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CO-CREATION ATTRIBUTE PREFERENCES AND ATTITUDE SEGMENTS IN THE SERVICE MARKET

THESES OF THE Ph. D. DISSERTATION

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Veszprém

2021

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1 INTRODUCTION

Understanding human behaviour creates synergy between different scientific areas such as marketing, psychology and certain areas of economic theories. Due to the servitization effect observed in economic exchange processes, marketing science seems to be moving further and further away from the dichotomy of product-service in the classical sense. The share of services in GDP production in 2017 was 65% globally and on average in Europe, 54.9% in Hungary, and trade in services accounts for roughly one third of GDP in Hungary, which has been on an upward trajectory since the 1990s. Nowadays, as social media is integrated into services, it is no longer just a matter of knowing consumer preferences to see how profitable it is in terms of sales, but motivation also should be the main focus of businesses as consumer groups become more interdependent.

There is a rich source of international literature on the description of attitudes and characteristics of consumer behaviour, however, there is little exploratory research on the topic of preference structures of service market users. Exploring the mechanisms of consumer decisions in the service market is a particularly complex task, but any attempt to interpret human behaviour brings the different scientific disciplines closer together and to get to know consumers / users.

Thanks to the information society and the digital world, more information is available than ever before for people to find out about (services). Many times, an overflow of information leads to consumer exhaustion. However, this does not mean that they do not rationalize their decisions along different preference structures to some degree.

Product preference surveys are more common in the marketing literature, but consumer preferences for services are less often in focus..

With the development of a consumer-oriented marketing approach, a special concept has come to the fore in research. One of the premises of the so-called Service Dominant Logic (SDL) deals with value creation in service processes. The concept of "co-creation" (sometimes abbreviated as "CC" in the dissertation) describes the common value creation resulting from the inseparability of

services, more precisely it outlines that the services considered as the basic unit of economic exchange are created without cooperation between the user and the service provider. SDL theory has been widely criticized, however, for the fact that personalized content is a driving force in the market and, apart from highly standardized services, so-called "one-fits-all" solutions are also considered obsolete by practitioners and theorists alike.

2 OBJECTIVES AND STRUCTURE OF THE RESEARCH

In light of the above, the objectives of my research can be summarized in the 3 points below.

1. 1. Exploring the preferences of service market users in the context of shared value creation.
2. 2. Exploration and modelling of perceived co-creation elements.
3. 3. Identification of co-creation attitude segments.

I begin my research with a review of the literature, which I begin with the issue of service complexity. I interpret the concept of services along the Service Dominant Logic (SDL) paradigm, focusing on the user participating as a value-creating partner. I also go around the concept of the so-called "co-creation", presenting the models found in the literature, and with a recent literature search I shed light on the topics covered in today's scientific co-creation literature by keyword analysis of a collection of 1269 co-creation themed articles. In the chapter on preferences and preference research of the dissertation, I review the cornerstones of the topic area in general and co-creation specifically.

My empirical research is divided into two parts. The semi-structured focus group analysis of my semi-quantitative qualitative research reveals the structure and elements of co-creation attitude preferences. The results of this were incorporated into a model proposed to identify co-creation expectations. Based on the model, my quantitative large-scale survey reveals co-creation attitude segments based on attitude statements.

The research results were validated by conducting interviews with experts.

Present research tests the following hypotheses:

H1: The need for co-creation is significant in service choice preferences

H2: Based on consumer perceptions, services can be characterized by different co-creation content.

H3: The consumer market is segmented based on the consumer co-creation attitude.

H4: The co-creation attitude is determined by the personality type of the consumer.

 H4a: The extraversion-introversion dimension is a strong grouping criterion.

 H4b: The rigidity-flexibility dimension is a strong grouping criterion.

H5: There is a linkage between the consumer experience and co-creation.

3   LITERATURE BACKGROUND

Like many other concepts, common value creation appeared much later in the theory of corporate economics than in practice. The cooperation of the customer / consumer in the improvement of the company's performance is an obvious solution in several corporate functions, and a number of early application examples can be mentioned. Mention should be made of the former practice of Southwest Airlines in the United States, where frequent flyers were involved as active customers in the process of selecting cabin crew (Veres, 2009 p. 267). Thus, the concept of common value creation can be examined not only from a management perspective, but also from the perspective of consumers and other stakeholders (Ind, Coates 2013). Co-creation has basically contributed to the development of the company in two main directions. The first aspect is the generation of new product/service ideas, actually innovation and development; the other area is the continuous improvement, such as quality improvement by exploring typical complaint situations. The latter is particularly typical in the service market, where targeted qualitative research methods provide the necessary input. Such methods include focus groups to explore service quality scope, as well as front-line audit (Jäckel, 2016) or the Critical Incident Technique (Veres, 2009). The so-called proactive market research, however, is also unknown in product innovation (in Witell, Kristensson, Gustafsson, & Löfgren, 2011), in addition, the concept of common value creation also appears in the Japanese kaizen approach to quality management (Belal, Shirahada, & Kosaka, 2013). It is to note that organizational market co-creation research has intensified in recent years (see among others Preikschas, Cabanelas, Rüdiger, & Lampón, 2017; Ruiz-Alba, Soares, Rodríguez-Molina,

& Frías-Jamilena, 2019; Berenguer-Contrí, Gallarza, Ruiz-Molina, & Gil-Saura, 2020; Ramaswamy & Ozcan 2020).

A study by Vargo and Lusch (2004) with a paradigm shifting intent appeared in the early 2000s, in which the exclusive dominance of services over the traditional marketing approach based on the classical product-service dichotomy was emphasized. The 6th premise outlined in their theoretical concept states „The Customer Is Always a Coproducer". This approach follows the management concept formulated by Prahalad and Ramaswamy (2000, 2002, 2004), according to which economic value creation takes place in the interaction between companies and consumers. Following the logic of Ramaswamy (2011), mutual value creation is a common extension of value, where the source of value is the consumer experience and the experience is manifested through interactions. Here, however, the role of the consumer also changes (Cova & Dalli, 2009, Cova, Dalli, & Zwick, 2011). Research by Gustafsson et al. (2012) has also shown that the mechanism of effective service innovation is based on consumer communication, and differs according to whether the innovation is comprehensive or partial only. In a broader sense, 'value co-creation' takes place between different economic actors, which constitutes certain types of service systems, in which they integrate their resources for value creation (Edvardsson, Tronvoll, & Gruber, 2011; Vargo & Lusch, 2008; Skålén, Pace, & Cova, 2015; Oertzen, Odekerken-Schröder, Brax & Mager, 2018). The context of the present research is based on those formulated by Grönroos (2011), that common value creation is a kind of direct interaction between the company and the consumer, in which actors unite through their coordinated activities in an integrated process in which both parties are active, learn together and from each other, while also directly influencing each other. Grönroos's cited article is also significant in a way that it breaks the mainstream consensus with analyzing and partially redefining the elements of Vargo-Lusch's premises on a critical basis, which leads to a deeper understanding and better interpretation of co-creation. The main new premises are as follows:
- Common value creation is the basis of economic transactions in which service provision plays an intermediary role.
- Basically, the consumer is always a value-creator.
- Basically, the company is a facilitator of consumer value.

- The company's activity is not limited to the value proposition, but it provides the opportunity to directly and actively influence consumer value creation.
- Value accumulates in the process of value creation.
- The consumer perceives the value individually, empirically and in context.

Although the focus of common value creation is at the heart of the servuction model (Eiglier & Langeard, 1991), there are different models in the literature. Analyzing these, De Koning et al. (2016) distinguish four approaches. The "raw" interpretation of common value creation between economic actors is a kind of common *area, overlap*, where value creation is created as input-output values. Other models follow the structural thinking, ie that common value creation can be defined along such spectra as an *area of innovation* (low level of cooperation, little impact on product / service design, innovation output) or common value creation can be a method of *participation and cooperation in product/service planning*. Some authors view common value creation as a *process* and define the steps during which value creation takes place. Models that differentiate the types of co-creation define 5 areas. According to this, personalized offers; real-time self-service; mass customization; co-design and community design represent the views of the business and scientific perspective on the types of co-creation. There are researches which examines the concept of co-creation from a user perspective, providing insight into consumer experiences and the determinants of co-creation situations. Some studies mention co-creation as a defining element of a holistic service experience (Kelemen-Erdős, Mitev, 2016).

In the Hungarian co-creation research, the work of Ercsey (2015, 2016, 2017) should be highlighted, who primarily examines the topic in the context of service marketing. The result of her research is to prove a model that captures consumer co-creation behaviour in a multidimensional structure. Mention may also be made of Adrienn Papp (2014, 2019), who investigated the innovation-supporting role of co-creation. Katalin Jäckel (2009, 2016) examined from the higher education point of view the so-called "jay customer" specifics, highlighting certain front-line audit features that can also be linked to co-creation

The present research examined the co-creation phenomenon from the users' point of view and sought the answer to how the assessment of common value creation appears in the choice decision and in the evaluation of services.

4 METHODOLOGY

4.1 Qualitative focus group analysis

In a series of focus group interviews, I intend to explore two of my research questions. On the one hand, whether the co-creation requirement appears in each attribute in the service selection based on preferences. On the other hand, I would like to model the service co-creation elements perceived by customers. In a series of discussions aimed at a deeper understanding of service choice decisions, I focus on exploring the preferences of users, especially those with co-creation content. Focus group interviews also aim to delineate the concept of co-creation and to outline whether consumers distinguish between high and low co-creation content services in their perceptions and, if so, what endpoints they interpret.

The examination of co-creation attitudes also appears in the focus group query, covering the peculiarities of the appearance of co-creation demand, the nature of co-creation as a variable determining service choice decision, the elements of co-creation, and the appearance of positive or negative experiences in the co-creation phenomenon. Knowing all this, it becomes possible to explore the factors influencing the co-creation attitude.

4.2 Quantitative questionnaire

To validate the theoretical model and explore the co-creation segments, the research continued with a quantitative questionnaire method. The questionnaire consisted of two parts: a set of personality typology questions (69 questions), co-creation attitude statements (46 statements). The personality questionnaire examined the dimensions defined by Eysenck's two supervonts (see Chapter 8.1 for more details). This was necessary because it emerged from semi-quantitative qualitative research that personality types influence co-creation attitudes to some extent. Attitude statements were formulated along a model outlining the co-creation structure explored in qualitative research. I tested the attitude statements in several rounds on a small sample, some

statements were reworded with the involvement of student demonstrators for easier interpretation. Thus, this part of the questionnaire went through continuous improvement until all statements could be well interpreted, articulated, and easily interpreted during completion. The first part of the statements examined the general co-creation attitude of consumers, while the second part contained statements related to some of the co-creation expectations of the theoretical model. A total of 1,217 people started filling in the questionnaire, of which 664 were completed throughout the series of questions.

4.2.1 Cluster analysis

I also considered the cluster analysis often used for market segmentation to be expedient for the data processing of the present research, since the aim is to identify consumer groups with similar co-creation attitudes.

My quantitative research proceeded along the following steps:

1. Formulation of the research problem: validation of the model obtained from the results of semi-quantitative qualitative research and examination of hypotheses.

   H3: The consumer market is segmented based on the consumer co-creation attitude.
   H4: The co-creation attitude is determined by the personality type of the consumer.
      H4a: The extraversion-introversion dimension is a strong grouping criterion.
      H4b: The rigidity-flexibility dimension is a strong grouping criterion.
   H5: There is a linkage between the consumer experience and co-creation.

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2. Examination of the conditions of cluster analysis: detection of possible outliers, exclusion of certain systematic responses, standardization examination, examination of the correlation of variables.
3. Determination of similarity and distance measure: Euclidean distance (an observed data point falls in the cluster closest to the cluster centre)
4. Cluster method selection: non-hierarchical, K-means clustering procedure
5. Decision on the number of clusters: 9 groups can be formed with the appropriate degree of freedom (taking into account the number of elements of the clusters).

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6. Interpretation and characterization of clusters: to determine how clusters differ from each other (confirmation / refutation of statements appearing in hypotheses), interpretation and naming of clusters.

4.3 Post-quantitative qualitative interviews

I validated the segments obtained from the quantitative research results and the semi-quantitative qualitative research model with the help of expert interviews, during which I ask the experts active in the service market about the results. First, I ask them in theory ("blindly") about their perceived user perceptions and service provider experiences, and then, by revealing the model and segments, we examine in more detail how the results of the present research appear in service management practice.

5 RESULTS OF THE RESEARCH

5.1 Research questions

a) In the service selection based on preferences, does the need for co-creation appear in each attribute?

b) What elements of co-creation perceived by users can be explored and how can this be modelled?

c) Can consumer segments be identified based on a co-creation attitude? If so, what are the characteristics of the consumer groups?

5.2 Answers to my research questions

- **In the service selection based on preferences, does the need for co-creation appear in each attribute?**
  o The need for co-creation is clearly reflected in the set of attributes that arise in connection with the choice of service, the following two forms can be distinguished on the basis of the focus group interview series:
    ▪ SPONTANEOUS: in this case, the respondents independently used the terms related to common value creation, they explained the experiences that

determined their choice since their own experience, which described the joint shaping of service attributes with the service provider.

- ▪ SUPPORTED: the need for co-creation did not arise in all cases, however, if I asked for specific situations as a moderator, or asked for their opinion on the strong or weak co-creation activity of other users, they had a definite opinion about each situation..

- **What elements of co-creation perceived by users can be explored and how can this be modelled?**
  - o As a result of my research, I identified 3 areas outside co-creation and 5 areas arising from co-creation expectations and arranged them into a model proposed for the identification of co-creation expectations. The degree of complexity of the service, the expected activity and the personality of the user are the initial 3 areas of the model, these are related to the co-creation expectations, which are the following dimensions: communication, value proposition, accessibility, flexibility and experience. The elements of the model together determine the co-creation of the service perceived by customers'.

- **Can consumer segments be identified based on a co-creation attitude? If so, what are the characteristics of the consumer groups?**
  - o My quantitative empirical research has identified 9 consumer segments with different characteristics that differ in terms of personality typology along the extent of Extraversion and Neuroticism. In terms of co-creation expectations, communication, value proposition and flexibility determine the membership of clusters relatively strongly.

5.3 Evaluation of hypotheses

H1: The consumer market is segmented based on the consumer co-creation attitude

Hypothesis H1 has been proven, the consumer choice decision shows the need for co-creation related to each service attribute, and we can even say that the expectations of common value creation prevail not only in the service process, but also in the pre- and post-consumption period. Common value creation is not only important in the service-consumer relationship, but on the customers' side, consumers also share experiences with each other with a value-creating intention.

H2: Based on consumer perceptions, services can be characterized by different co-creation content.

Hypothesis H2 was partially proven, as the respondents did indeed separate services with different co-creation content, but it varied from individual to individual who classified what type of service into one or another group.

H3: The consumer market is segmented based on the consumer co-creation attitude.

Hypothesis H3 has been proven, 9 clusters can be used to describe consumer characteristics according to co-creation attitude. Each group can be typed as listed in the following table.

Cluster	Customer segment	Features	Description
1	Scientists	▪ Introverted group. ▪ Above average neuroticism and rigidity. ▪ CC is neutral - the only group where the CC attitude does not tilt in either a preferred or dispreferred direction. ▪ Service availability and flexibility are important to them. ▪ Mostly young people	Quiet, retractable with minimal extraversion value. Beware, thoughtful. He thinks first, then communicates / acts. Like to plan ahead. controlled behaviour. He/she tries to adapt to external conditions or expectations, also sensitive. Tend to worry. Have an opinion about things, so he/she wants to shape the services to his/her own needs. Sticks to habits. Their need for communication is related to the degree of complexity of the services (the more complex a service, the more they require communication – along this they make sure that it develops according to their ideas).
2	Geeks	▪ Introverted group. ▪ Neuroticity and rigidity are below average. ▪ Dispreferred CC. ▪ Comunication and flexibility is important.	Quiet, receding, with below-average extraversion value. Rather calm, balanced. Able to adapt, flexible in thinking. Typically, he/she does not interfere with the performance of the service. It is important for them to communicate what is happening and appreciate flexibility.
3	Quiet cooperators	▪ Introverted group. ▪ Neuroticity is above average. ▪ Blow-average rigidity. ▪ Preferred CC. ▪ Communication and experience. ▪ Flexibility. ▪ 81% is 18-34 years ols 81%	Quiet, receding, with below-average extraversion value. Emotional, sensitive, restless when something goes wrong. Worried and anxious, but he/she will try to adapt, which usually succeeds, due to his/her cognitive flexibility. He/she likes to horn in the development of the service process, cooperation with the staff is important to him/her, typically judges his holistic service experience based on those mentioned abve. Appreciates the flexibility of the service parameters.

4	Emperors	▪ Medium extraversion. ▪ High neuroticity, above average rigidity. ▪ Dispreferred CC. ▪ Communication and availability. ▪ Relatively large age scattering	Moderately sociable, likes to talk. Slightly likes excitement, sometimes impulsive, joking. Sometimes optimistic and light-hearted. His/her high neuroticity indicates strong emotions, sensitivity. The above-average rigidity puts his/her behaviour all in a rigid, habit-abiding framework. It's hard to work with him/her. Refuses to cooperate, doesn't want to have a say in the development of the service process. He/she expects information to be available, prefers one-way communication.
5	Loose hippies	▪ Extraverted group. ▪ Low neutoricity and rigidity. ▪ Dispreferred CC ▪ Required communication is OK ▪ Relatively high age scattering	Social type, loves company. Characterized by positive thinking. Well-balanced. Flexible and has a high adaptability. Common development of service attributes is not essential for him/her, however doesn't reject the necessary communication.
6	Aristocrats	▪ Extraverted group. ▪ Below average neuroticity. ▪ Dispreferred CC. ▪ Necessary communication is OK ▪ Value dimension is important. ▪ Relatively large age scatter, with the highest proportion of those over 45 years of age	Sociable, likes to talk. Likes excitement. Impulsive, likes to joke, has a striking response to current situations. Calm, balanced, reliable. He/she prefers not to be involved in the development of the service. Evaluates the service process in terms of the behavior of the service provider and other customers.

7	Feminine leaders	▪ Extraverted group. ▪ High neuroticity and rigidity. ▪ Preferred CC ▪ 72% of them is 18-34 years old ▪ Second most feminine cluster ▪ Communication, value, experience dimensions are important in case of a complex service. ▪ In terms of expected activity, flexibility is emphasized	Sociable, likes to talk. . Likes excitement. Impulsive, likes to joke, has a striking response to current situations. Tries to adapt to external conditions, expectations, sensitive personality. Tends to worry. Always has a point about things, so he/she wants to shape the service to his/her own needs. Sticks to habits. Likes to have a say in the development of services. Appreciates the cooperation with the service provider, credibility and representativeness is important. The formability of the service elements is important to him/her.
8	Democratic female types	▪ Extraverted group ▪ Below average neuroticity and rigidity ▪ Preferred CC ▪ Communication, value proposition, flexibility ▪ Smallest cluster ▪ Most feminine cluster	Sociable, likes to talk Likes excitement. Impulsive, likes to joke, has a striking response to current situations. Calm, balanced, reliable. Flexible and has a high adaptability. Typically likes to shape service attributes. Appreciates the cooperation with the service provider, and the opportunity to flexibly form the service elements.
9	Active collaborators	▪ Extraverted group ▪ Low neuroticity ▪ Preferred CC ▪ Above average masculinity ▪ Communication, value, experience ▪ Flexibility	Sociable, likes to talk etni. Kedveli az izgalmakat. Likes excitement. Impulsive, likes to joke, has a striking response to current situations. Rather calm and balanced, however characterized by a powerful masculine behavior. Likes to have a say in the development of the service. Cooperation with the service provider and the harmony of verbal and nonverbal communication are important to him/her. Favors authentic and transparent service providers. Evaluates the service process in a complex way (service provider activity and behavior of other customers) Appreciates formability of service elements.

H4: The co-creation attitude is determined by the personality type of the consumer.

H4a: The extraversion-introversion dimension is a strong grouping criterion.

Hypothesis H4a was partially confirmed. On the one hand, in the examined sample, extraversion-introversion proved to be significantly dominant among consumers who prefer co-creation, however, the neuroticism dimension has a significant role.

H4b: The rigidity-flexibility dimension is a strong grouping criterion.

Hypothesis H4b was not confirmed, instead the neuroticism dimension proved to be a strong group-forming criterion.

H5: There is a linkage between the consumer experience and co-creation.

Hypothesis H5 has not been proven, because in the research the significance of belonging to the cluster is practically 0 in the experience dimension. Furthermore no relationship can be detected for the whole sample either.

As a research by-product, the result that sheds light on the relationship between the concepts of co-creation and experience can be noted. The statistical study revealed that the experiential nature of the service can be perceived as a result of co-creation. Other co-creation variables such as value proposition, and availability and communication, support the experience dimension as part of the service process.

6 PRESENTATION OF THESES

After evaluating my research questions and hypotheses, I formulated the following theses.

T1. In the service selection based on preferences, the need for co-creation appears in service attributes.

T2. Services with high and low co-creation content can be identified based on consumer perceptions.

T3. The co-creation attitude is determined by the extraversion and neuroticism dimension of the consumers' personality type.

T4. Co-creation is not an experience-centric phenomenon.

T5. The service experience is created along the realization of co-creation expectations in the service process, which is a result of co-creation.

6.1 Marketing professional contribution of the research

Hypothesis T1, according to which the need for co-creation appears in the choice of services at the attribute level, can be considered as a new result. Although there is extensive literature on holistic study of common value creation, its beginning, it's content and the end of it are all perspectives that can be further examined. This study contributes to those areas.

A novel result is the qualitative research result on which the T2 thesis is based, according to which consumers distinguish between high and low co-creation services in perception. Although consumer involvement, which appears as a "bridge" between consumer behaviour theories and service marketing, has long been the subject of research, the different involvement activity-level on the consumer side has not been examined in this way before the present research. This differentiation can be further refined by exploring specific co-creation content categories.

Thesis T3 can be considered as a completely new research result. The quantitative survey of the present research confirms on a large sample that there is a correlation between the co-creation attitude and the personality type of the consumer, especially the extraversion-introversion and the neuroticity-emotional stability dimensions proved to be strongly influencing aspects..

It is also a new (and at the same time surprising) research result that co-creation is not an experience-centric phenomenon (Thesis T4). While one might think that shared value creation is an "experience" for both the consumer and the service provider, research has shed light on the fact that co-creation is not an experience-centric phenomenon. What matters to the consumer is the service as a whole, its experiential nature, of which co-creation is a part. If this is successful, it can increase the experience of the service. In connection with this, the T5 thesis was formulated, which describes that the service experience is created along the realization of the expectations related to common value creation (in the service process), which can thus be considered as a result of co-creation..

7 LIMITATION OF THE RESEARCH

There may be determinant variables that the research does not reveal, yet they may influence the co-creation attitude. To explore this, qualitative interviews (discussing the results) may be suitable to refine the typification by including additional variables.

The representativeness of the quantitative survey is limited by the fact that it was completed by consumers to whom the questionnaire may have reached in a technical sense. Consumers who could have been the subjects of the questionnaire only offline were not interviewed, so their co-creation preferences are not included in the sample.

Nearly 70% of the respondents (69.38%) graduated from college or university, therefore the results obtained show to some extent the preferences of the graduate population in the clusters

8 FURTHER RESEARCH DIRECTIONS

The context dependence of co-creation preferences could be further explored through experimental research, and the comparison of services with different co-creation content could also yield novel results.

The study of the relationship between the elements of the research model can be further analyzed, for example, by approaching complexity from the co-creation side and taking into account the dynamic, ever-changing, interaction-dependent nature of co-creation and the impact of involvement. In terms of involvement, it may be interesting to examine the possibilities of integrating consumers, service staff and technology in the realization of value creation.

The subject of further investigation may be that if a model is seen by a service provider, what does he/she prefer in management, where would they place the emphasis. Moreover, in the context of another series of focus group interviews, for the purpose of model validation, it is also worth asking consumers whether they find this structure acceptable or whether it could be supplemented. In addition, the research can be extended to other age groups, because although no significant loss of information is assumed in the present research, it is conceivable that the inclusion of additional age groups may shades the existing results. To explore how value creation or possible negative co-creation (so-called destruction) appears in online communities as a special service area, netnographic research could be conducted.

A sociological research opportunity could be to examine how consumer co-creation preferences change in the case of individual versus mass services, whether there is a detectable difference? It

may also be interesting to coordinate the process of common value creation in multi-stakeholder, networked and collaborative service groups.

The identification and exploration of the possible negative consequences of co-creation also needs to be understood, this topic is also present in international research.

The direct applicability of the results of the primary research can be demonstrated by studies performed with an additional service category-specific approach.

Comparing the obtained results with the results of international research, it can be said that the focus of the service research sector is shifting towards technological development. Thus, among the research directions formulated above, the social media, search engine or text analytical analyzes that can be performed in the digital space should be highlighted. With the help of these, we can get closer to the structure of common value creation by scrutinizing the consumer manifestations and content consumption habits of everyday life.

9 APPLICATION POSSIBILITIES

The dissertation turned to the study of co-creation and preference with a new approach, as a result novel applications of the results can be formulated. In my research, I examined consumers' preferences and patterns of service choice behaviour, including the answer to how the need for common value creation appears in connection with the evaluation of services, and what segmentation of consumer groups can be constructed based on their attitude towards co-creation.

9.1 Service management

Agile service management processes can be aided by prioritizing co-creation and allowing the service provider to create value at the moment of delivery. In addition to the personalization benefits mapping of customer needs can also have the advantage that the service provider works closely with the user on the implementation of the service and its optimization at the attribute level. When developing new services and creating new service attributes, co-creation elements important for consumers can also be incorporated.

In the qualitative model of the research, we could see that the expected activity of the parties influences the co-creation expectations and through this the perceived value creation quality. Depending on whether the service requires a low or high level of consumer activity, it is the

responsibility of the service provider to let consumers' known that, through the communication co-creation dimension. Based on the model, in service management, for example, it may be key to think about how to communicate with consumers (if possible), because the less standardized the service, the greater the scope of it's delivery performance, and the more it can be constructed along with the customer and co-creation processes.

Important lessons for service management are that extraversion explains the relationship between personality typology and co-creation attitudes.

9.2 Customer relationship management, customer satisfaction

Placing the research topic in the theory of service marketing, it can be stated that co-creation is a combination of adaptation and active customer policy. At the same time, it creates an opportunity for the company to improve quality management. Based on the model, it is possible to reveal what is negative in terms of quality perception in the service process, and thus these can be prevented in performance. In this way, the chances of complaint situations can be reduced by co-creation tools.

The flexibility of the service provider, including the willingness to learn from and with the consumer, seems to be decisive for the positive outcome of the service process (satisfied customer and service provider).

9.3 Differentiation and segment policy

In services, as well as in products, differentiation is the key to the reality of a unique selling proposition (USP). In the upper comfort categories of the HORECA sector, for example, it is now almost inconceivable not to be able to personalize gifts or types of care, such as special needs arising from various food allergies.

9.4 Refining consumer / customer behaviour models

The results of the study can be used to refine consumer / customer behaviour models, which adds to the existing knowledge. In particular, the identification of the expected elements of co-creation provides a specific set of criteria for what consumers are "looking for" or believing to discover in certain service attributes..

9.5   Value-based marketing

The resulting model as well as the identified consumer segments can refine the value-driven marketing strategies implemented in practice. Depending on the co-creation content of the service, service providers can select the behavioural segments they want to target, so they can develop their individual approaches in relationship building, customer retention tools based on segment typology.

9.6   Communication strategy

The dissertation contributes to the conceptualization of the concept of co-creation and operationalizes the phenomenon from the point of view of consumers. Identified co-creation expectations can help corporate communication strategy-making, as a value-communication line can be developed along the identified expectations.

10 LITERATURE

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