

# Internet of Things As A Tool for Improving Customer Value in A Turbulent Environment

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## ABSTRACT

The aim of the article is to identify opportunities for the implementation of the Internet of Things in the sphere of improving (including personalizing) the value offered to customers by companies. The article focuses on adapting customer value to the changing requirements of target markets, a consequence of the rapid changes taking place in their environment, using the Internet of Things. It is observed that, because of the Internet of Things, this value is becoming increasingly complex and multidimensional, and can be refined throughout the product lifecycle with the customer (and not just at the design or delivery stage). The research in the study covered manufacturers and sellers of two product categories, i.e. consumer durables (in particular high-tech products) and travel services. Such a selection of entities for the research resulted both from the fact that the products offered by them differ significantly in terms of their characteristics and the set of benefits obtained by the buyer in the process of their purchase and consumption (which determines the proposal of value for the customer and the possibilities of its modification), as well as the different conditions in their environment (including a different scope and pace of changes. This has made it possible to identify similarities and differences with regard to the possibilities of implementing the Internet of Things in adapting the value proposition to buyers of these two product categories under conditions of turbulent change.

**Keywords:** durable goods, hyperturbulent environment, Internet of Things, tourist services, value for customer