



Value co-creation among hotels and disabled customers: An exploratory study[☆]



Susana Navarro^{a,*}, Luisa Andreu^{b,1}, Amparo Cervera^{b,1}

^a Universidad Europea de Valencia, General Elio, 46010 Valencia, Spain

^b University of Valencia, Facultat d'Economia, Department of Marketing, Av. Naranjos, 46022 Valencia, Spain

ARTICLE INFO

Article history:

Received 1 April 2013

Received in revised form 1 August 2013

Accepted 1 November 2013

Available online 19 December 2013

Keywords:

Value co-creation

Service-dominant logic

Disabled customers

Hospitality industry

ABSTRACT

This study examines how service supplier and buyer value co-creation influences buyers' attitudes toward service providers. Service-dominant logic is a prevalent concept in the services industry, providing an important marketing theory in which intangible resources, co-creation of value, and relationships are the keys to determining marketing exchanges. This research describes a model for analyzing value co-creation management in the hotel industry, focusing on the specific market segment of disabled customers. This framework helps foster value co-creation to increase the benefits for participants during each stage of their relationship. The paper also presents the managerial implications of the research findings.

© 2013 Elsevier Inc. All rights reserved.

1. Introduction

Research in the last decade is replete with interest in Service-Dominant (S-D) logic from both an academic and managerial point of view (Karpen, Bove, & Lukas, 2012; Vargo & Lusch, 2004). S-D logic describes service as the core purpose of exchange and provides a theoretical understanding of how firms, customers, and other market participants co-create value through their service interactions (Vargo & Lusch, 2004). The core concept of S-D logic is that, as active participants and collaborative partners in relational exchanges, customers co-create value with the firm through involvement in interaction processes (Grönroos, 2008; Grönroos & Voima, 2013; Payne, Storbacka, & Frow, 2008; Vargo & Lusch, 2008a,b; Yi & Gong, 2013). Empirical research on these interaction processes from the value co-creation perspective is, however, scant (Aarikka-Stenroos & Jaakkola, 2012).

Drawing on previous studies, the aim of this paper is to identify the factors and process dynamics of value co-creation by applying the conceptual thinking of S-D logic (Vargo & Lusch, 2004, 2008a,b) in the context of disabled customers' interactions with hotel services. Recent literature reveals the importance of understanding disabled customers' needs (Kim & Lehto, 2012; Kim, Stonesifer, & Han, 2012; Poria, Reichel, & Brandt, 2011). According to the European Agency for Safety and Health

at Work (EASHW, 2003), the term, people with disabilities (PwD), encompasses individuals with physical disabilities, sensorial disabilities (e.g., deaf and blind persons), and mental impairments, including people with long-term or progressive conditions as well as individuals with more stable disorders. The accessible tourism market is growing (Kim & Lehto, 2012), thereby sparking a need for more research from a demand focus. In the specific context of tourism accommodation services, the literature review reveals a lack of research on PwD service experiences (Darcy, 2010).

The paper's structure is as follows. First, a discussion of the rationale behind S-D logic and value co-creation highlights some of these concepts' key features. Previous studies then provide the basis for an integrative model of value co-creation and resource integration. Second, the paper sets out to explain the processes used to apply this model to the accessible hotel service context. The final section discusses the main findings and conclusions, looks for innovative ways to confront value co-creation, and closes by addressing the research and managerial implications of this study.

2. Conceptual framework

2.1. Service-dominant logic

S-D logic is an alternative to the traditional goods-centered paradigm for understanding economic exchange and value creation (Vargo & Akaka, 2009). This service-centered view relies on the idea that service, defined as the application of skills for the benefit of others, is the basis of economic and social exchange (Vargo & Lusch, 2004, 2008a,b).

In the S-D logic terminology, two broad categories of resources exist: operand resources, which are typically physical (i.e., raw materials or physical products); and operant resources, which are typically human

[☆] Comments by Juergen Gnoth (University of Otago, New Zealand), Arie Reichel (Ben-Gurion University of the Negev, Be'er-Sheva, Israel), and Simon Darcy (University of Technology, Sydney, NSW, Australia) to an earlier draft were helpful in revising this paper. The authors alone are responsible for all limitations and errors in the study and the paper.

* Corresponding author.

E-mail addresses: susana.navarro@uem.es (S. Navarro), luisa.andreu@uv.es (L. Andreu), amparo.cervera@uv.es (A. Cervera).

¹ Tel./fax: +34 96 382 8312x8333.

(i.e., skills and knowledge of customers, and employees), organizational (i.e., routines, cultures, and skills), informational (i.e., knowledge about markets, competitors, and technology), or relationships with competitors, suppliers and customers (Hunt & Derozier, 2004). S-D logic views the customer as an operant resource capable of acting upon other resources such as a collaborative partner who, along with the firm, co-creates value (Lusch, Vargo, & O'Brien, 2007, p. 6). For example, a disabled customer aware of his or her accommodation needs—an operant resource—may communicate these needs to the hotelier—another operant resource—so that the hotel can properly adapt its facilities—operand resources.

2.2. Value co-creation

S-D logic holds that business cannot independently create value. Interaction offers a way to develop a joint process of value creation. Consequently, the customer is not simply a recipient but is rather a collaborative partner who “creates value with the firm” (Lusch et al., 2007, p. 6). From this perspective, value does not emerge until the acceptance of an offer takes place (i.e., value in use). Recent studies call for further research to analyze the process and participants' perspective, crucial to improving the management of value co-creation.

2.2.1. The process perspective

Payne et al. (2008) advocate a process perspective on how customers engage in value creation, and list its three main components—customer value creator processes, supplier value creation processes, and encounter processes—at the crux of the process-based value creation framework. Mapping these processes helps firms identify micro-specialized competences and seek out new opportunities for co-creation that will yield beneficial results for both customers and suppliers.

2.2.2. The participants' perspective

Grönroos (2008) emphasizes two aspects of service logic: one to do with consumption and the other concerning service provider logic.

Following the notion of value-in-use, the customer is always the creator of value. The supplier can assume two roles: value facilitator and value co-creator (Grönroos, 2008; Grönroos & Voima, 2013). As value facilitator, the service provider offers customers the necessary resources for their own value-generating processes. As value co-creator, the service provider interacts with and learns from the customer, thus intervening in the consumption process, and sharing skills and practices.

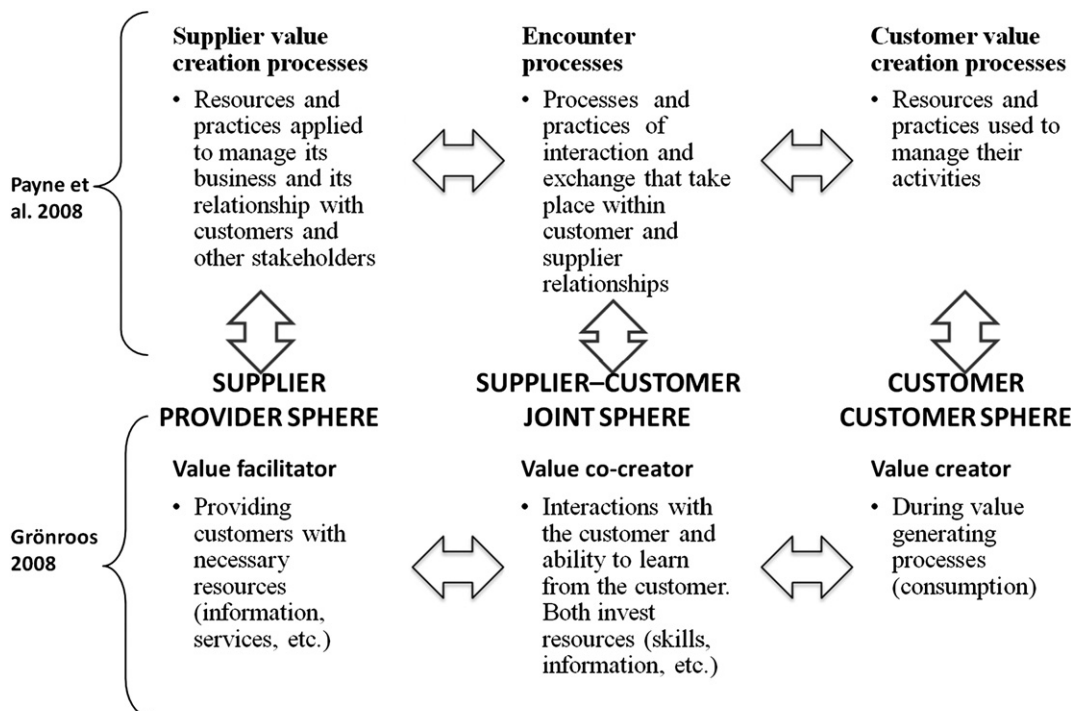
2.2.3. An integrative model of value co-creation

Recent studies suggest the need to integrate both perspectives: the process view and the participants' view (Andreu, Sanchez, & Mele, 2010). Thus, this paper's model of value co-creation resides in the context of PwD, integrating both research frameworks: Payne et al.'s (2008) model, which highlights the process of value creation, and Grönroos's (2008) and Grönroos and Voima (2013) models, which specify the roles of the participants (Fig. 1).

On the basis of this integrative model for value co-creation, the following section examines the model's application to the PwD experience with hotel services, and seeks to identify the preliminary factors and process dynamics of value co-creation for PwD in the hotel industry. Three specific research questions arise: what are the value facilitators (supplier value creation processes) in a hotel; what are the value co-creation factors during the interaction stage (encounter processes) in the hotel industry; and what are the value creation factors (customer value creation processes) for PwD in their hotel experience.

3. Method

As several scholars note (Gummesson, 2002; Levy, 2005; Yin, 1994), qualitative methods are very useful for shedding new light on existing phenomena. Furthermore, some authors specifically advocate a qualitative research approach when studying PwD (Porja et al., 2011). Consequently, in-depth interviews help analyze the suppliers' view (i.e., hotels) and customers' view (i.e., disabled customers), details of which appear below.



Source: Payne et al. (2008); Grönroos (2008); Grönroos and Voima, (2013)

Fig. 1. An integrative model of value co-creation.

Download English Version:

<https://daneshyari.com/en/article/1017825>

Download Persian Version:

<https://daneshyari.com/article/1017825>

[Daneshyari.com](https://daneshyari.com)