Cognitive gap in marketing performance measurement
Proposing conceptual model

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Abstract

Objectives. *Marketing practitioners aim to demonstrate their contribution to firm performance. During last years Marketing Science Institute considered Marketing Performance Measurement (MPM) a priority in Marketing research and managerial practice. Several contributions on the same topic have been proposed in literature (Rust et al., 2004; Donthu et al., 2005; Sweeney et al., 2015). The ability to measure the marketing performance is considered in some literature a cognitive gap that determined a decrease of marketing relevance within firm and organizations (Kumar 2004; Malter and Ganesan, 2005). The core goal of this paper is to provide a holistic tool of metrics for measuring marketing performance. For this purpose, the contribution offers by co-creation dynamics is considered essential to fill the void existing in current literature on MPM.*

Methodology. *The paper aims to give a theoretical contribution and makes a critical revision of the existing disciplines to explore the cognitive gap existing for measure the marketing performance, with reference to a conceptual model based on three dimensions, articulated as follows: 1) observational and transactional metrics 2) perceptive and not observational metrics and 3) customer potential co-evolution metrics.*

Findings. *The companies innovate because their value proposition has a positive impact on transactions and consequently the quality of the relationship with the customer could be even a effect on its expectations (Janger et al., 2017). The study's findings also suggest that in addition to an increase in influence within organizations, the marketing function could benefit from favorable resource allocation and timely approvals for new marketing initiatives when it is perceived as being accountable.*

Research limits. *The research has a descriptive nature. It has not explored, at this stage of research studies, any empirical validation. The paper is mainly a theoretical one and the managerial implications presented might be only incidental.*

Practical implications. *This work, also propose to increase the contributes to debate on MPM and its possible evolution (Hanssens and Pauwels, 2016). Finally, the paper provides a tool for professional use, to support the management of the companies for the measurement of the marketing metrics in the three examined areas.*

Originality of the study. *The conceptual model for measuring marketing performance in the three dimensions examined is enriched by the contribute of service dominat logic (SDL) in the process of co-creation with customer (Grönroos and Gummerus, 2014). The originality of this paper is to explore the MPM in terms of cognitive gap in management practices. The contribution of consumer-dominant logic in the field of MPM offers new insights for marketing metrics as the role of the customer in the process of value co-creation (Anker et al., 2015).*

Key words: *marketing metrics*; *cognitive gap*; *Marketing Performance Measurement*; *customer value*; *co-creating and co-evolution knowledge*; *service and consumer dominant logic*

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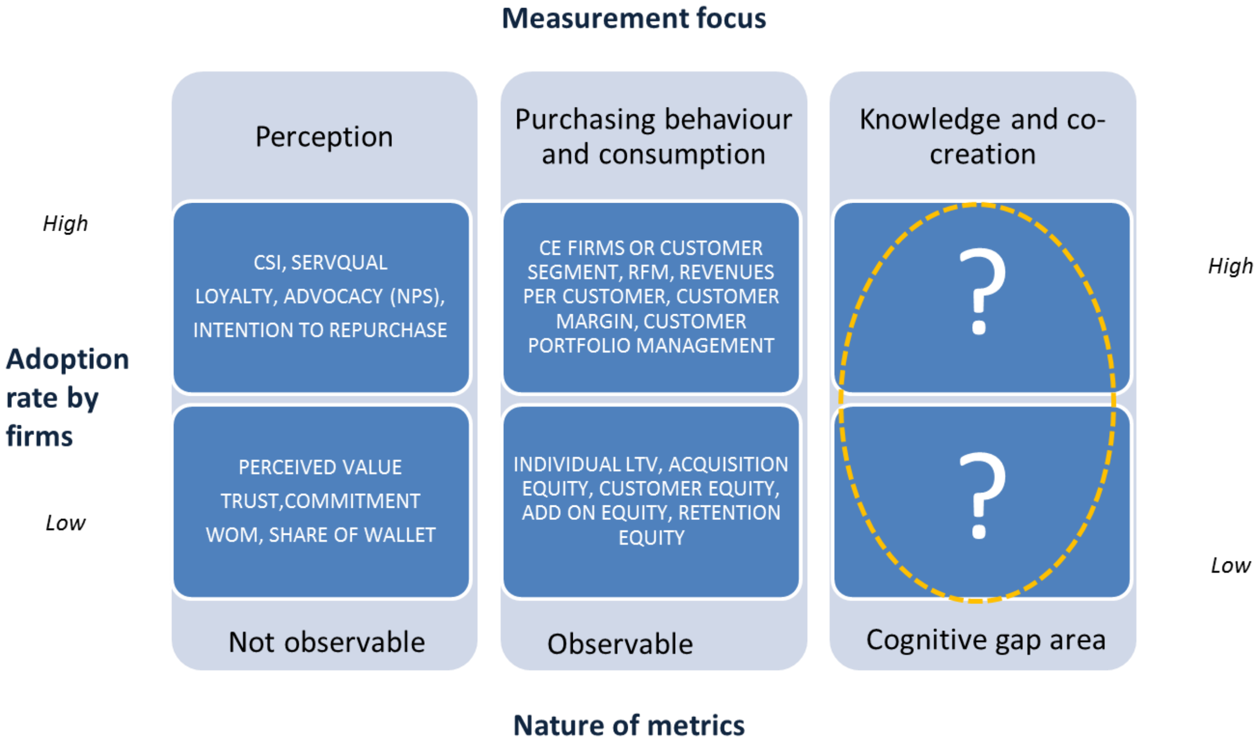
1. Introduction

The overall goal of this paper is the examination of the main metrics for the strategic management of customer relationships. The research question is the following one: *Which are the MPM needs that are not been met by the existing metrics?* There are many academic studies (Garrido-Moreno *et al.*, 2015) about relations with customers (Customer Relationship Management) few, however, are the contributions aimed at the identification or the proposed new metrics that measure the knowledge that a single customer can bring to the company and that gives as output: 1) marketing innovations, 2) product and service innovations and 3) process innovations. The Marketing Science Institute includes both the metrics that marketing techniques emergence of customer insight as high priorities in the research for the next years (2017, 2018, 2019, 2010). But also, another area of interest for these reasons concerns the logic of co-creating value with the customer and the dynamics of co-evolution to give rise to new metrics to better measure these phenomena (Tran, 2016). In spite of the request for more customercentricity within business, there is a general concern that the metrics which firms use to measure and monitor the performance of their customer's relationship are not well developed or well communicated (Payne and Frow 2005). Improved ways of measuring the delivery of customer value are required. Marketing metrics and measures should meaningfully assess the value co-creation potential of customer relationships. The relationship itself can also have a major impact on the total value received by the customer (Ravald and Grönroos 1996) as value is created and delivered over time as the relationship develops' (Grönroos 1997). Given that value co-creation and S-D logic emphasize
cross-functional activity, the measurement of relationship performance should encompass a range of metrics which span the processes, functions and channels used to engage and interact with customers. The notion of 'return on relationships' (Gummesson 2004) is helpful in identifying metrics relevant to both customer and supplier. More research is needed to identify key measures of co-creation and how these measures can be organized into systems to monitor, track and improve performance.

2. Literature review

Many scholars have been interested in the topic of marketing metrics, according to the proposed scheme, (Figure 1) it's possible to refer to Gupta and Zeithaml 2004, which divided the metrics on clients in observable or unobservable or perceptual and behavioral. The first, or those observable behavior, are related to transactions conducted by the customer or consumer of a product or service. The metrics unobservable or perceptual constructs such as affect customer perceptions (eg. service quality), attitudes of the same (eg. customer satisfaction) or purchase intentions or behavior (eg. intention to purchase). Using terminology from economist constructs unobservable (Malshe and Agarwal, 2015) preferences are defined as those observed preferences detected. According to the authors of the metrics exist in nature not observable that can be investigated only with survey (Rahmana *et al.*, 2014) and among them we can identify some of which now have established themselves in managerial practice and are considered publications in academic research such as customer satisfaction, SERVQUAL, the ADVOCACY, intention to repurchase (Duygun, 2015), etc. There would be others, such as the commitment (Ruben *et al.*, 2015), the perceived value (Zhang and Kim, 2016) the share of wallet (Jang *et al.*, 2016), trust, which are not widely used in practice management. You can also identify a second set of metrics and observable behaviors that pertain to then purchase or consumption of the customer and as such analytical systems tracked by the firm. Although it's possible to distinguish between these metrics to more widespread (EC-level segment, margin by customer, sales by customer, metrics for monitoring the composition of the portfolio of customers: CRR, CDR, AMP, churn rate), and other less widely used as the LTV (Abe, 2015) at the level of individual client retention equity, the add-on selling equity, the equity acquisition. The lack of dissemination of these metrics can sometimes be traced back to lack of convergence on the same part of the academy, at other times, the fact that there are barriers to enterprise adoption of these metrics. These barriers can be of three types: 1) economic, because the application of the metric would require systems analytical accounts of the customer driven and very expensive (LTV, acquisition equity, customer equity, add-on equity, retention equity) or survey to be carried out the customer base and very intrusive in the perception of the customer; 2) cultural preparation or failure of management to know, understand the objectives and to apply the specific metric (commitment,loyalty);; 3) as they would require technological solutions technology and application specific and highly evolved.

Fig. 1: the cognitive gap in marketing metrics on customer

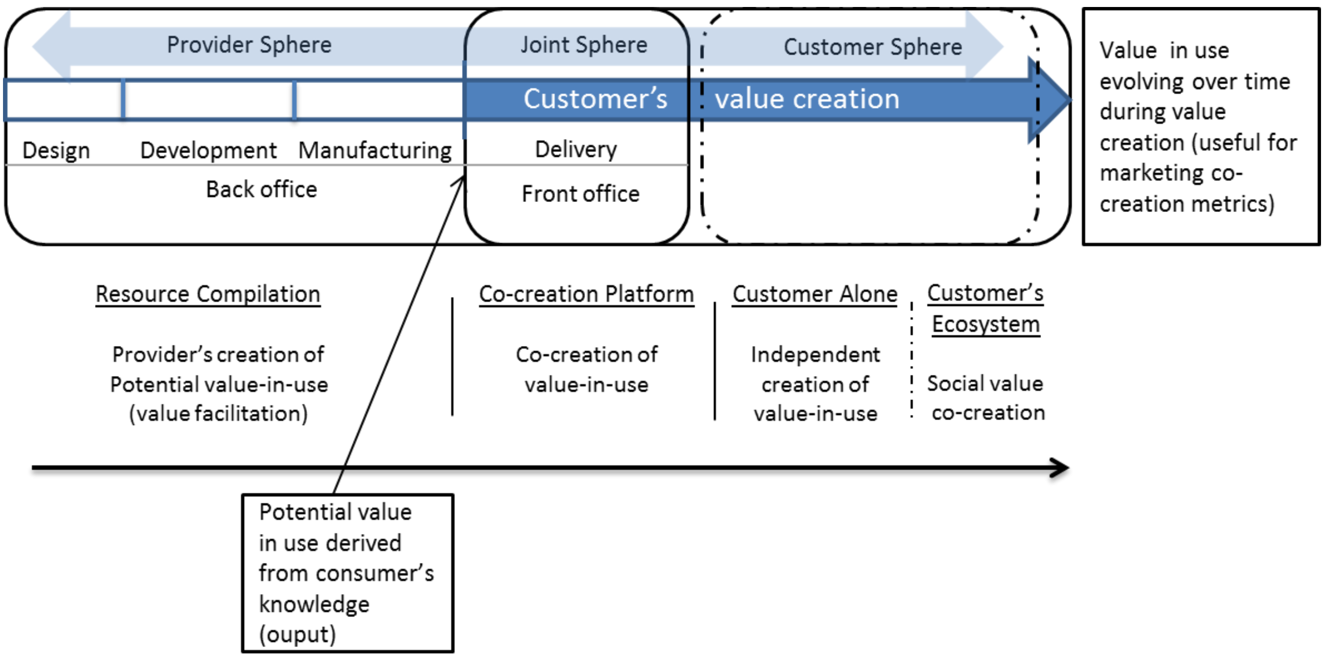


Source: own elaboration.

The area of most interest from a point of the search is represented by the third block depicted in the matrix, exposed before. In this case, how can we measure the contribution of knowledge that the consumer can bring to the company, or rather what kind of metrics could measure this phenomenon? Important, for these reasons, is to investigate the process to identify key consumers, in terms of quality of the knowledge generated by select and subsequently incorporated into the process of co-evolution useful for the definition of new metrics. Recently the cognitive perspective has shifted to them to more holistic and experiential perspective Recognizing value in the context of customer experiences (eg Heinonen and Strandvik 2009), as part of extended social systems (Epp and Price, 2010; Edvardsson et al., 2010) or as monetary gains created mutually by business partners (Grönroos and Helle 2010). On a general level value creation has been recognized as a process which increases the customer's well-being through the user which becomes better off in some respect (Grönroos, 2008; Vargo *et al.*, 2008). When conceptualizing value creation and asking what value is, and where, how, by whom-and when to value is created, the complexity of the fair concept Becomes evident (Voima *et al.*, 2010). The process of co-creation (Ramaswamy and Gouillart, 2010) also imply a relationship of constant interaction between company and consumer/client, which may relate in this case to a continuous flow and exchange of information. The interaction described here becomes a dialogical process (Ballantyne 2004; Ballantyne and Varey 2006), the customer's and the provider's processes merge into one coordinated and interactive process where both the customer and the provider are active (cf. Grönroos and Ravald

2011). In direct interactions, the customer's and the firm's processes are simultaneous and intertwined. Both parties can influence this dialogical process, in which conclusion is supported by a recently reported study of process and outcome interdependencies in service encounters by Ma and Dubé (2011). The role of the customer and the provider for value creation and co-creation are dependent on the sphere where potential value and real value is created. Only in a joint sphere, co-creation of value is possible. The two parties have different roles in interaction. The customer takes the role of a co-producer (co-designer or co-developer) in the firm's production process, where the customer is a resource in the firm's production process. The role of the firm is different. The customer's value creating process is closed to the firm (Grönroos & Ravald 2011). However, since the interaction is potentially one merged and co-ordinated process and not two-separated parallel processes, the interaction may provide the firm with access to the customer's sphere. In this way, a joint sphere is created, where the firm gets an opportunity to influence the customer's experiences and practices during the usage process. In the processes of co-creation, the consumer has taken on a key role, as shown in the model below (Figure 2). This model offers an analytical conceptualisation of the metaphorical views of value co-creation in SDL. It may appear overloaded, but it includes all necessary elements of the value generation process (Heinonen et al., 2010).

Fig. 2: value generation process: value creation and co-creation according to the service logic



Source: adapted from Grönroos and Gummerus, 2014.

As the figure demonstrates, the value creation process involves three spheres (Gronroos and Voima, 2013):

(1) A provider sphere, closed to the customer, where the firm's role in the value generation process is to facilitate the customer's value creating process by developing and providing resources that offer the potential to support the customer's creation of value-in-use. The firm offers potential value-in-use.

(2) A joint sphere, where the presence of direct interactions creates a platform for value co-creation. If actors manage to use this platform, co-creation of value takes place.

(3) A customer sphere, closed to the service provider, where the customer independently creates value, as value-in-use. If direct interactions between the customer and actors in the customer's ecosystem occur, the independent value creation depends on a collective social value co-creation process as well. This platform for value co-creation also is closed to the firm (Heinonen *et al.*, 2010, 2013). Recent development in service research has shifted the focus of

value creation from value-inexchange (Zeithaml, 1988) to value-in-use, value-in-context (Ballantyne and Varey 2006; Grönroos, 2008; Vargo and Lusch, 2004; Vargo *et al.*, 2008) then to value-in-life, and valuein-experience (Heinonen *et al.*, 2013; Plé, 2016). Accordingly, value is no longer considered as embedded in the service offered, but rather realized in use or experience when the customer uses company's resources and offerings. In other words, value is emerged in the customers' practices and in their everyday life processes rather than being delivered by the firm (Grönroos, 2006; Gummesson, 2007; Heinonen *et al.*, 2013). Thus, value is a dynamic, relativistic, and subjective concept which is context-specific and experiential in nature (Vargo and Lusch, 2004; Voima *et al.*, 2010; Holbrook, 2006). On the other hand, outcome value refers to the outcome benefits (i.e., improvement of well-being) that a customer perceives after the service compared to the inputs that the customer has spent in the need satisfying process. Prior studies on customer-perceived value following this approach shows that outcome and process value are often investigated simultaneously as two dimensions of the higher-order customer perceived value (Hau and Thuy 2016; Heinonen, 2004; Lin *et al.*, 2005). CDL perspective focuses on the customer's usage process. Accordingly, customers create value for themselves by integrating their resources with resources of other actors in the service system. CDL argues that customer value formation is not only bounded in the interactive processes and within the visibility of companies but rather extends to the customers' non-interactive processes and includes their mental processes (Heinonen *et al.*, 2010). Therefore, the starting point is the customer's ecosystem and reality instead of the service company and its processes. As value is influenced by the customer's ecosystem, life sphere, context, history, and multiple relationships, it cannot be solely and deliberately created by the company (Heinonen *et al.*, 2013). The key focus now is how customers embed the service into their own process to realize value. To become better off or increase their well-being, customers look for products and services to fulfill their life's goals and needs, which means they need access to other relevant resources. Thus, service consumption is a means to reach customer's life goals (Silva and Simões, 2016). When customers fall short of certain resources, they may build up themselves or look for those of other actors such as their peers and/or service providers (Hibbert *et al.*, 2012). That is, resources are usually acquired from the customers' social or commercial relationships (Laud *et al.*, 2015). This implies that customers simultaneously use their own resources (such as knowledge and skills) and the resources of other actors to create value, in this case, as show in figure 2, the value in use evolving over time is useful for the the co-creation metrics process with customers.

3. Methodology

This conceptual model is carried out identifying, selecting and analyzing the main literature on the topic (conference papers, working papers and management reviews articles). The first distinction concerns metrics as tools to consumptive (or non-predictive) that are based on past transactions, examples of transactional metrics are: Customer Lifetime Value and Customer Equity. Kotler and Armstrong (1996) define a profitable customer as "*a person, a family, or a business for which the revenues it generates over time exceed, by an amount acceptable, the costs that the company incurs to attract it, sell products and to serve him*". This positive differential claim Berger and Nasr (1998) is called customer lifetime value (CLV). The study of the two scholars was the first to put light on the calculation of the lifetime value: for they have had the merit to initiate a reflection not only on the mathematical formulas for calculating (LTV metrics) but on the assumptions that the firm that adopts them must make the choice of one or another metric. The Customer Equity, however, is the discounted sum of the values of the CLV of all current and potential customers of the company (Rust *et al.*, 2004). The second classification of metrics concerns the sphere of sensory and consumer behavior (or measurement the quality of the relationship with the customer by the firm) this type of measurement is called perceptual metrics (black-box). We enclose in this category: Loyalty, CSI, Commitment, Adovocacy, WOM, NPS. The last part of the metrics analyzes the potential value resulting from the relationship with the client, in this case we speak of value co-creation (Prahalad and Ramaswamy, 2004) and co-evolution (Christos and Pitelis, 2010) of new predictive metrics. The interpretative model (Figure 3) can be articulated as follows: 1) transactional and observational metrics, 2) perceptive and non-observational metrics and 3) customer potential co-evolution metrics. The importance for the company to take advantage of knowledge-based skills, to achieve a competitive advantage is a topic widely developed in the marketing literature (Day, 1994; Glazer, 1991) and strategy (Pralahad and Hamel, 1990).

Fig. 3: a model for the classification of marketing metrics

PURPOSE/ CONTENTS	ACTIVITY BASED	OPERATIONAL	OUTCOME BASED	LEADING INDICATORS	PREDICTIVE
VALUE MEASUREMENT **TRANSACTIONAL METRCIS**	ACQUIRED/LOST/IN FRICTION CUSTOMERS, NEW SALES TO CUSTOMERS IN PORTFOLIO	COST OF ACQUISITION, RETENTION, DEVELOPMENT AND ADD ON SELLING	RETENTION EQUITY, ADD ON EQUITY, ACQUISTION EQUITY	LTV FOR CUSTOMER,SEGMEN T AND PORTFOLIO,MARGIN FOR CUSTOMER, SALES BY CUSTOMER	
QUALITY MEASUREMENT **PERCEPTIVE METRICS**	NUMBER OF COMPLAINTS, REQUESTS FOR INFORMATION, NUMBER OF PROMOTERS, PASSIVE AND DETRACTORS CUSTOMERS	COST OF SURVEY FOR CUSTOMER SATISFACTION, COST OF TELEPHONE INTERVIEWS, ETC	CUSTOMER SATISFACTION INDEX	NPS, LOYALTY INDEX, COMMITMENT, ETC	SHARE OF WALLET, WOM,ADVOCACY, SOP,SOV,INTENTION OF REPURCHASE
KNOWDLEDGE MEASUREMENT **CO-CREATION METRICS**	NUMBER OF INTERVIEWS, FOCUS GROUP, SURVEY,ETC	COST OF INNOVATION, INCREMENTAL COSTS, COST OF PRODUCT AND PROCESS	REVENUES FROM NEW PRODUCT, PROCESS COST, SAVINGS, COST SAVINGS OF MKTG MIX	NUMBER OF INNOVATION PROCESS, PRODUCT AND SERVICE, OPTIMIZATION OF THE LEVER OF THE MARKETING MIX, ETC	

Source: own elaboration.

Campbell (2003) refers to the definition of enterprise skills such as “bundles of skills and collective learning, developed through organizational processes” (Day, 1994, p.38). We must make a distinction between market knowledge competence and customer knowledge competence. The first refers to the processes of generation and integration of market information at the aggregate level, which includes both customer information that one on competitors (Li and Calantone, 1998) while the customer knowledge competence refers to the processes of generation and integration of information on specific clients (Campbell 2003). Li and Calantone, 1998 operating a further distinction between market knowledge and market knowledge competence. The market knowledge is defined as the set of “*information organized and structured on the market as a result of a systematic process of collection*” while the market knowledge competence is defined as “*the processes that generate and integrate knowledge of the market*”. By analogy, Campbell (2003) makes a distinction between customer knowledge that is “systematic information on the client” and customer knowledge competence, which is “the set of processes and the ability of the enterprise to generate and integrate information on customers within the business processes”. So, if the customer knowledge can be imitated not otherwise be said for the customer knowledge competence that is unique due to the fact that the processes of generation and integration of knowledge about the customer are rooted and hidden inside the organization and shared cognitive schema as such are not observable from the outside (Day, 1994; Pralahad and Hamel, 1990), in the sense that properties are being created in the enterprise can not be acquired on the market.

3.1 Value measurement - transactional metrics

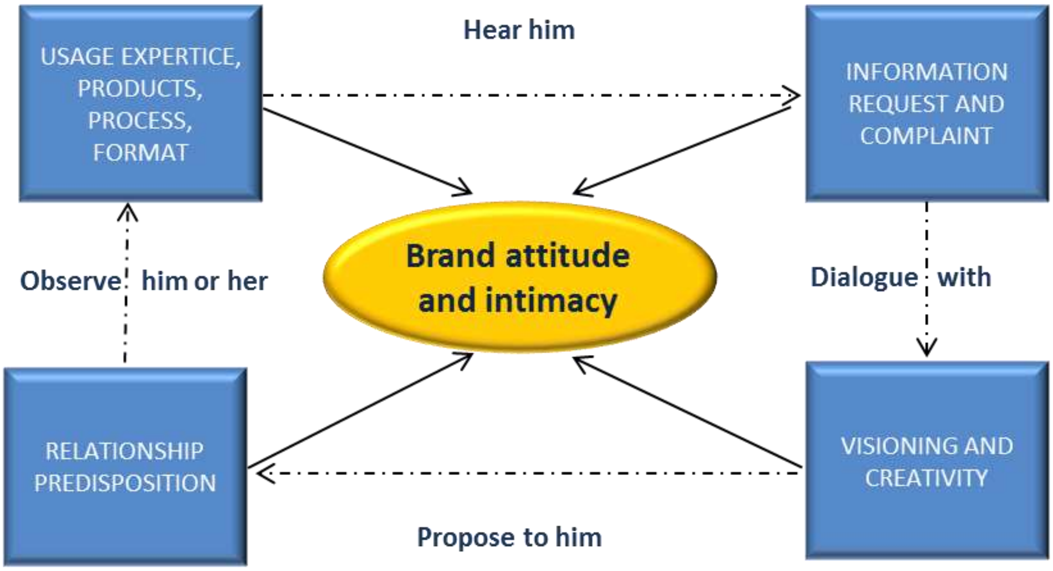
The metrics for the measurement of the value of the customer, that are observable, can be drawn from the data relating to past transactions that, when available, will enable the undertaking for the computation of the metric specification. According to Kumar and George 2007, is appropriate to make a distinction between the methods of determination of the value of the customer: it is possible to distinguish an approach unbundled access to the measurement of customer value and an aggregate approach. The first determines the value of the customer at the individual level or for each customer existing in the portfolio. It is an approach (bottom up) that uses transaction data at the level of individual client and is the most complete as the CLV can be calculated, by taking the sum for segments or for all clients in the portfolio, when determining the CE of segment or enterprise. The aggregate approach (top down) to the measurement of customer value according to Kumar and George would arrive only a measure of the average estimated CLV because it uses data on a segment or entire enterprise. So, these types of metrics are based on past transactions (eg sales by customer) and their usefulness depends on the the ability to measure them effectively and timely by the management (Stewart and Gugel, 2016). For this purpose, many leading companies have developed efficient marketing reporting systems and increasing the use of analytical CRM software (Lugli, 2016).

3.2 Quality meausurement - perceptive metrics

The metrics aimed to measuring the quality of the relationship are non-observable, metrics that are related to the perception that the customer has the relationship with the firm. The company has the levers on which they can act to influence the behavior of customers (East *et al.,* 2013). If then in the early stages of the relationship is important to the management of the levers hard in the report, such as the power supply, the communication of product characteristics, as the customer matures his behavioral loyalty, the company must be increasingly able to optimize the customer's perspective, the value delivered through the processes of value management aimed at delivering greater value to the customer at the same cost or reduce the cost of the report for the same benefits. The co-design program and creative dialogue with the customer in general are the levers on which to act to make the customer a participant of the innovation processes of the enterprise on a larger scale. The customer's satisfaction comes from the fact that the product reaches the standards set by the client (Yu and Dean 2001). As stated by Gupta and Zeithaml 2004 one of the most debated issues in the marketing literature is whether the customer satisfaction should be measured as an assessment based on individual transactions or as an overall assessment of a bit 'as the attitude toward the brand. The measurement of satisfaction perceived by the customer, proxy of the value created for the customer (Cantone and Risitano, 2007) is a primary indicator of the quality of the relationship that the company has with the customer and can be done by the Customer Satisfaction Index (CSI). One of the main limitations of the research on loyalty is to measure the customer loyalty based on a single metric; surveys show then the inability of any simple metric adopted (CSI, NPS; Loyaty index) to reliably anticipate the defection of the customer. In this regard, a further step forward was made with the greatest importance by the company to leverage skills "knoledge-based" in order to achieve a competitive advantage. Specifically, we're going to be interested in the customer knowledge competence, which refers to the processes of generation and integration of information on specific clients (Campbell 2003). This type of knowledge is unique because the processes of generation and integration of knowledge about the customer are rooted and hidden within the shared cognitive schema of the organization and as such are not observable from the outside. Engage the client in order to work more efficiently and effectively in the co-creation of knowledge (Masiello *et al.,* 2013) will be one of the biggest changes that will face the knowledge manager in the future

(Davenport *et al.*, 2001). The definition of customer insights according to Sawhney (2004) suggests many important characteristics: a) must be a discovery is not obvious in the sense that it is a vision that looks beyond what is obvious; b) must be a unique and radically new. One of the most important fields for future studies on customer insight would be to set some variables and then the metrics by which to select clients with whom to start a dialogue on the creative and exploratory customer insight. In this regard, in the following, we propose a model of the possible variables to consider in respect of which the company could articulate the metrics for selecting clients in the portfolio (Sawhney *et al.*, 2005). The first variable to consider would be the preparation of the report of the client, from this point of view; certainly, the quality of the relationship with the customer (CIS, NPS, Top 2 box,) can be helpful. As well as, ask the customer if it is willing to cooperate with the company for purposes related to the improvement of the supply system. The competency of the customer experience is related to the purchase or consumption of goods and services and is perhaps the most important variable in choosing our dialogue partners: this variable has already metrics developed for different utilities but useful for this purpose: the duration of the relationship with the company, indicators cross-selling, upselling, trading up, the LTV as an indicator of potential future uptake of new products and services of the company. Finally, it must be said that not all customers are able to anticipate future scenarios and changing needs: this should be seen in relation to the ability of visioning and creativity that each of us may have or have developed over time (Witell *et al.*, 2011). With respect to this last perspective would be useful scrutinize the profiling information of the customer if there are customers who do particularly creative artists in different ways, responsible for communication, sports, etc. The company could imagine selecting customers (Figure 4) of greater value and more predisposed to the brand and the relationship with the same, cross such information with that relating to the name of the customer, presenting the greatest degree of interaction with the organization and subsequently select among those identified those which have a greater ability to visioning and a capacity of sufficient communication, also through playing techniques (Johnson, 2012). The co-creation of new products between firms and customers has been shown to be associated with higher new product quality, the development of products that more closely match to the customers' unmet needs, to lower development costs, and faster time to market (Hoyer et al., 2010; O'Hern and Rindfleisch, 2010). However, little is known about the evaluation and selection process in the co-creation of innovation (Bayus, 2013). To be successful, product development teams must identify customer ideas that have the potential to both fulfill unmet market needs and be profitable for the firm. Market research should have an important role in order to produce insights about the customer and the market trends. They are available in the literature, several techniques on the emergence of insight, each with its own characteristics and mode of application on the client, the bearer of knowledge, useful for the creation of new products (Grunert *et al.*, 2011). Between the techniques, individual and exploratory, most innovative, we have the metaphor (Zaltman, Gerald and Lindsay, 2008), better known as Zmet (Metaphor Elicitation Technique), while among the most popular, the method of "storytelling". Finally, we mention the open interviews in depth, semi-structured interview and the Consumer test. Among the techniques of group, we include the focus, the meeting theme, communities, events and prize games.

Fig. 4: variables for selecting clients to start a creative dialogue



Source: own elaboration.

3.3 Knowledge meausurement - co-creation metrics

The co-creations metrics are defined in order to analyze the potential contribution that the consumers (or customers) can bring to the marketing innovation process. It is quite new in MPM debate (Farris *et al.*, 2010) and in the field of marketing metrics on the future (Sheth and Sisodia, 2015). In other words, the firms must be able to monitor: a) the value that the customers recede or may recede through purchases, b) the quality of the report that it is able to establish with the customer in the perception of the latter and c) the potential to initiate a dialogue creative, of course with the most valuable customers, in order to co-creating knowledge useful to both (Grönroos and Gummerus, 2014). Being able to quantify the knowledge means to measure the ability of firms to innovate and offer new products. Applying metrics to innovation is admittedly difficult because innovation is a complicated, diffuse activity. Even metrics that seem to make sense can actually lead to behavior that is antithetical to the long-term pursuit of profitable growth. Many companies fixate on a single innovation metric. For example, some companies try to calculate the return on their innovation activities. While this metric can be quite useful, on its own it can lead companies inadvertently to prioritize measurable markets over difficult to measure but higher potential markets. We have not yet seen the unique metric that measures the right target and aligns incentives appropriately. The reason for its absence is that companies that are good at innovation master the ability to introduce different types of innovation. They also recognize that obtaining good innovation outputs requires tracking the right inputs and the right processes. According to a list[1] of 1000 largest American companies (ranked by revenues) the most prevalent co-creation metrics useful to measure the ability to generate innovation within an organization, are: 1) number of ideas submitted by employees; 2) number of patents filed in the past year and 3) number of ideas submitted by employees or customers. The knowledge measurement is important for at least two reasons. First, metrics help managers make informed decisions based on objective data, which is especially valuable given the long-term nature and risk associated with certain innovation projects. Second, metrics affect behavior by helping align goals and actions with the best interests of the company.

[1] Fortune 1000 Companies List for 2016, Wal-Mart Stores was number 1 on the list for five of the seven years from 2007–2014, interrupted only by ExxonMobil in 2009 and 2012.

4. Findings/Originality

The originality of this paper is to explore the MPM in terms of cognitive gap in management practices. Until now, little attention has been paid to the customer as a partner in a systematic development of knowledge (Gibbert *et al.,* 2002). Engage the client in order to cooperate more efficiently and effectively in the co-creation of knowledge (Von Krogh *et al.,* 2013) will be one of the biggest changes that will face the knowledge manager in the future (Davenport *et al.,* 2001). "*Knowledge does not exist in concentrated or integrated form but only in parts scattered, incomplete and often contradictory that individuals separately possess*" (Hayek, 1945). Jeppesen (2001) argues that consumers have always been able to acquire knowledge, experience and ability to innovate in the use of products and services, while at the micro level, in order to meet their present needs and to imagine future configurations of the same. The ability of the manager will be to select customers who can contribute in a more meaningful way in the innovation of the company or those able to bring more knowledge, useful to improve performance on the market. This work aims to provide a dashboard of instruments with the current state of metrics, or key of interpretations for the CMO, who interact with customers (Boyd *et al.,* 2010). The same customers that can bring innovation to the business in terms of the potential of knowledge and ability to promote the development of new products (Carbonell *et al.,* 2012).

5. Research limitations

Despite the different contributions offered in the field of the marketing metrics, there is no metric able to read in a comprehensive manner the dynamic field of Marketing and Business Performance, (Morgan, 2012) above all to identify customers with major knowledge to be transferred for their ability to innovate. In some cases, it may be useful to use a cross-cutting approach using multiple metrics combined with each other, or focus on specific techniques: such as the emergence of insight. Concerning the metrics based on loyalty, one of the major limitations of the research is to measure the fidelity on the customer base with a single metric. For the estimation of relationship quality, the following considerations, are valid:

a. adopt different metrics depending on the stage relationships that the customer is located with respect to the company, which can be inferred from the length of the relationship;
b. could be useful build a complex indicator using several different metrics for satisfaction, loyalty to other, behavioral, mental loyalty to other, in such a way as to have a single measure that can be broken down to see how the Judgment medium is divided and then the area of the business relationship should or could act. The contribution of the service dominant logic (Ambler, 2006) for measuring the value in life[2] of each customer is still to be investigated. Consequently, also the value of the co-creation can not be measured analytically.

6. Implications

Propose a systematic and sustainable model for measuring Marketing Performance (Shamma, Hamed and Salah Hassan 2013) in the three dimensions examined. From the point of view of the managerial implications it can be stated that the adoption of the metric is mainly the preserve of large enterprises, organized process, in fact, only for these companies to adopt logical of activity-based costing would have the basic information on which metrics can be calculated; it must be said that the adoption of a dashboard of metrics is a substantial investment for any business, large or small, and also distracts organizational resources since that the process of management training upstream definition of the metric, socialization and internalization of the same, articulation,

[2] Value in Life $(ViL)_i$ = Transaction Value $(TV)_i$ + Perception Value $(PV)_i$ + Co-Creating Value $(CCV)_i$

monitoring and redefinition of the same results in organizational costs of time and energy not negligible. One of the topics of greatest interest to the management of international firms, above all in perspective, as demonstrated by the studies of Barwise and Farley (2004), is that of measuring the LTV at the individual customer, but you can make some observations about it:

a. measurement models of customer value tend to converge on LTV measurement at the individual customer segment level or enterprise (CE); as demonstrated by George and Kumar (2007) the measurement of LTV at the level of individual customer is the prerogative of a few impese, surely among these may be covered by some retailers who can integrate information arising from transactions (pos scanner) with those arising from loyalty cards, and those systems of category management;
b. the information systems of companies are not yet able to provide the management with the information necessary for the calculation of CLV or may be prepared only at the cost of very high investment (think of the estimate of costs of acquisition, development and retention on an individual basis);
c. The researchers, however, are continuing to propose models of measurement;
   LTV increasingly complex based on statistical models (hazard functions, logit-probit models, etc.); models which are difficult to apply for the average researcher marketing;
d. this approach by the academy is widening the gap between academy, on the one hand, that search the orthodoxy of the measure (content and external validity) and the management of the business and consulting world, on the other, always looking for an easy fit and parsimonious to apply;
e. firms in front of the awareness of the need for more measurements reliable are gearing up in the house, in the sense that they prefer to separate the measurement of the present value of the customer (sales per customer and profit margins the customer) and correct the measure with indicators that express in a few. How does the future potential of the same; also, because the manager does not attribute to the current value of the customer is as important (weight) in the metric with respect to future or potential value of the same. One thing is what the client has provided to the company in its report passed and another thing is what may provide in the future. Consider the impact of this on account investments on the customer;
f. It calls, therefore, for more parts, rather than the proposed new metrics computation of LTV, and the value of the customer more in general, a greater contribution to the studies on the comparison between the proposed metrics, the contexts sector in which each metric might be more appropriate (in the direction started by Kumar and George 2007) and verification on field, ie, with the company of the practical difficulties and limitations that could emerge from implementation of the metrics of LTV until this time proposals.

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