

MANAGING THE TANGIBLE AND INTANGIBLE DIMENSIONS OF CUSTOMER VALUE: A SURVEY STUDY

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ABSTRACT

Purpose: The concept of customer value is an important, yet little understood area within the literature on supply chain management. To bridge this gap, this study develops a measure for the tangible and intangible dimensions of customer value management, which relate to firm's abilities to identify, analyze, and manage value creation.

Design/methodology/approach: The study examines the extent of firms ability to manage the tangible and intangible customer benefits and costs that occur from acquiring and using the firms' products and services. The proposed measures are based on an integrated literature review, which is used to ground our survey instrument applied in an inter-industrial value network.

Findings: We propose a theory-driven measures for analyzing customer value in inter-industrial value networks. Based on a survey, we find the firms with high levels of customer-value-management capabilities are able to increase the tangible customer benefits, as well as to reduce the intangible customer costs. The study provides crucial information enabling the more efficient and effective ways of creating and protecting value of customers in networked value creation.

Practical implications: The study enhances understanding of the customer value creation and value vulnerability in inter-industrial value networks. As a result, it should be possible to improve existing measures and analyses of customer value, and improve understanding of the possibilities of customer engagement in additive manufacturing services.

Originality/value: The proposed measures of customer value in the inter-industrial value network context provides better understanding of the understanding of the phenomenon, and can also initiate further research in the field.

Keywords: Value vulnerability, risk management, customer value, business to business, survey.