consumption and 5) examples of digital book service concepts with key features given.

Participants

In a qualitative study the selection of the sample has a major impact on the results. When selecting a sample the researcher needs to pay attention to that it is purposeful for the research. In this study the focus was on customer value, ergo the the first limitation to the participants was that they were existing Elisa Kirja customers. It has been suggested that studying lead-users and extreme cases the needs are stronger and easier to observe (von Hippel 1986). In this case the lead-user needs could be extreme compared to the general book consumer but their gained benefits from digital formats would be extreme as well.

Based on this rationale a subset of Elisa Kirja customers was approached. The selected subset had answered a questionnaire about the service in 2017 and left their emails for further service improvement. This ensured that the contacted customers had been Elisa Kirja customers for over a year and possibly using the service during that period. The selected subset was also already proven to be eager to present their views about the service in a questionnaire. A 10 person sample was determined to be suitable for the study as a saturation point is imminent in qualitative study (Strauss & Corbin 1990) and practice around qualitative studies

have found out that information saturation happens usually between 5-8 participants.

The recruitment email included short description of the study, information about 100 € reward in vouchers and some background questions about preferred format, location, age and WhatsApp usage. In the participant selection a special attention was given to ensure that about half of the participants would use audiobooks. The study participants are introduced in table 4. Almost all the participants had embraced ebook or audiobook format as their primary format compared to printed books. Compared to the statistics (table 1) this is a small number of consumers. An estimation for how big of a group the participant represent could be 10 % of total readers.

Table 4: Research participant descriptions

Code	Gender	Age*	Description as book consumer	Defining characteristics
RS-01	Female	60	Super-active reader	Mother, worker
RS-02	Female	60	Super-active ebook reader	Grandmother, pensioner
RS-03	Female	65	Super-active audiobook listener	Grandmother, pensioner
RS-04	Male	55	Super-active ebook reader and audiobook listener	Father, worker
RS-05	Male	50	Infrequent reader, but active buyer	Worker
RS-07	Female	50	Ebook reader	Mother, worker
RS-08	Female	40	Active physical book reader, varying audiobook listener	Mother, worker
RS-09	Male	40	Casual reader, infrequent audiobook listener	Unemployed
RS-10	Female	35	Semi-active reader, non-fiction focus	Mother, worker
RS-11	Female	30	Semi-active reader	Worker

*Age is rounded to 5 year intervals in order to further anonymise the data.

RS-06 cancelled their participation when the study started the diary phase, and they were excluded from the study. RS-11 was recruited immediately to fill their place.

Data collection and analysis

The data collection for the research started with a participant recruitment email. The responses were used to pick different types of participants for the study. The second contact was with a pre-interview via phone. More background information from the customer was gathered and also the study was described in detail. The third contact happened with WhatsApp, and after that the probe phase started. The diary task lasted for 15 days and other tasks were given via WhatsApp during that period. The fourth and last contact with an individual participant was during the interview. Interview were organized during 2 week period, first being 9 days from the probe phase end and last 24 days. The timetable is presented in figure 4.

Figure 4: Research data collection timetable

Mon	Tue	Wed	Thu	Fri	Sat	Sun
12.3.2018 Pre-interview via phone		14.3.2018 D1: WhatsApp diary start	Feedback for first entries	D3: Weekend task 1		
D6: Weekday task		D8: Reminder		D10: Weekend task 2		
D13: Weekday task. Interview schedule		28.3.2018 D15: Diary ends	Probe data processing			
			Interview template customization	6.4.2018 First interview		
Post-interviews						
				20.4.2018 Last interview		

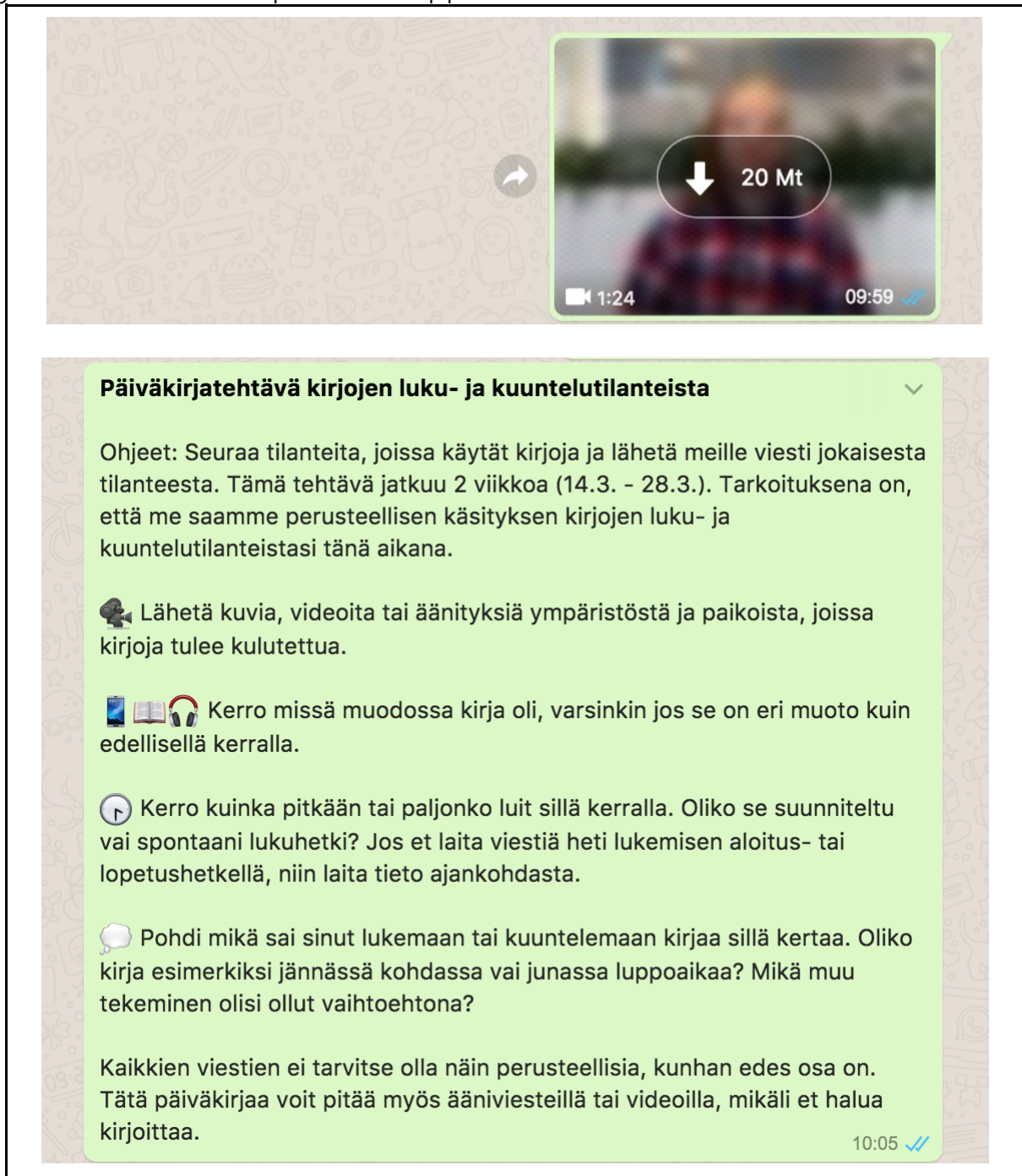
Blue: Interview via phone or face to face

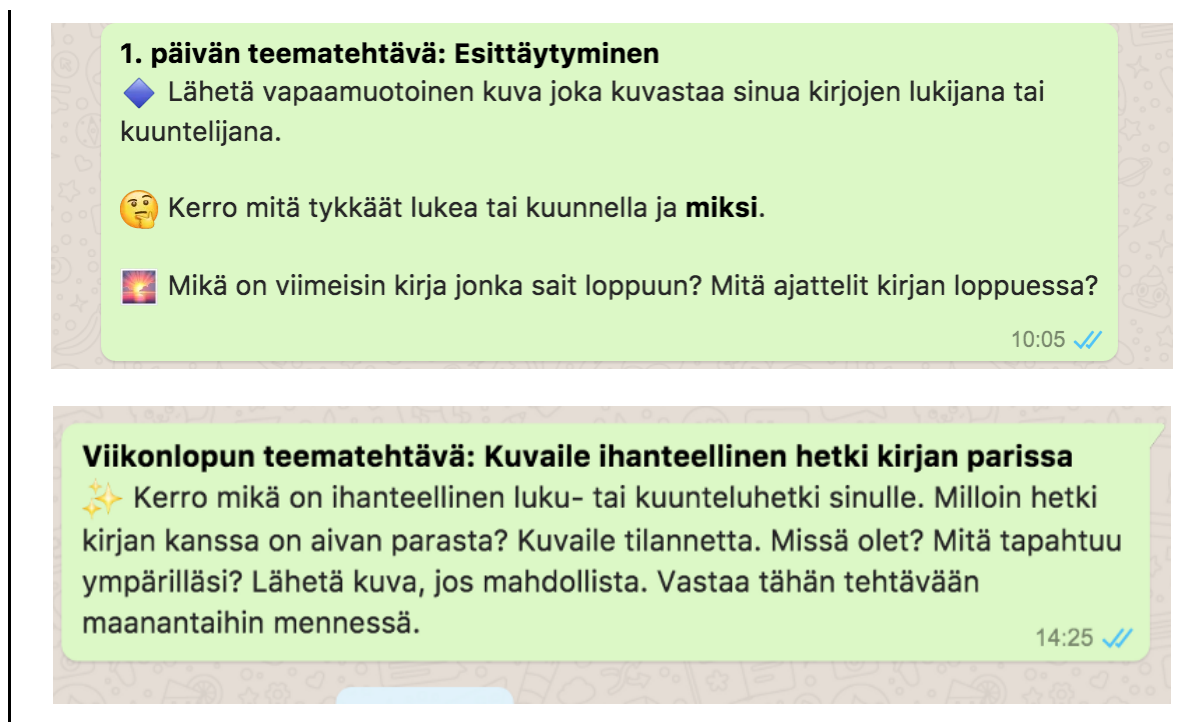
Yellow: Diary period and tasks given to participants via WhatsApp

Green: Diary period with no special tasks

The diary task was introduced to the participants 1) via pre-interview via phone conversation, 2) in a introduction video and 3) in detail at the first message (see figure 5 and appendix 1).

Figure 5: Research setup in WhatsApp context





The diary task was designed to keep track of the times and situations where the participant read or listened books and to record motivations for each situation. As a reminder of the ongoing diary task, extra tasks were sent to the participants (see figure 5). Sie et al. (2006) found out that their participants felt intimidated by daily reminders, so in this study the researcher opted for 3 times a week schedule (see figure 4). This worked out fine, and the participants were satisfied by the amount of messages they got. The altering themes in the reminders were also a way to reflect on the usage from a different perspective. A full collection of tasks send to the participants can be found in the appendix 1 (In Finnish).

Variety in the book consumption situations assured that the probe method had been the right choice. The probing method allowed to record majority, if not all, reading and listening situations of the participants. The consumption situations were in contexts that were inaccessible for the researcher to observe or happened during unexpected times.

The amount of text input and image input was a positive surprise, and indicated that the participants were also happy to participate in the study. Sometimes the diary entries included pictures which revealed more on the context than just the text. Probes provided rich information and enabled much deeper post-interview discussions with the participants.

The rapport that was built during the pre-interview and probe phase was also a key factor in successful post-interviews. Visiting participants' homes for the post-interview was a natural part of the research after the researcher and the participant had established a trust based relationship. The rapport and accumulated information allowed much deeper discussion to happen during the post-interview. A similar notion was reported by Sie et al. (2016: 982): "The relationships built over the course of the diary study were also imperative to the success of follow-up semi-structured phone interviews, as trust and familiarity between researchers and participants enabled more intimate conversations"

The messages and images were coded using ATLAS.ti software. Interesting aspects emerging from the real time probe of book consumption were put on a list for the participant post-interview. Before the post-interview a customised extra sheet of questions for the specific participant was prepared. One purpose of the interview was to get deeper into the motivations in each book use instance.

Interviews were recorded for later transcribing, analysis and use. Short snippets of the recordings were used within case company for promoting customer's point of view with their voice. Average duration of an interview was 1,6 h. The shortest lasted for 40 minutes and the longest 2 hours. Interview contexts for each participant are represented in table 5.

Table 5: Interview execution summary

Interviewing channel	Number of interviews	Participant codes
Face to face, in situ	5	RS-02, RS-03, RS-04, RS-08, RS-09
Face to face, in a meeting room	3	RS-01, RS-05, RS-07
Via phone or skype	2	RS-10, RS-11
Total	10	

In 8 interviews there was an interview partner from case company who worked with Elisa Kirja. A total of 7 different persons attended interviews as the researchers interview partner. This allowed direct contact for them with the

customer. Motivation to involve people who work with the digital service was to help to close the digital service theatre gap mentioned before. With the firsthand experience from the interviews the service producers will be able to make better informed decisions in their work. During the interview their role was limited to asking clarifying questions, but in the end they got a turn to ask questions related to their speciality.

Findings

Anecdotes from reading situations

In this section, part of the raw data with the given codes (emphasised parts) are presented in order to paint a complete picture of the analysis process. A total of 20 anecdotes are given. The same anecdotes were also used within the case company to add emphasis on study results and to build emotional connection with the customers. The text extracts are translated from Finnish by the researcher.

Anecdote 1:



RS-02's (woman 60 years, super-active ebook reader) favourite reading situation during day is in her **living room**. (Picture was taken during the interview by the researcher.) The **tablet** rests on a pillow, same as a print book would and is not thus significantly easier. However with the ebook she doesn't require glasses (note them on the table). The **font size** is set to 20pt compared to 12pt in the print. Ebooks **enable** easier reading for her.

Anecdote 2:

"It is so delightful benefit that you can have a thousand book library but it weights always only what the device weights. It's so-so-so delightful in my opinion, best you get. During the late 80's when we lived couple of years in

Spain, my ex-husband almost got a stroke when I packed all my books in the moving container. It costed a fortune. He asked if I needed to take them all, and I told him yes!" (RS-02 during interview)

Ebooks are good because they are **immaterial** and don't weight. Moving with them is cheaper and easier. RS-02 had gotten rid of almost all of her **print books** by selling them in flea markets and by giving them away. Only few children's books remained for her grandchildren. Nowadays she owns several **tablets** and a **phablet** for reading.

Anecdote 3:



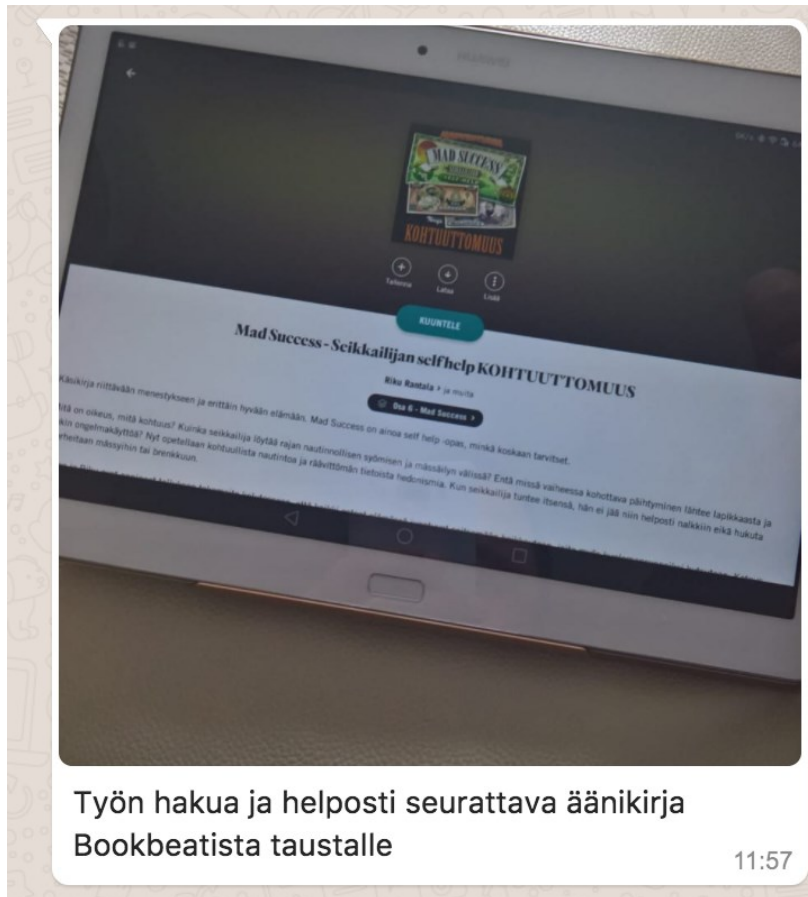
RS-02's favourite reading situation during nights and mornings is in their **bed**. The **tablet** is supported by the pillows so that keeping it in the right position is **effortless**. The page turn happens with single tap with a thumb. During the night time the **white-on-black reading mode** emits less light so that the other person can sleep regardless of the reading.

Anecdote 4:



A screenshot from WhatsApp message where RS-01 (woman 60 years, active opportunistic reader with tablet) is eating **breakfast** with a **print book** and gives rationalisation to read that book: the sequels were bought earlier in **ebook** format and this one should be read before them. She reads different books and formats in parallel, and pick a book for the **current mood**.

Anecdote 5:



A screenshot from WhatsApp message where RS-09 (man 40 years, listens audiobooks in the background randomly) is listening **audiobook** in the background from BookBeat **while doing other things** in their **home**. Example of listening as a **secondary activity**. The **tablet** device is connected to **loudspeakers** that are audible around the house.

Anecdote 6:



Instance of RS-09 **social listening** audiobook with another person. Audiobook is in the background **while doing other things**. The content was not suitable for the occasion or the taste and they ended up choosing **TV** over the audiobook:

"TV won, fancy French lady book was nothing but good 'sleep medicine'. I probably won't come back to this book. It was in the background for less than an hour." (RS-09 message 19.3.2018)

Anecdote 7:

"It doesn't matter if I don't get any catch" Describing situation when fishing in summer at **summer cottage**. *"A fishing rod and an audiobook!"* (RS-09 during interview)

RS-09's ideal situation where **audiobooks** can be combined with another activity without either experiences suffering.

Anecdote 8:



RS-03 (woman 65 years, active audiobook listener) **social listening** session with a grandchild, even though both listen to different books they are physically close. The grandmother has prepared and downloaded children's **audiobooks** to her **phone** for the occasion. (RS-03 messages 17.-18.3.2018) During the interview RS-03 told that they also discussed about the womanhood themes in the book.

Anecdote 9:

"When I'm on the pension I will have the time." (RS-05 during interview, man 50 years, opportunistic in transit reader)

Currently RS-05 is reading only in short bursts during daily commute in train. He yearns **suitable content** for these situations, short stories for example.

What makes RS-05 particularly interesting research subject is his **excessive hoarding** of books despite his current reading potential. RS-05 is squirreling a stash of books from the sales and has over 1000 books in **electronic formats** and the boxes of previously bought **print books** are in his storage room. DRM-free (without Digital Rights Management restrictions) ebooks suit his needs because he is able to make backups of the epub-files and can be assured that the digital content will be available for him on a later date also. The neurotic tendencies require RS-05 to have a tangible object of CD to put into the storage.

Anecdote 10:

“For me the reading is a kind of a ritual before going to sleep, often I try – even when I’m really tired – to read even a page or two (really seldom I skip the reading), I’ve tried to read a book even when I’m drunk, but then it doesn’t really work out. 😊” (RS-08 message 25.3.2018, woman 40 years, active print book reader)

A prime example of **scheduled reading** comes from RS-08 when she is describing her **ritual** of reading every night. The reading habit is repetitive and in sync with other activities during evening. During the interview RS-08 told that for the most nights she watches **TV** first and when she is getting sleepy she goes to bed and reads a **print book** for a while

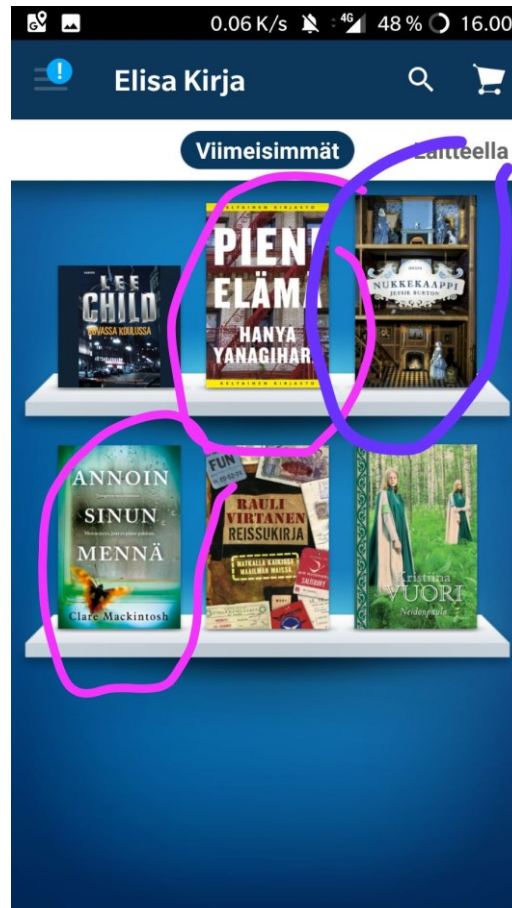
Anecdote 11:

RS-07 (woman 50 years, active reader) reads Harlequin books on a couch in the **living room** with a **reading device** after 9pm when the rest of the family has gone to sleep. She does not require extra light because the reading device has a **backlight**. Interestingly the **TV** is on in the background and she might sometimes pay attention to it. In the situation she describes to have her own peace and quiet.

Anecdote 12:

Book ending situations happened during the diary phase.

“I’m thinking which one of these I will read next” (RS-11 message 25.3.2018)

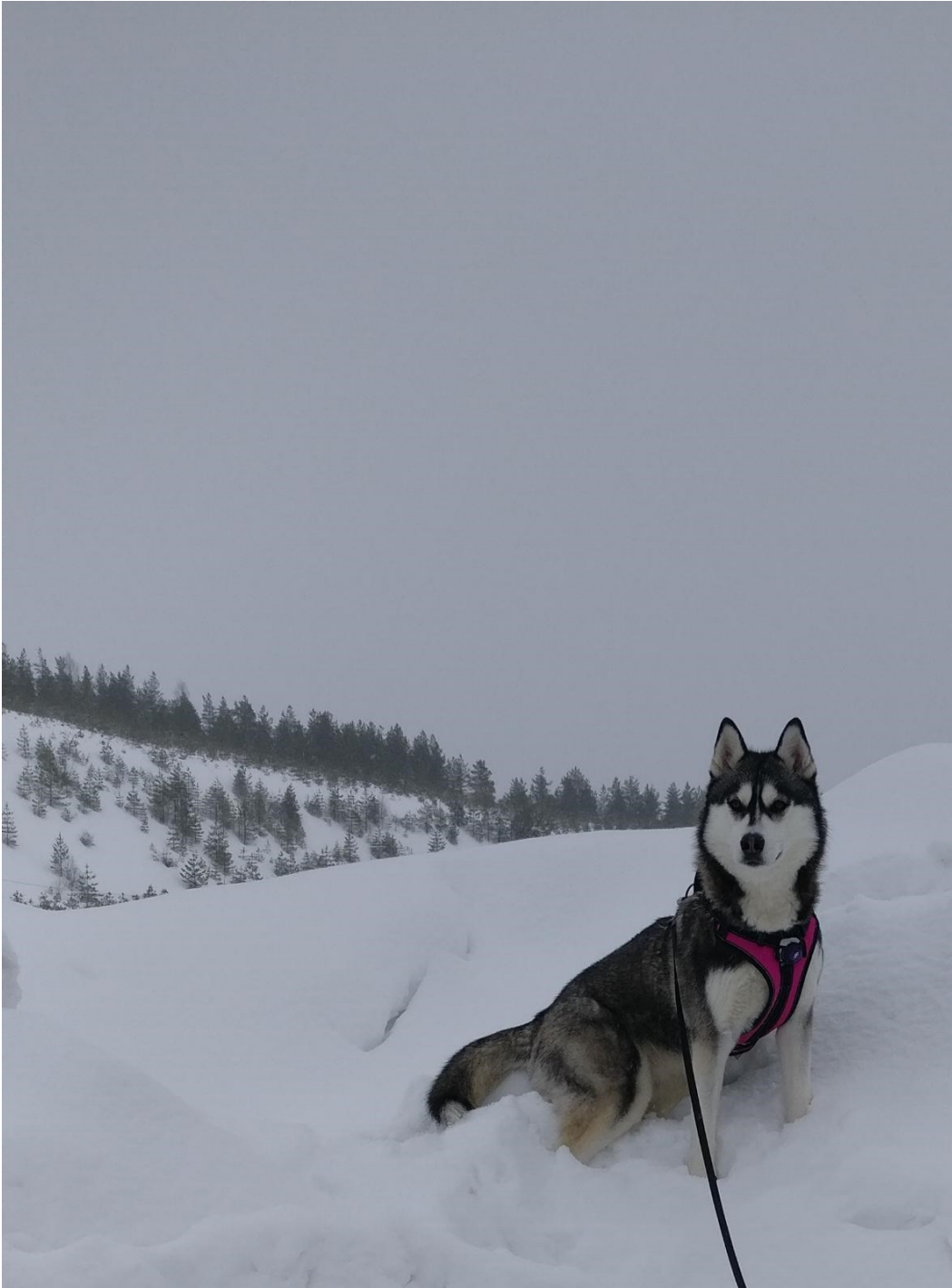


A screenshot from RS-11 (woman 30 years, semi-active reader) illustrating 3 circled book options as the next book to read. She goes through their introductions in **Elisa Kirja store**, reads some **reviews** from there and decides the next book.

"I feel stressed when book is ending" (RS-11 during interview)

RS-11 described her next book selection criteria during the interview: After a dark or gloomy book she requires something lighter to keep **reading motivation** up. Other people's reviews might affect which book she picks next, but because she has bought all of them, she will read them too.

Anecdote 13:



RS-11 Audiobook listening while on a walk with a dog is a prime example of **opportunistic audiobook** listening situation. The dog won't mind if the human is listening an audiobook and RS-11 gets **extra stimuli**. Walking is slow enough paced activity for an audiobook, whereas running or exercise would require higher paced content, preferably music.

Children and reading

Anecdote 14:

“We had a huge bookshelf at home, there was plenty of novels and parents who read to us children (4) and to themselves. That same tradition I have continued with my children.” (RS-04 message 24.4.2018)

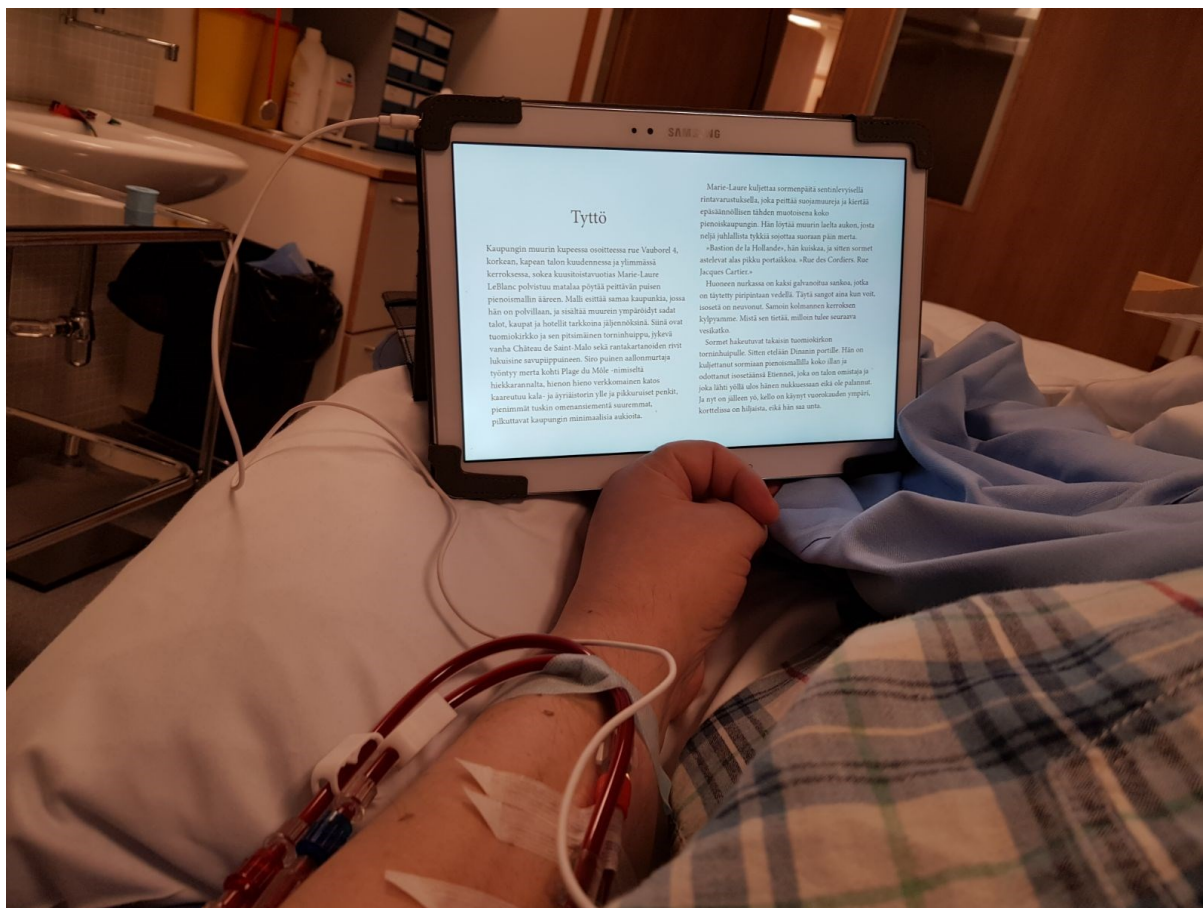
“reading with children is of course one of the best reading experiences. When my kindergarten aged kids had to be kept calm during the buss/metro journeys. Often some other passenger came to me and told that it was a shame that they had to step off before hearing how the story ends” (RS-04 message 20.4.2018)

RS-04 (man 50 years, super active ebook and audiobook user) tells what has impacted his **children** to become interested in reading. He describes situation few years in the past where the **tradition passing** happens during a daily **commute**. Parents play a huge role in reading motivation creation when giving an example to their children. Nowadays his children are still active **print book** readers, but he is not able to support their reading habit because of the digital book service limitations.

Anecdote 15:

“What happens to that material when the user leaves our presence? – Could there be a different user that is contacted then. – ‘Family crystals’ are divided and pass on, but what about this [digital] kind [of property].” (RS-04 during the interview)

RS-04 (man 50 years, super active ebook and audiobook user, regular reading times due illness) brought up the topics of death and **heritage**. He wonders what happens to his, or anybody’s, digital property after their death. It is not clear for a consumer where one’s digital property will end up.



RS-04 regular reading situation is in dialysis. Only **one hand** is available for the **tablet** use. The **ebook** and **music** via **earplugs** isolate him from the hospital surrounding and allow **escapism**.

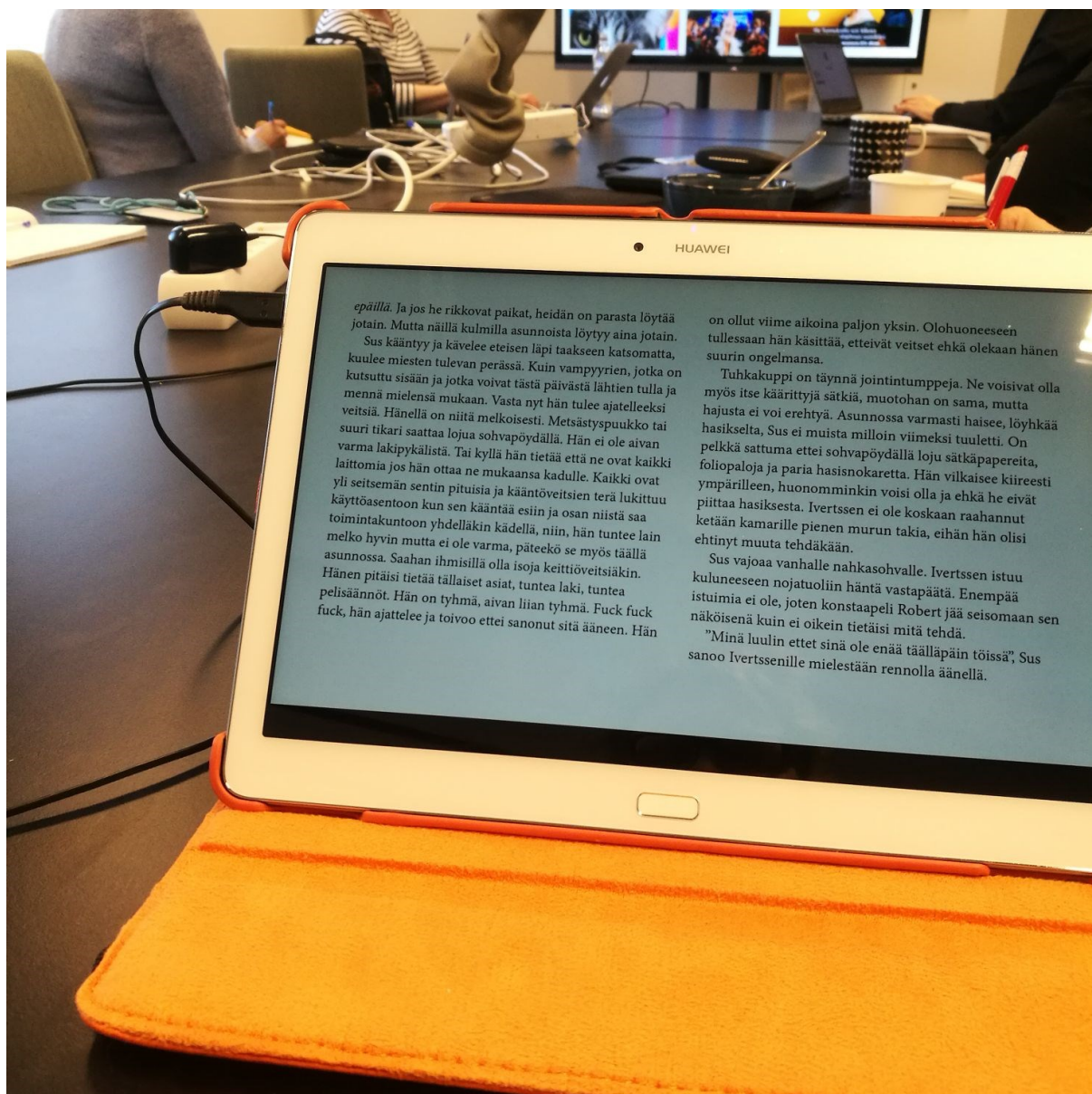
Anecdote 16:



RS-01 (woman 60 years, active opportunistic reader with tablet) is reading with a **tablet** during son's football warm up and tournament while he is not playing. She is using family's shared travel **tablet**, where she downloads the current detective story that she is reading with her own **tablet**. She described during the interview that she has a habit of visiting closeby gas station for the coffee because there is a view to the field and warmer. When her children would be at home after hobbies stretching she would read to them.

Reading at work

Anecdote 17:



RS-01 (woman 60 years) reading in a meaningless **work** meeting. The **tablet** hides her activity from her colleagues as she is using it also for work. She could be browsing **social media** but feels that the detective story is more **exciting** content.

Anecdote 18:

RS-11 (woman 30 years, active reader) reads at **work**, during night shift. She must hear her surroundings, but otherwise she has her own time. She wants to use the time wisely. Other colleagues use the time by watching series, but for RS-11 books are the **preferred content**.

Anecdote 19:

RS-10 (woman 35 years) works at a reception, but there is nothing active to do. Only task is observing. She is using her time studying. She reads study related **non-fiction** books from the school's **ebook** service.

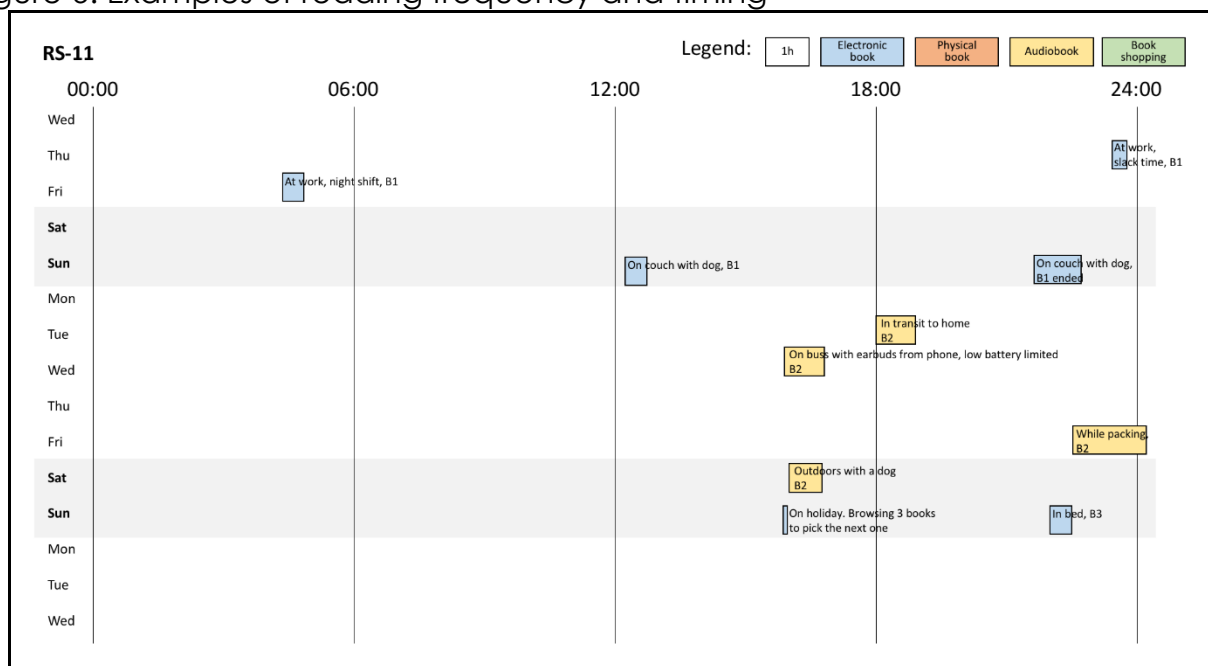
Anecdote 20:

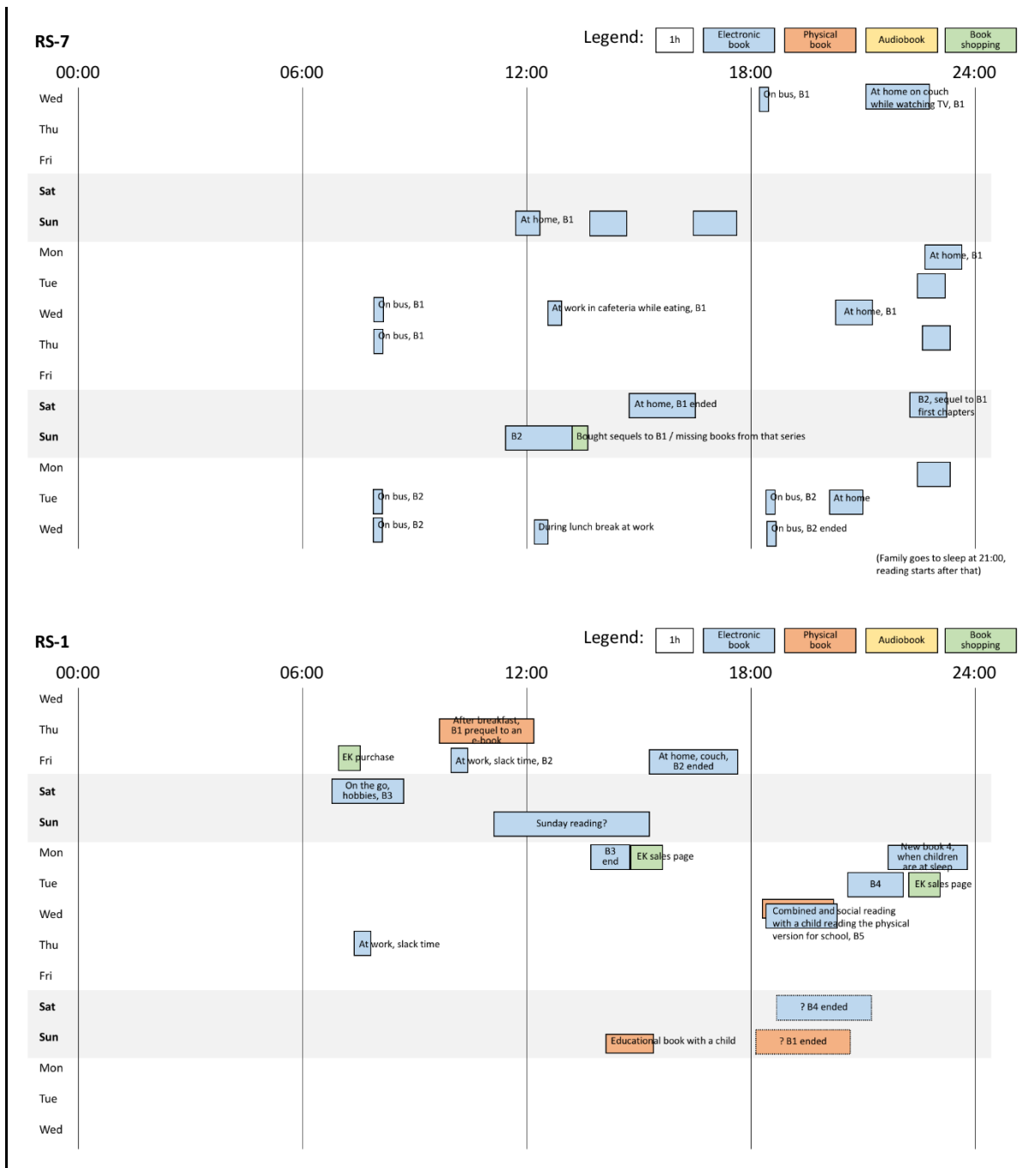
RS-08 (woman 40 years, active physical book reader) works as a gardener in a greenhouse. At certain times she has really repetitive tasks for days. During those days she prepares with an **audiobook**, puts on **earplugs** and listens for 8 hours straight.

Reading frequency and timing

The first level of analysis was visualising 15 days of reading habits for each participant (appendix 2) based on the messages they had sent for the diary task. These visualisations showed initial differences in customers' reading behaviour (see figure 6 for examples). The behaviour was also coded (emphasised). For example some participants had **routines** and regular times when books were consumed, others read more **opportunistic** manner whenever they had time. The **mixture of book formats**, book **ending** situations and **parallel activity** were things that drew the attention and were coded as concepts. Categories from these concepts were used in customising the post-interview for each participant.

Figure 6: Examples of reading frequency and timing





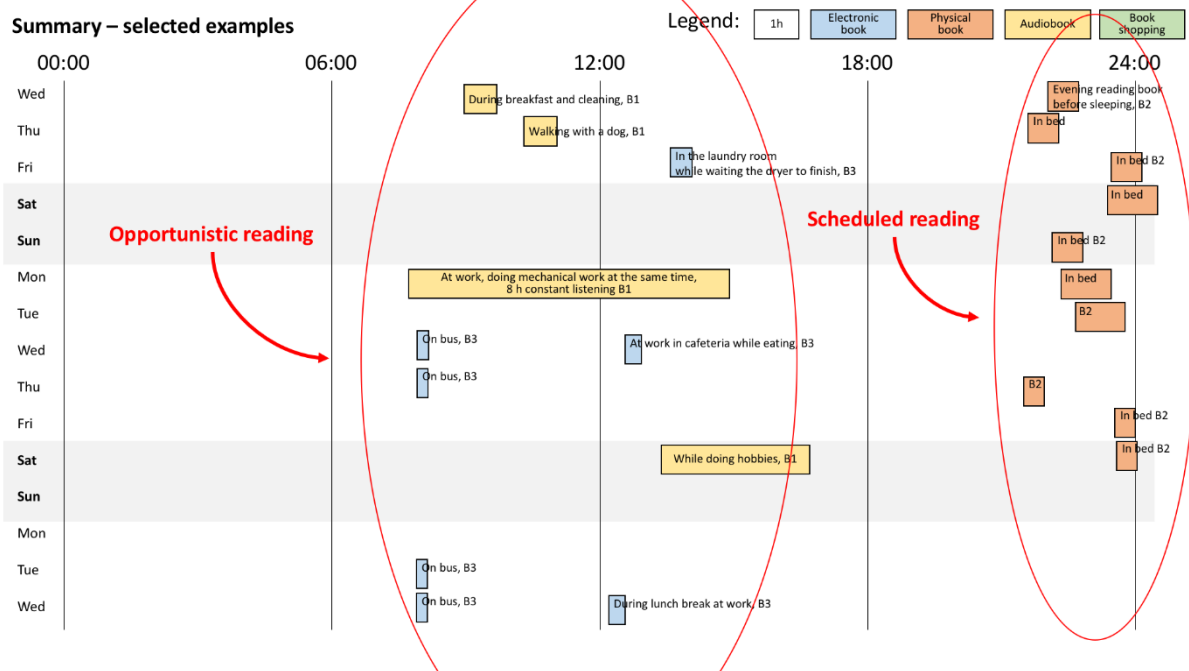
All of the participants were active readers and used books several times a week. The visualisations were also the first time to measure each participant's book usage in duration and instances. The used duration varied from 49 hours (RS-03 mostly audiobooks) to about 3 hours (RS-05). Individual instances of book consumption varied from 34 (RS-02) to 5 (RS-09). The values are in table 6 for each participant.

Table 6: Recorded book usage during 15 days
Above average values have highlighted cells

Participant Code	Hours of books	Instances of books	Average h/session
RS-01	28	13	2,15
RS-02	42	34	1,24
RS-03	49	22	2,23
RS-04	41	19	2,16
RS-05	3	7	0,43
RS-07	17	22	0,77
RS-08	16	25	0,64
RS-09	12	5	2,40
RS-10	25	13	1,92
RS-11	8	10	0,80
Average	24,1	17	1,47

During interviews an idea emerged that the book consumption is separated in a dimension labeled **opportunistic-scheduled**. The opportunistic situations consist of book consumption situations that are unplanned and can occur in situations that are not ordinarily associated with books. The important factor is that digital book formats play a part in enabling them. The user would not have started reading or listening if they have had needed to plan carrying some other device than what they were already carrying with them. An illustration of this dimension is in figure 7.

Figure 7: Illustration of opportunistic and scheduled book reading sessions



Scheduled reading in the other hand was habitual and reoccurring, happening in familiar settings in home or similar type of setting. Evening reading was typically this kind of reading. The difference between print and digital book formats was smaller regarding to enabling factors. The usability or preference to certain format played a bigger role when selecting a book to consume.

Opportunistic ebook use was related to passive waiting situations. Opportunistic audiobook use was however related to physically and visually active situations that were not mentally demanding. The requirement for an audiobook was that it was offering the right kind of stimuli for the situation. It was deemed as too slow content to listen while doing exercises and when lying down tired, but sometimes too fast when the primary activity was requiring attention. Switching back and forth from reading to the primary activity was considered easier than switching from listening.

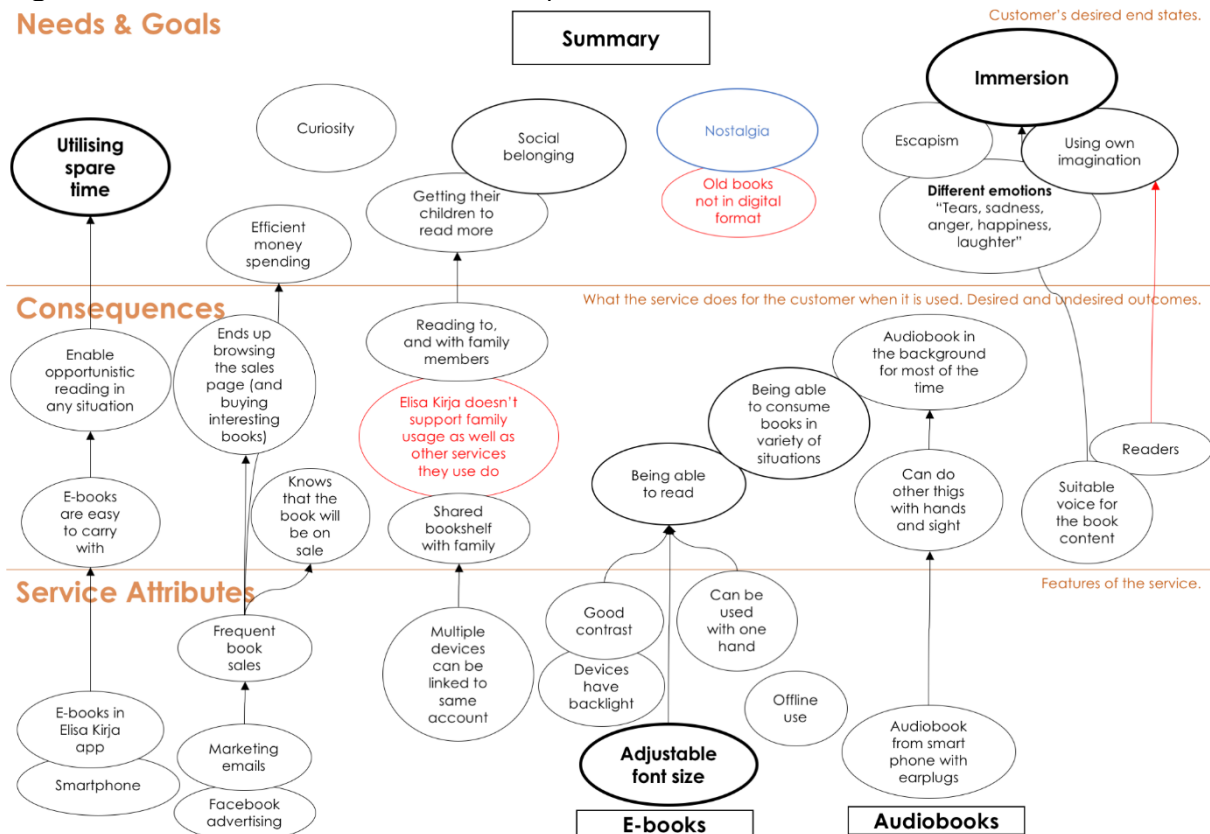
Analysis

Value hierarchies

The second level of analysis was done when the data was compared with existing theories in customer value literature. Woodruff & Gardial (1996) value hierarchy framework is well suited to represent grounded findings of this study. Tree graphs, following Woodruff & Gardial (1996) idea of value hierarchies (Attributes → Consequences → Values / Desired End States), were constructed for each participant after their interview.

After all data was gathered and represented this way individually for each participant (see appendix 4), a summary value hierarchy was formed. This result is represented in the following figure 8.

Figure 8: Value hierarchies summary



This value hierarchy framework is based on Woodruff, R. B., & Gardial, S. F. (1996). Know your customer: New approaches to understanding customer value and satisfaction (1st ed.). Cambridge, Massachusetts, USA.

Starting from the top section of figure 8 we can see the main goals of the participants to consume books. These were the desired end states and needs that motivate people to read:

1. Immersion, escapism
2. Emotions
3. Using their own imagination
4. Utilising spare time
5. Efficiency in money spending
6. Curiosity
7. Social belonging, children education and heirloom
8. Nostalgia

These concepts, in the highest level of value hierarchy, are the intrinsic motivations for book consumption, based on this study. These motivations to read were asked directly on the 10th day of the probe phase (see appendix 1 for the question in Finnish). Participants also further illustrated those initial answers during the post-interviews 2-3 weeks later. Some of the contents in the highest value hierarchy level were added by the researcher based on further analysis of the data. Comparison of all interviews as whole and combining other forms of data in other analysis forms resulted in concepts that were not directly present in individual interviews.

Going through the attributes and consequences from figure 8 column by column we can see the interrelated factors that facilitate value emergence for the customer.

Spare time column:

Value for the customer emerged from the **availability** of the books. The device that goes with that also contains a digital bookshelf enables opportunistic reading and listening to happen.

Sales, pricing column:

The **efficiency** goal becomes served as the content in the book service is effectively priced so low that the customers feel getting a bargain for their money. The pricing during sales is part of what makes the service valuable to the customers.

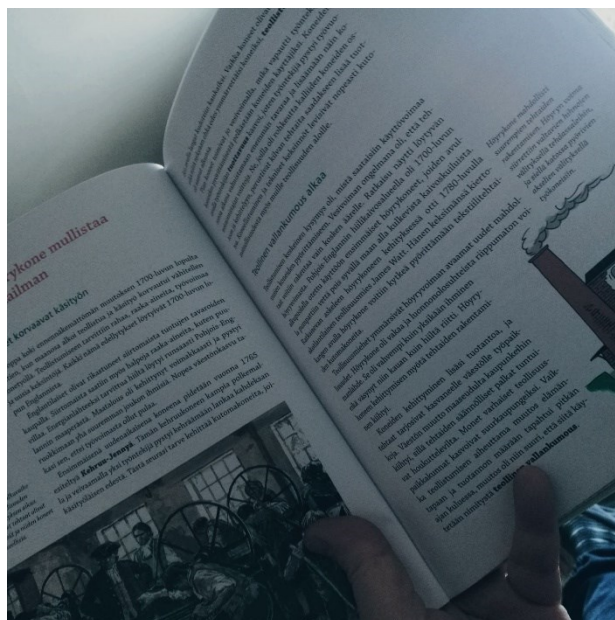
Social belonging column:

Having ability to share the same book collection with variety of devices was utilised as family's shared digital bookshelf. However the current service has been designed for seamless one person experience, when using multiple devices and changing between them, and is not thus designed for multiple users. This was strongly in odds with the service use as shared bookshelf especially among participants who had families. From their perspective the Elisa Kirja service is similar to other digital content providers such as Spotify or Netflix that they used. The compared digital services had different features (in service attribute level) that allowed families to have multiple accounts for each family member but single administrative hassle.

The goal for parents who read was to get their children to read too. For some families where kids had taken up reading the service was not supporting them enough to further help reading. For the families where kids didn't have a passion for reading the current service attributes made an extra barrier for it or did not at least encourage parents to introduce books as entertainment to their kids.

Families also shared moments when helping children with school work.

Anecdote 21:



"I also read physical book during the weekend, but not very eagerly. I taught my son history. Age of industrialisation. On the other hand modern school books are more inviting than they were back in my days." (RS-01 message 26.3.2018)

Social belonging was labeled for instances where grandparents were babysitting (RS-02) or listening with their grandchildren (RS-03). A social dimension existed in the book use situation.

Yearn for social belonging was also present in friends reading books and sharing experiences face to face or online (RS-08, RS-11).

All this is related to social belonging aspect of reading. The reading activity in itself was mainly private act for self interest or entertainment, but the extra layer contained social aspects.

Enabling columns for **ebook** reading and **audiobook** listening:

Various features of ebook or audiobook format and the service that **enable** books to be consumed. Some of these are the basic functionalities that are required to make digital book consumption work. However, the digital format enables functionalities, such as font size, to be adjustable, and thus enable wider range of use cases e.g. reading without glasses on or reading in the dark.

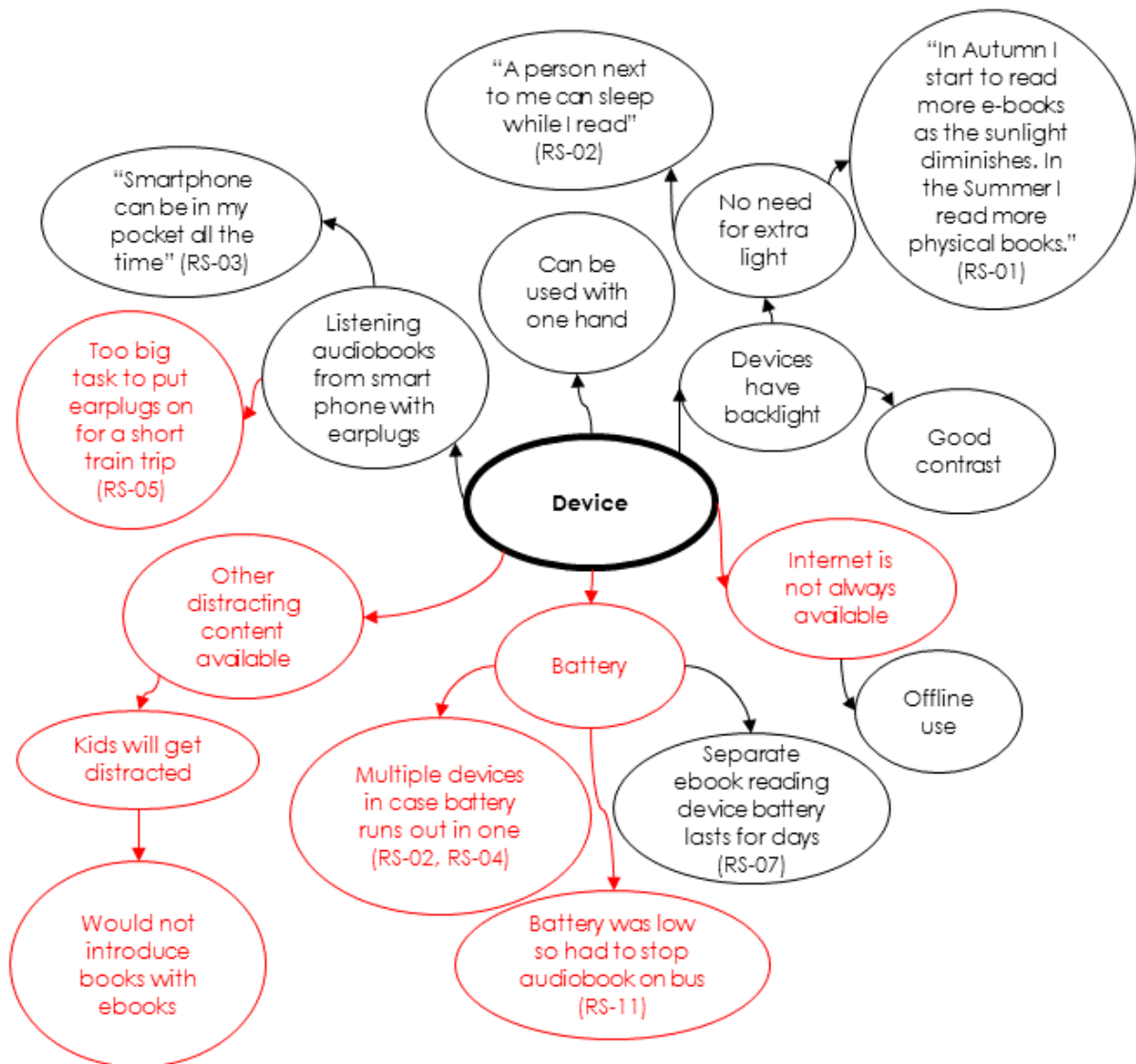
Nostalgia:

Nostalgia was a theme that emerged from the customers. During the diary phase they had started reflecting on their youth and how they started reading and why. During the interviews mentions of nostalgic motivations to read emerged. Two male participants (RS-09 40, and RS-04 50 years old) consumed or mentioned old content that they had encountered first time in their youth. A female participant (RS-03, 65 years old) was interested in reading and reflecting upon content from her childhood with her grandchildren. The reported and observed behaviour suggests that there is a potential for nostalgic content in digitised format as the customers have a latent need for nostalgia. The promoted selection did not support this opportunity to get nostalgic feelings according to the customers.

Heuristics

The second level of analysis included also a closer look into the consumer heuristics. Following Timonen (2002) example, the data was analysed in order to form heuristics that the customers use when they make decisions regarding to the digital book format consumption. The heuristics were formed around three topics: device, buying and format. Each figure 9 to 11 represent heuristics related to one of these. The heuristics here are basically vocalised mental processes or decided requirements that determine if ebooks or audiobooks are better option than print books.

Figure 9: Heuristics related to device that was used in reading

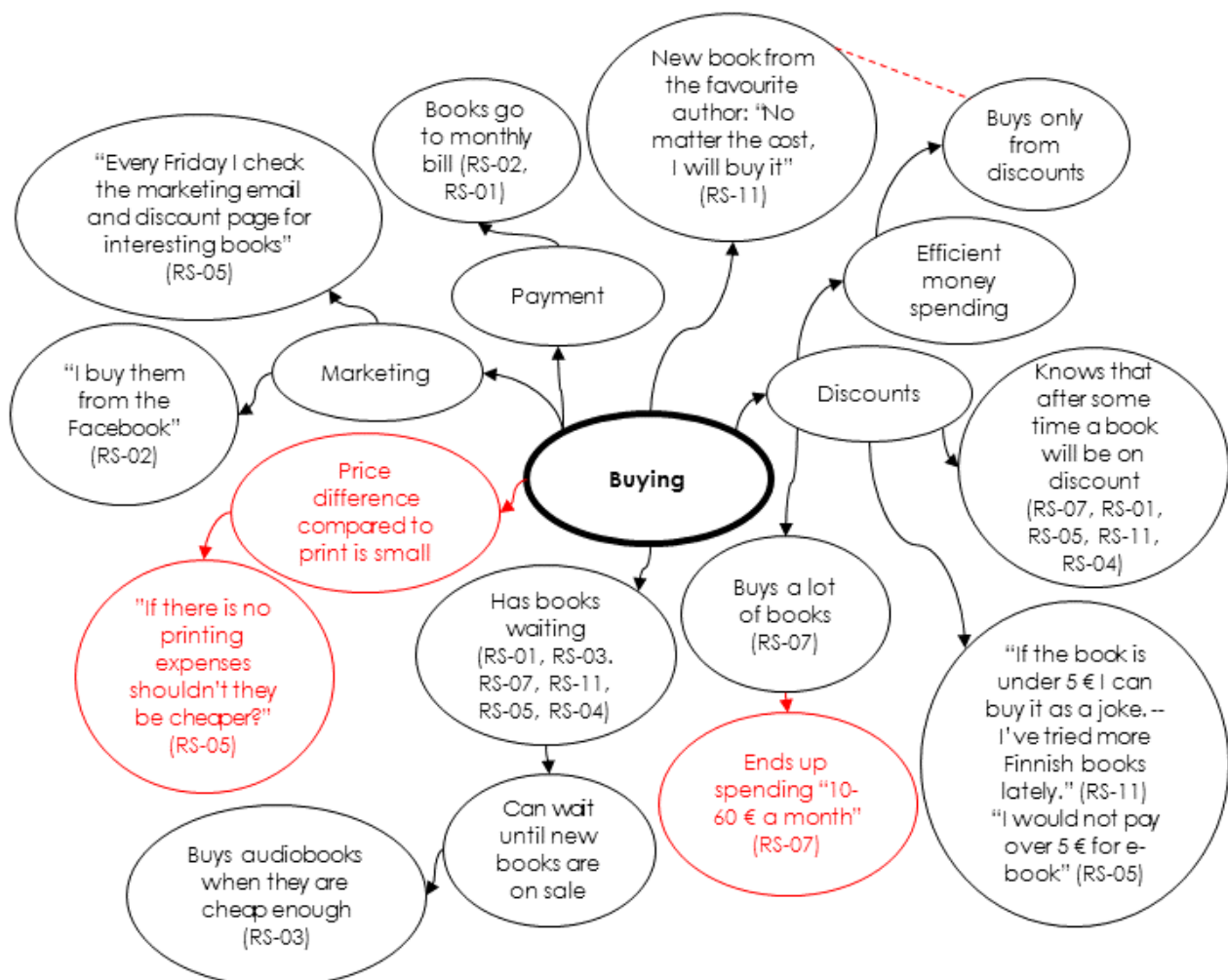


The digital devices related heuristics (figure 9) are relevant because those devices are used to access Elisa Kirja service. The devices themselves offer a platform that

has positive and negative aspect related to it. For example smartphone's short battery life might result in interruptions for the service use (negative), but easiness might make it easier to start using it in low light conditions or keep using it in certain situations where only one hand is available (positive). Enabling features are derived from the devices that the digital format is consumed on. Listening and reading enablers (audio capabilities, screen size, weight etc.) are bounded with the device.

Heuristics related to the buying part of the service usage are presented in figure 10. They mostly have managerial implications in service concepting, but also reveal something that differentiates digital formats from print books. Pricing and discounts were partly the reasons why the heavy users had started buying ebooks. Payment methods and marketing were something that might affect the routines of the customers.

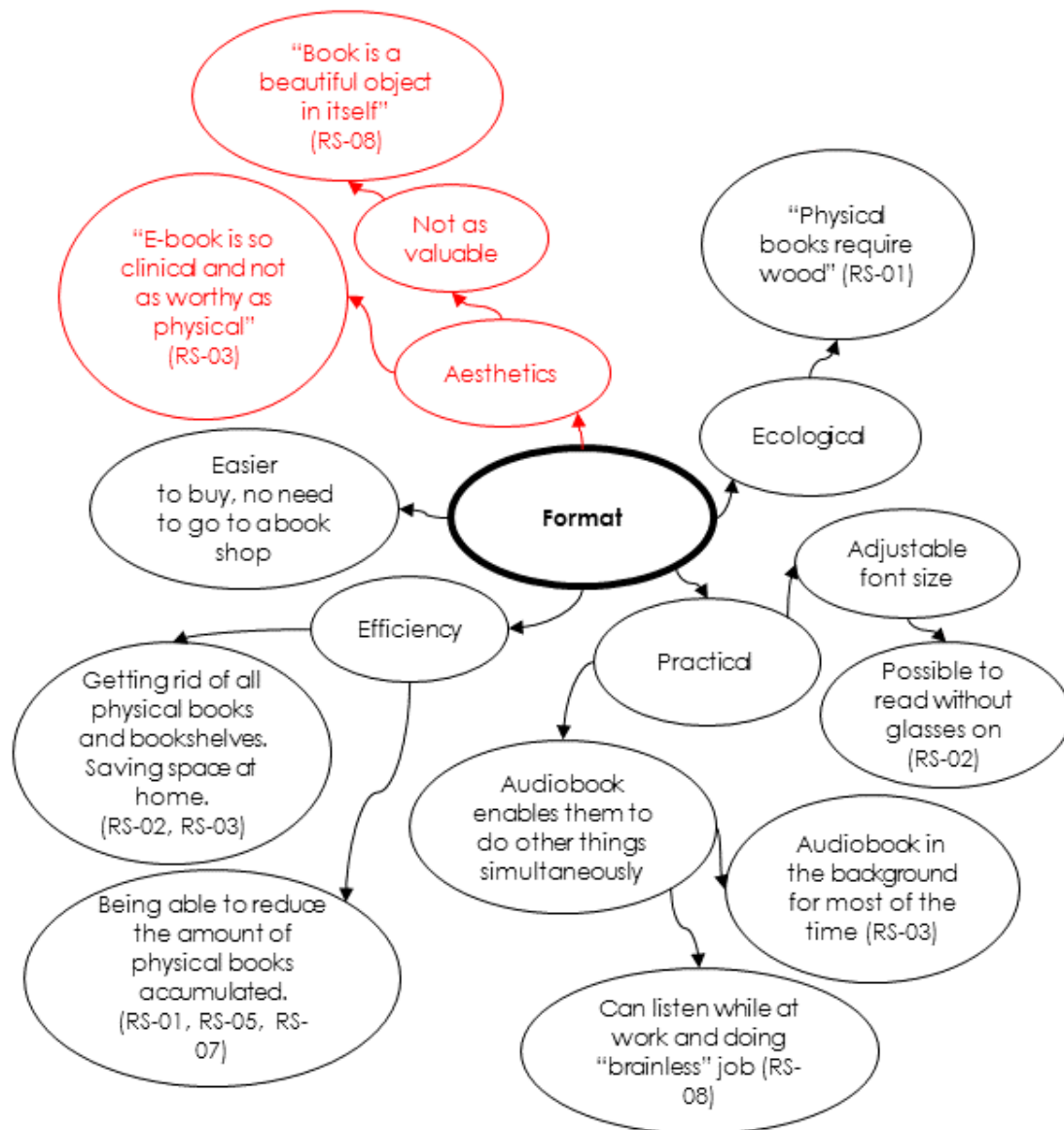
Figure 10: Heuristics for ebook and audiobook buying and pricing



The discount focused buying was dominant among the participants. The most probable reason for that is that 1) most of them were either super-active or active readers and discounts saved considerable amount of money for them and 2) all of them were familiar with Elisa Kirja service, and the discounts are part of the perceived service attributes (customers know that there will be regular discounts and newsletters about those).

The digital format related heuristics (figure 11) are central to understand how customers perceived value from the Elisa Kirja service. These heuristics are the key reasons why a customer would pick an ebook or an audiobook instead of a print book.

Figure 11: Heuristics related to electronic book formats



The customer heuristics illustrated here conceptualise the customer value that emerges from the Elisa Kirja service. Customers perceive the following value from the use of Elisa Kirja service:

- **Practical** in a way that it enables them to consume book content in a way that suits their needs and situations.
- **Efficient** in terms of physical space and required money.
- Contempt for **ecological** consumption when less resources are seen to be used to produce the same outcome.
- **Easiness** when buying online and avoiding physical effort.

On the other hand, some heuristics are contradicting the customer value. These include:

- **Aesthetics** because the ebook format is not seen as valuable as the tangible print format. Participants who felt this way were only using audiobooks or bought ebooks only on significantly lowered prices compared to print books.
- **Device related** heuristics, like battery life and effort in start listening audiobooks. One participant feared that the digital device would not be a good starting point for reading for their kid, because of the distractions and association of the device to mobile gaming.

Results

The results of this study will be presented in this chapter in the order of research questions. The first question was answered with the literature review. The second and third are answered with the empirical part of this study. The pragmatic implications for the case company, the fourth and fifth research questions, are discussed in the managerial implications section. Their discussion is based on the findings and the researcher's perspective of the case company context.

1. What is customer value?

The customer value is subjective perception of received and experienced consequences that help the customer towards their goals and address their needs.

The customer value in this study was approached with the above definition. The customers were able to express their subjective perceptions of the consequences that they got from the service attributes, illustrate their experiences, and they were asked for their personal desired end-states and goals. The interpretation for gained value was made by the researcher.

Various customer value outcome determination frameworks identified from the literature (means-ends, experiential and sacrifices-benefits) were used to construct image of emerged customer value from the service. The main body of these constructs is represented with the customer value hierarchy framework which is means-ends based approach to customer value. The summary was presented in the analysis chapter, but all 10 hierarchies, one for each participant, are displayed in the appendix 4.

Other forms of customer value are visible from the heuristics. The consumer heuristics drive the decisions made in the customer-provider context and the motivations behind the decisions reveal what the customers find valuable. The heuristics include positive associations (value) and negative associations regarding to the case ebook service.

2. What type of value customers gain from an electronic book service?

The customers get **practical value** from the digital formats due enabling factors. Those are for example the adjustable font size, that enables reading with ease, or audiobook format, that enables book content to be a secondary activity during a primary activity. Availability of book content in novel situations is valuable for the customers.

The customers get **efficiency** from the electronic book service in two ways. The first is that the digital formats require less physical space. The effort required to carry a book with you is minimised and furthermore the effort to have an access to a whole library of books from anywhere is drastically reduced. The pricing is the second way in which efficiency manifests. Ebooks for the participants were effectively cheaper and easier to buy from the studied electronic book service than print books would have been from elsewhere. Efficiency type of value was related to sacrifices-benefits ratio mentioned in the literature.

Synchronisation with customer's *values* was also a source of customer value. Idea of ecological consumption due to the reduced need of resources for the same output of entertainment for the person was an example of this type of customer value.

3. How do the customers perceive value?

Customers perceive value when there is a change of things. Most of the time the value is habituated and unconscious. The alternatives to current situation are not considered actively. The easiness of reading with tablet is the new normal and the customers requires a forced comparison to the print format to realise the value. After forcing participants to compare formats together, they were able to vocalise the value that they get from each format.

Sometimes value is conscious and calculated. Few super active reader told that they had gotten rid of all their physical books and bookshelves because of the ebooks became an alternative. The added cubic meters of space for their apartments served as a reminder for them. The pricing and overall spending in books were a more constant source for calculated value assessments. Most of the customers made comparisons of content prices between stores when they were

buying books. The options included different formats. In these instances some level of comparison of the format consequences must have happened.

Managerial implications

This section discusses the practical implications of the study to Elisa Kirja development and marketing. The insights gathered for this study can serve as an inspiration for further development of the service. What should be noted still is that the context of Elisa Kirja service is all the time changing as the customers' contexts are changing. This is the reason why these results have a limited validity time. After few years the context of these customers has changed so that a renewed study is needed. This kind of warning was suggested by Woodruff & Gardial (1996).

4. How a customer centric approach to value creation could affect the company's service creation and marketing?

Customer centric approach, which takes the customer's perspective and context as the primary guide to decision making situations instead of technology driven or organisation driven reasons, has a better probability of producing goods and services that the customers find valuable. The service operations and development includes decisions that can affect how well the service fulfils its purpose. Ultimately with the customer centric approach the service and its marketing can target real customer needs.

Marketing can be improved by using actual selling points for value proposition that can be found among the anecdotes in findings and heuristics in analysis. An example of a need that is not currently served is nostalgia. By promoting old books from the selection the case service could address an unserved need for the consumers. If the selection does not include the right books that hit the nerve, they could be requested from the publishers.

5. What is the role of digital book format in people's book consumption?

Digital book formats can either replace print format or create new use situations for book content. This study has found reasons why both can happen. The labels given to them are **scheduled** and **opportunistic** book consumption. The first type of book consumption is related to replacing print format in daily use. There a print book is just replaced with a device and an ebook. The benefits are related to attributes that make book using easier or more efficient.

The second and more interesting book consumption type for the case company is the opportunistic one. The digital format enables flexible use in various situations. Presence in a device that goes with a consumer all the time enables spontaneous reading situations. The book content is available in wider range of situations. Especially audiobook enable more book consumption, because they can be combined with other activities.

Book consumption includes social dimensions. One of those is families reading and sharing a book hobby. The perspective which families have with digital content is affected by the general context. Other services that they use, namely Spotify and Netflix, have features that support family use. The mentality in designing Elisa Kirja service has been to design it for an individual consumer and thus it lacks the support for family's purposes, when in reality they use it as a shared digital bookshelf. If one directive would be given based on this study it should be to build **family account** feature. Children learn to love books from their parents and parents should be able to promote reading to their kids by any means.

The last managerial implication would be to form **customer value based segmentation**. Customers are heterogenous in how they perceive and gain value from the service. By being able to facilitate specific value emergence in detail level for subsets of customers the overall value facilitated by the service would increase. The identified segments and enhanced value facilitation to them would offer competitive advantage. The preliminary work in this study with proposed dimensions of customer value differences would be a suitable starting point, but a market study or quantitative data would be needed to validate and prioritise these segments.

Discussion

In this chapter the theoretical contributions and limitations of this study are discussed. Suggestions for the future research are also given.

This study has offered a qualitative and customer centric perspective on customer value in a limited context. Previous academic studies on customer value have not approached value with customer's subjective perspective, which was the philosophical stand taken for this study. With the selection of the perspective on customer value, the results are truly customer centric. By using grounded theory framework, each value construct was based on actual expressions by the customers or researchers interpretation of them. The *a posteriori* understanding on customer value from this study can be used to validate or reflect *a priori* theories on customer value, or to formulate new ones.

As the actual customer value is subjective and context dependent, no grand theory will capture the contents of value. However the customer value and its determination mechanisms identified in this study are not generalisable to significantly wider context outside the studied domain of ebook consumption. This mismatch of macro level theory ambiguity and micro level theory ungeneralisability is concerning. One future research suggestion would be to explore **meso level theories on customer value** that would retain their ability to explain value determination also for wider context.

General customer value theories, such as the Holbrook's (1994) value typology or Almquist, Senior & Bloch (2016) framework, can serve as guide to possible customer value. The connection to general motivation theories in psychology should also be explored.

This research can be used to partially validate ideas represented in Holbrook's customer value typology. However the research setup was not intended for the theory's validation, but to form a grounded theory on its own, thus not all types were present in this research context. What can be discussed are the dimensions in how Holbrook (1994) divide value. Based on this study all the division are visible, but not all combinations (eight types of value listed in the theory). Extrinsic-intrinsic dimension displayed itself in service attributes, means to the ends, whereas intrinsic

value emerged from the content and situations enabled by the service. Self versus other-oriented dimension was related to social reading situations and children oriented needs by parents. The book consumption in itself was mainly self-oriented. Reactive-active dimension was related to how the value from book content emerges for the individual customer. For a person who wants to use their own imagination (active) the text format was required, but for a person who is listening audiobooks the reactive approach is enough. The electronic format did not provide as much aesthetic (reactive) value than a print format.

As this research was qualitative in nature it is worth considering quantitative future opportunities. The limitation in objectively measuring customer value is that an actual value requires interpretation. The current indirect indicators of gained value will continue to serve organisations in the future according to their relevance. What should be considered is what more could we measure that would capture more of the grassroots reality of value emergence. One suggestion would be a **customer value based segmentation**. If organisations learn to read what their data means regarding to value creation process and how their customers differ regarding to it, they can use that knowledge to improve their customer value facilitation. A specific research direction would be to find out a general method to form that understanding for an organisation. The method could include qualitative phase to form understanding of customer value determination process for the context and quantitative phase when the counterparts from measurements are sought and utilised.

Value outcome determination research stream identified by Gummerus (2013) remains a fruitful source of research. The mechanisms on how customers determine the value that they get were explored only in a limited manner during this study. Interesting aspects for future research could be how reflection affects the perceived value or how much people think about the sacrifices they make compared to expected value. The decision theory and behavioral economics will probably advance in these areas in the future decades.

Regarding to methods, this study utilised **digital probes** which are starting to be an established research method for designers working with digital service creation. A digital probe is a cultural probe but in digital format. The digital probe embodiment in this study was the WhatsApp diary and tasks. As a method the

digital probe turned out to be a really efficient means of gathering data. Reporting digital service usage was easy for the participants, as it was often done with the same device that the service was used. Probes allowed spontaneous situation recordings, enabled rich media to flow in, established rapport and accumulated information for the post-interview. For the future qualitative research the collection of best practices regarding to digital probes could be useful.

One future research topic would be to see what kind of impact a customer-centric intervention to a digital service operations would have. In this study a total of 7 persons from the case company were involved in the customer interviews. Their perspective might have changed, but the impact was not studied. More Junginger's (2003) kind of grassroot level research on how sustainable customer-orientation transformation can be achieved in organisations is needed.

Limitations

The main limitation of this study is the low generalisability of the grounded theory on customer value in a specific context of electronic book service use. The value constructs might not apply to any other context. This is why studies treating customer value as subjective phenomena should be conducted in different settings in order to create meso or macro level grounded theory on customer value for general use.

Other limitations of this study include the small sample size and limitation to qualitative approach to customer value. The customer value should be triangulated with use of quantitative approach and changing the sample. The participants for this research were lead-users and their needs might be radically different from an average book consumer.

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Appendices


Appendix 1: Probe questions


WhatsApp messages (in Finnish) that were sent to the participants related to the diary phase of the study 14.3.-28.3.2018.

Day 1 (Diary task)

Päiväkirjatehtävä kirjojen luku- ja kuuntelutilanteista

Ohjeet: Seuraa tilanteita, joissa käytät kirjoja ja lähetä meille viesti jokaisesta tilanteesta. Tämä tehtävä jatkuu 2 viikkoa (14.3. - 28.3.). Tarkoituksena on, että me saamme perusteellisen käsityksen kirjojen luku- ja kuuntelutilanteistasi tänä aikana.

 Lähetä kuvia, videoita tai äänityksiä ympäristöstä ja paikoista, joissa kirjoja tulee kulutettua.

 Kerro missä muodossa kirja oli, varsinkin jos se on eri muoto kuin edellisellä kerralla.


* Kerro kuinka pitkään tai paljonko luit sillä kerralla. Oliko se suunniteltu vai spontaani lukuhetki? Jos et laita viestiä heti lukemisen aloitus- tai lopetushetkellä, niin laita tieto ajankohdasta.

* Pohdi mikä sai sinut lukemaan tai kuuntelemaan kirjaa sillä kertaa. Oliko kirja esimerkiksi jännässä kohdassa vai junassa loppoaikaa? Mikä muu tekeminen olisi ollut vaihtoehtona?


Kaikkien viestien ei tarvitse olla näin perusteellisia, kunhan edes osa on. Tätä päiväkirjaa voit pitää myös ääniviesteillä tai videoilla, mikäli et halua kirjoittaa.

Day 1 (Introduction task)

1. päivän teematehtävä: Esittäytyminen

 Lähetä vapaamuotoinen kuva joka kuvastaa sinua kirjojen lukijana tai kuuntelijana.

* Kerro mitä tykkäät lukea tai kuunnella ja *miksi*.

 Mikä on viimeisin kirja jonka sait loppuun? Mitä ajattelit kirjan loppuessa?

Day 3 (Ideal situation task)

Viikonlopun teematehtävä: Kuvaile ihanteellinen hetki kirjan parissa

✦ Kerro mikä on ihanteellinen luku- tai kuunteluhetki sinulle. Milloin hetki kirjan kanssa on aivan parasta? Kuvaile tilannetta. Missä olet? Mitä tapahtuu ympärilläsi? Lähetä kuva, jos mahdollista. Vastaa tähän tehtävään maanantaihin mennessä.

Day 6 (Weekday task)

6. päivän teematehtävä: Arkipäivät

🏠 Mitä eroa arkipäivällä ja viikonlopulla on kirjojen käytöllesi? 🚗* Kiinnitä huomiota luetko tai kuunteletko jotakin matkustaessasi (esimerkiksi työmatkalla). *Miksi? Miksi et?* Voit käyttää hyödyksesi jatkuvaa tehtävää, jossa tallennat luku- tai kuunteluhetkiäsi ja vastata tähän vasta perjantaina.

Day 8 (Reminder)

8. päivä: Puoliväli

Kiitoksia kaikista viesteistäsi! Nyt on kulunut viikko aloituksesta ja olemme puolivälissä. Tänään ei ole erillistä tehtävää, jatka vain kirjahetkistäsi kertomista päiväkirjatehtävässä.

Day 10 (Meaning of books task)

10. päivän teematehtävä viikonlopuksi: Kirjojen merkitys

● Pohdi mikä merkitys kirjoilla on sinulle yleisesti. Miksi luet tai kuuntelet kirjoja? Mitä tunteuksia se saa aikaan?

📢 Anna leikkimielinen kirja-arvio kirjasta joka sinulla on kesken. Mikä sai sinut lukemaan/kuuntelemaan kyseistä kirjaa ja onko se vastannut odotuksia?

Day 13 (Meaning of format task)

13. päivän teematehtävä: Kirjojen muodon merkitys

📖🎧 Kerro mikä merkitys kirjan muodolla on sinulle. Vertaa ainakin sähköisiä kirjoja, fyysisiä kirjoja ja äänikirjoja. Onko joku sopivin sinulle? *Miksi?* Oletko vaihtanut vuosien aikana kirjojen kulutusformaattiasi? *Miksi?*

📣 Minkä tunnetilan Elisa Kirja saa aikaan? Entäpä joku muu palvelu, josta saa kirjoja?

* Miten kuvailisit kaverillesi Elisa Kirjaa?

Day 15 (Ending and feedback)

Päiväkirjatehtävä loppuu tänään

Kiitos että olet pitänyt kirjaa luku- ja kuuntelutottumuksistasi! Voit vielä tänään laittaa viimeiset päivitykset siihen liittyen.

Viimeinen teematehtävä on reflektio

🗨️ Kerro oliko tämä tyypillinen 2 viikkoinen lukutottumustesi suhteen.

🧠 Mitä opit 2 viikon aikana kirjojen käytöstäsi?

📝 Voit jo nyt antaa vapaasti palautetta tutkimuksesta.

Appendix 2: 15 day book usage situation visualisations

One visualisation for each participant based on their diary entries and interviews (10 pages).

RS-2

Legend:

1h

Electronic book

Physical book

Audiobook

Book shopping

00:00

06:00

12:00

18:00

24:00

Wed

B1, bed

Thu

In bed, mobile phone, B1

Fri

Sat

Waiting for TV sports and during commercial breaks

Sun

Mon

In bed, B1 ended

Tue

While baby sitting, B2

Wed

While babysitting, B2 ended

Thu

In the laundry room

At home

Fri

In bed, B3 ended

Sat

In the laundry room

In train, exceptional situation

In bed →

Sun

In bed

Mon

Tue

In the laundry room

In health centre

At home

At home

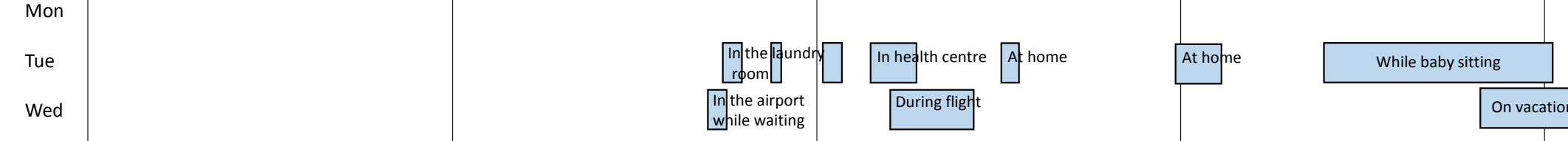
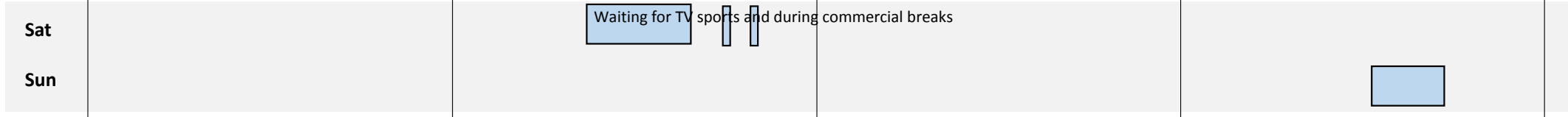
While baby sitting

Wed

In the airport while waiting

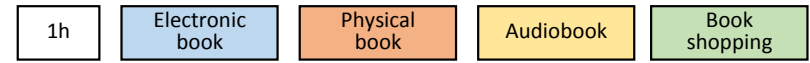
During flight

On vacation



RS-3

Legend:



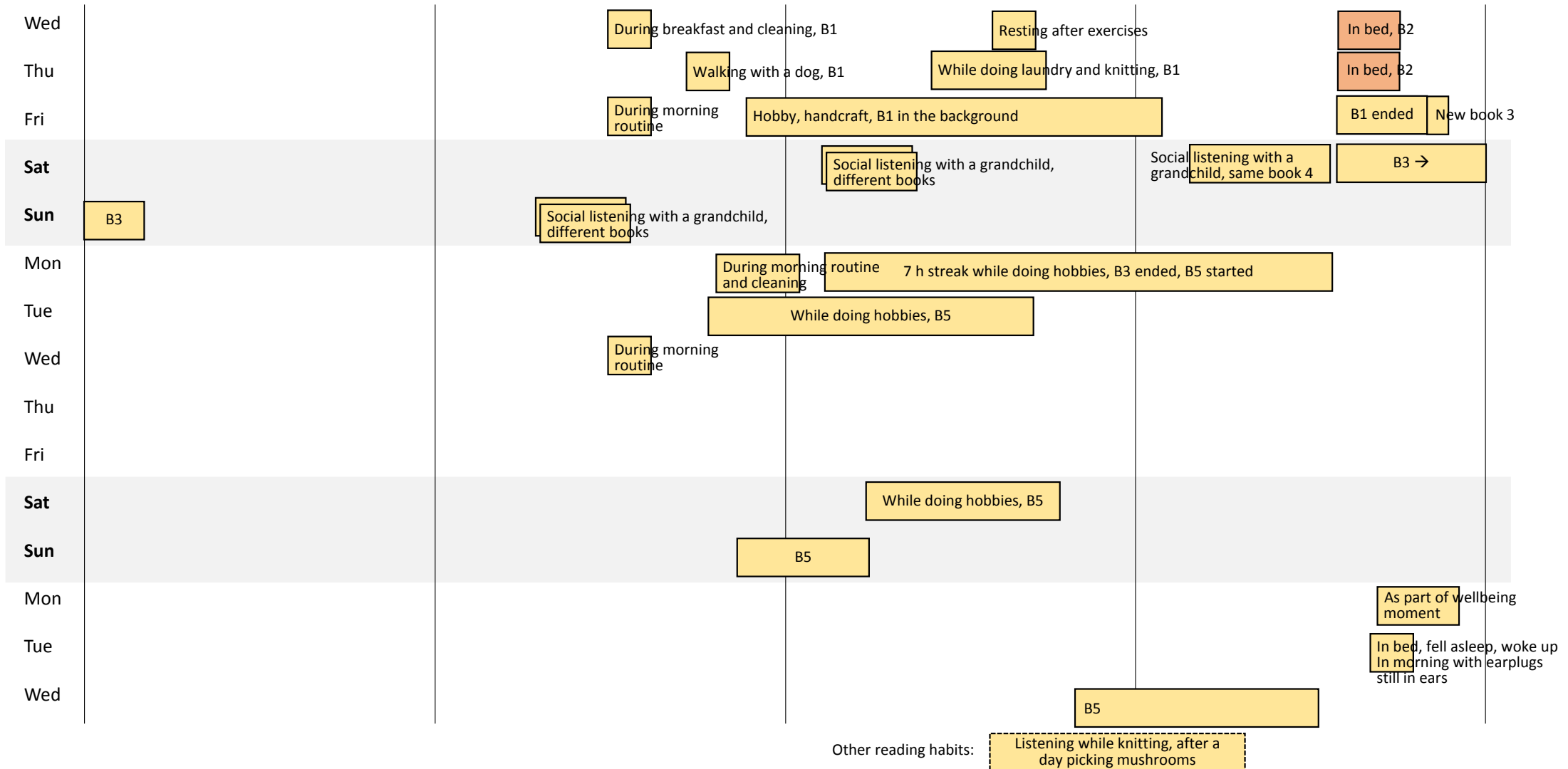
00:00

06:00

12:00

18:00

24:00



RS-5

Legend:

1h Electronic book Physical book Audiobook Book shopping

00:00

06:00

12:00

18:00

24:00

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

In the bus, using mobile phone, with Black background and big text, B1

At work, while in transit, B1

In transit EK store browsing with a mobile phone. Nothing was found with a genre.

In transit, pdf related to hobbies B2

In transit, browsing sales in EK store with a mobile phone.

In transit, browsing sales in EK store with a mobile phone.

At work? Using big screen to buy books from EK sales

In transit, reading new book, B3

In transit, B3

At home, B3

In transit, B3

Shopping in Amazon for Kindle

Shopping in Adlibris

RS-8

Legend:

1h

Electronic book

Physical book

Audiobook

Book shopping

00:00

06:00

12:00

18:00

24:00

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

Thu

Fri

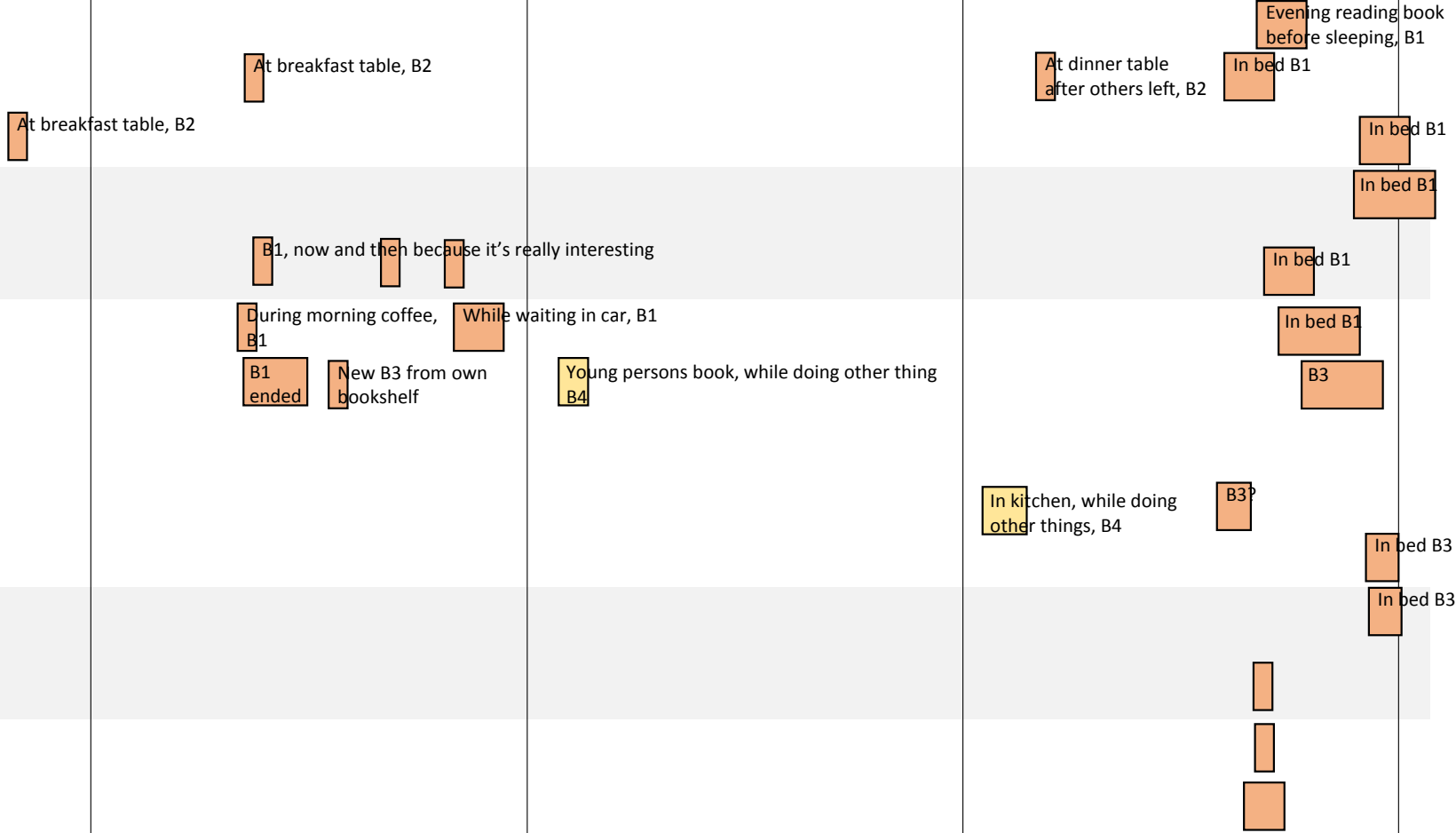
Sat

Sun

Mon

Tue

Wed



Other book habits:
(Occurred between diary and interview)

At work, doing mechanical work at the same time,
8 h constant listening

RS-9

Legend:

1h

Electronic book

Physical book

Audiobook

Book shopping

00:00

06:00

12:00

18:00

24:00

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

EK marketing email reading

Comic book, B1

B3 in the background while doing other things
BookBeat

Social listening at home,
EK audiobook try-out.
B2 was not interesting

B4 in the background while
doing other things, Supla

Comic book, B5

RS-10

Legend:

1h

Electronic book

Physical book

Audiobook

Book shopping

00:00

06:00

12:00

18:00

24:00

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

B1 religious book,
with tablet, specific app

At work, B2 related to studies,
online e-book service

B1
tablet

At work, B3 related to studies,
online e-book service

B1
tablet

At work?, books related to studies,
online e-book service

B1
tablet

B1,
tablet

At work?, B4 related to studies,
online e-book service

B1
tablet

At work?, B5 related to studies,
online e-book service

Combined reading and listening? B1, while
listening to an audiobook B6. At work?

Sick (no reading?)



RS-11

Legend:

1h

Electronic book

Physical book

Audiobook

Book shopping

00:00

06:00

12:00

18:00

24:00

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

Thu

Fri

Sat

Sun

Mon

Tue

Wed

At work, night shift, B1

On couch with dog, B1

On couch with dog, B1 ended

In transit to home B2

On bus with earbuds from phone, low battery limited B2

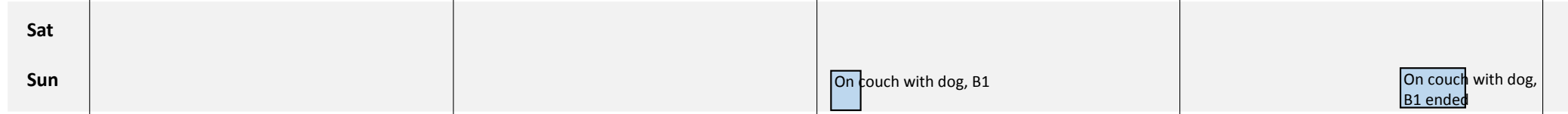
While packing, B2

Outdoors with a dog B2

On holiday. Browsing 3 books to pick the next one

In bed, B3

At work, slack time, B1



Appendix 3: Interview template

Generic interview template and accompanying materials for the interview (in Finnish) (7 pages). Each interview would have participant specific questions and 15 day book usage situation visualisation.

Seurantajakson jälkeinen teemahaastattelu

Elisa Kirjan asiakkaiden arvon kokemus

Aika:

Paikka:

Haastattelijat: Aarne Leinonen (Tutkija, Elisa),

Haastateltava: RS-

Haastattelu äänitetään.

0. Esittäytymiset

Osallistujat esittäytyvät.

Tutkimuksen tavoitteiden esittely: "Haluamme ymmärtää Elisa Kirjan roolia asiakkaidemme kirjojen käytössä. Diplomityöni tutkimuskysymyksenä on miten kyseinen digitaalinen palvelu luo arvoa asiakkailleen. Kuluttajatutkimuksellinen."

Haastattelun roolin esittely: "Tässä haastattelussa käydään läpi ensin pitämäsi päiväkirjaa lukemiseen ja kuunteluun liittyen, sitten kirjojen merkitystä sinulle ja suhteessa muuhun ajankäyttöön. Viimeisenä on tarkoitus keskustella digitaalisen palvelun luonteesta ja verrata Elisa Kirjaa sen kilpailijoihin."

1. Kirjojen käytön seurannan läpikäynti

(Kirjojen merkitys käytännön esimerkein)

Selataan henkilön kanssa käyty viestihistoria WhatsAppissa läpi.

Täydennetään ja taustoitetaan tarvittaessa.

- Luit/Kuuntelit tätä tiettyä kirjaa tässä tietyssä tilanteessa. **Miksi? Mikä motivoi sen pariin siinä tilanteessa?**

Esitellään haastateltavan viestien perusteella tehty visualisointi käytetystä ajasta ja ajankohdista. [LIITE]

- Esitetään yleisluontoinen analyysi haastateltavasta kirjojen käyttäjänä. Kysytään reflektiota.

2. Kirjojen merkitys yleisesti

Kirjojen merkitys

- 1) Pohdi mikä merkitys kirjoilla on sinulle. **Miksi luet tai kuuntelet kirjoja?**
 - a) Luet / kuuntelet kirjoja. **Miksi?**
- 2) Kulutat kirjoja muodossa. **Miksi nämä muodot ovat sinulle sopivia?**
- 3) Mitä tuntemuksia kirjat saavat aikaan? **Mitä tuntemuksia haluat kirjoista?**
- 4) Kuinka aktiivinen kirjojen lukija olet? **Miksi?**

Kirjat verrattuna muuhun ajankuluun

- "Kirjojen lisäksi (vapaa-)aikaa käytetään muuhunkin tekemiseen, viihteeseen ja sisältöihin. Miten kirjat vertautuvat muuhun viihteeseen jota kulutat?
- **Tässä on esimerkkejä mitä voi tehdä kirjojen käytön sijaan tai niiden kanssa samaan aikaan. Sinä voit vaikka ympyröidä sinulle relevantit ja kertoa niistä lisää.**
- Miten syyt niiden tekemisen taustalla poikkeavat?"

Esitetään esimerkkejä muusta ajankulusta ja käydään keskustelua aiheesta.

[LIITE 1]:

1. TV
2. Elokvat
3. Sarjat
4. Pelit
5. Radio
6. Podcastit
7. Musiikki
8. Lehdet
9. Sosiaalinen media
10. Liikunta
11. Harrastukset
- 12.

3. Kirjapalveluita

Elisa Kirja -palvelu

- 5) Kuvaile mikä Elisa Kirja on. **Mistä kaikkesta se muodostuu?**
(Tarkentavia kysymyksiä palvelun kosketuspisteistä ja niiden merkityksestä.)
- 6) Minkä tunnetilan Elisa Kirja -palvelu saa aikaan? / Millä adjektiiveilla kuvailisit Elisa Kirjaa?
- 7) **Mitä Elisa Kirja merkitsee sinulle?**
- 8) Hyvää: Mistä pidät Elisa Kirjassa? **Miksi?**
- 9) Huonoa: Mikä pitäisi tehdä paremmin Elisa Kirjassa?

(Kilpailijat) Vaihtoehtoiset tavat saada kirjoja

Käydään läpi 2 eri palvelukonseptia. Printatut A4 paperit, joissa toisessa on Elisa Kirja -palvelu tiivistettynä ja toisessa keksitty "Audio Cloud" -palvelu. [LIITE 2]

- Mitä ajatuksia näistä palveluista syntyy?

Yleisesti. Edellisiä esimerkkejä voidaan käyttää avuksi.

- Mitä kautta saat kirjoja?
 - Elisa Kirja
 - Kilpaileva digitaalinen palvelu
 - Kirjakaupat (pokkari, kovakantinen)
 - Verkkokaupat
 - Kirjaston lainat

Miksi käytät juuri niitä palveluita/kauppoja?

Omistaminen

- 1) **Onko kirjojen omistamisella merkitystä?**

Hinnat

- 2) Mitä mieltä olet kirjojen hinnoittelusta?
- 3) Ryhtyisitkö käyttämään kuukausimaksullista palvelua? **Miksi?**

4. Vapaa keskustelu

- Tutkimuksen toteutus, WhatsApp
- Palautetta tutkimuksesta
- Saanko luvan käyttää lähettämiäsi kuvia diplomityössäni?
- Palkitseminen

TV

Radio

Elokuvat

Podcastit

Musiikki

Sarjat

Pelit

Lehdet

Liikunta

Sosiaalinen
media

Harrastukset

Elisa Kirja

- Laaja ja tuore valikoima suomenkielisiä kirjoja
- E-kirjoja ja äänikirjoja
- Kirjat ostetaan yksitellen ja jäävät omistukseen

3,90 €/kpl 4,90 €/kpl 9,90 €/kpl

16,90 €/kpl 24,90 €/kpl

Audio Cloud

- Rajallinen valikoima suomenkielisiä kirjoja, mutta laaja valikoima kansainvälisiä kirjoja
- Äänikirjoja
- Palvelussa kuukausimaksu, joka pitää maksaa, että kirjoja voi kuunnella

9,90 €/kk

16,90 €/kk

-
- Valikoima:
 - Kirjojen muoto:
 - Hinnoittelu ja omistus:

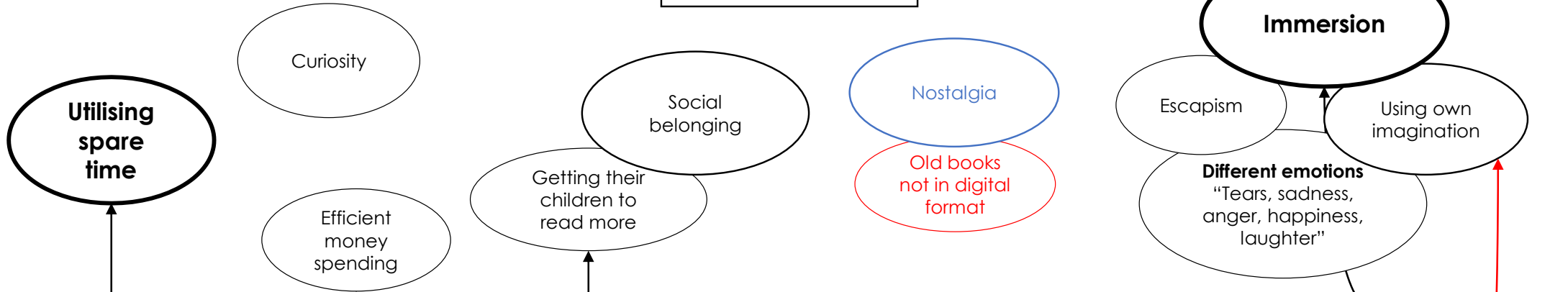
Appendix 4: Customer value hierarchies

Summary value hierarchy and separate hierarchies for each participant (11 pages).

Needs & Goals

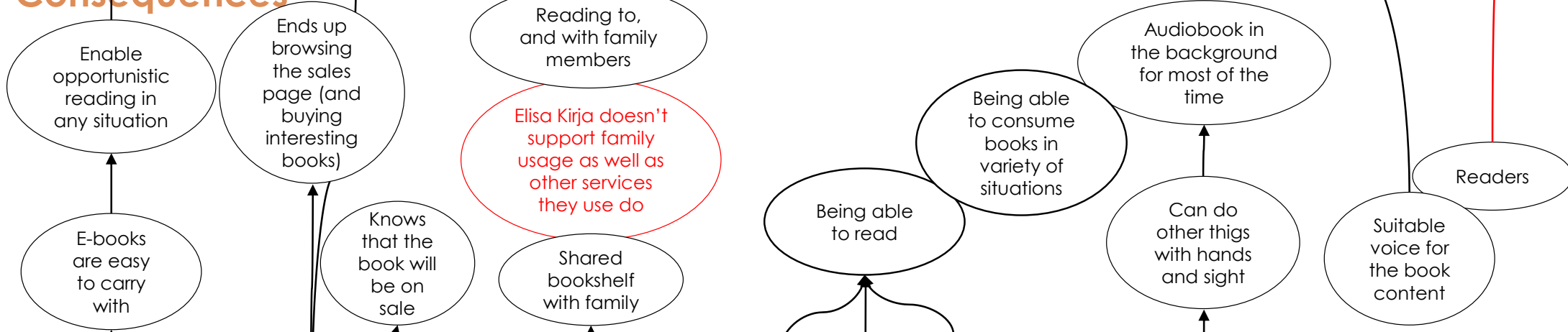
Summary

Customer's desired end states.



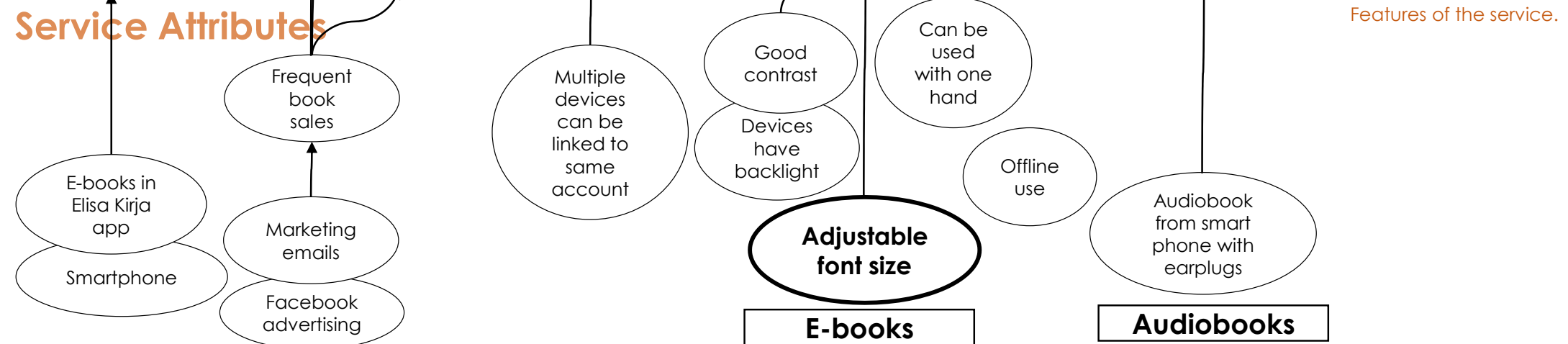
Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.



Service Attributes

Features of the service.



Needs & Goals

Customer's desired end states.



RS-01

Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.

Service Attributes

Features of the service.

This value hierarchy framework is based on Woodruff, R. B., & Gardial, S. F. (1996). Know your customer: New approaches to understanding customer needs and satisfaction. Cambridge, Massachusetts, USA.

Needs & Goals

RS-03

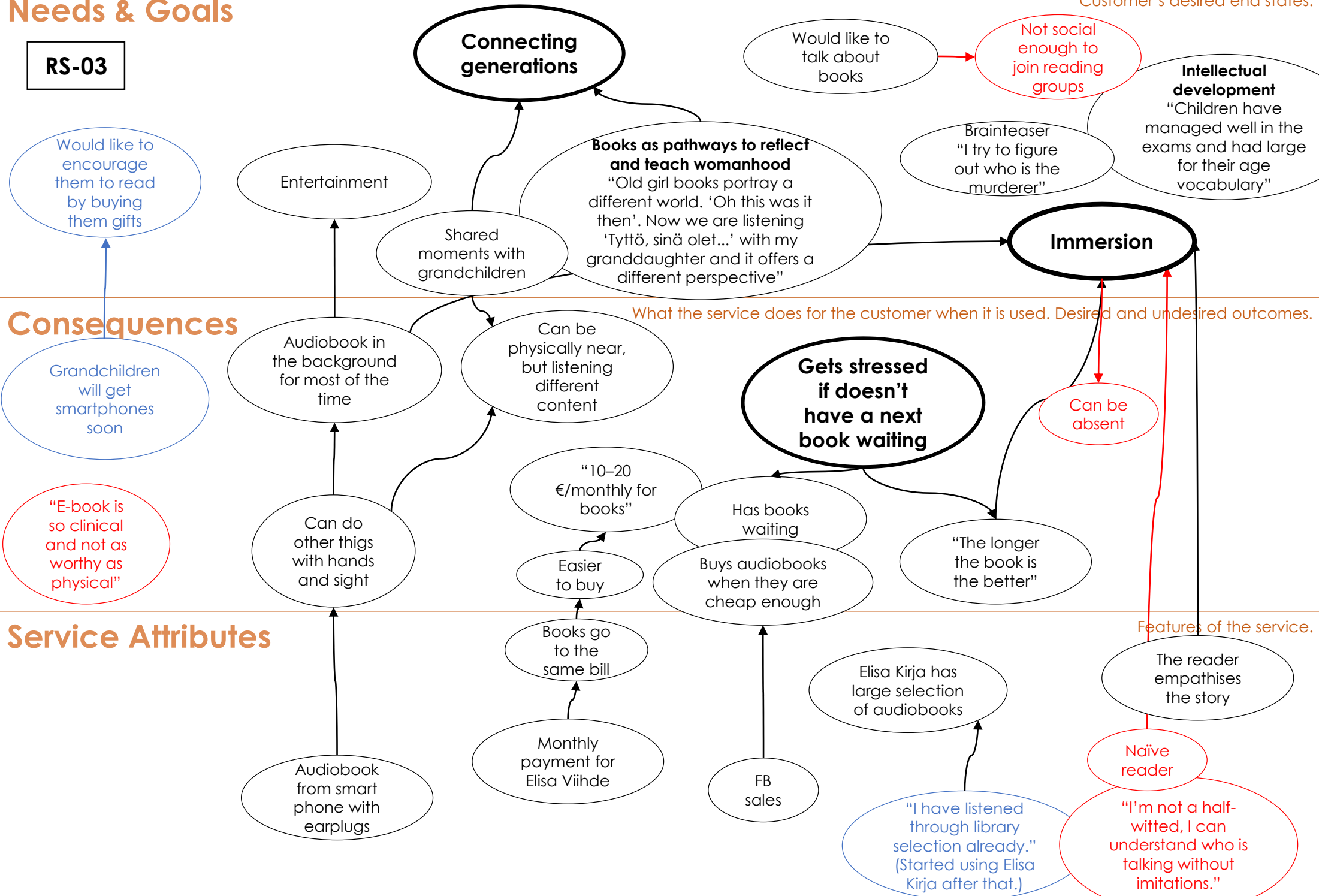
Customer's desired end states.

Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.

Service Attributes

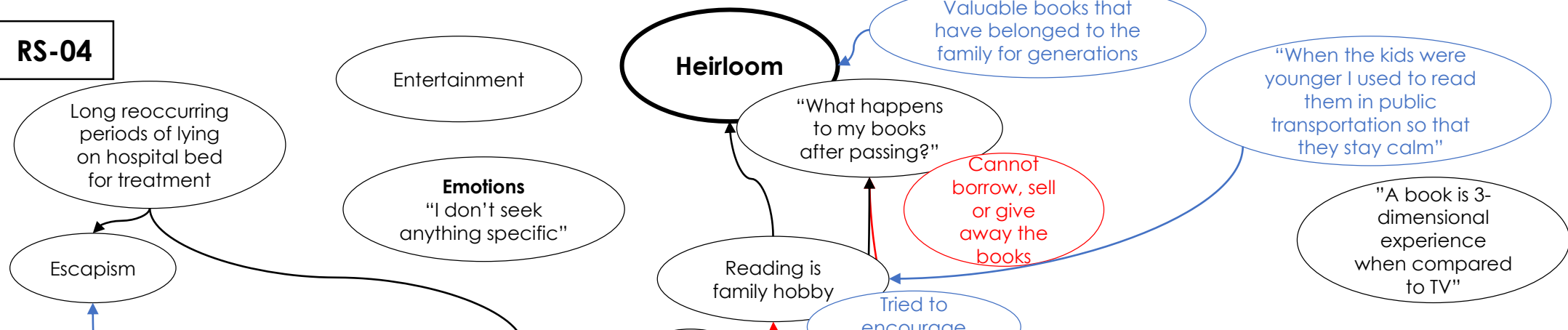
Features of the service.



This value hierarchy framework is based on Woodruff, R. B., & Gardial, S. F. (1996). Know your customer: New approaches to understanding a customer value and satisfaction (1st ed.). Cambridge, Massachusetts, USA.

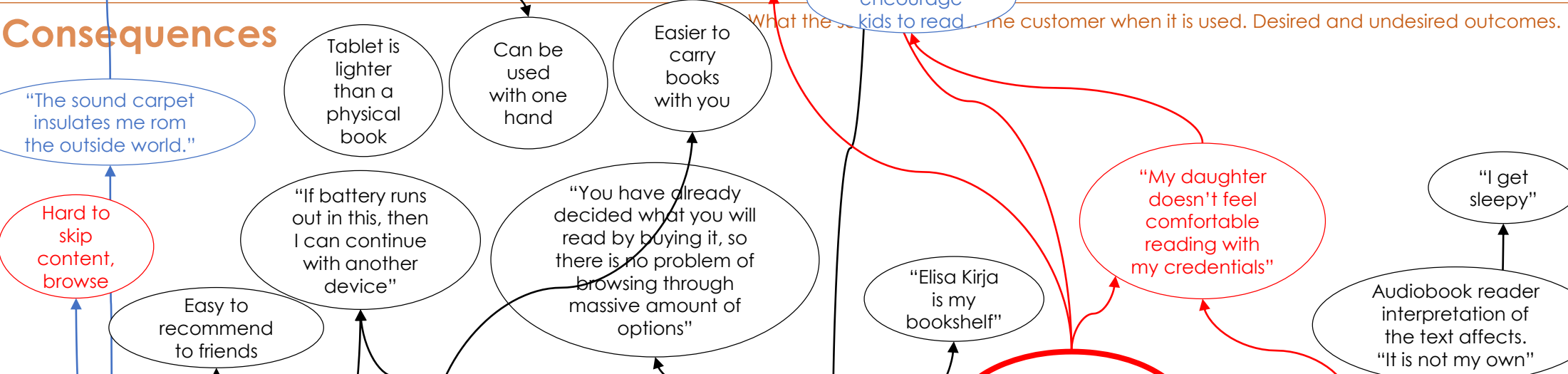
Needs & Goals

RS-04



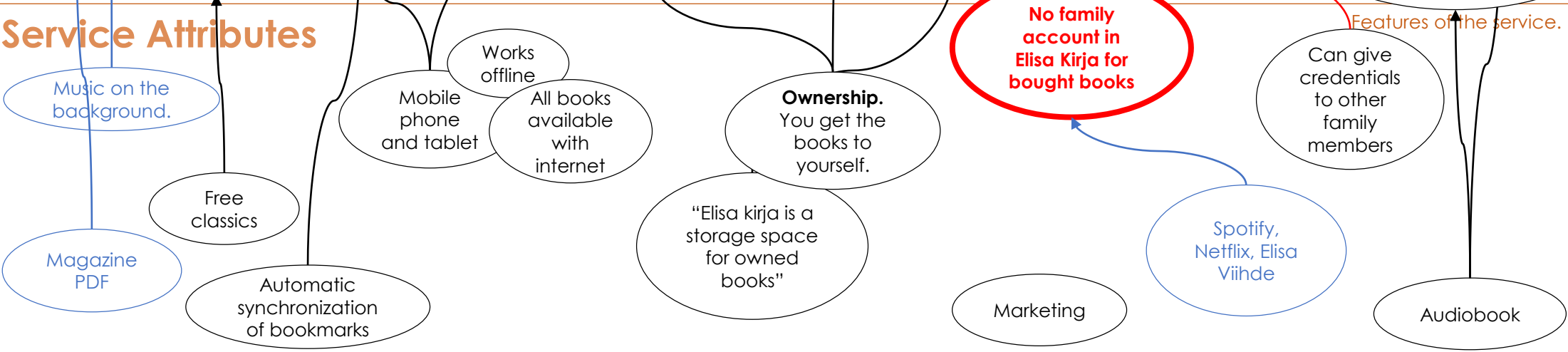
Consequences

What the customer experiences when it is used. Desired and undesired outcomes.



Service Attributes

Features of the service.



Needs & Goals

RS-05

Curious

Gets interested in some topic for a while and wants to find more information

Wants to see if there is interesting books

Nostalgia

Only has about 15 minutes reading time when on public transport

Building own stash of **books for the retirement**

Owens about 1000 digital books. 700 e-books, 300 audio books

What the service does for the customer when it is used. Desired and undesired outcomes.

Consequences

Can make own backups
"I copy them on hard drive or burn them in a CD"

Finds reasonably priced books
"I would not pay over 5 € per electronic book"

Sees already bought books

Stress

Easier to browse non-fiction book

Gets overwhelmed by sluggish books.
"Metro 2033 has been in reading for a long time."

Does not want to share books publicly

"I can go back and check some information"

Kindle shows book's chapter names

Uses social media

Features of the service.

Service Attributes

No DRM

Gets ownership of the books

Infinite scroll in web store

Old books
70's scifi
Adventure stories

Elisa Kirja should have more short stories.
"15 min reads"

Watermarked by name

Frequent emails about sales

Needs & Goals

RS-07

Escapism from the everyday life

Different emotions
"Sadness, joy, feelings"

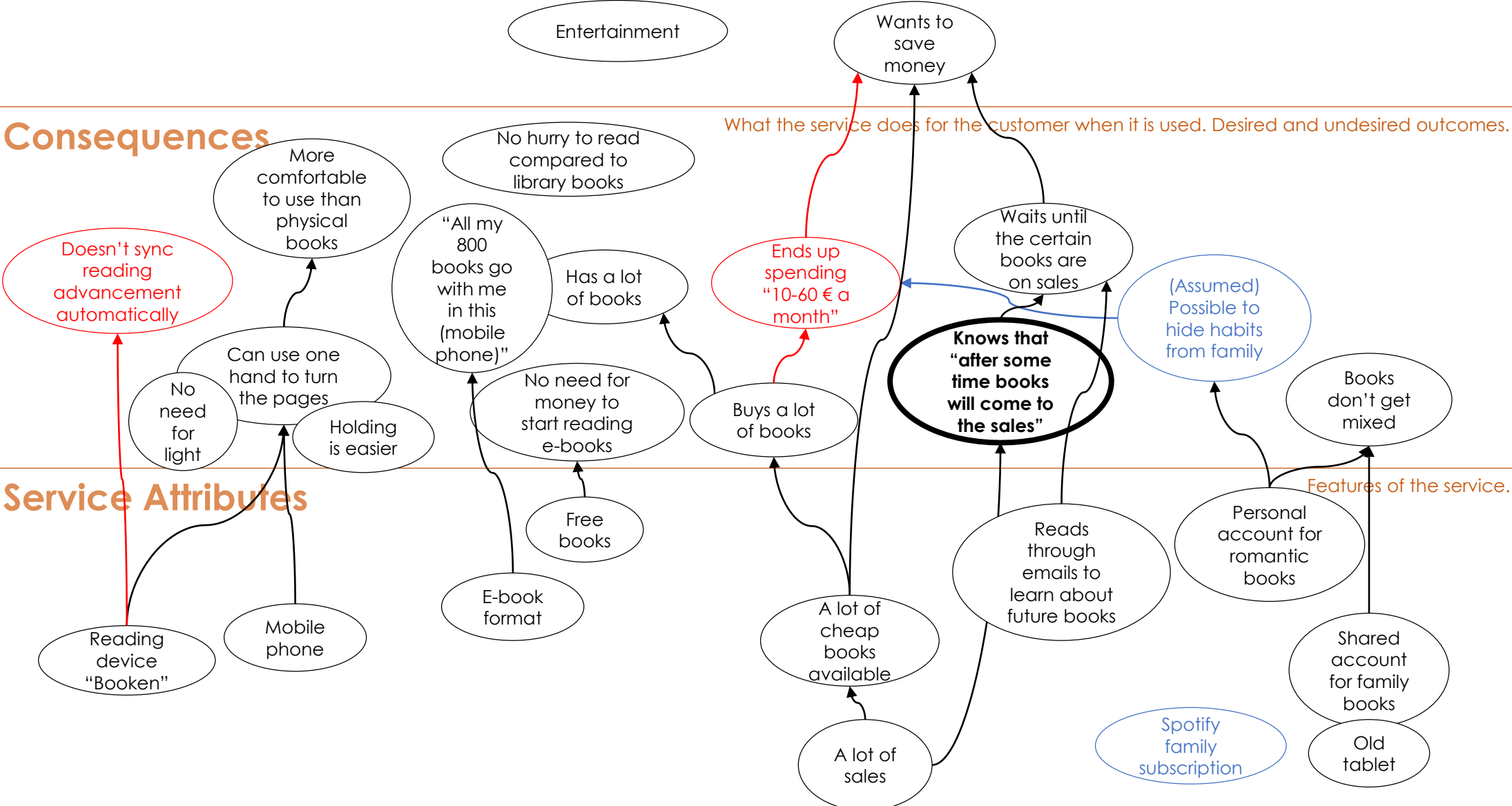
Entertainment

Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.

Service Attributes

Features of the service.



Needs & Goals

Customer's desired end states.

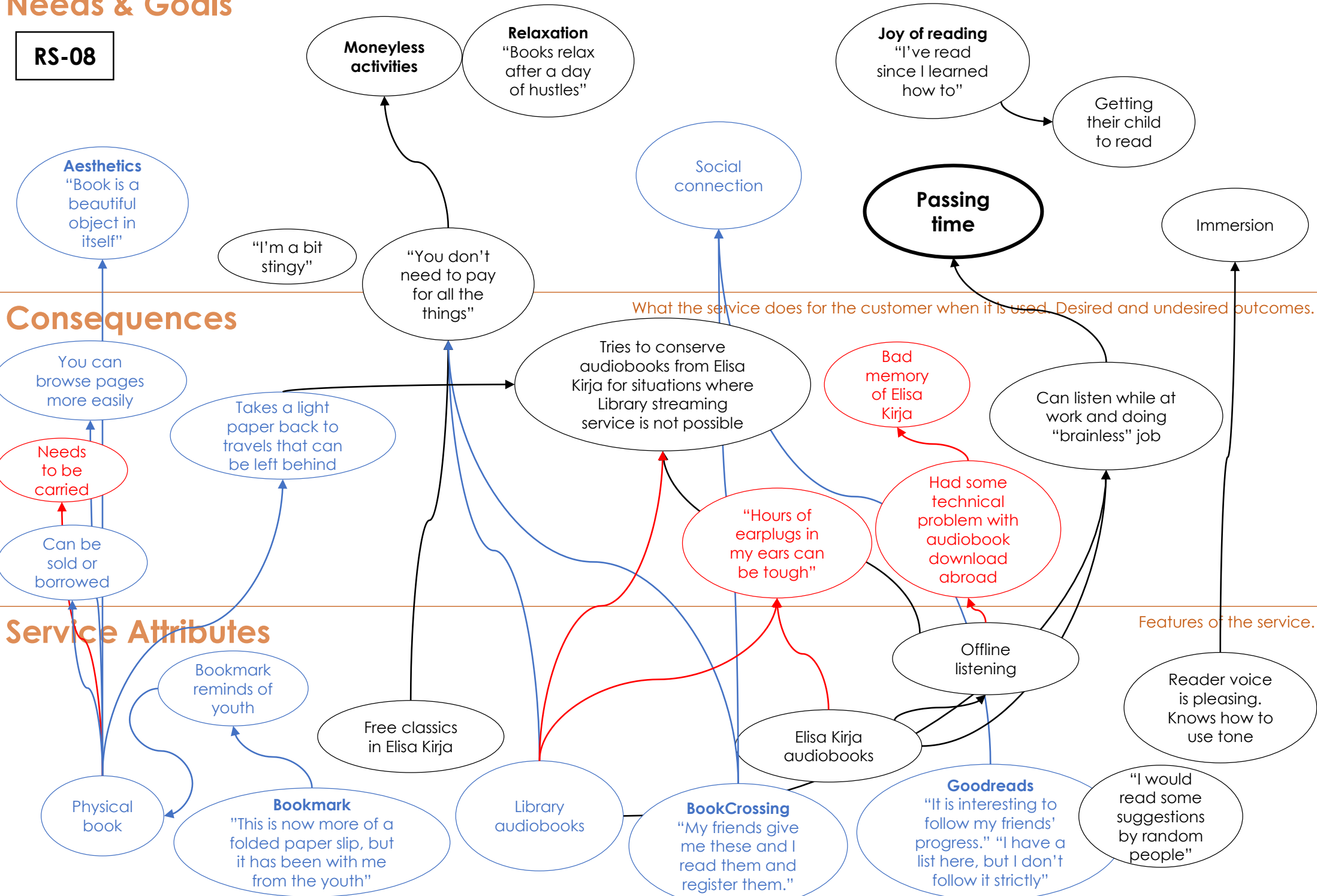
RS-08

Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.

Service Attributes

Features of the service.



Needs & Goals

Customer's desired end states.

RS-09

Social belonging

Nostalgia

Efficient resource spending

Social company from the audiobook "Takes the loneliness away"

Will to learn new things

Will to learn new things

Additional stimuli

Reduced stimuli

Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.

It is possible to listen while doing other things

Reminds of the youth

Urge to calculate efficiency

No confusion where last time ended
Easy to listen in one session

Pressuring feeling. "Need to listen"

Service Attributes

Features of the service.

Loudspeakers
Earphones

Audiobooks in practical chunks; Episode format in BookBeat "2 to 3 hours a piece"

Comic books

Physical form

Content on interesting subjects "Fishing, fixing"

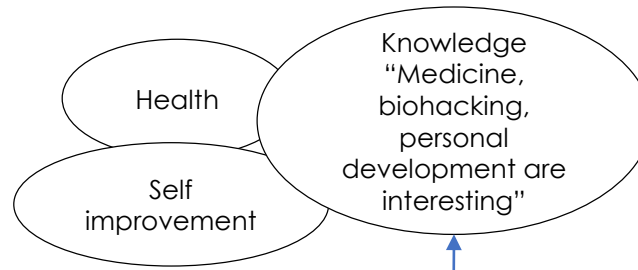
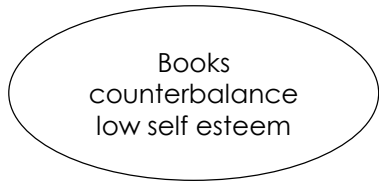
Cheap prices

Monthly subscription

This value hierarchy framework is based on Woodruff, R. B., & Gardial, S. F. (1996) Know your customer: New approaches to understanding customer value and satisfaction (1st ed.). Cambridge, Massachusetts, USA

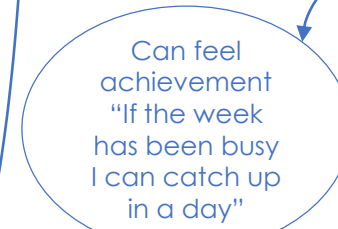
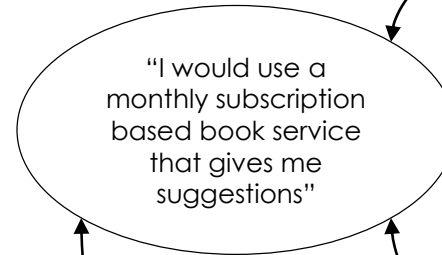
Needs & Goals

RS-10



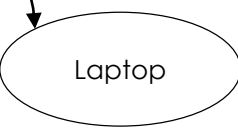
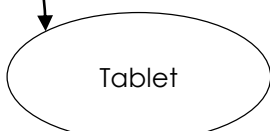
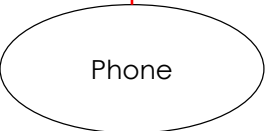
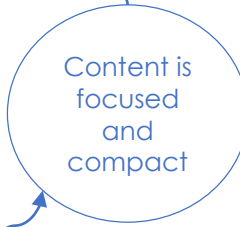
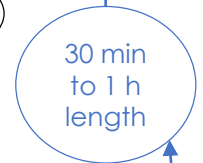
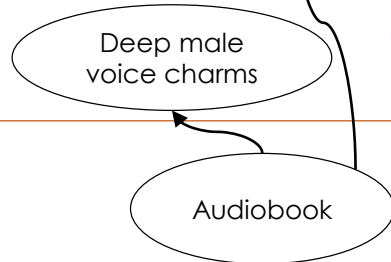
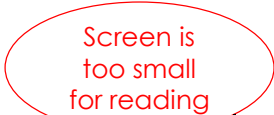
Consequences

What the service does for the customer when it is used. Desired and undesired outcomes.



Service Attributes

Features of the service.



Needs & Goals

RS-11

Escapism

Possible to listen in buss. "I get travel sickness when reading"

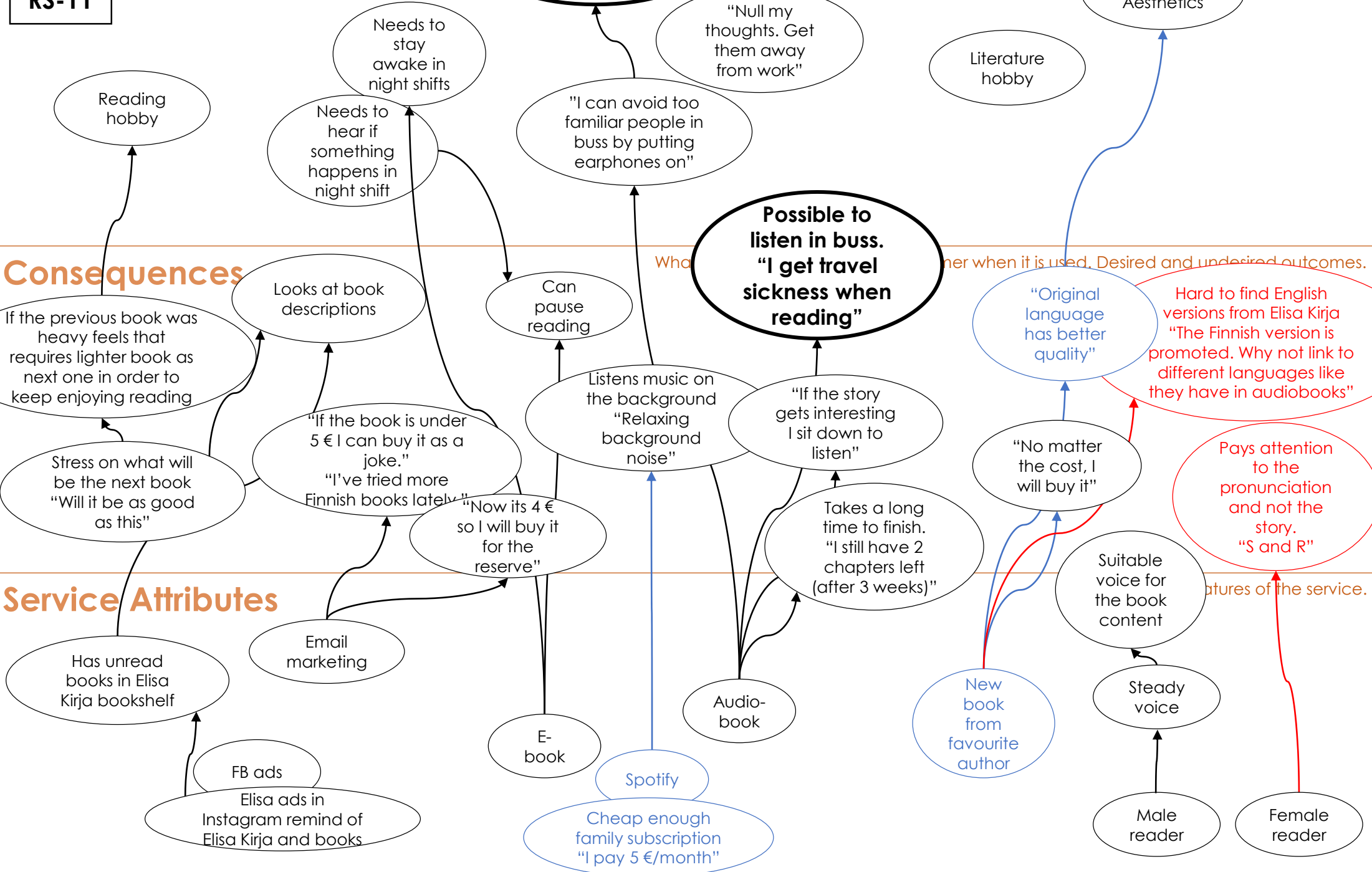
Customer's desired end states.

Consequences

Who, when, where, how often when it is used. Desired and undesired outcomes.

Service Attributes

Attributes of the service.



This value hierarchy framework is based on Woodruff, R. B. & Gardial, S. E. (1996) Know your customer: New approaches to understanding customer value and satisfaction (1st ed.). Cambridge, Massachusetts, USA