

Executive Summary

Changes of Organizational Usage Processes: Attitudes, Behaviours and Consequences

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Usage processes are multi-faceted, context related and dynamically changing over time. Thus, deeper insights into the dynamics of usage processes are central for gaining a better understanding of how value cocreation in business-to-business (B2B) markets takes place and how the resulting values in use emerge. We only know little about how changes of usage processes actually take place and how change processes in general are interlinked with the change of usage processes in particular.

To reach a deeper understanding of the drivers and consequences of changes of usage processes, the aim of this paper is to explore how members of a Business Usage Center (BUC) differ with respect to their attitudes toward changes of usage processes in a B2B context and to the activity level they show within such changes. Further, to investigate on the consequences that result from such differences as perceived by a BUC member on the value cocreation and the behaviour of that actor.

20 semi-structured qualitative interviews with BUC members in six B2B companies of various industries, holding different positions, using a combination of repertory grid technique and means–end chaining were conducted. The results show that actors categorize and evaluate the attitudes toward change and activity levels of their co-workers in a similar manner. Both influence their own behaviour toward the focal resource and their value-in-use formation. Following interviewees quotes we deductively identified six types of combinations of perceived attitudes and behavioural levels—namely *Trailblazer*, *Supporter*, *Critic*, *Follower*, *Rebel* and *Hinderer*—each with divergent influence on the actors' value creation and their behaviour toward the focal resource and other actors.

Hence, this paper contributes to the literature in five ways. First, it shows which forces drive or hinder the initiation of changes of usages process. Second, it provides a categorization of attitudes and behaviours individuals show when changing usage processes in a BUC. Third, using these categories, we present a typology of attitudes toward and behavioural levels within changes of usage processes in BUCs. Fourth, this typology helps to clarify how value-in-use appraisals and behaviour of BUC members is driven by other BUC members' attitudes toward and behaviours within usage process changes. Fifth, the developed typology and the identified behavioural consequences of the identified types may serve as first steps for the development of actor-specific measures that companies active in B2B markets can use to improve the value-in-use creation of the various customer BUC members.