Customer-Perceived Value of Mobile Multi-Media Guides for Visitor-Centered Organizations

Frida Tellinger

Civilingenjör, Industriell ekonomi
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Luleå tekniska universitet
Institutionen för ekonomi, teknik och samhälle
Abstract

The field of technological subscription-based services are growing, and more organizations are using this strategy to provide their customers with products and services. Even though the market is growing the theories concerning the perceived value of their customers are not. The perception of value is an important part of a company’s strategy and the need for validated aspects concerning this is important to formulate. Customer-perceived value is a complex area and the gap in the theoretical understanding of this in the technological subscription-based products and services needs to be filled.

The aim of this research is to explore this field and to gain a better understanding of what situational factors of the perceived value is. The situation studied in this research lies within the visitor-centered organizations perception of value of subscription-based multi-media guides. After an extensive literature review in this area data has been collected through eight semi-structured interviews.

This has resulted in the findings of factors that affect both the beneficial and costly domains of the customer-perceived value. It was also clear that the situation plays a big role in the perceived value. The factors that was mentioned most of the respondents were seen as the most influential and these has been presented in a list in the end of the study.

The results can be used as a base for future studies to gain a deeper insight in the area and also to conduct more studies to see if different situations have a bigger affect. The results can also be used as a guideline for practitioners within the field as they develop their products and services to increase value for their customers.

Keywords: Customer-perceived value, mobile multi-media applications, visitor-centered organizations, technological subscription-based services
Sammanfattning

Företag som erbjuder tekniska prenumerationsbaserade lösningar blir fler, och allt fler företag använder sig av denna strategi för att förse sina kunder med produkter och tjänster. Även fast denna marknad växer saknas fortfarande teorier som rör området kring vad deras kunder har för upplevt kundvärde. Upplevt kundvärde är en viktig del av ett företags strategi och behovet av validerade teorier kring vilka aspekter som påverkar detta är viktiga att formulera. Upplevt kundvärde är ett komplext område och gapet i den teoretiska förståelsen kring detta inom området som erbjuder tekniska prenumerationsbaserade produkter och tjänster behöver fyllas.

Syftet med denna rapport är att undersöka detta område för att få en bättre förståelse för vilka de situationsbaserade faktorer som påverkar det upplevda värde är. Situationen som har studerats i denna rapport ligger i besöksorienterade organisationers upplevda värde av prenumerationsbaserade multi-mediaguider. Efter en omfattande litteraturstudie inom detta område har data samlats in med hjälp av åtta semi-strukturerade intervjuer. Tack vare det insamlade materialet har denna studie resulterat i en lista på faktorer som påverkar både de fördelaktiga samt kostsamma domänerna av det upplevda kundvärdet. Det var även tydligt att situationen spelar en stor roll i det upplevda kundvärdet. De faktorer som nämndes mest av respondenterna har ansetts haft störst påverkan och det är dessa som presenteras i en lista i slutet av rapporten.

Resultatet kan användas som bas för fortsatta studier för att fördjupa sig inom området samt för att genomföra fler studier för att se om olika situationer har mer inverkan. Resultatet kan även användas som en riktlinje för de som praktiserar inom fältet när de utvecklar sina produkter och tjänster för att höja värdet för sina kunder.

Nyckelord: Upplevt kundvärde, mobila multi-mediaapplikationer, besöksorienterade organisationer, tekniska prenumerationsbaserade tjänster
# Table of Contents

1. Introduction ........................................................................................................... 1  
   1.1 Background ................................................................................................. 1  
   1.2 Problem discussion ....................................................................................... 2  
   1.3 Purpose ......................................................................................................... 3  

2. Literature review .................................................................................................. 4  
   2.1 Subscription-based services .......................................................................... 5  
   2.2 Multi-media guides ....................................................................................... 5  
   2.3 Value ............................................................................................................. 7  
      2.3.1 Kano-model ........................................................................................... 7  
   2.4 Value in the business-to-business environment ............................................ 8  
   2.5 Customer-perceived value ........................................................................... 9  
      2.5.1 Benefits ................................................................................................ 10  
      2.5.2 Sacrifices ............................................................................................... 13  
   2.6 Theoretical framework .................................................................................. 14  

3. Method ................................................................................................................... 17  
   3.1 Research purpose .......................................................................................... 17  
   3.2 Research approach ....................................................................................... 17  
   3.3 Research strategy .......................................................................................... 18  
   3.4 Data collection method ................................................................................. 19  
      3.4.1 Interviews ............................................................................................... 19  
   3.5 Sample selection ........................................................................................... 22  
   3.6 Literature collection ....................................................................................... 23  
   3.7 Data analysis ................................................................................................. 24  
   3.8 Transferability, credibility, dependability and confirmability ....................... 24  
      3.8.1 Transferability ....................................................................................... 24  
      3.8.2 Credibility ............................................................................................ 25  
      3.8.3 Dependability ....................................................................................... 25  
      3.8.4 Confirmability ...................................................................................... 26
Table of figures

Figure 1: Overview of Literature review ................................................................. 4
Figure 2: Augmented Reality .................................................................................. 6
Figure 3: Kano's Model of Customer satisfaction .................................................. 7
Figure 4: The scope and domain of Customer-Perceived Value .......................... 10
Figure 5: Theoretical framework ......................................................................... 15
Figure 6: Theoretical framework ......................................................................... 38

Table of tables

Table 1: Summary of the areas in the theoretical framework .................................. 15
Table 2: Overview of Methodology ......................................................................... 17
Table 3: Overview of conducted interviews ............................................................ 21
Table 4: Database keywords .................................................................................. 23
Table 5: Age distribution of respondents ................................................................. 27
Table 6: Positive and negative impacts on the domains .......................................... 39
1. Introduction

This chapter introduces the background to the area of research, leading up to the identified problem as well as the purpose of the study. This is formulated into two research questions aimed to united form a solution to the problem.

1.1 BACKGROUND

The mobile phone has become a major part of people's everyday lives. Not only in the personal life, customers also expect that they can easily access a company's online services and many companies continues to emerge in this field (McLean, Al-Nabhani, & Wilson, 2018). Consumers consistently increases to interact and utilize services provided this way and follows the improvement and innovation of mobile technology services (Shankar, Kleijnen, Ramanathan, Rizley, Holland & Morrissey 2016). Shankar, et al. (2016) explains the customers need for devices to easily connect to companies in order to find information, and more often than not customers want to be able to do this on the go. In this case, many people use their mobile phones.

Many companies have adapted to this by making mobile versions of their websites or by creating custom applications where their customers can get information about them as companies and their products (Ono, Nakamura, Okuno, & Sumikawa, 2012). The retail industry was quick to see the benefits of this and entered the market by acquiring these applications, enabling them to offer their customers this service (McLean, Al-Nabhani, & Wilson, 2018). More and more companies have followed and today it is not only within the typical brick shop sales places that offer their customers these applications, but there are also other markets that are forced to find new ways to reach their customers, such as entertainment (Netflix), newspapers (DN), banking (SEB) and others.

One of the markets that has begun to be in this area are the visitor-centered organizations. For a long time, visitor-centered organizations such as museums, amusement parks, churches, districts and other cultural sites have focused on the physical experience of the visit. Many of these organizations have a strong history that they want to preserve and display in the most correct way possible. In recent years however, they have realized the importance of taking part in technological development and inviting these modern assets into their work. The pressure has increased, both from the modern customer, but also on the organization itself to find new ways of presenting its art and adapt new forms of information and communication technology (Economou, 2004). Since knowledge about the development of this type of media is usually not available within the organization, many people are looking for out-house services.

The range of digital media available to share this kind of information and services with its customers is wide. Everything from making payment services to digital image galleries or only websites with information has become available. Such a service that often fits well for visitor-
oriented organizations is multimedia guides. A multimedia guide is a service that allows the customer to go through a digitally guided tour using different features available in a mobile device such as mobile multi-media tours with functions like Virtual and Augmented Reality, Beacons, GPS-triggered hotspots and much more. When the service is activated, the customer can for example receives information about the location on which it is powered by its mobile device. This can be in the form of image, audio, text, video or other digital media. This service has become of greater interest to visitors-oriented organizations.

The benefits of providing the service of a multi-media guide for visitors are many, for example is modern media is efficient at facilitating factual learning as well as resulting in a higher overall satisfaction from a visit according to Wolf, Stricker, and Hagenloh (2013). However, it is important for the company offering these services to understand what exactly their customers perceive as valuable. The visitor-centered organizations are a relatively small sector with a restricted, government owned budget, with the exception of a few bigger organizations. By providing a subscription-based service to these custumers, the marketing efforts must be logically adjusted to fit their customer’s needs. To be able to create and sustain long-term industrial relationships the customer-perceived value is a key factor (Uлага & Chacour, 2001). The understanding of the value concept and how it relates to customer needs and achievement of probability for the parties involved are central for a successful strategy (Ravald & Grönroos, 1996).

Value in business to business stems from the concepts of value in business to consumer. Even though value in the business market is seen as rational choices based on benefits, recent studies shows that the choices made also considers emotions and relationships (Eggers, Kraus, & Covin, 2014). The value concept has moved from a one-dimensional to a multidimensional concept, as well as from an inside out communication to an outside-in one (Egert, Uлага, Frow, & Payne, 2018).

Not only has the customer value become a fundamental building block of the business to business marketing, it has also made it into the definition of business. As Kumar and Reinartz (2016) defines “business is about creating value” and as early as 1994 the definition of customer value was defined as “the fundamental basis for all marketing activity” (Holbrook, 1994) which shows that customer value plays a big role in marketing decisions.

1.2 Problem Discussion

Value has over time evolved from being something that only involves an encompassing concept, an exchange of value in the moment, and a communicative means on the supplier's terms to become a multidimensional concept, value-adding value and an invitation to conversation and co-creation of experiences and knowledge (Egert, Uлага, Frow, & Payne, 2018). Value is based on the situation and dependent on many factors. The literature is wide on this subjective concept, with a few well-based concepts that lays the groundwork for researchers (Lapierre, 2000; Uлага &
Chacour, 2001; Woodruff, 1997). However, more technological companies offer their services on a subscription-basis which is not covered by the literature (Economou, 2004). There’s a need for literature covering the perceived value and what factors play a big role in the customer perceived value. There’s a gap in the literature here even though companies of this type are increasing.

By studying the customers to a company that sells these services, these key factors can be identified. OnSpotStory in Stockholm are providing visitor-centered organizations with guides using mobile technology such as GPS, Beacons, Augmented Reality and QR-codes. Their target customers, museums and other organizations within the cultural sector, are often unaware of the scale of the products they offer, which can result in discrepancy between the perceived obtained benefits and the costs.

The company is growing and by identify these factors leading to increased customer-perceived value they can create and maintain long-terming beneficial relationships. By identifying the needs the customers have when deciding to buy services provided by OnSpotStory, see Appendix 1, as well as how capable OnSpotStory has been so far at fulfilling these needs, an overview of their customer-perceived value can be made. This information can further be used for marketing efforts to enhance the customer-perceived value of the organization as well as other organizations.

Not only organizations within this sector will have interest in this study. The aim is also to build a foundation of theoretical understanding of the domains of customer-perceived value within this field as this sector is growing. While moving further in the technological era structures needs to be reformed and developed to suit the changes, and since we are moving further away from the traditional brick-and-mortar stores, the traditional concepts needs to adapt and evolve as well so further theories can be built with a better reflection of present-day (Kaltenecker, Hess, & Huesig, 2015).

1.3 PURPOSE

The purpose of this research is to identify and evaluate factors that affect the customer-perceived value of mobile multi-media guides by visitor-centered organizations. The goal is to formulate a recommendation that will lead to increased customer-perceived value. To achieve this two research questions has been formulated:

RQ1: What factors of mobile multi-media guides do visitor-centered organizations perceive as beneficial?

RQ2: What factors of mobile multi-media guides do visitor-centered organizations perceive as costly?

Studies made on customer-perceived value are many, however, the new field of subscription-based technological services has not been studied, even though this sector is growing rapidly. This study will add to the body of knowledge within this area.
2. Literature review

This chapter presents the secondary data used in this research. The literature that has been studied and used to define the concepts and areas within this research will be presented below. Literature that will be presented concerns technological subscription-based services, functions within mobile multi-media guides, the value-concept as well as value in the business-to-business environment and theories concerning customer-perceived value. The theoretical framework is presented in the end of the chapter. An overview of the literature review is presented below in Figure 1.

![Figure 1: Overview of Literature review](image)

Figure 1 above presents an overview of how the theories used in this literature review are connected. In this chapter the functions of the multi-media guides in the technological subscription-based field that has been studied in this research will be presented. After that the value concept will be discussed from a business to business perspective with the help of literature about the KANO-model. This will result in a better understanding of the domains and scopes that leads to the visitor-centered perceived value.
2.1 Subscription-based services

There are multiple subscription-based software solutions service providers (Samimi & Aghaie, 2011). The broad spectrum of enterprises represented within these industries belongs to everything from telecommunications, insurance service, beauty products, and internet-based service firms. This research concerns the last one. There are different ways for these providers to operate, either contractual (subscription-based model) or non-contractual (pay per use) (Dover & Murthi, 2006). The seller examined in this research work on a contractual basis, where the customer either pays quarterly, annual, or monthly for their subscription. Little research has been conducted on applications of the contractual model, making marketing efforts and service customizations harder to conduct (Jiang, Au, & Tsui, 2007). The mobile multi-media guides in this research is partially built on the subscription-based concept. These will be further explained in the next section.

2.2 Multi-media guides

Millions of applications exist today with a wide range of purposes. The American Heritage Science Dictionary (2017) defines applications as “A computer program with an interface, enabling people to use the computer as a tool to accomplish a specific task”. Depending on what task the application is made to undertake, different technologies can be used to enable the application to do what it is supposed to. The mobile multi-media guides studied in this research uses the technology of GPS, Beacons, Virtual Reality, Augmented Reality and QR-codes.

The GPS-function uses a system for determining position of a GPS terminal, and uses a location aiding server and a communication system to pass messages to determine the mode of operation of a GPS receiver in a mobile terminal or device (United States Patent No. US6703971 B2, 2004). It is possible to determine a mobile terminal or device’s latitude and longitude positions with the help of this technology.

Beacons is a technical solution that allows the owner to alert applications or websites when the device is near and thereby reach customers that are close to an interesting location with relevant information (Maycotte, 2015). Maycotte (2015) further explains how the small beacon patches are placed on walls or objects and uses Bluetooth low-energy wireless technology to detect and pinpoint consumers locations. When the consumer is within range of the BLE signal that the beacon emits a promotion, message or other related material will alert the application, however the consumer must have the application installed or be active on the specific website for the notifications to arrive (Ibid). Maycotte (2015) describes how this approach is, even though seemingly intrusive, respectful of the users’ privacy since the user is in full control of installing the application or accessing the website.

Two more functions that can be used in mobile multimedia applications are Virtual Reality (VR) and Augmented Reality (AR), see Figure 2 below. The Virtual Reality creates a digital world by placing images with different perspectives on the screen in front of each eye which creates a dept
and 3D-effect (Arvanaghi & Skytt, 2016). The glasses which are used to project the images creates a virtual visual field all the way around the user (Ibid). Arvanaghi and Skytt (2016) explains that in the glasses there’s an accelerometer that registers the movements of the head and allows the user to look around in the virtual world. Virtual Reality is not only used in games, movies and trips, but is also used in educational purposes such as the military, medical studies and rehabilitation (Ibid).

![Image](https://via.placeholder.com/150)

*Figure 2: Augmented Reality*

Augmented Reality, as seen in Figure 2 above, is a combination of reality and a visual layer of data. The difference between Virtual Reality and Augmented Reality is that VR is a digital image that creates the sense of reality whereas AR is the combination digital impressions but also sensory impressions from reality (IDG: Computer Sweden, 2018). Both the digital and real world must match each other geometrically and happen in real time for it to be Augmented Reality (Ibid). Computer Sweden (2018) further explains how an AR-application search for a marker, surface or other reference when it is turned on and will in this area place an AR-object. When it finds it marker, the application must understand what type of information that is supposed to be placed in the area; for example, a text, image, video, or object (Ibid). These applications can be built for mobile phones, programs or be completely web based according to Computer Sweden (2018).

The q and r in QR-codes stands for quick response and is a black and white squared pattern that represents an internet address (URL) or other information. By scanning the pattern with for example a camera on a smartphone and opening it in a program that reads QR-codes, the link will take the consumer to the specific webpage represented by the QR-code (IDG: Computer Sweden, 2018). The code itself is a development from the barcode and contains more information (Ibid).
2.3 Value

Managers need for understanding and gaining a deeper knowledge about perceived value and how they can work to create this for their customers are increasing (Eggers, Kraus, & Covin, 2014). As competition grows on a global scale, it is important for companies to understand what their customers consider valuable with their products or services to ensure that this is maintained and ideally developed. Perceived value defined by Zeithaml (1987) as “the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Though what is received varies across consumers (i.e., some may want volume, others high quality, still others convenience) and what is given varies (i.e., some are concerned only with money expended, others with time and effort), value represents a trade-off of the salient give and get components.” will be the definition of value from which this research will stem.

However, this shows that perceived value is very broad, and the context is important to understand in order to fully evaluate value. To understand what affects value in the context of this research, the Kano-model will be examined next, followed by value in the business to business market.

2.3.1 Kano-model

Value is also dependent on the customers’ expectations. Different levels of fulfillment of these expectations influences the customers satisfaction, distinguished in Kano’s model from 1984, see Figure 3 below.

![Kano's Model of Customer satisfaction](https://example.com/kano_model.png)

*Figure 3: Kano's Model of Customer satisfaction (Berger et al.,1993)*
The three different criteria described in Figure 3 above are must-be, one-dimensional, and attractive requirements. The extent to which the product fulfills these criteria determines whether where on the scale between how dissatisfied or delighted the customer will be (Matzlera & Hinterhuberb, 1998). Later the effects of corporate reputation will be examined. However, it also has an impact on the expectations of the customer. There is a possibility for high corporate reputation to increase the initial expectations of the buyer, thereby raising the standards when it comes to value perceptions making it harder for the seller to exceed expectations (Arslanagic-Kalajdzic & Zakbar, 2017).

**Must-be requirements**

Must-be requirements are necessary to provide to make sure the customer will not be extremely dissatisfied (Matzlera & Hinterhuberb, 1998). Matzlera and Hinterhuberb (1998) further states that fulfillment of these requirements will neither increase the customers satisfaction but only lead to a state of ‘not dissatisfied’. The must-be requirements are taken for granted and a customer would not take these into consideration when asked what they expect of the product.

**One-dimensional requirements**

If the one-dimensional requirements are fulfilled, customers will usually be satisfied (Lin, Yang, Chan, & Sheu, 2010). The satisfaction is proportional to the fulfilment of these requirements and when the customers are asked for what they expect of a product, it is usually these requirements that are mentioned (Matzlera & Hinterhuberb, 1998).

**Attractive requirements**

The attractive requirements of a product are the ones that surprises and exhilarates customers (Matzlera & Hinterhuberb, 1998). These aspects have the greatest influence on the customers satisfaction since they are requirements that exceed their expectations (Lin, Yang, Chan, & Sheu, 2010). If these are not met however, the customer has no feeling of dissatisfaction (Matzlera & Hinterhuberb, 1998).

**2.4 Value in the Business-to-Business Environment**

Most studies made regarding customer-perceived value focuses on the different aspects in the business to consumer market, but the understanding of perceived value in the business to business market has progressed over the last 20 years (Arslanagic-Kalajdzic & Zakbar, 2017). While Graf and Maas (2008) argue for a simpler customer-perceive value in business services, Arslanagic-Kalajdzic and Zakbar (2017) proves a more complex multidimensional conceptualization is suited even in the business to business environment. As value is situational, depending on the customers’ interactive experience with the product and service, studies must take into account the different situations depending on the customer (Baumann, Le Meunier-FitzHugh, & Wilson, 2017).
Since this study focuses on customers within the visitor-centered organizations’ sector who already bought the product this aspect will be unidimensional when considering the time aspect. However, a multidimensional conceptualization will be examined when it comes to the scope and domains of value-dimensions.

Theories concerning customer-perceived value in the business to consumer market can be applied with modifications to business markets since it per definition points out that a trade-off between perceived benefits and sacrifices on both functional, emotional and social bases also occurs for business clients (Arslanagic-Kalajdzic & Zakbar, 2017). Prior (2013, p. 1193) states that “direct consideration of social, emotional and functional aspects of customer perceived value in terms of the influences of specific activities” also applies to complex industrial solutions and that emotions play an important role in explaining business clients' behavior.

2.5 CUSTOMER-PERCEIVED VALUE

Knowing what customers perceive as valuable is the basis for all marketing decisions (Dovaliene, Masiulyte, & Piligrimiene, 2015). Customer-perceived value is the abstract evaluation or judgment formed by a customer concerning a products’ attributes and the perception of the sacrifice that must be made to obtain these traits (Zeithaml, 1987). The view of value as a result of desirable attributes in exchange for perceived costs is shared by Monroe and Chapman (1987) who define customer-perceived value as the “Ratio of perceived benefits relative to perceived sacrifice”. The perceived value can be increased by either enhancing the benefits or reducing the sacrifices.

Research has conceptualized customer-perceived value by emphasizing the physical-economic transaction between supplier and customer, where the price paid was the measurement of value added during the production process (Corsaro, 2014). Corsaro (2014) continues to point out the development towards a more relational logic where value of networks, relationships and constellations as well as phases and processes are important aspects to involve in the measurement. Zeithaml’s (1987) definition stated earlier which contained “The customers’ overall assessment of the utility of a product based on a perception of what is received and what is given”, shows the importance of understanding the customers’ perspective when trying to grasp the value. A more specific definition, however more clearly showing the complexity, is Anderson, Jain, and Chintagunta’s (1992) definition “Perceived worth in monetary units of the set of economic, technical, service, and social benefits received by a customer firm in exchange for the price for a product offering, taking into consideration the available suppliers’ offerings and price”.

Marketing researchers in both academia and industry has shown great interest in the subject, trying to map out the complex and multidimensional nature of perceived value (Sánchez-Fernández & Iniesta-Bonillo, 2007). Despite the intrinsic nature of customer-perceived value, knowledge and creation of the concept is important for companies to have, it is considered to be a critical part of
business market management and a vital part to a company’s long-term success (Lapierre, 2000; Corsaro, 2014).

Lapierre (2000) conducted a comprehensive study on customer-perceived value on IT suppliers which resulted in the categories in Figure 4 below describing the main 13 underlying drivers for benefits and sacrifices that influences the perceived value. The drivers are divided in three different perspectives, namely product, service and relationship.

![Figure 4: The scope and domain of Customer-Perceived Value](Source: (Lapierre, 2000, p. 125))

Attributes commonly connected to customers values are linked to product and service offerings (Woodruff, 1997). As the markets grow competitive and product- and process-based advantages rapidly is imitated by competitors, involvement of relationships in value-appreciation has been adopted (Ravald & Grönroos, 1996). Even though the lack of consensus among researchers, these three scopes combined reoccurs in many studies but under different epithets, for example functional, social and emotional benefits (Arslanagic-Kalajdzic & Zakbar, 2017). Lapierre’s (2000) definitions cover these researched and adapted benefit- and sacrifice-domains and will be the main source used in this research.

2.5.1 Benefits

Everything that the customer perceives as advantageous that associates with the supplier are seen as benefits. Influencers affecting the perceived benefits has been categorized into product, service and relationship related (Lapierre, 2000).

**Product related**

Product related benefits involves everything from the range of alternatives offered by the supplier, the actual quality of the product, to how well the supplier customizes it according to the buyers’
requirements (Lapierre, 2000). It is the most commonly explored of the dimensions that has an impact of the perceived value (Arslanagic-Kalajdzic & Zakbar, 2017). The product forms the base of the value proposition. The perception of value is created in this scope when the trade-off between economic and monetary benefits and costs are made (Anderson, Jain, & Chintagunta, 1992). Lapierre (2000) raises the importance that the supplier is able to offer their customers alternative solutions to best find the most suitable ones for the customers and tailor them to match their customers’ needs. It is also important that the supplier is assisting the customer solve the problem they require the product for (Lapierre, 2000). Customers assess the value in comparison with these alternative solutions (Hänninen & Karjaluoto, 2017).

The quality of the products that the supplier is providing is essential for the product related value-perception. This involves how the customer perceives the products durability and performance. It is also affected by the reliability over the years and if the supplier is consistent in the improvement of the quality over time (Lapierre, 2000). When a products’ quality enhances over the time the customers’ value perception is enhanced as well (Baumann, Le Meunier-FitzHugh, & Wilson, 2017). The technical quality and solid performance are examples of drivers that affects the quality attributes (Hänninen & Karjaluoto, 2017).

The last driver that affects the perceived value of the product is its ability of customization. Customers value the effort the supplier puts into customizing products for their firm (Lapierre, 2000). The value of a product is also defined by how well the competition delivers their intrinsic quality attributes as well as the services around them, where offers of better value than the competition increases a company’s sustainable competitive advantage (Uлага & Chacour, 2001). So does the suppliers’ ability to meeting unique specifications that the competitors cannot, provide custom-built products. Is valuable to the customer (Lapierre, 2000).

**Service related**

Much of the literature on perceived value focuses on the tradeoff between quality and price, however Arslanagic-Kalajdzic and Zakbar (2017) shows how the emotional service related factor plays a big role not only in the business to consumer market but also in the business to business market. It comes to show even in literature about business to business branding that emotional aspects are factors that affects the brand value and influences the buyer during the decision-making process (Leek & Christodoulides, 2012).

The customers interactions with the supplier is dependent on the service process of the supplier (Baumann, Le Meunier-FitzHugh, & Wilson, 2017) and vice versa. Both sides are run and operated by people and in a professional context it is important that the people in the service unit on the suppliers side, as well as the people in the purchase unit on the customer side are satisfied with the relationship since it has a great impact on the perceived value (Arslanagic-Kalajdzic & Zakbar, 2017).
Gallan, Burke Jarvis, Brown, and Bitner (2013) shows how the customers engagement depends on the attitude towards the service process. The customer also plays a vital part of the perceived value as the service offered is dependent on how well the customer partakes in the process and expresses their needs and expectations, both during and after the service process (Arslanagic-Kalajdzic & Zakbar, 2017). The suppliers’ responsiveness, flexibility, reliability, and technical competence are the main drivers that can affect the attitude and in turn the service related perceived value (Lapierre, 2000).

A supplier can show responsiveness by listening to the customers problems and provide quick answers and solutions, and to better serve and provide this, the supplier can visit the customers location to better understand their business (Lapierre, 2000). After responding to the customer, the supplier needs to show flexibility by addressing the requests (Ibid). Lapierre (2000) further explains how the suppliers capacity to adjust their products accordingly, meet unforeseen needs and provide emergency solutions affects the customers assessment of the supplier. Ultimately it is about the way the supplier handles changes (Ibid).

However, the customer will lose faith in the supplier if they do not show reliability (Lapierre, 2000). Their ability to do things right the first time, keep their promises and be clear from the start are underlying drivers that shows reliability (Ibid). The customer needs to gain confidence in the overall competence of the supplier, and not only the employees they meet face-to-face according to Lapierre (2000), and suppliers can gain this by being accurate and keep what they promise.

Lapierre (2000) also describes how the responsiveness, flexibility and reliability must be connected by the suppliers’ technical competence. Their specialized expertise in the customers’ sector and how well they validate their knowledge of this business increases the customers value-perception (Ibid). When the supplier shows creativity, provide system solutions to occurring problems and incorporate new technology, it shows strength in their service process according to Lapierre (2000).

**Relationship related**

Relationships between the customer and the seller affects the value to great length. The relationship is co-created between the two parties and developed through aspects such as seller expertise, communication, dependence and relational benefits (Baumann, Le Meunier-FitzHugh, & Wilson, 2017). By consistently acting as the seller has promised, the credibility and perception of professionalism will be built, and trust will begin to form (Kirmani & Rao, 2000). This will also signal that there is a lowered risk by working with this specific seller, Kirmani and Rao (2000) further states. Showing co-operation with a high level of communication and information sharing will strengthen the relationship and reduce information asymmetry and thereby become a positive factor in the value assessment (Hansen, Samuelsen, & Silseth, 2008). These drivers can be summarized in image, trust and solidarity.
Even before a relationship is built by interaction, reputational benefits sought from the *image* of the supplier adds to the value in the customers minds (Hänninen & Karjaluoto, 2017). A reputable supplier can decrease the perception of sacrifice and the value assessment of a provider will differ in relation to its relevance to the customers own products, services or firm itself (Arslanagic-Kalajdzic & Zakbar, 2017). Except from the reputation, a suppliers’ credibility also affects the company’s image (Lapierre, 2000). Social approval by stakeholders such as clients, owners etc. affect the perceived value of a company, but in the business environment social values can also be gained in terms of business references for the suppliers’ firm and boost their credibility (Arslanagic-Kalajdzic & Zakbar, 2017).

When relationships have been built, *trust* can be developed (Lapierre, 2000). According to Lapierre (2000) customers trust can be received by providing accurate information and fulfillment of promises made by the supplier and in that way build trust. The more trust the customer has in the supplier, the more they will believe the supplier even if the explanation given seems unlikely (Ibid). The customer will also, according to Lapierre (2000), have a tendency to take into account the judgement or advice the supplier gives regarding the customers business operations.

Lapierre (2000) explains how showing *solidarity*, a company can increase its customer-perceived value and they can show solidarity by providing help when their customers run into problems or show willingness to go beyond contracted terms to meet their customers’ needs. Taking on tasks to solve problems that arise during the relationship and develop improvements which will improve the relationship and not only for their own beneficial purpose also affects the customers value-perception (Ibid).

### 2.5.2 Sacrifices

Sacrifices has also been divided into product-, service- and relationship-related specifications (Lapierre, 2000). The price of the product is related to both the product and the service scope, whereas conflict, time/effort and energy is relationship-related (Ibid).

**Product/service related**

Customer-perceived value is often seen as a trade-off between quality and *price* (Ulaga & Chacour, 2001). Ulaga and Chacour (2001) presents studies that shows both a positive correlation between the factors as well as an inverse relationship or none at all. The relationship is often defined depending on the area in which it is studied, viewed from the economic or marketing perspective (Garvin, 1988). The correlation is often positive in both areas, quality and price are positively related since costs and prices are (Ulaga & Chacour, 2001). Not only are the perceived quality and expected performance factors that affects the product and service related sacrifices, but it is also dependent on time. If the customer can see a reduction in sort-and long-term costs, it will affect the perception of the perceived value (Sweeney & Soutar, 2001).
However, marketing researches addresses the problematic that the customer is not as well informed about the quality as the seller and will therefore take cues such as advertising, word-of-mouth, packaging or branding into consideration when evaluating the quality, whereas economists assume that they are both equally informed and quality and price is therefore always positively related (Ulaga & Chacour, 2001). Usually in a business-to-business market, the seller and the customer are symmetrically informed, or able to easily obtain required information through product documentation and testing (Ulaga & Chacour, 2001). In this study however, the differences in customer and sellers’ fields requires evaluation of quality to adapt to the marketers’ view.

The aspects of price that drives customer-perceived value is dependent on most prices of the products and services that the customers buy, as well as in relation to the profitability of the supplier (Lapierre, 2000). If the price has an impact on the customers competitive abilities or is not justified relative the benefits, it could have a negative impact on the perceived value (Ibid).

**Relationship related**

Drivers such as conflict, time/effort and energy are relationship-related sacrifices. The number of meetings that the customer needs to have with the staff of the supplier, the effort spent bargaining to reach an agreement and the development of a working business relationship is *time and energy* that the customer invests in the supplier (Lapierre, 2000). Considerations of corporate reputation are also important when considering the sacrifices made in relationship related contexts since an organization’s reputation affects the perception of emotional sacrifices such as discontent and perceived stress (Arslanagic-Kalajdzic & Zakbar, 2017). The relationships and continuous collaboration requires time and *effort* spent on training a number of employees. The customer counts on receiving enough beneficial outcomes to make the effort worth it (Lapierre, 2000).

If *conflicts* regarding business issues occurs frequently or there are controversial arguments between the supplier and customer, the sacrifices will be perceived as greater (Lapierre, 2000). Differences regarding ways to achieve each parties’ respective goals will influence the perceived value as well (Ibid).

**2.6 THEORETICAL FRAMEWORK**

The theories presented above aim to answer the research questions in this report. These questions are divided into what factors are beneficial and what factors are perceived as costly to the visitor-centered organizations. The different theories have therefore been divided into what is perceived as beneficial or costly with respect to the product, service and relationship. As both Arslanagic-Kalajdzic and Zakbar (2017) as well as Baumann, Le Meunier-FitzHugh, and Wilson (2017) suggest, the situation where the exchange between the customer and the seller takes place has an impact on the perceived value, this will be regarded for both of the domains and put in the
situational aspect where the research takes place. The discussed theories are connected as presented in the theoretical framework below, see Figure 5.

<table>
<thead>
<tr>
<th>RQ1: What factors of mobile multi-media guides do visitor-centered organizations perceive as beneficial?</th>
<th>Situational</th>
<th>Benefit (domain)</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>RQ2: What factors of mobile multi-media guides do visitor-centered organizations perceive as costly?</td>
<td>Need</td>
<td>Sacrifice (domain)</td>
<td>Service</td>
</tr>
</tbody>
</table>

Figure 5: Theoretical framework

Since the need, expected qualities, also affects the perception (Arslanagic-Kalajdzic & Zakbar, 2017), the different domains will be valued with respect to this as well, see Figure 5 above. As the literature suggests, the expectations will impact the perceived value and must therefore be considered within all aspects.

The areas that seem to affect the customer-perceived value, and thereby the research questions in this report, are described below. The sources used to gather literature concerning each area is also presented in Table 1 below.

Table 1: Summary of the areas in the theoretical framework

<table>
<thead>
<tr>
<th>Concept</th>
<th>Description</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational</td>
<td>Value is situational; depending on customer, seller and time.</td>
<td>(Arslanagic-Kalajdzic &amp; Zakbar, 2017), (Baumann, Le Meunier-FitzHugh, &amp; Wilson, 2017)</td>
</tr>
<tr>
<td>Benefit – Product</td>
<td>Aspects of the product that the company offers that affects the</td>
<td>(Lapiere, 2000), (Zeithaml, 1987),</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>References</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Beneficial Aspects of Customer-Perceived Value</strong></td>
<td>Can have both a positive or negative impact on the perception of the products benefits. Concerned aspects are alternative solutions, quality of the product, and product customization.</td>
<td>(Arslanagic-Kalajdzic &amp; Zakbar, 2017), (Hänninen &amp; Karjaluoto, 2017), (Baumann, Le Meunier-FitzHugh, &amp; Wilson, 2017), (Uлага &amp; Chacour, 2001)</td>
</tr>
<tr>
<td><strong>Benefit – Service</strong></td>
<td>Aspects of the service that the company offers that affects the beneficial aspects of customer-perceived value. Concerned aspects are responsiveness, flexibility, reliability, and technical competence.</td>
<td>(Lapierre, 2000), (Zeithaml, 1987), (Arslanagic-Kalajdzic &amp; Zakbar, 2017), (Gallan, Burke Jarvis, Brown, &amp; Bitner, 2013)</td>
</tr>
<tr>
<td><strong>Benefit – Relationship</strong></td>
<td>Aspects of the relationship to the company that affects the beneficial aspects of customer-perceived value. Concerned aspects are image, trust, and solidarity.</td>
<td>(Lapierre, 2000), (Zeithaml, 1987), (Baumann, Le Meunier-FitzHugh, &amp; Wilson, 2017), (Kirmani &amp; Rao, 2000), (Hansen, Samuelsen, &amp; Silseth, 2008)</td>
</tr>
<tr>
<td><strong>Sacrifice – Product/Service</strong></td>
<td>Aspects of the product and service that the company offers that affects the costly aspects of customer-perceived value. The concerned aspect is price.</td>
<td>(Lapierre, 2000), (Zeithaml, 1987), (Uлага &amp; Chacour, 2001), (Sweeney &amp; Soutar, 2001), (Garvin, 1988)</td>
</tr>
<tr>
<td><strong>Sacrifice – Relationship</strong></td>
<td>Aspects of the relationship to the company that affects the costly aspects of customer-perceived value. Concerned aspects are time, effort, energy, and conflict.</td>
<td>(Lapierre, 2000), (Zeithaml, 1987), (Arslanagic-Kalajdzic &amp; Zakbar, 2017)</td>
</tr>
</tbody>
</table>
3. Method

*This chapter introduces the chosen purpose, approach and strategy of the research as well as the method for data collection and sample selection. How the data was analyzed and considered transferability, credibility, dependability and confirmability aspects are presented at the end of the chapter. An overview of the study’s choices of methods is summarized in Table 2 below.*

Table 2: Overview of Methodology

<table>
<thead>
<tr>
<th>Area</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Purpose</td>
<td>Exploratory</td>
</tr>
<tr>
<td>Research Approach</td>
<td>Deductive, Qualitative</td>
</tr>
<tr>
<td>Research Strategy</td>
<td>Embedded Single Case Study</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Semi-structured Interviews</td>
</tr>
<tr>
<td>Sample Selection</td>
<td>Non-probability Selection, Purposive</td>
</tr>
</tbody>
</table>

3.1 Research Purpose

The research purpose of a study can be classified as exploratory, descriptive or casual and can be used either individually or combined depending on the research. Exploratory research focuses on discovering new ideas and insights, “what” or “how”, by conducting interviews, focus groups or going through literature. A descriptive research main goal is to describe characteristics of a population or phenomenon by studying frequencies, averages and/or other statistical calculations using existing data. Causal studies aim to find an answer to what caused a situation, a “why”. While a causal study aims to find the only solutions to the research problem while an exploratory research is used when little or no previous research has been done and its aim is to explore the research questions and result with a range of causes and alternative options for solutions. (Saunders, Lewis, & Adrian, 2012)

Since the purpose of this study was to thoroughly examine what underlying factors exists that affects customer-perceived values of multi-media guides, an exploratory approach was taken. One conclusive answer was not sought, but rather a deeper understanding of what drivers there is that affect the perception of values.

3.2 Research Approach

Research can take an inductive, deductive or abductive approach. This is depending on if the study is using existing or new data to achieve the results. If the study is grounded on testing existing data, it is appropriate to take an abductive approach. But if a problem is studied with the aim to build theory through collection and analysis of new data it becomes more of an inductive analysis.
If already existing relevant theories are the starting point of the study, and these are tested for the problem area, it becomes a deductive analysis. (Saunders, Lewis, & Adrian, 2012).

Even though the relatively new environment in which this study was conducted a deductive approach to the research was taken. According to Yin (2003) this type of case study is suitable when the goal is to describe a phenomenon in the context where it occurs. It was also suitable since the research questions were developed from existing theories and models. Patterns in social events that can point to general principles are sought to answer the complex and context depending research questions.

A qualitative research allows the researcher to get deeper into a specific question, however, it runs the risk of becoming too subjective. A quantitative research lets the researcher investigate the chosen area to gain a broader perspective and come up with a general solution. (Saunders, Lewis, & Adrian, 2012) The perceived value of the customers is based on the evaluation on both money spent as well as emotional benefits and costs involved. The purpose of the study is to identify and evaluate underlying factors to the perceived value and fill the gap in theory within the chosen area. To best obtain information about connections to the values a qualitative approach to the formulated research has been taken.

3.3 RESEARCH STRATEGY

There are different strategies to approach when conducting a research to be able to answer the research questions and fulfill the purpose of the study. The researcher can choose either to do an experiment, archive analysis, survey, history or case study and should choose the strategy based on what suits their deductive or inductive study the most (Saunders, Lewis, & Adrian, 2012). It is also important to take into account available information on the area, its accessibility and earlier studies. Time and budget available for the study is also a critical aspect.

Due to the form of the research questions, a case study is a reasonable approach to take. The questions need a deeper analysis of a specific case to be able to be answered. A case study is conducted in the area concerning the purpose of the study.

There are four different strategies that can be used when conducting a case study. They can be based on two different sets of dimensions; single case or multiple, holistic or embedded (Yin, 2003). A single case study is when the researcher is studying a critical or unique case and is often used when studying a phenomenon that few have researched before (Saunders, Lewis, & Adrian, 2012). The multiple case study is used when there is a need to generalize findings from a single case study (Ibid). When conducting a holistic case study, the researcher looks at each case as a unit and investigates them as such, while when conducting an embedded case study there are multiple units (sub-units) studied (Yin, 2003).
In this research, the case that will be studied is the perception of a multi-media application. Since this study is concerning a unique case and how the customers perceive this and not the discrepancy between the different customers, a single case study is chosen as strategy. However, several sub-units (the customers) are analyzed which makes it an embedded single case study. The purpose of the research is to study the perception of a unique application by studying its customers which makes this an appropriate strategy.

3.4 DATA COLLECTION METHOD

There are different methods to collect data during a study. Either primary or secondary data can be used, and it is important to consider existing knowledge, time and available resources when choosing the method. Data can be collected in many different ways such as archival records, interviews, direct observations, documentation and more (Baxter & Jack, 2008).

Primary data was collected during this research. The primary data was collected via semi-structured interviews with relevant clients to the company as well as initial unstructured interviews with relevant personnel at the company itself.

3.4.1 Interviews

The results from a qualitative study do not present truths or evidence that something in a context are in a certain way or that any correlations exists (David & Sutton, 2011). It does however make it possible to form an understanding of a problem or area, it gives believable explanations and sustainable reasonings concerning important questions (Ibid). There are no exact conclusions but there are more or less reasonable ones. These are connected, logical and adds to an understanding of the area that can open explanations and aspects that has not been explored or discovered (DiCicco-Bloom & Crabtree, 2006).

A qualitative interview can be conducted in many ways. It can be unique, cumulative, or in group (David & Sutton, 2011). Unique interviews are between one person to another, a cumulative is when the same person is being interview several times over a timespan. It can also be a combination of all (DiCicco-Bloom & Crabtree, 2006). In this research the unique interviews have been chosen based on time sufficiency and the ability to conduct more interviews than if cumulative or group interviews had been chosen. The intention was also to make the interviewee feel more open and able to speak their mind and present their own personal values.

The interviews can be structured or unstructured, standardized or unstandardized. A structured interview follows the same shape and order, while the unstructured interview lets the interviewee guide the order of the questions (DiCicco-Bloom & Crabtree, 2006). The standardized interview is looking for closed answers, enabling quantification, while unstandardized interviews search for more open answers with deep and personal details (Ibid).
For this qualitative research, where perceived value is sought, semi-structured interviews would be the most beneficial. A qualitative interview tends to be more unstructured and less standardized, the questions are aimed to make the interviewee speak more freely and tell their story in order to get a deeper understanding of their view on the topic (David & Sutton, 2011). However, some structure is needed to make sure all the areas are covered. These answers are harder to compare numerically but can give a deeper understanding (DiCicco-Bloom & Crabtree, 2006).

Depending on what answers are wanted, the questions are formulated differently. David and Sutton (2011) describes tree different levels of questions; standardized, semi standardized and unstandardized. The standardized questions are formulated so that the researcher can define all possible answers in advance while semi standardized questions allow answers that are somewhat limited, but the researcher still has room for other options (David & Sutton, 2011). Unstandardized questions aim for answers that are open and cannot be “put in a box” (Ibid).

Semi-structured interviews are often used as main data collective tool in qualitative research and are generally ordered around a set of predetermined open-ended questions (DiCicco-Bloom & Crabtree, 2006). DiCicco-Bloom & Crabtree (2006) further informs that these types of interviews last between 30 minutes up to several hours, often because they are aimed to evoke further questions, emerging from the dialogue between the interviewer and interviewee/s.

To enable this, it is important to develop rapport between the interviewer and the interviewee for them to feel open-minded and able to share experiences and attitudes as close to the actual truth as possible (Ibid). Initial questions should be broad and open-ended, reflect the nature of the research and be non-threatening to get the interviewee talking (DiCicco-Bloom & Crabtree, 2006).

This was done when the interview guides were formulated. Repeating specific words in the answers given by the interviewee can let the interviewer guide the questions without leading. Using other words or formulating follow-up questions in other ways can result in misleading answers from the interviewee. Design of interview substrate

Following the guidelines presented by Silverman there are eight guidelines to consider when conducting qualitative research (David & Sutton, 2011):

1. Take advantage of naturally occurring speech
2. Avoid considering the interviewees perspective as an explanation
3. Study the relations between elements
4. Try theoretically fruitful research
5. Turn to a wider audience (outside the academic circles)
6. Start with “how questions” – then questions “why?”
7. Search for connections
8. View qualitative research as something other than journalism
The interview substrate was formulated with these in mind, see Appendix 2 for Swedish and Appendix 3 for English. With a base in the literature review, the questions were formulated to be as open as possible without leaving the subject to leave it open for thoughts and discussion relative to the interviewee. Below, in Table 3, is an overview of the conducted interviews.

Table 3: Overview of conducted interviews

<table>
<thead>
<tr>
<th>Organization</th>
<th>Title (several titles for some of the respondents)</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stockholms läns museum</td>
<td>IT-coordinator, Archive Manager</td>
<td>43 min</td>
</tr>
<tr>
<td>Vikingaliv</td>
<td>Floor Manager</td>
<td>52 min</td>
</tr>
<tr>
<td>Göteborgs Naturhistoriska</td>
<td>IT-developer</td>
<td>64 min</td>
</tr>
<tr>
<td>Svenska Turistföreningen</td>
<td>Head of Support-system Department</td>
<td>49 min</td>
</tr>
<tr>
<td>Järfälla kommun</td>
<td>Operations Manager, Head of Cultural Office</td>
<td>52 min</td>
</tr>
<tr>
<td>Solna stad</td>
<td>Section Manager</td>
<td>42 min</td>
</tr>
<tr>
<td>Jönköpings läns museum</td>
<td>IT-coordinator</td>
<td>47 min</td>
</tr>
<tr>
<td>Volvo museum</td>
<td>CEO</td>
<td>53 min</td>
</tr>
</tbody>
</table>

The interviews were conducted in Swedish since this was the native tongue for all involved and to make it more comfortable and easy for the interviewees to understand and answer the questions correctly. Interviews conducted with the case-company in the beginning of the research were conducted in an unstructured matter.

Pre-test

When collecting data through interviews, it is important to conduct a pilot study before doing the actual interviews to discover errors, ambiguities, language barriers, and to see how long the interview will be (David & Sutton, 2011).

The pilot study was also conducted to estimate the length of the interviews. The goal was to make sure all topics were discussed but not let the interviews take more than 60 minutes as promised to the interviewees. During the interview, the test-subject had no affiliation to the actual study, so the questions were asked concerning a similar product with which the participant had knowledge. However, the questions were asked exactly as written down to assure there were no problems understanding them.

The pilot study resulted in a few changes to the interview substrate. Some questions were moved to make the order more logical to better keep the red thread throughout the interview. This would
mean less going back and forth during the interview and thus be able to maintain a better flow. Some of the questions were reformulated to ensure they were interpreted more correctly.

### 3.5 Sample Selection

The sample selection for a study is chosen depending on the ability to reach the study’s purpose on a time- and cost-effective way (David & Sutton, 2011). When choosing a sample selection technique, the researcher can do this either by probability sampling or non-probability sampling (Saunders, Lewis, & Adrian, 2012). For it to be a probability sampling, Saunders et al. (2012) explains that all individuals of the population must have the same chance of being chosen but for a non-probability sampling they do not. The non-probability sampling is often used when there are limitations concerning time and/or resources (David & Sutton, 2011).

Selection of the participants for the data collection for this research was made by non-probability selection methods since both time and resources were limited. The selection was based on specifically chosen persons depending on their previous involvement with the company, making it a purposive non-probability sampling. To be able to answer the specific research questions, the participants needed to be familiar with the product and the process to be able to answer the questions. Only targeting the company itself would not be sufficient since the person needed to be involved with the specific product.

The participants of this study were selected on this basis as well as the field in which their company operates. Since the company sells their products to different types of visitor-centered organizations, each needed to be included in the study to get a wide picture of the reality.

**Sample**

Requests to participate in the study was sent out via email with a covering letter. The purpose of the covering letter was to explain the study and the purpose of the interview. Since the sample selection contained 13 persons, each email was individualized with name to further encourage them to participate. Research has shown that a covering letter will help respondents and affect the response rate (Saunders, Lewis, & Adrian, 2012).

A total of 13 emails were sent out and 10 people responded to the message. Out of these 10, eight choose to participate, a response rate of 62%. Out of these eight people four were female and four were male. Three of the participants represented museums located in a specific building whereas the others worked in organizations that additionally were responsible for the cultural heritage in the county.
3.6 Literature collection

Literature collected during this study has been made through different data bases. The portals for finding data that has mainly been used are Google Scholar and ScienceDirect. The journal that has been to the most help has been Industrial Marketing Management. In some areas there were more relevant articles than others. The selection has been made based on quality of the articles first-hand by reviewing how many citations had been made of it. If there were few articles on the subject, the articles were chosen based on relevance to the research. Below, in Table 4, are the areas presented and what keywords has been used to find relevant articles.

*Table 4: Database keywords*

<table>
<thead>
<tr>
<th>Main area</th>
<th>Sub-area</th>
<th>Keywords</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>Subscription-based concept</td>
<td>Subscription-based services, Subscription based products</td>
</tr>
<tr>
<td></td>
<td>Multi-media guides</td>
<td>Multi-media guides, Multi-media tours, Visitor-centered organizations</td>
</tr>
<tr>
<td>Value</td>
<td>Kano</td>
<td>Perceived value, Expectation of subscription-based services, Needs for visitor-centered organizations</td>
</tr>
</tbody>
</table>
3.7 DATA ANALYSIS

Data can be analyzed in different ways. Techniques that can be used are for example time-series analysis, pattern matching, explanation building, cross-case synthesis, and logic models (Graneheim & Lundman, 2004). The content analysis of pattern matching, made with an interpretation of the latent content of the collected data, was used during the data analysis for this research. During the interviews notes were taken to underline topics that the respondent talked passionately about. Since the interviews were recorded, detailed notes were not taken to let the interview have a more natural flow.

After the interview, the answers were written down word by word and sorted under the question it concerned. The answers were then categorized according to specific topics depending on need, contact, the impact it had on a specific driver or if it was a basic background question. The topics that occurred in three or more of the interviews were regarded as the factors that affected the perceived value the most.

3.8 TRANSFERABILITY, CREDIBILITY, DEPENDABILITY AND CONFIRMABILITY

To ensure the quality in this study the transferability, credibility, dependability and confirmability has been monitored during the process. Unlike a quantitative study, where validity and reliability are observed, a qualitative study is often judged by these criteria, even if the differences are minor (Jacobsen, 2007).

3.8.1 Transferability

The results of a qualitative research are measured by how well they can be generalized or transferred to other context or settings (Riege, 2003). Riege (2003) also explains that the researcher has a responsibility to explain the context and assumptions that were made explicit for their research, then it is the person who wishes to transfer this knowledge to other areas responsible for making a credible judgement of how transferable it is.

The context to this research has been thoroughly described during the whole process. The specific area where the study has taken place has been specified and described, both in the description of the seller and their area as well as the different organizations where the interviewees are active and their role at each company. Generic terms have been defined to assure there is an understanding from the viewer on the perspectives taken in this research and that there is a conclusive view throughout the report.
3.8.2 Credibility

Describing or understanding an area concerning the participants in the study is the purpose of a qualitative research (Sandelowski, 1993). The credibility of a qualitative research can thereby only be judged legitimately by the participants of the study (Ibid). However, there are efforts that can be made by the researcher to increase the credibility of the research according to Sandelowski (1993).

Gathered data can coded by one researcher and then recoded by another one to ensure credibility by engaging multiple perspectives (Krefting, 1991). Since there was only one researcher conducting this study, the possibility of accessing another researcher to ensure credibility was limited. However, a single researcher can code the data and after a reasonable time return and code the data again (Baxter & Jack, 2008). This method was used during this research to achieve a higher standard of credibility. The time aspect was 3 months between the coding. The positive aspect of conducting interviews is that there is a possibility to explain areas or questions for the participants to ensure better understanding of the questions. In the beginning of the interviews the respondents were informed of the possibility and encouraged to ask questions if there was anything that was unclear. This was used by the respondents in all of the interviews which increased the possibility of a higher credibility.

3.8.3 Dependability

Dependability is the consideration of how similar the results of the study would be if a replicate or repetition of the study was conducted (Krefting, 1991). If the observations were made twice and the same results were obtained, the dependability would be high (Ibid). The researcher must take into consideration that the context of which the research occurs is ever-changing and therefore full dependability is impossible to reach according to Krefting (1991). It is however important to consider the settings and approach during the research in order to achieve as high a dependability as possible (Ibid).

The dependability of a research of this time can be hard to achieve. This is because the possibility to do a replicate of this research is low, the respondents and the interviews will be slightly different if conducted again which will result in answers and questions done differently. To minimize the dependability-issues a minimum of six respondents were a requirement to get as uniform a response as possible minimize the subjective aspects as much as possible. There was a total of eight respondents during the data collection which minimized the issues of dependability more.

The settings were also considered during the research. Since the respondents were scattered geographically and some only reachable via telephone, all interviews were conducted this way for the different settings to have as little impact as possible. The interviews were all conducted in Swedish and within the lower time-limit. The time-limits were presented in the covering letter that
the respondents received when asked if they wanted to participate. This was to decrease the possibilities of stress playing a role during the interviews which would increase the dependability.

3.8.4 Confirmability

Krefting (1991) explains how during a qualitative research, confirmability refers to the degree of how well the results of the study can be confirmed or corroborated by others. This type of research assumes that the unique perspective that each researcher has affects the study and there are several strategies to assure that the confirmability will be as high as possible (Ibid). Krefting (1991) continues to explain that by checking and rechecking the data throughout the study and document the way of process used to obtain the results the confirmability can be increased, and to avoid potential bias or distortion, the researcher can search for negative instances that contradicts the results prior to the observations.

To avoid potential biases during the interviews, the interviewees were thoroughly informed about their anonymity. The results of the interviews are presented collectively to avoid specific answers to be linked to specific respondents. This was done to minimize the risk of emotional, personal connections to the supplier, so that both positive and negative aspect could be expressed. The participants were also informed about the purpose of the study and told that they will be presented with the results afterward to make it more comfortable to answer straight forward answer during the interviews.

To increase the confirmability of the answers the data collected during the interviews were written down as well as recorded. This ensured the possibility to go back and check the results multiple times. After the interviews the responses were written down once again, word by word and divided into categories regarding the main domain or scope they concerned.
4. Data presentation and analysis

In this chapter, the results of the study will be presented. The collected data comes from the conducted interviews done with personnel at eight different visitor-centered organizations that were responsible for the mobile applications that the study focuses on. The data aims to answer the stated research questions:

RQ1: What factors of mobile multi-media guides do visitor-centered organizations perceive as beneficial?

RQ2: What factors of mobile multi-media guides do visitor-centered organizations perceive as costly?

4.1 Results

The empirical data collected during the interviews will be presented below. This involves the profile of the respondents, their needs, what aspect of the drives they are affected by and their view on their contact with the seller. The collected data is represented under corresponding question in the interview guide, see Appendix 3 – Interview guide (English).

4.1.1 Profile of respondents

The total number of people who participated in the interviews were eight. Apart from collecting data concerning the research questions some demographic data were collected. This included gender, age, education, which faculty they belong to and their role in the company, and the duration of the relationship with the seller. Out of the eight people, four were women and four were men. Their age spanned between 36 and 67, see Table 5 below.

Table 5: Age distribution of respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>n</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>36-45</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>46-55</td>
<td>1</td>
<td>12,5</td>
</tr>
<tr>
<td>56-65</td>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td>66-75</td>
<td>1</td>
<td>12,5</td>
</tr>
</tbody>
</table>

According to Arslanagic-Kalajdzic and Zakbar (2017) a customers expectations can be affected by how much of the seller reputation the customer has been exposed to. The length of the relationships between the seller and customer spanned from 1 to 12 years, where five out of the eight was between 1 to 2 years. Both the length of the relationship as well as the role the respondent
has at the company, see Table 3: Overview of conducted interviews’ above, influences this aspect. The companies which had a longer relationship with the seller expressed a more specific need that stemmed from the company itself, whereas the shorter realtionships expressed more concerns about their customers needs. The persons who were more exposed to the technical enviroment had more opinions about the innovatove solutions. However, the educations of the respondets had no visible connection to desired outcomes of the mobile multi-media guides. The education of the respondents varied between teacher, art history, cultural studies, biologist, marketing, community planner and computer engineering.

4.1.2 Need

As described by the Kano-model, see 2.3.1 Kano-model, there are three different categories of requirements; must-be, one-dimensional and attractive. When conducting the interview, the questions regarding the respondents’ needs were aimed to find out what their expressed needs were. The expressed needs contain important functions that the customer wants to see in a product (Lapierre, 2000).

Many of the respondents expressed that they had a need for a complement to their current practice. This could either be because they needed to relieve personnel resources, customers had requested it, or they wanted to make their stories more fun and exciting. The respondents who worked in a visitor-centered organization that also took care of the cultural heritage in the county stated that the mobility and the way it conserved history about places in the county was important.

"When there are foreign tourists at the museum, they expect that there will at least one audio-guide or something, it has grown the last 5-10 years that you don’t have a personal guide."

One of the functions that many of the respondents talked about was the ability to offer their customers guides in different languages. A mobile guide that was able to offer different languages as well as more text than a stationary sign could do was something that many of the respondents expressed as a desirable function. Two of the respondents’ organizations already had a contract written with the current seller and when the technology developed they saw a need to update their systems. Only one of the respondents expressed that the need they had was for an audio guide. The expressed needs are summarized in the list below:

- Needed an audio guide
- Different languages
- Enhance the experience
- Existing supplier; need for update
- Innovation, excitement
- Customer request
- Mobility
• Preserve history about the place
• Replace personnel resources
• Complement
• Replace the old system
• Educational
• Be a part of an official context to reach more people

**Contact**

When it came to contact with the company, all respondents answered in addition to the fact that the contact they have today is enough. They found that the seller was easy to get to and quick to respond. As for the website, one of the respondents replied that they were inside and looked there, but only to see that their own materials worked. One respondent replied that they would have liked to see more of them online but that the organization as such was not ready for it. They said it would be fun to integrate with different programs and maps, but that they are such a small organization and that focus is on working with the content instead. The contact most people had was if they were to extract texts in other languages, if something was perceived to be annoying, or if they wanted a new feature. The respondents found it easy to find the seller to initiate contact, either via recommendations or the sellers’ webpage.

The only respondent who answered other that the rest had many ideas involving the sellers online content. They felt that online content is important and that the sellers could be developed more, that the need to tell people that you have experienced something is an important social aspect. Functions such as checking in, or “I’ve seen or done” a specific thing, listened or red something, and see what other have done are already available in mobile units and something that would generate added value, could be exploited more. However, the general perception among the respondents of online content was that what the seller had today was sufficient enough and they were not interested in more.

4.1.3 Drivers

To be able to see what affect the drivers had of the respondents’ perception of the value questions were asked about the product, service and relationship to the seller. The answers are summarized below starting with the benefits and then sacrifices.

**Product benefits**

The drivers that are viewed beneficial in the value assessment associated to the products are the alternative solutions, quality of the product and how well the product can be customized (Lapierre, 2000). The company needs to offer a product that can fulfill the needs of the customers. The respondents all expressed that they were able to find a solution among the sellers’ products that
met their needs or had the possibilities to be adapted to their requests which was the case of one respondent. This respondent, whose project had a bigger budget, also had more specific requests. These requests involved a lot of new functions that the seller didn’t offer at that time and the respondent viewed the company’s willingness to develop these functions as a very positive aspect.

As Lapierre (2000) expresses, the product forms the base of the value offer. It was obvious during the research that this was also true for multi-media guides. All respondents expressed different, but high assessment of the product itself and the importance the product had for the perceived value.

Questions raised about alternative solutions were quickly dismissed by all respondents. Some explained that they had met with other sellers, but no one was closes to offering what OnSpotStory could. Alternative solutions are an aspect that also can affect the perceived value (Lapierre, 2000) but in this case the impact of this was hard to evaluate since many of the competitors were either in other areas, too new to the market or had a different approach that did not fit the customer base of visitor-centered organizations according to the costumers.

Even though all the respondents felt that the product was at a level that suited their needs and image one of the respondents felt that the interface of the application was somewhat hard to navigate in. Some respondents felt that the seller had too many ideas concerning the development of the product to be able to implement them all due to resource restrictions. This was however not seen as something negative but an opportunity for future development.

According to the literature, when it comes to how the quality-related driver of the product, customers are affected by the products durability and performance (Lapierre, 2000). The results about the perceived quality of the applications was that most of the respondents felt that it performed well or as expected. Although one of them thought it malfunctioned a few times, the general perception was that the application rarely had technical problems. Most of the respondents experienced that the application was always up and running and functioning well.

"That the technology works is number 1. Because it is very important for our visitors that everything works. It leads quickly, especially when technology does not work, to dissatisfied visitors. And our most important goal is satisfied visitors."

They perceived that technology was developed and the interface was working. The consistence in the improvement of quality over time is something that has an impact on the perceived value (Baumann, Le Meunier-FitzHugh, & Wilson, 2017). Some of them felt that the latest updates made it harder to navigate in the application and found that the earlier version was better, but still saw it as positive that they developed it and come with improvements in the applications. However, one of the respondents felt that the updates and improvements that have been made have gone another direction than what they needed. The feeling was that they are now focusing more on larger customers where there is more money, and towards customers who are more in an international
market. This implicates that the customization-driver, where value is affected by how well the seller customize their offerings in line with their consumers’ needs (Lapierre, 2000) has implications that a somewhat negative effect occurs when too big changes and improvements are made. The same respondent expressed that their perception of the company had changed since the initiated cooperation and that the application was good but could have been better. There are now more players in the market and when the respondent felt that the orientation has changed, they feel as a customer not as important anymore.

However, six of the other respondents felt that the updates improved the interface and that all the functions that the seller offered was more than they could take advantage of. This was seen as a positive thing according to the respondents, as they saw functionality and opportunities to exploit. The view of the quality of the product was enhanced by the possibilities that the users had themselves to add and change the content themselves, that there was no need to contact the seller in order to make changes or add new things such as pictures and texts.

One aspect that lowered the feeling of quality was that they launched new features before they were completely finished. The technical quality and solid performance are examples of drivers that affects the quality attributes (Hänninen & Karjaluoto, 2017). This created confusion when the respondents added their content and took more time out of their work than it should have. As this was not communicated by the seller, the respondent felt a dip in quality. But the final product, that the public is seeing, was not affected by this which still led to the overall feeling of the quality to remain positive. The general sense among the respondents was that the quality of the application was that it does what it’s supposed to, no more no less.

Not many of the respondents had specific requests that they wanted fulfilled. Only one of the respondents had in their contract that the product had to be innovative and in the front-line of development. This respondent had a positive view of the response they got from the seller when these requests were stated. As Lapierre (2000) expresses, the suppliers’ ability to meeting unique specifications is valuable to the customer and this result, as well as other responses from the interviewees concerning this, confirms that this is also the fact for visitor-centered organizations, even if it is not always utilized by the consumer. They felt that the seller was excited about these requests and that they saw it more like an opportunity for self-development than a problem.

Other respondents had ideas that they further wanted to explore but didn’t have sufficient resources at the time to implement. However, they felt that the seller had good ideas and accommodating regarding the proposals. One of the respondents was new in the field and was therefore more interested to see what others had and what the seller offered to see what would satisfy their needs. As some of them only had the need to replace the existing guide they were not looking for extra functionality. They saw however that there were more opportunities than limitations when presented to the features. What seemed to affect the respondents the most when it came to the product related benefits were:
• The interference was improved with consistency, however not too often which was viewed as positive
• There were more opportunities and functions that was possible to use if the consumer wanted
• The seller provides improvements suggestions
• The possibility for the consumer to make changes by themselves without the involvement of the seller

**Service benefits**

When asked how they felt about the service provided form the seller, all of the respondents expressed that they felt that it was positive aspect and that if it wouldn’t have worked, the collaboration wouldn’t have been able to proceed. This shows that Arslanagic-Kalajdzic and Zakbar (2017) conclusions that emotional service related factors do play a big in the business to business market. It comes to show even in literature about business to business branding that emotional aspects are factors that affects the brand value and influences the buyer during the decision-making process.

Something that the respondent felt influenced the positive view of the service was how well the seller listened. The personal interaction had a high value and the feeling that they were important to the seller made them feel more positively about the seller over all. This shows that the emotional aspects that Leek and Christodoulides (2012) expressed are factors that affects the value and influences the buyer during the decision-making process. The customers stated that they could see that the seller not only listened to their needs and adjusted their products according to them, but also that they listened to other customers and did the same. They were easy to contact and eager to help the respondents from start to end. One of the respondents expressed that they were one of the easiest suppliers to deal with that they had.

One of the smaller organizations was able to negotiate a good deal and felt that even though they became an even smaller customer, the seller still expressed the value they had and how important they felt their organization was. The seller asked for feedback on how it was going during the whole process as well as after launching new improvements, which had a positive impact on the respondents’ experience of responsiveness of the seller. Only one aspect, presented by one of the respondents, had a negative impact of the overall view, which was that it on few occasions felt messy.

The seller’s abilities to handle changes was not tested too much by the involved organizations. The seller’s capacity to adjust their products, meet unforeseen needs and provide emergency solutions affects the customers assessment of the supplier (Lapierre, 2000). When asked to improve the layout or add more functions, the respondents felt that the sellers’ response was quick, easy and flexible. They felt that if adjustments needed to be made to make the application better suit the
organizations identity, the seller was solution oriented and quick to get back to them. If help was needed to re-explain the order of how certain operations were done, they took time to clarify this. The respondent who requested innovation was positive to the way these requests were received by the seller, and again stated that how the seller handled these requests as something that could develop themselves gave a good impression.

A driver that affects the perceived value of the offering is how well the customer can rely on the company (Lapierre, 2000). The respondents in this study felt that they could rely on the seller of the application. This due to the fact that they did what they promised they would do. This was also done in time generally, however a few things took longer than expected before it was delivered. One respondent said that the reason the seller felt competent was that they always had answers to the questions asked by the organization. Another respondent replied that the fact that the seller always had suggestions and ideas about implementation and improvement made them feel like the seller was competent in both their own area and that they had sufficient knowledge about the respondents’ field.

The technical competence that the seller possess was clear to the respondents and if there was a lack of knowledge, the respondent felt confident that the seller had good connections they could utilize. The competence also showed if anything went wrong according to the respondents. Then the seller would log in and fix the problem. One of the respondents felt however that the applications interface could be a bit more “flashy”.

The fact that the seller had more customers within the field made the respondents feel that they could trust them more. A sellers specialized expertise in their customers sector and how well they validate their knowledge of this business increases the customers value-perception (Lapierre, 2000). This service related factor was confirmed to have a great impact on the visitor-centered organizations. One respondent said that the level of the interface was at the right level and suited them as organization.

"We wanted someone who had an understanding of the content, not just the technical solution. You could reason with them and they understood what you wanted."

When asked how the respondents felt about the knowledge the seller held for their field, the responses varied. Even though they all expressed that they felt like the seller had knowledge about museums and exhibits some expressed that knowledge about their content was not that high. However, all the respondents did not expect the seller to have this expertise since it was their field and their job to fill the application with information. The level of English translation that one of the respondents had ordered was however a bit low, which had a negative impact on the reliability on their part.

Two of the respondents said that the educational part of the application was theirs to handle and develop. However, one of them expressed the need for the seller to obtain more knowledge about
communication and pedagogical skills, that the interest shown wasn’t enough. At the same time, two of the respondents expressed that they felt like the seller knew how to make the content interesting for the end users. Once again, the fact that the seller had the customer base that they had an impact. This made the respondents feel like the seller had knowledge about and interest in their field. The most expressed components that affected the service related drivers of a company that sells multi-media guides beneficially were:

- The seller did what they promised and on time
- The seller had great knowledge about visitor-centered organizations
- The seller knew how to make the product interesting for the end-user
- A big customer base
- Listens to the customer

**Relationship benefits**

The customer base was the one most important aspect that affected the image of the seller. Being able to see and know about the range of customers the sellers had, gave them a positive image according to the respondents. There are also formal meetings within the field where visitor-centered organizations meet and discuss technical solutions were the sellers is mentioned. This, some respondents said, also affect the image positively which is also consistent with theory expressed by Hansen et.al. (2008) where organizations that shows co-operation with a high level of communication and information sharing will strengthen the relationship and reduce information asymmetry and thereby become a positive factor in the value assessment.

Five of the respondents felt that the seller portrayed an established and experienced image. They were early on the market which helped them build a bigger customer base than other companies. This confirms the theory that a reputable supplier can decrease the perception of sacrifice (Arslanagic-Kalajdzic & Zakbar, 2017). Respondents still felt that the seller were leading on the market and one of them expressed their disposition for development at something that increased the value of the image:

“I don’t think there are many others who has the experience and willingness to develop as they have, my image of them is very positive. ”

The respondents had a positive viewpoint on being able to see projects that the seller had conducted and when they saw them as a supplier to other organizations, and it was viewed positively that the seller attended fairs. They felt however that the seller didn’t invest in marketing and that the brand was not known outside the field. One of the respondents said that they didn’t know anything about the seller until they searched for suppliers and that not even everyone in their own organization know who they are. Another respondent saw their low profile as suitable for their organization, whereas one respondent didn’t have much interest in their image at all.
According to one of the respondents, the low knowledge of the seller was not to be seen as something negative. This, to them it meant that everything was working as it should, so they didn’t have to put that much attention to the application. This response contradicts the theory according to Hänninen and Karjaluoto (2017) that reputational benefits sought from the image of the supplier adds to the value in the customers minds.

However, this respondent had the responsibility of the application handed over to them and were therefore not involved in the start-up process which could have affected their view. Overall, the respondents felt that the seller conveyed an image of being helpful, that it is easy to get support if needed, that they develop, and that their organizations are able to make comments that are responded to.

Three of the respondents specifically stated that they trusted the seller. They would listen to ideas they had concerning the respondents’ area. They felt that pitching ideas back and forth between them helped build trust, strengthen the relationship and created a good contact-base. However, one of the respondents felt that the ideas they had concerning their organization wasn’t good enough since they didn’t have the required in-depth knowledge.

One respondent raised the concern that when it is such a small company (the sellers), you become very dependent on specific persons but also said that you don’t really have much choice since almost all companies that exists in this area are of this size. Another respondent said however that this made them feel connected to the seller, which had a positive effect in the trust.

What made the respondents trust the seller was their ability to deliver what was agreed upon and that they delivered a product that functioned. That the customers trust can be received by providing accurate information and fulfillment of promises made by the supplier is completely in line with Lapierre’s (2000) theories. The customers also said the seller was quick to resolve any issues and that they sometimes came up with special solutions for the respondents’ organization. The fact that the seller came to them and explained how the application worked also built trust.

When problems occur, it is important that the customer get a feeling of solidarity from the seller (Lapierrre, 2000). When asked what kind of help the respondents wanted from the seller most of them said that they wanted it to be solved quickly at distance, they saw no need for the seller to be at the location. The kind of help they wanted was if something didn’t work as it should in the application, if they wanted to add new functions and that the functions develop at a speed that is in line with the market. One of the respondents stated that the continuous work inside the application is their own responsibility. If help was needed they felt that the seller would be there. The most beneficial relationship-related drivers expressed by the customers were:

- Well established on the market
- Many and relevant existing customers
- Referred to by other customers
• Easy and quick support and help when needed
• Productive discussions and ideas

**Product/service sacrifices**

Respondents felt that the price they paid for the application was appropriate. Partly because this is not something they can do themselves and partly because other suppliers were either more expensive or worse. The price of the product is related to both the product and the service scope (Lapierre, 2000) and is one of the basic aspects that needs to be taken into consideration when evaluating the customer-perceived value. One respondent declared that they are a poor industry and that they assess all suppliers at cost in relation to function.

"What we can value is the finished product, not how easy or difficult it was to get it done."

When it comes to running costs, one of the respondents thought they probably do not have so much, they develop a base they sell on a subscription basis and can keep them down. Investment costs, however, thought the respondent could be high. However, this was considered a good model for keeping prices down. This shows that the differences in customer and sellers’ fields requires evaluation of quality to adapt to the marketers’ view as described by Ulaga and Chacour (2001).

One respondent stated that they did not know how others were in price but took the fact that other museums used their services as a recommendation that they were right in price. This result connects to the theory about relationship related scope, how image has an impact on the emotional aspects (Hänninen & Karjaluoto, 2017). In addition to the technical solution, they wanted a company that had an understanding of culture and cultural history and therefore consulted with other organizations what they had for solution.

When it came to organizations that belonged to municipal activities, respondents had to check that there was no central procurement when it came to digital solutions of this kind. Otherwise, the respondents thought that it was a competitive price and the only thing that meant that the application would not be worth it was that they did not fully exploit the potential that existed, which validates the theory that the aspects of price that drives customer-perceived value is dependent on most prices of the products and services that the customers buy, as well as in relation to the profitability of the supplier (Lapierre, 2000). The factors that were most perceived as product or service related sacrifices were:

• Too traditional appearance
• Too low communication/educational knowledge
• Language level too low
• Took longer time to resolve things than expected
• Communication efforts are too low, specifically concerning updates in the system and yearly reports
**Relationship sacrifices**

When it comes time that respondents can put down on the application, many people felt it took some time. This was not the case with the application itself, but rather the time they spent spending time on content. It could be about image rights (some images in the archives were so old that there were no digital publishing possibilities at the time), the creation of texts, and the transfer of text from folders or signs used earlier. Time and energy that the customer invests in the supplier will affect the perceived value (Lapierre, 2000). However, this was something they felt they still needed to do and who did not only have to do with the application. The time spent on the content was however affecting the outcome of the application for all of the respondents which indirectly affected their evaluation of the application.

One respondent was very clear that this is also something they want to do themselves and something that they only know about. They want to make it as educational as possible and focus on their specific target groups which shows how the customer counts on receiving enough beneficial outcomes to make the effort worth it (Lapierre, 2000).

The time they spent on learning how the application worked did not perceive it as demanding. One respondent expressed that it was less time than expected when the application was very easy to understand, they almost expected it to be more problems. When it came to contact with the company, meetings and mail, it was also something that the respondents experienced took some time. One respondent told us that things in the daily business, like helping their visitors with the application, were something that could use up time. The overall feeling was however that the time spent was worth it. The more time spent, the better the application. These are the factors that were most perceived as relationship related sacrifices:

- Not so big and well-known outside of the market
- No visible marketing efforts
- Not even everyone in the visitor-centered organizations knew who the supplier was
5. Conclusion and implications

This chapter presents the conclusions that have been drawn concerning this research. The two research questions are answered in order to fulfill the purpose of the study which was to obtain a deeper understanding about drivers that impact the customer-perceived value. Implications for theory, practitioners and future research are presented, as well as the limitations of the study.

| RQ1: What factors of mobile multi-media guides do visitor-centered organizations perceive as beneficial? | Benefit (domain) | Product |
| RQ2: What factors of mobile multi-media guides do visitor-centered organizations perceive as costly? | Sacrifice (domain) | Service |

![Figure 6: Theoretical framework](image)

The theoretical framework, Figure 6, has been evaluated and analyzed with the aim to answer the research questions formulated for this study.

5.1 Situation and need

The situations that each customer was in differed from each other. It was obvious that, just like Arslanagic-Kalajdzic and Zakbar (2017) mentioned, the situation had an impact on the results. Different people positioned in different roles at different companies had different expectations and desires. However, the educational level did not matter. This could be because they all were in the same position in respect to the seller. One could assume that a respondent with a more technological background could have higher expectations on technological products or services, but this was not the case in this study. This could also be because today, (Shankar, et al., 2016) the average person is in contact with many applications every day, making people more used to this type of technology.

It is visible that the time-aspect of the situation influenced the needs. Even though this study was conducted on a one-dimensional time-aspect concerning the buying-process (only customers who already bought the product and is still using it was researched), the length of the relationship to the seller played a part in the expressed needs. This further shows how much the smallest change in situation affects the perception of value.
The interviews with the case-company showed that their perception of their customers expressed needs did not align fully with their customers reality. They thought the customers both wanted more contact as well as more special solutions. However, they were fully aware that the customers were a price sensitive group and that they mostly were looking for an audio-guide which was what they got. This could explain why they still had a high perception of value towards the application. The type of contact that the customer expressed that they needed more but did not get was feedback on the progress of the application. Since this is an expressed need which was not fulfilled it had a relevant impact, just as described by Matzlera and Hinterhuberb (1998).

5.2 CONCLUSIONS CONCERNING THE RESEARCH QUESTIONS

In the data presentation and analysis, the data collected was divided according to the interview guide. Below, the data collected is represented corresponding to each theoretical aspect. The data was labeled according to these and divided depending on what aspect it impacted. The responses have both positive and negative influences on corresponding domain, see Table 6.

These are themes that each respondent mentioned without any influence of each other or the interviewer. The themes were mentioned during at least three or more interviews.

Table 6: Positive and negative impacts on the domains

<table>
<thead>
<tr>
<th>The aspects that affected the perceived value the most</th>
<th>Benefit domain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive impacts:</td>
<td>Product</td>
</tr>
<tr>
<td>• Customer has possibilities to change and add things themselves</td>
<td>(alternative solutions, quality of the product, product customization)</td>
</tr>
<tr>
<td>• They were able to find a product that suited their needs</td>
<td></td>
</tr>
<tr>
<td>• The product was adaptable to their organizations</td>
<td></td>
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<tr>
<td>• Specific requests were met</td>
<td></td>
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<tr>
<td>• The application was always up and running</td>
<td></td>
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<tr>
<td>• The product that the end-user sees was satisfying</td>
<td></td>
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<tr>
<td>• The application offered more possibilities than limitations</td>
<td></td>
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<tr>
<td>• Adjusting after customer</td>
<td></td>
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<tr>
<td>• Interface improvements</td>
<td></td>
</tr>
<tr>
<td>Negative impacts:</td>
<td></td>
</tr>
<tr>
<td>• Developments not in line with customer</td>
<td></td>
</tr>
<tr>
<td>• Developments that shifts focus</td>
<td></td>
</tr>
<tr>
<td>• Interface got harder to navigate with certain updates</td>
<td></td>
</tr>
<tr>
<td>• Solutions that are implemented before completely tested</td>
<td></td>
</tr>
</tbody>
</table>

39
<table>
<thead>
<tr>
<th>Benefit domain</th>
<th>Positive impacts:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>Knowledge about museums and exhibitions</td>
</tr>
<tr>
<td></td>
<td>Listens to the customer</td>
</tr>
<tr>
<td></td>
<td>View customers with specific requests as positive for self-development</td>
</tr>
<tr>
<td></td>
<td>Good personal chemistry</td>
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<tr>
<td></td>
<td>Expressed how important the customer is to the seller</td>
</tr>
<tr>
<td></td>
<td>Seeing that the seller listens and adapts to other customers</td>
</tr>
<tr>
<td></td>
<td>Helps the customer during the whole process</td>
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<tr>
<td></td>
<td>Easy to contact and quick feedback</td>
</tr>
<tr>
<td></td>
<td>Make sure the customer feels prioritized</td>
</tr>
<tr>
<td></td>
<td>Easy, flexible, and solution-oriented</td>
</tr>
<tr>
<td></td>
<td>Deliver what they promise</td>
</tr>
<tr>
<td></td>
<td>On time</td>
</tr>
<tr>
<td></td>
<td>Has answers to questions asked by the customer</td>
</tr>
<tr>
<td></td>
<td>Technical knowledge and interest in visitor-centered organizations</td>
</tr>
<tr>
<td></td>
<td>Knowledge on how to make it interesting for the end-user</td>
</tr>
<tr>
<td>Negative impacts:</td>
<td></td>
</tr>
<tr>
<td>Low educational knowledge</td>
<td></td>
</tr>
<tr>
<td>Low language level</td>
<td></td>
</tr>
<tr>
<td>Bad communication concerning updates</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefit domain</th>
<th>Positive impacts:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship</td>
<td>Big and relevant customer base</td>
</tr>
<tr>
<td></td>
<td>Established and experienced</td>
</tr>
<tr>
<td></td>
<td>Productive encounters</td>
</tr>
<tr>
<td></td>
<td>Attending fairs</td>
</tr>
</tbody>
</table>

- Messy impression
- Not high enough level when it comes to services they offer such as translations
- Level of communication skills
- Level of educational skills
- Traditional appearance

- Low educational knowledge
- Low language level
- Bad communication concerning updates
<table>
<thead>
<tr>
<th>Sacrifice domain</th>
<th>Positive impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product/Service (price)</td>
<td>• Appropriate price</td>
</tr>
<tr>
<td></td>
<td>• Good model to keep the prices low</td>
</tr>
<tr>
<td></td>
<td>• Low in comparison to competitors</td>
</tr>
<tr>
<td></td>
<td>• Delivers what the customers feel they paid for</td>
</tr>
<tr>
<td>Sacrifice domain</td>
<td>Negative impacts</td>
</tr>
<tr>
<td>Relationship (time, effort, energy, conflict)</td>
<td>• Price-sensitive customers</td>
</tr>
<tr>
<td></td>
<td>• Hard to fully exploit the functions</td>
</tr>
</tbody>
</table>

**Positive impacts:**

- Leaders on the market
- Good discussions concerning development
- On-site presentations and explanations of functionality
- Help is offered when needed
- Solving problems from a distance
- Customers’ ability to run the applications by themselves
- Develops in pace with the market

**Negative impacts:**

- Not well-known
- Do not invest in marketing
- Not an interesting brand
- Small company, too dependent on specific persons

**Sacrifice domain**

- **Positive impacts:**
  - Easy and quick support
  - Productive encounters
  - Seller had more ideas than the organization were able to implement
  - The more time spent, the better the final application
  - No time needed to wait for small changes
  - Short learning period
  - Listens to feedback

**Negative impacts:**

- A lot of time that had to be spend before the launch of the applications
These are themes that each respondent mentioned without any influence of each other or the interview substrate. The answers from each question has been labeled and divided according to these themes. This has led to the conclusions above. The findings of this research implicate that the factors listed above influences the customers perception of value. Many aspects of each domain are found to increase or decrease the perception.

5.3 IMPLICATIONS

The conclusions of this research have implications both for the area of theory as well for practitioners in the business that sells subscription-based services in the multi-media application sector. A gap has been filled in the field of knowledge which can be used for both further studies as well as for businesses within this sector.

5.3.1 Implications for theory

The aim of the research was to gain a deeper understanding of what factors concerning multi-media guides that affects the customer-perceived value among visitor-centered organizations. The findings of this research contribute to a new theoretical understanding of the common drivers, such as the ones presented by Lapierre (2000), that often impacts the perceived value of similar products offered in these settings. Even if the findings may not be generally applied to all cases, a wide basis has been formed of how visitor-centered organizations evaluates digital products and services.

This research also highlights the wide aspect of customer-perceived value and how small changes in situational events has an impact on the perception of value. Therefore, it also shows the importance of defining situations before measuring customer-perceived value. It also contributes to the understanding of the complex concept of customer-perceived value. This adds to the theory describing the many complex sides to customer-perceived value and how even the smallest area of business has a great amount of aspects that affects the customers perceptions.

5.3.2 Implications for practitioners

This research presents values that are important to take into considerations for practitioners in this field. Practitioners can use this study to investigate the levels of their offerings and see how their products affects the perceived value of their customers. They should take into consideration the different factors presented in this research, see Table 6: Positive and negative impacts on the domains, to better evaluate their offerings to their customers.

These results can be used by practitioners to enhance their customers perception of value by either increasing the positive aspects in the beneficial and costly domains or decrease the negative factors
in respectively. Practitioners can also take advantage of the results concerning the different situations that their customers are in and consider this when approaching them with ideas concerning developments of their products and services.

5.4 LIMITATIONS
There were a few limitations that arise during this research project. First, the business-field studied was small which made the sample selection limited. This did however increase the dependability of the study since a bigger part of the field could be studied even though subjectivity easier comes across. The other limitation of the research was time. When the list of possible personnel to interview were finished, holidays were coming closer, making it harder for the respondents to find time to partake in the study. Time and money resources were also a constraint concerning the interviews since a physical appointment could have benefitted the research.

5.5 FUTURE RESEARCH
This research has aimed to explore an area of a field that has few earlier studies. Studies made on customer-perceived value are many, however, the new field of subscription-based technological services has not been studied, even though this sector is growing rapidly. This study aims to build a base to better understand this field and continue this research. The results of this study can be used to as a basis to conduct the same study from a quantitative point of view since a better understanding of the factors impacting the customers perceived value of this area has been explored. This can be tested in a wider concept with a broader customer base.

Other situations within this field can also be further explored. In this study, only customers who had already bought and were still using the product and service was studied. Future research can be made in different stages of the buying process, such as before a purchase decision has been made. This can result in different needs being discovered and result in different factors influencing the perceived value.

Since the situation showed clear effect on the perceived value it could be interesting to investigate further concerning different situations for the customer. This study only evaluated the perceived value of customers who already bought the product, however, it could be interesting to see how new customers perceive the aspects affecting the domains. The effects of the education of the participants in this study was not noticeable, however, this can be studied deeper to see if this proves to have an effect not found in this study. For example, in a situation where the customer seeks to develop more new functions than the ones participating in this study did.


Appendix 1 – OnSpotStory Products

Own app (OnSpotStory, 2017):

**Own App**

A full feature experience in your own app. Having your own app gives you the freedom to design and name your app and allows visitors to download it from Google Play or App Store, helping you increase brand awareness.

**Suitable for**

- Branding
- Customised design
- Google Play/App Store
- Offline access
- Outside walks with GPS

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OnSpotStory App (OnSpotStory, 2017):

**OnSpotStory App**

With the OnSpotStory App your visitor can download your guide from Google Play or App Store free of charge. The app enables users to receive notifications about their favourite museums, share text and images via social media and download guides for offline access.

**Suitable for**

- Sharing text and images
- Join a Guide Community
- Outside walks with GPS
- Download for free
- Offline access
OnSpotStory Webb App (OnSpotStory, 2017):

OnSpotStory Web App

You can access our Web App from any device connected to the internet. A quick and easy option, the OnSpotStory Web App lets you custom design your guide and use special features such as locking access to a guide and implementing a payment method.

Suitable for

- You have WiFi
- You like it easy
- Receiving payment
- Customised design
- Restricted user access

OnSpotStory PLUS (OnSpotStory, 2017):

OnSpotStory PLUS

OnSpotStory PLUS is an all-inclusive solution that replaces the traditional audio guide device with a modern smartphone. You can lend or rent this unit to your visitors with the option of using a Tour-Mate case for protection.

Suitable for

- Not the best WiFi
- Lend your visitor a device
- Protecting case
- Replacing traditional guide
Appendix 2 – Interview guide (Swedish)

Intervjuunderlag

Basinformation

1. Hur gammal är du?
2. Vilken utbildning har du? (Något inom programmering?)
3. Vilken industri jobbar ert företag inom?
4. Vad är din roll inom företaget? Vad är din roll i relation till OSS?
5. Vilken produkt har ni köpt av OSS?
6. Har ni köpt liknande produkter tidigare?
7. När köpte ni produkten av OSS?
8. Hur länge har ni använt OSSs produkt?
9. Var i köpprocessen är ni nu?

Behov

10. Vad var det behov ni hade som fick er att söka efter OSS? (Fler kunder, kunders önskemål, innovation…)

Kontakt

11. Hur hittade ni OSS?
   a. Var det lätt eller svårt att hitta dem?
   b. Skulle ni ha velat kunna hitta dem på något annat sätt? Andra media?
12. Vad har ni sett av dem online?
   a. Finns det något mer som ni skulle ha velat hitta online som inte fanns?
   b. Skulle ni vilja kunna integrera/mer med dem online?
13. Vilka tog den första kontakten?
   a. Skulle ni ha velat kunna kontakta dem/bli kontaktade på något annat sätt?
14. Har ni fortfarande kontakt?
   a. Varför/varför inte?
   b. (På vilket sätt?)

Drivers

Fördelar

PRODUKTEN

1. Alternativa produkter (Vad av OSS olika produkter fann ni passande för er? Hittade ni en produkt i deras utbud som var passande för er? Hur bra passade den era behov?)
2. Kvalitén på produkten (Hur uppfattar ni kvalitén på deras produkt? Hållbar? Presterar den bra? Har er uppfattning ändrats över tiden?)
3. Produktanpassning (Hur väl uppfattade du att OSS anpassade deras produkt efter era behov? Hade ni några unika specifikationer? Hur känner ni att OSS hanterade dessa?)

SERVICE

4. Lyhördhet (Känner ni att OSS lyssnade på er och era behov? Gjorde de något utöver det vanliga?)
5. Flexibilitet (Var det något ni upptäckte under processen som krävde ändring? Hur känner ni att OSS hanterade förändringar?)
6. Pålitlighet (Vad gjorde OSS i relation till vad de lovade? Gjorde de rätt första gången? Vad får dig att känna att OSS är kompetenta?)
7. Specifik kompetens (Känner du att OSS har kunskap om er sektor/område?)

RELATION

8. Image (Vad visste du om OSS innan du var i kontakt med dem? Har ni hört något från andra köpare om OSS? Vad var er initiala uppfattning om varumärket?)
9. Förtroende (Känner ni att ni kan lita på OSS? Hade ni lyssnat på OSS om de hade idéer kring erat företag eller område?)
10. Solidaritet (Om ni skulle få problem, vilken hjälp skulle ni vilja ha från OSS? Känner ni att OSS skulle hjälpa er om ni fick problem?)

Uppoffringar

PRODUKT/SERVICE

11. Pris (Hur mycket av OSSs produkt förstår ni och kan värdesätta? Vilket pris känner ni att OSS är värt? Hur ställer sig OSS i pris relativt till andra produkter/tjänster som ni köper?)

RELATION

12. Tid/ansträngning/energi/konflikt (Hur känner ni kring tiden som ni har spenderat på hela processen kring OSS? (Möten, utbildning av personal, tid ni spenderar idag…) Mer eller mindre än ni förväntade er? Har det uppstått några konflikter under processen?)

Värde

Vilka av de här delarna känner ni var är mest värdefulla? Fick ni dem? Fick ni något extra? Var det några värden som ni hade förväntat er som ni inte fick? Hur mycket påverkar priset er uppfattning av värdet? Hur mycket påverkar tiden er uppfattning av värdet?
Appendix 3 – Interview guide (English)

Interview questions

Basic information

1. How old are you?
2. What education have you had? (Anything within coding/programming?)
3. What industry would you say your company is in?
4. What is your role in the company? What is your role in relation to OSS?
5. What product did you buy from OSS?
6. Have you bought similar products before?
7. Time when product was bought from OSS?
8. How long have you been using OSS product?
9. Relationship to OSS (where in the buying process are they now)?

Needs

10. What was the need you had that made you look for OSS? (More customers, customer request, innovation…)

Contact

11. How did you find OSS
   a. Was it easy or hard to find them?
   b. Would you have liked to find them in any other way? Other medias?
12. What have you seen of them online?
   a. Is there anything more that you would have liked to find online but couldn’t?
   b. Would you like to have the possibility to integrate/more with them online?
13. Who made the first contact?
   a. Would you have liked to have been able to contact them/be contacted in any other way?
14. Do you still keep in touch?
   a. Why/why not?
   b. (In what way?)

Drivers

Benefit

PRODUCT

1. Alternative solutions (What about OSS alternative product did you find suitable to you? (Were you able to find a product among OSS’s alternatives that you felt were suitable to you?) How much does it match your needs?)
2. Quality of the product (What is your perception of the quality of the product? Durable? Did it perform well? Have your perception changed over time?)
3. Product customization (How well do you think OSS customize their product to your needs? Did you have any unique specifications? How do you feel that OSS handled those?)

SERVICE
4. Responsiveness (Do you feel like OSS listened to you and your needs? Did they do anything out of the ordinary?)
5. Flexibility (How do you feel that OSS handled changes? Was there anything you discovered during the process that required changes?)
6. Reliability (What did OSS keep in relation to what they promised? Did they do things right the first time around? What makes you feel like OSS are competent?)
7. Technical competence (Do you feel like OSS has knowledge about your sector/field?)

RELATIONSHIP
8. Image (What did you know about OSS before you were in contact with them? What have you heard from other buyers about OSS?)
9. Trust (Do you feel like you can trust OSS? Would you listen to OSS if they had ideas regarding your business operations?)
10. Solidarity (If you ran into problems, what help would you wish for from OSS? (Do you feel like OSS would help if you ran into problems?))

Sacrifice

PRODUCT/SERVICE

11. Price (How much about their product do you understand and can value? What price do you feel like OSS product are worth? Relative to other services/products that you buy, how is the price of OSS?)

RELATIONSHIP
12. Time/effort/energy/conflict (How do you feel about the time spent on the whole OSS-process? Meetings, educating employees, time spent today? More or less than expected? Any conflict occurred during the process?)

Value

1. Which of these parts do you feel were the most valuable? Did you get them? Did you get anything extra? Was there any you expected but didn’t get? How much does the price affect your perception of the value? How much does the time affect your perception of value?