

To Be Added as a List of Corrections to the Dissertation of Balaji Gopalan “A Study on Variables, Technology Facilitators and Measures of Value Co-creation for Management”

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1 MAIN CONCEPTS OF THE STUDY

Figure 1 illustrates the relationships of the main concepts. The concepts are described briefly.

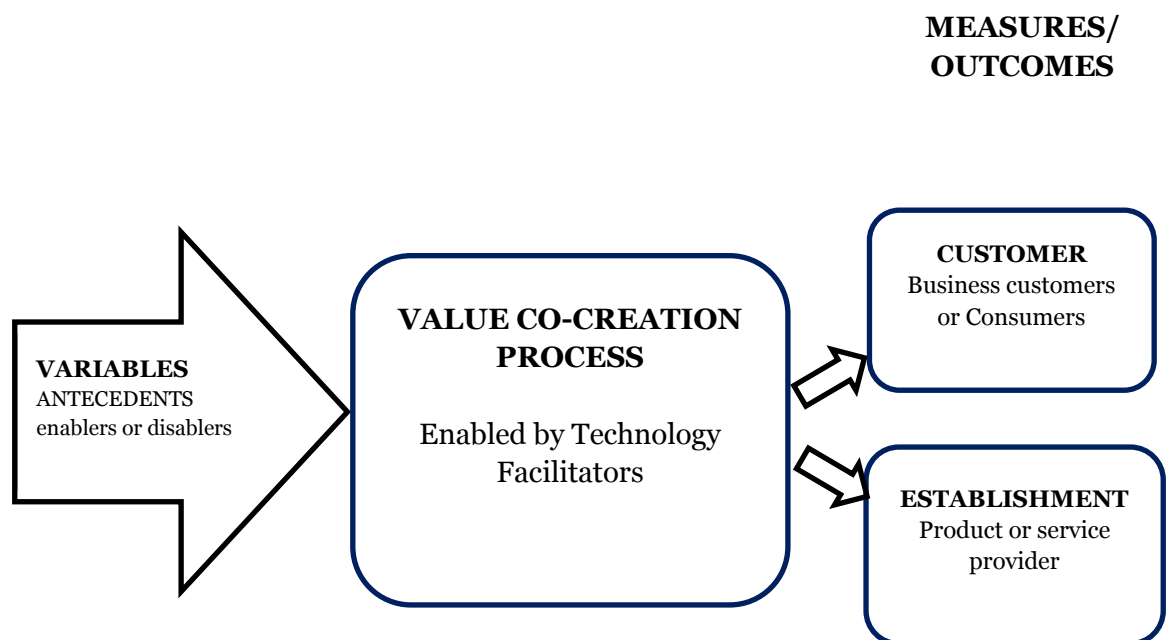


Figure 1. Relationships of the main concepts

Customer: Customer can be either a business customer or a consumer.

Establishment: Establishment refers to a company that is delivering a product or a service.

Value co-creation: Value co-creation increases information exchange, networking and empowers customers to actively participate in improving products and services (Prahalad and Ramaswamy 2004). Value co-creation can be described as the personalization, standardization and the customization of products and services collaboratively with customers and businesses (Ramaswamy 2011, Roser et al. 2009).

Variables / antecedents: The use of the term “variable” in this study is based on the idea that the antecedents enable or disable value co-creation in different ways across industries and countries. The antecedents either support or prevent the value co-creation and the product or service provider needs to fulfil the different industry requirements. Antecedents of value co-creation are linked to needs of subjectivity and norms; industrial field; ability of personnel; existing technologies and infrastructure; technological factors like the popularity, acceptance of the tools and net neutrality; attained benefits; product and service knowledge (Colliander & Dahlen 2011, Cova & White 2010, de Valck et al. 2009; Kerrigan & Graham 2010; Messinger et al. 2009; Nambisan & Watt 2011; Squicciarini et al. 2011). Norms also influence on the interactions in social media networks during knowledge sharing sessions between customers who discuss about products and services (Chan and Li 2010; Nambisan and Watt 2011).

Technology facilitators: The technology facilitators of value co-creation in this research refer to different information technology tools like social media and mobile networks and the processes associated with them like authentication, interaction and networking (Kim et al. 2008, Shang et al. 2011; Shen et al. 2010; Stephen & Toubia 2010; Wirtz et al. 2010; Balaji and Roy 2017; Allen et al. 2018; Kim and Slotegraaf 2016).

Measures / Outcomes: The term measure is used to determine the performance benefits of value co-creation both for co-creating companies and consumers. However, the benefits are not aimed to be numerically evaluated. One of the benefits of value co-creation is the efficacy of the customer. Customer efficacy refers to the ability of the customer to get the desired end result by using information technology services. In technology based service systems, social media have enhanced customer efficacy (de Valck et al. 2009; Kerrigan and Graham 2010).

2 OBJECTIVES

1. The literature study aims to identify the variables/antecedents, technology facilitators and measures/outcomes of *value co-creation*. The most

significant papers on *value co-creation*, as published in top-ranked Association of Business Schools (ABS) level 3 and level 4 journals, are identified. This is to complete the analysis necessary to map, derive, integrate and consolidate the literature. The aim of the analysis, synthesis and consolidation of the research using a systematic literature review of the most significant journal papers is to identify the specific enablers of *value co-creation*. This helps in verifying and identifying the specific attributes of these enablers of *value co-creation* for any statistical analysis.

2. The empirical part of the research aims to determine how the co-creation of value is utilized in companies. The objective is to statistically analyze the enablers, technology facilitators and measures/outcomes that are associated with activities of *value co-creation*.
3. A link exploration study of the papers selected for the systematic literature review also facilitates an analysis of the links between the different themes of research across disciplines that are associated with activities of *value co-creation*. The resulting objective is to find out how value co-creation motivation impact on product or service innovation.

3 RESEARCH STRATEGY

In order to understand value co-creation in a broader sense, a systematic literature review is done. The aim of the literature review is to define value co-creation and to develop a theoretical framework by using guidelines of the article by Hutzschenreuter and Kliendienst (2006) and to follow their method to identify the antecedents, processes and outcomes of value co-creation. The theoretical framework is available in chapter 3 of the section “Study I: Integrative study of the literature”.

Literature review is used to generate a hypothesis on motivational factors that enable value co-creation. These factors emphasize also on the motivation to use technology in co-creation processes.

The questionnaire is developed based on the literature-based hypothesis.

Hypothesis testing is performed by interviewing managers from manufacturing, IT, construction equipment, wood manufacturing, food production, cosmetics and the solar equipment industries in seven exhibitions in Bangalore. The interviewing method was selected in order to improve the quality of data since the interviewees

could get clarifications regarding the questions. The interview data is to be standardized by using Z-value calculations in Microsoft Excel to avoid discrepancies and to ensure consistency in the data when running the statistical tests. The statistical study is completed using IBM SPSS 25, Minitab 18, IBM SPSS AMOS 25 and PAST 3.18 software.

A qualitative study is completed by using NVivo 10 qualitative analysis software. The researcher used a coding system for text analyses on the literature review.

The analysis of the survey uses the motivational attributes obtained from the systematic literature review. In addition, the automatic generation of 'word similarity based text analysis' of NVivo 10 will help to get the results.

4 CONTRIBUTION OF THE STUDY

The main theoretical contribution is that intellectual, social and economic motivation facilitates value co-creation. Motivational factors impact on the found 25 outcomes of value co-creation derived from literature. And thus the hypothesis can be accepted.

The main managerial contribution is linked to the use of technology facilitators and its significance. The value co-creation motivation of the industry managers was surprisingly low though the daily use of existing information and communication technologies actually could have provided possible value co-creation benefits. This suggests that the potential of value co-creation has not been fully recognized and utilized by the interviewees. In this regard industry managers would specifically need to identify the most suitable performance measures/outcomes required for successful implementation of value co-creation. Also, an audit in companies would inform them as to what extent value co-creation may improve product and service innovations and companies could decide on a plan of action.

5 LIMITATIONS OF THE STUDY

The scope of the study is limited since it did not plan to cover the following

- Shared economies impact
- Dynamic networks
- Service dominant logic

THE RESEARCH METHOD LIMITATIONS

Evaluations of “word similarity” based constructs generated by NVivo 10 may require further analysis since the industry practitioner or managers may not accept the similarity proposals. Studies based on “coding similarity” proposed by NVivo 10 instead were found to be more appropriate and were verified this time by the researcher.

Since the survey was done by only one researcher, it is possible that the results may be biased since nobody else has checked the responses and answers from the interviewees and it is possible that the researcher may have misinterpreted them.

The Indian interviewees gave purely their opinions and so the results might be different in various other countries. When the interviewees were surveyed during numerous industry exhibitions held in Bangalore (India), the interviewee group were considered to be more knowledgeable than the average Indian manager. The verification of the results was challenging since the realization of co-creation and the technology benefits vary across industry sectors. The interviews were made in English though the interviewees were Indian managers. This can result in questions being misunderstood as the interpretations may vary across different native languages. Confidentiality of company information has also prevented open discussions with the interviewees.

6 LEARNINGS AND SELF-CRITIQUE

The terminologies used across various disciplines of research are to be documented very carefully. This is necessary for better interpretation of the theoretical framework for industry managers.

Use of standard terminology would have helped other researchers to understand this study.

The theoretical framework and the hypotheses were developed based on what already exists in literature published on value co-creation. The originality of the literature finding is limited.

Data collection can be a very laborious activity and requires careful planning. Researchers also need to protect and realize their ownership of Intellectual Property Rights for all their work with the support of both university and industry.

There needs to be a timeframe for timely completion of the research work.

Also, the intention of the researcher was to be personally involved in the development of innovations in products and services. This did not materialize.

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