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ABSTRACT BOOKLET

**23rd International Colloquium on
Relationship Marketing (ICRM) 2015
15-17.09.2015**

Hanken School of Economics



The 2015 Colloquium is hosted by CERS Centre for Relationship Marketing and Service Management and the Department of Marketing, HANKEN School of Economics

”Relationship Marketing: Back to the Roots and into the Future”.

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Hanken School of Economics

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TIMETABLE

ICRM 2015

Tuesday - 15.9.

18.00-20.00 Reception and registration of participants. Welcoming drinks.
HANKEN, Aula

Wednesday - 16.9.

8.30 Registration opens, Aula
09.00-09.30 Welcoming session, Auditorium Futurum
Christian Grönroos, David Ballantyne & Johanna Gummerus
9.30-10.00 Networking Coffee, Aula
10.00-12.00 Colloquium Workshop I, Room 309
12.00-13.00 Lunch, Aula
13.00-14.30 Presentation sessions 1A, 1B, 1C (see session timetable)
14.30-15.00 Networking coffee, Aula
15.00-16.30 Presentation sessions 2A, 2B, 2C (see session timetable)
18.30 Leaving for dinner with bus from HANKEN
19.00 Conference Dinner at Restaurant Hima&Sali,
 Kaapelitehdas, Tallberginkatu 1 C

Thursday - 17.9.

8.30 Infodesk opens
09.00-10.15 Colloquium Workshop II, Room 309
10.15-10.45 Networking Coffee, Aula
10.45-12.15 Presentation sessions 3A, 3B, 3C (see session timetable)
12.15-13.15 Lunch, Aula
13.15-14.45 Presentation sessions 4A, 4B, 4C (see session timetable)
14.45-15.15 Networking Coffee, Aula
15.15-16.30 Closing session & Introduction of ICRM 2016, Auditorium Futurum

All presentation sessions marked 'A' will be held in Futurum

All presentation sessions marked 'B' will be held in Room 309

All presentation sessions marked 'C' will be held in Teacher's Lounge (5th floor)

Wednesday 16.9.2015
PRESENTATION SESSION 1 at 13.00-14.30

0002	Value Creation and Customer Effort - Linking Customer Value Concepts	Michael	Kleinaltenkamp	1a
0032	An Empirical Study of Relationship Marketing as a Sustainable Competitive Advantage Mechanism in the UK Banking Sector	Roshan	Panditharathna	1a
0001	Consumers' relationships with their own activities	Jacob	Mickelsson	1a
0046	Service as a Form of Coexistence - Improving the relationship between Humans and Nature	Helge	Löbler	1b
0036	Is the Relationship Marketing "Modern"? The Marketing Relational Approach Under the Perspective of Modern "Modes of Existence" by Bruno Latour	Fabio	Bergamo	1b
0030	What is Multi-Agency Value Co-Creation Anyway?	Mark	Toon	1b
0013	The effect of social media on customer engagement	Myria	Ioannou	1c
0019	On the potential for Twitter to add value in retail bank relationships: a customer perspective.	Lisa	Murray	1c
0021	Challenges of researching relationships within online environments	Janet	Ward	1c

Wednesday 16.9.2015
PRESENTATION SESSION 2 at 15.00-16.30

0003	Do relationships lead to more sustainability? Identifying sustainable citizen-consumers and their role to promote sustainability	Barbara	Seegebarth	2a
0005	Examining Socially Responsible Joint Ventures: The Impact of Ethical Misconduct and Recovery Communications on Relationship Quality	Helen	Bruce	2a
0024	Relationship Communication – A Customer-dominant Logic Perspective on IMC	Åke	Finne	2a
0014	Disaffection as a behavioural explanation for disengagement in long term dissatisfactory consumer relationships; results from a study on relationship inaction	Tara	Rooney	2b
0018	The 'ladder of engagement' to building lasting customer relationships	Nicole	Koenig-Lewis	2b
0016	The Value Chart Technique: a method for studying value-in-use in customer relationships	Gustav	Medberg	2b
0023	The impact of customer-guided purchasing on trust in creation of B2B relationships	Mika	Ojala	2c
0038	A customer dominant (CDL) perspective on customer relationships and relationship marketing	Tore	Strandvik	2c
0042	Balancing Customer-Dominance with Managerial Relevance: the role of place	Noreen	Byrne	2c
0044	The echoing of value: - a conceptualization of value	Bård	Tronvoll	2c

Thursday 17.9.2015
PRESENTATION SESSION 3 at 10.45-12.15

0006	Service variability revisited: An examination of the effects on those customers who receive less than others	Magnus	Söderlund	3a
0009	Is the Powerful Customer a Happy Customer? Effects of Personal and Social Power on Role Satisfaction and Subjective Well-Being	Andreas	Munzel	3a
0022	Exploring change in the customer experience	Michaela	Lipkin	3a
0011	Reconsidering the concept of pseudo-relationships: Evidence from B2B and B2C banking	Myria	Ioannou	3b
0004	Trust Management Systems in Relationship Marketing: Internet of Thing	Tracy	Harwood	3b
0025	Using online insurance services: a matter of trust, technology - or the relationship?	Mikael Sabine	Gidhagen Gebert Persson	3b
0041	How brand relationships affect the initiation of customer relationships in B2B service	Anne	Rindell	3c
0029	Shades of brand relationships in the supply chain of a generic product	Anu	Norrgrann	3c
0033	Relationship Marketing and Temporary Organisations	Arvi	Kuura	3c

Thursday 17.9.2015
PRESENTATION SESSION 4 at 13.15-14.45

0026	Team-to-team Relationship Dynamics - The "Tribal" Team as the Success Factor of Future Organizations	Minna	Pura	4a
0010	A Human Service Logic, Employee Motivation and the Value Promise Pulse	Helena	Liewendahl	4a
0034	Premium Casual Dining in the UK: Training Needs Across Various Job Roles	David	Bamber	4a
0028	Adapting the Adaptation Approach: Strengthening the sales and marketing relationship to make the strategy process work	Paul	Viio	4b
0017	Creation and implementation of business solutions: Effects on Supplier Firms' Identity and Network Position	Christian	Kowalkowski	4b
0031	Conceptualising four new social bonds in business relationships	Ewa	Krolikowska	4b
0020	Identifying strong ties/relationships within a social virtual environment.	Janet	Ward	4c
0007	Consumer Identification in the Shared Economy - The Case of Car Sharing	Kathrin	Lührs	4c
0043	The role of frontline employees in the new experience economy	David	Sörhammar	4c

ICRM 2015 Participant List

Participant		Home university
Jaakko	Aspara	Hanken School of Economics
David	Ballantyne	University of Otago
David	Bamber	University of Bolton
Fabio	Bergamo	Universidade Federal da Bahia
Peter	Björk	Hanken School of Economics
Helen	Bruce	University of Manchester
Noreen	Byrne	University College Cork
Åke	Finne	Hanken School of Economics
Sabine	Gebert Persson	Uppsala University
Mikael	Gidhagen	Uppsala University
Christian	Grönroos	Hanken School of Economics
Johanna	Gummerus	Hanken School of Economics
Tracy	Harwood	De Montfort University
Kristina	Heinonen	Hanken School of Economics
Anu	Helkkula	Hanken School of Economics
Pekka	Helle	Hanken School of Economics
Maria	Holmlund	Hanken School of Economics
Myria	Ioannou	European University Cyprus
Elina	Jaakkola	Turku School of Economics, University of Turku
Julia	Jonas	University Erlangen-Nürnberg
Michael	Kleinaltenkamp	Freie Universität Berlin
Nicole	Koenig-Lewis	Cardiff University
Christian	Kowalkowski	Hanken School of Economics and Linköping University
Ewa	Krolikowska-Adameczyk	University of Greenwich
Arvi	Kuura	University of Tartu Pärnu College
Fred	Lemke	Newcastle University Business School
Helena	Liewendahl	Hanken School of Economics
Michaela	Lipkin	Hanken School of Economics
Kathrin	Lührs	Ludwig Maximilians Universität München
Helge	Löbler	University of Leipzig
Gustav	Medberg	Hanken School of Economics
Mary	Meinander	Hanken School of Economics
Jacob	Mickelsson	Hanken School of Economics
Andreas	Munzel	Toulouse University CRM CNRS
Lisa	Murray	Ulster University
Anu	Norrgrann	Hanken School of Economics
Mika	Ojala	Tampere University of Technology
Roshan	Panditharathna	University of Bolton
Mathias	Peyer	University of Potsdam
Pia	Polsa	Hanken School of Economics
Melea	Press	Hanken School of Economics
Minna	Pura	Hanken School of Economics
Annika	Ravald	Hanken School of Economics
Anne	Rindell	Hanken School of Economics

Tara	Rooney	Dublin Institute of Technology
Maria	Sandberg	Hanken School of Economics
Barbara	Seegebarth	TU Braunschweig
Marianne	Sepp	Hanken School of Economics
Tore	Strandvik	Hanken School of Economics
Magnus	Söderlund	Stockholm School of Economics
David	Sörhammar	Uppsala University
Mark	Toon	Cardiff University
Bård	Tronvoll	Hedmark University College
Paul	Viio	Hanken School of Economics
Catharina	von Koskull	University of Vaasa
Janet	Ward	University of Sunderland

ABSTRACTS

0002 – Session 1A

**Value Creation and Customer Effort
– Linking Customer Value Concepts***Michael Kleinaltenkamp, Freie Universität berlin***Abstract**

Over the last years an array of concepts has been developed addressing the questions how value is created for customers, which components this value comprises, and what the characteristics of value are. These approaches mostly see value creation from a supplier's perspective, even if the value is created for the customer. In contrast thereto, recent research has turned towards a more customer focused view of value creation processes. Here, the customers and their activities as well as further actors and the context in which value is created are considered to be the focal point. Along with the development questions arise what customers motivates to participate in joint value creation processes, to what extent they are aware of their contributing role and which consequences result from this with regard to their behavior, or how they assess their own contribution for the value creation. This paper analyses on a conceptual basis how different customer focused value concepts, i.e. value-in-exchange, value-in-use and relationship value, are interlinked in this sense and what impact they have on customer inputs and efforts within value creation.

0032 – Session 1A

An empirical study of relationship marketing as a sustainable competitive advantage mechanism in the UK banking sector

Roshan Panditharathna, University of Bolton

Abstract

Marketers are addressing big data, relationship marketing (RM), social media marketing, and consumer decision journey to their capacity to battle with highly competitive market structures. Traditional transactional marketing pays attention on the concepts of 4Ps that focuses only on attracting businesses, but not for retaining existing customers (Gummesson, 1996). The research proposes that RM is an ideal mechanism which create long term relationship with customers that can add value to the companies while securing win-win situations between both parties. Literature concerning RM acknowledges and recognizes that retaining companies' existing customers is more profitable and less cost than attracting new one (Doyle, 2000; Kotler, 2005; Piercy, 2002). The methodology will initially adopt the inductive approach using the grounded theory, followed by the quantitative approach using a Likert type structured questionnaire to collect the data from banking staff and customers. The research has following objectives objectives:

- a) To critically analyse the actual implementation RM in UK banking sector,
- b) To determine the customers' expectations, perceptions and advantages of applying RM and analyse the relationship between RM and sustainable competitive advantage,
- c) To develop a new theoretical model for RM in banking sector and
- d) Provide recommendations how innovation contributes to RM for UK retail banking.

This research will expand the knowledge of RM and aims to prove RM is a tool that create sustainable competitive advantage to the banking sector.

Keywords: Big data, Relationship Marketing, Social Media Marketing, Consumer Decision Journey, Sustainable Competitive Advantage, UK Banking Industry

0001 – Session 1A

Consumers' relationships with their own activities

Jacob Mickelsson, Hanken School of Economics

Abstract:

Purpose - The paper develops the idea that consumers have relationships with their own recurring activities. Instead of the usual notion of investigating the relationships between actors, the paper looks at the relationship between an actor and a particular activity that the actor regularly participates in.

Design – The paper is conceptual and exploratory in nature. It transfers concepts from relationship marketing to consumer activity, and develops the idea of an activity as an entity that consumers can have a relationship with.

Findings – The paper presents the argument that consumers can be seen as having relationships with activities, but only if the requirements on reciprocity, mutual action and personhood of the other party in a relationship are relaxed. The term “Customer Activity Marketing” is introduced and defined as helping customers to initiate, develop, maintain and terminate relationships with activities – both in terms of behavior and emotion – so that they over time can realize their own desired outcomes.

Implications - If consumers can be seen as having relationships with activities, marketers can start to consider how to support consumers' relationships with activities. A lot of the existing knowledge about customer-business relationships can be transferred to this new context.

Originality/Value – The paper presents a novel perspective on relationships. It contributes to research on the customer dominant view of business, where the customers' perspective is put in focus, and businesses simply serve as ingredients in the customer's own context.

0046 – Session 1B

**Service as a form of Coexistence
– Improving Humans Relationship to Nature***Helge Löbler, University of Leipzig***Abstract**

Although humans are part of nature the relationship between humans and nature is not well understood. Nature is damaged by humans and a lot of resources coming from nature are taken for granted. As well as the resources service provided by nature is also often taken for granted. However humans can't live without these service but nature can probably survive without humans let alone man-made (artificial) service.

If humans understand the basics of services in general, it can help them to act in harmony with nature and not against it and improve the relationship between humans and nature. Only if humans understand the natural foundations of services, they can effectively and efficiently improve their well-being which is mainly based on naturel resources and service.

The present paper looks at service from a systems theory perspective particularly from the law of requisite variety and entropy. It will be demonstrated that providing service is providing variety to reduce variety of so-called "disturbances". In a further step it will be shown that offering variety to reduce disturbances goes hand-in-hand with entropy reduction. And in an abstract way service is offered to reduce entropy. Hence the paper conceptualizes service as entropy reduction or neg-entropy rising process respectively. By using this frame the relationship between humans and nature appears in a new light. All activities whether performed by nature or humans are intertwined and can be understood as an ongoing process in which resources are transferred and transformed.

Service can be understood as entropy reduction or neg-entropy 'production' of a service system and with that as a form of coexistence. With this conceptualization the 'phenomenon' of service can not only understand and describe man-made service but it can also understand and describe service of nature as it is discussed in biology and ecology. Integrating all kinds of service in a general conceptualization offers a broader and better understanding of service. It offers a platform for different disciplines to join in a systems perspective of service.

0036 – Session 1B

**Is the Relationship Marketing "Modern"?
The Marketing Relational Approach Under the Perspective of
Modern "Modes of Existence"
by Bruno Latour**

Fabio Bergamo, Universidade Federal da Bahia

Mônica de Aguiar Mac-Allister da Silva, Faculdade Adventista da Bahia

Abstract

With the change of marketing orientation in the middle of last century, the marketing relational approach, thought that comes from the 60's, motivating researchers in search of buyer-seller dyad understanding, began to receive special attention in marketing theory, in the end the twentieth century. The development of this theoretical background has matured in this period, which can be seen with a wide variety of frameworks trying to understand and explain that dyad. However, social changes arising from the information age, with their technological peculiarities in the daily lives of individuals, have impacted the theoretical aspects of marketing and haven't been remembered in the theoretical construction of Relationship Marketing yet. This work uses the perspective of the moderns "Modes of Existence", proposed by Latour (2013), to initiate a theoretical discussion on the appropriateness of mainstream Relationship Marketing in this new cultural, economic and social context, where the non-human actors are present as mediators and actants of human relations. The results indicate the need for a better understanding of this context and its relation to the theory of Relationship Marketing.

Keywords: Relationship Marketing; Moderns; Modes of Existence; Information Age

0030 – Session 1B

What is Multi-Agency Value Co-Creation Anyway?

Mark Toon, Cardiff University
Fred Lemke, Newcastle University

Abstract

The co-creation of value is widely regarded as a collaborative process. It is distinct from its transactional counterpart through its shift in jurisdiction of value-determination from the provider to the beneficiary, and is based on the premise of shared understanding of what constitutes value among agents within the process (Deighton and Grayson, 1995; Palmatier, 2008; Vargo, 2009, FP 10). The resulting process, or service system (Vargo, 2009), reflects the iterative generation of norm-based understanding of value that elevates value creation to value co-creation.

Although the importance of value co-creation processes has been identified for coordinating resource integration, development of close relationships, designing customer experience, etc. (e.g., Ballantyne et al., 2011; Lemke et al., 2011; Payne et al., 2008), some contexts are incredibly complex to achieve the desired outcomes. For example, urban regeneration projects seek to involve end user groups in the early stages of conceptualisation. Ambitious visions of collaboration and value co-creation are set, right from the start. Such complex settings require the service system to operate across multiple agencies and time in a version of many-to-many marketing (Gummesson and Polese, 2009; Pinho et al., 2014). Reconciliation of these divisions is achieved in part through normative assimilation and a project is developed around ill-defined outcomes and is seemingly carried by great enthusiasm. The potential for calamity is high and yet there exists an ever-growing list of complex urban regeneration projects that seemingly avoid calamity and attain the elixir of collaborative success through shared vision and successful normative assimilation.

The social dimensions of value co-creation are both central to service-dominant thinking, and a potential explanation of calamity avoidance in action. Edvardsson et al. (2011) call for further research on how value is perceived in different social contexts. The present research seeks to classify the domains of value co-creation within socially motivated urban regeneration projects to provide empirical insight and to test Edvardsson et al. (2011, p.333) first proposition, “value has a collective and intersubjective dimension and should be understood as value-in-social-context”. In doing so we seek to build understanding in the emerging area of value in social or cultural contexts (Akaka et al. 2013).

0013 – Session 1C

The effect of social media on customer engagement

Myria Ioannou, European University Cyprus

Athanasios Hadjimanolis, European University Cyprus

Mariana Antonescu, European University Cyprus

Abstract

The increasingly interest in customer engagement has paralleled the growing digital interactivity enabled through social media platforms. Many researchers have sought to equate this increasing social media engagement with customer engagement in business relationships. Hence, a plethora of studies, mainly conceptual, have discussed how the interactive and engaging nature of social media enhances relational efforts and customer engagement to a brand. The present study through both an explorative and a quantitative research design has empirically developed a CE construct with five dimensions: Customer motivation, Loyalty enhancers, Customer participation/involvement, Social media as an alternative communication channel and Drivers dis-engaging customers.

0019 – Session 1C

On the potential for twitter to add value in retail bank relationships: a customer perspective

Lisa Murray, Ulster University Business School

Mark Durkin, Ulster University Business School

Pauric McGowan, Ulster University Business School

Abstract

It is argued that research within financial services marketing has omitted to pay sufficient attention to social media in banking contexts generally and its potential impact on retail bank relationships in particular. A two part research study explores the advent of social media and the manner of its deployment in financial services with the first part of this study reported in (Murray et al., 2014). This first stage of the research encompassed a content analysis of 400 tweets sent from a range of financial institutions, with the development of a literature-based model allowing the classification of these tweets as either customer acquisition, engagement or retention-oriented. This paper reports on the second part of that study, and involves the deployment of Twitter in bank-customer interactions and in this case the unit of analysis is banking customers. Accordingly, customer responses to the same 400 tweets are explored to gain the customer perspective on how Twitter can add value to customer-bank relationships.

Keywords: Banking, relationships, social media, interaction.

0021 – Session 1C

**Challenges of researching relationships within
online environments**

Nigel Coates, University of Northumbria
Janet Ward, University of Sunderland

Abstract

The increased dependence of western societies on The Internet as indicated by broadband uptake, smart phone and tablet ownership has led to increased research in the online environment. This has led to some new methodological developments such as Netnography (Kozinets, 2010). However, the researchers ability to function effectively within these environments is rarely discussed. While, researchers may talk about virtual environment to ‘a new frontier’ or mention some sort of acclimatisation for users they seem to miss explaining what they have done to familiarise themselves with a new environment. Indeed the term ‘cultural competence’ first used in acculturation studies has also been mentioned in connection with online environments but does not have also been applied to researchers.

Virtual worlds present methodological challenges for researchers including taking avatar form. Hoffman & Novak(1996) were among the earliest to highlight computer competence was a significant issue for consumers within virtual environments. From the researcher perspective there is the potential for their avatar to become a reference point for example Dean, Cook, Keating, & Murphy (2009) found that more participants agreed their real weight was about right when speaking to a thin avatar than when interviewed by a fat avatar. Therefore, computer competence and the avatar appearance may be aspects of cultural competence within such environments. Becoming culturally competent within such environments potentially may be significantly different and may also influence the research process itself.

The authors review their experiences in undertaking research in two different virtual worlds. We argue that researchers in virtual worlds need to demonstrate an understanding as to the antecedents of cultural competence within different virtual environments, explain how they became culturally competent and how this potentially could influence their research. While this work has focused on virtual worlds where individuals develop relationships in avatar form we suggest that it would be interesting to broaden this research into other online environments such as social media.

0003 – Session 2A

**Do relationships lead to more sustainability?
Identifying sustainable citizen consumers and
their role to promote sustainability**

*Barbara Seegebarth, Technische Universität Braunschweig
Mathias Peyer, University of Potsdam*

Abstract

Based on the notion of sustainable citizenship, this article investigates the existence of the sustainable citizen consumer (SCC) and the potential of SCCs to serve as a vehicle for achieving sustainability through cooperation between businesses and consumers. The starting point of our research is the SCC, for whom we provide a theoretical foundation on the background of sustainability consciousness, active engagement and broadminded ideals. An online survey of 1,833 individuals produced a representative sample of German consumers, which provides the empirical context for the SCC approach. Our results indicate that about 40% of the sample is assigned to a sustainable citizen-oriented consumer segment. Theoretically, consciousness and behavioral differences between non-SCCs and SCCs are also transferred to consumption behavior, which is reflected by SCCs preference for ecological and fair trade products as well as a lower rate of product possession compared to non-SCCs. We conclude that businesses can generate new market potential by addressing and cooperating with SCCs via relationship marketing instruments. When companies take responsibility for society and the environment in a credible and transparent way, sustainable citizen consumers may support them and their products in the long run. Getting SCCs involved in the co-creative process opens up input opportunities for exploring sustainable product innovations and thereby new markets. These citizens are, however, multipliers for “their” sustainable products and are suitable actors to pass information to other potential customers.

0005 – Session 2A

Examining Socially Responsible Joint Ventures: The Impact of Ethical Misconduct and Recovery Communications on Relationship Quality

Audra Diers-Lawson, Manchester Business School

Helen Bruce, Manchester Business School

Abstract

Organizational involvement in corporate social responsibility (CSR) is an established strategic priority among firms, with many engaging in socially responsible or 'ethical' joint ventures to enable the achievement of organisational objectives (Lacey, Kennett-Hensel & Manolis 2014). These collaborations are highly mission-driven, mutually beneficial, and may create a distinctive brand for the joint initiative. In addition to being socially responsible, these ventures can provide partners with improved image, enhanced resources and stronger brand differentiation (Rondinelli & London 2003).

However, when something goes wrong, these ethical initiatives can suffer. Cases of brand misconduct occur when the brand owner(s) seriously disappoint consumers' expectations and can range from product or service-related defects to socially or ethically debatable actions (Huber et al. 2010). Research has suggested that firms can experience a range of negative outcomes following an episode of misconduct, from a loss of image and reputation to brand boycotts (Coombs & Holladay 1996). At the heart of what is threatened by brand misconduct, however, is the relationship between the brand and its consumers (Diers 2012). The challenge for firms guilty of misconduct is to address the relevant transgression in such way that maintains or, if necessary, restores relationships with customers, thus sustaining the enterprise and ensuring a suitable return on investment.

The present study considers the impact of ethical misconduct on the quality of relationships between customers and corporate entities involved in ethical collaboration, and the means by which collaborating firms (or, indeed, the discrete brand) might address any detrimental impact. Our investigation is founded upon an integration of extant knowledge within the fields of relationship marketing and corporate communication, from which we derive an expanded relational model of corporate image assessment. We then review prior research, expanding this model in three key areas. First, we discuss the impact of ethical misconduct on consumer trust, satisfaction and commitment, constructs which comprise relationship quality (Hennig-Thurau, Gwinner & Gremler 2002). Second, we examine whether, in the event of misconduct, consumers' evaluations are more negative in respect of the individual collaborating organisations or the joint venture brand itself. Third, we consider the largely unexplored communication element of post-misconduct recovery activity by firms engaged in ethical joint ventures, and the impact of post-transgression communication on relationship quality.

In the following section we highlight areas of conceptual overlap between the relationship marketing, brand misconduct and crisis responses research streams, and present the expanded relational model of corporate image assessment.

0024 – Session 2A

Relationship Communication – A Customer-dominant Logic Perspective on IMC

Åke Finne, Hanken School of Economics
Christian Grönroos, Hanken School of Economics

Abstract

For some years now, there has been a call for a more customer-oriented view within the well-known concept of Integrated Marketing Communication (IMC) (Schultz and Barnes, 1999; Schultz, 2003, 2006; Kitchen, Brignell and Jones, 2004; Kitchen et al., 2004b; Shimp, 2007; Finne and Grönroos, 2009). One reason for this call for a change in emphasis – namely, the changing view of customer activity – has been particularly addressed (Finne and Strandvik, 2012). However, while customer activity has been changing rapidly, theoretical concepts and models of marketing communication have not kept pace. Such thoughts about marketing can be found in the literature on customer-dominant logic (C-DL) (see Heinonen et al., 2010; Rindell et al., 2010). Lately several researchers have viewed customer value as value-in-use. In this discussion, customer activity is well addressed, but this stream of literature does not discuss marketing communication in any greater depth. In this paper, then, C-DL and value-in-use will contribute to a more customer-oriented view of marketing communication. These insights can be useful for marketing communications scholars in developing a customer-oriented view.

We therefore propose a perspective that deepens understanding of the customer process and customer logic, which can be of great use in supporting a company's marketing communication management (see Finne and Strandvik, 2012). The aim of this paper is to import useful insights from customer-dominant logic (C-DL) and the ongoing discussion about value-in-use into marketing communication in order to create a customer-driven view of communication. Rather than elaborating in depth on the marketing communications or IMC literature, this paper focuses on the customer and value-in-use. The paper will introduce a conceptual construct (*communication-in-use*) inspired by integrated communication from a C-DL perspective and defined as *all communication the customer perceives as communication forming value-in-use in a specific moment or situation*.

Typically, the IMC literature is outcome-focused, emphasizing attentiveness, consistency, and effectiveness. However, most of this stream of literature still relates to a company (sender) inside-out perspective, in which the company drives integration and a consistent message is conveyed to the consumer (Schultz, 1996). This can be characterized as *company integrated marketing communication*. Rindell and Strandvik (2010) labelled these as closed sources, and despite the call for customer-oriented views, there have been few studies of open sources.

Meaning-based models of communication (McCracken, 1986, 1987; Mick and Buhl, 1992) are one way to put an active customer at the centre of the process. On that basis, Finne and Grönroos (2009) built the relationship communication model.

Meaning-based models are described as a customer-driven process based on several sources. Rindell and Strandvik (2010) described these as open sources, as opposed to company-driven closed sources. In a customer-driven process, the customer subjectively and solely decides what is to be defined as a message, what a message contains, and which sources are in use. In such a process, some or all of the touchpoints may be out of the company's reach (Finne and Strandvik, 2012). This customer-driven process can be described as *customer-integrated marketing communication*.

The concept of value-in-use switches the emphasis from a message-driven, instrument-based view toward a more customer-oriented focus, where the value formation of communication messages and processes as perceived by the customer is fundamental. Instead of focusing on available instruments or the outcome of a message, the focus switches toward value formation. Building on meaning-based communication (see Mick and Buhl, 1992) rather than on a list of communication instruments, and including contextual and temporal sources (Finne and Grönroos, 2009; Rindell, 2013; Rindell and Iglesias, forthcoming), value-in-use becomes the communication instrument, as perceived by the active customer.

This discussion paves the way for the concept of *communication-in-use*. Building on several aspects, from both the communications literature and the value-in-use and C-DL literature, this represents a customer-oriented approach to marketing communication, based on an active customer using whatever sources they choose.

We define communication-in-use as *all messages from any source, company-driven or stemming from other sources the customer perceives as communication forming value-in-use for him/her for a specific purpose*. In addition to traditional communication instruments, this definition encompasses all kinds of open sources; it can include perceptions about an offering, product, service, company, or person, and it can be deliberated or embedded in context, visible or solely in the head of the customer. Communication-in-use can include experience, processes, and/or activities, and can consist of several simultaneous senders. Equally, no sender need be involved, and parts may be sourced in the past, present, or future. This means, for example, that a competitor's deliberate price reduction campaign can add a perception of the focal message, product, brand, or company.

From a communication-in-use perspective, sources are contextual and vary dynamically across individuals in communication-in-use, as well as between different situations for the same individual. Further, sources may include the three temporal dimensions of past, present, and future (see Rindell, 2013; Rindell and Iglesias, forthcoming). Some sources from the present may be more deliberate, while past and future sources may be more embedded. Sometimes, all temporal dimensions may have an impact, and sometimes only some. Occasionally, sources from the past may have a significant impact while other situations are future-oriented or, as in traditional marketing communications literature, typically in the present. This means, for example, that strong memories or former experiences can form sources.

Communication-in-use has shifted the focus from a company's communication, involving the customer, to the customer's multi-contextual communication process, perhaps involving the company. Communication-in-use can also be embedded in hobbies or in everyday life, or in future expectations or goals (see Mick and Buhl, 1992), as for instance in such processes as cooking, sailing, or studying. Rather than sending messages, companies should focus on value facilitation, which at its best leads to value formation and value-in-use. Thus, communication-in-use is much broader than traditional message-based communication, as it can include whatever the customer wants to include while perhaps excluding what the company is trying to send or do. This conception is compatible with customer practices of today (see Schultz, 2006).

0014 – Session 2B

**Disaffection as a behavioural explanation
for disengagement in long term dissatisfactory consumer
relationships; results from a study on relationship in action**

*Tara Rooney, Dublin Institute of Technology
Katrina Lawlor, Dublin Institute of Technology
Eddie Rohan, Dublin Institute of Technology*

Abstract

This paper presents findings from a study investigating instances where consumers choose to decline exit even when dissatisfied. In this context, the research evidences relationships which evolve to a state of emotional disengagement. The study labels this cognitive condition disaffection. Findings presented are based on a narrative study of retail financial services customers. Conclusions offer theorisations as to how disaffection develops in long term consumer banking relationships. We submit that the theory of disaffection offers unique insight into the attitudinal disengagement of consumers from their relationships.

0018 – Session 2B

The ‘ladder of engagement’ to building lasting customer relationships*Nicole Koenig-Lewis, Cardiff University**Kate Stacey, Swansea University**Adrian Palmer, ESC Rennes***Abstract**

Segmentation based on demographic and behavioral characteristics is widespread, however, by themselves they offer limited value for marketers in predicting behavioral loyalty. A key topic in marketing today is that of engagement and the potential role this plays in determining the behavior of consumers. However, although this is a topic frequently discussed by business practitioners, very little empirical evidence exists to confirm the link between specific types of engagement and subsequent behaviors. Consequently, this paper makes a contribution to knowledge by undertaking longitudinal research which identifies segments of customers based on their engagement levels and links this with behavioral intentions and actual behavior adopted. A two-stage quantitative study was undertaken with 646 initial respondents. The results not only identify the existence of a ‘ladder of engagement’ whereby different types of engagement exist, but also confirm that segmenting customers according to their engagement levels can offer insights into their behavioral intentions as well as their actual behavior. The results justify the claimed importance of engagement in determining behavioral loyalty and establish that different types of engagement exist. Recommendations are made for organizations to maximize engagement.

“Tell me, I’ll forget. Show me, I may remember. But involve me, and I’ll understand.”

-Chinese Proverb

0016 – Session 2B

The Value Chart Technique: a method for studying value-in-use in customer relationships

Gustav Medberg, Hanken School of Economics

Abstract

The creation of value for the customer has become the fundamental objective for all marketing activity in academia as well as in business practice (Holbrook, 2006; Karababa and Kjeldgaard, 2014). According to the recent service perspective on marketing theory, value for customers is created, perceived, and determined during the use of products and services, and thus best defined as value-in-use (Grönroos, 2011). Moreover, in contrast to previous value models in marketing theory, value-in-use is characterized as a dynamic phenomenon that evolves positively as well as negatively over time (Grönroos and Gummerus, 20014). However, no study has yet explored how value-in-use evolves positively and negatively in customer relationships. A main reason for the lack of empirical studies of evolving value-in-use is the shortage of suitable techniques for capturing value-in-use as it develops over time. In order to explore positively and negatively evolving value-in-use, we arguably need a qualitative longitudinal study design able to track fluctuations and variation of value-in-use as well as its different expressions. The aim of this paper is, therefore, to present The Value Chart Technique (VCT). The VCT is a qualitative research method that can be used to study the development of value-in-use throughout long-term customer relationships. The method is based on narrative research techniques and different variants of the critical incident technique that have been developed in service marketing research over the years (e.g. Olsen, 1992; Nyman et al., 2011). Hence, this paper contributes to service marketing and relationship marketing literature by illustrating how value-in-use in customer relationships can be studied.

Keywords: value-in-use, service logic, customer relationships, qualitative methods, narratives, critical incident technique

0023 – Session 2C

The impact of customer-guided purchasing on trust in creation of B2B relationships

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Mika Ojala, Tampere University of Technology

Tommi Mahlamäki, Tampere University of Technology

Abstract

The new tools and processes used in business shapes the ways how B2B relationships are managed. Industrial companies have developed and are developing new tools to support more useful activities at customer front. One of the ways of shaping the business to business relationships are digitalized tools helping the selling company, resellers and final customers to find optimal solutions in their business needs. We see these tools as ways of guiding customers in their purchase decisions. By new tools customers can be helped in multiple situations as in new buy and re-buy situations. We see that by these tools company can build trust in a way that differs from traditional B2B relationships that rely heavily on face-to-face interaction. Trust may be built faster and with bigger leaps towards closer relationships. On the other hand these tools, when being unsuccessful, can cause new and unexpected losing of trust and problems in relationships.

0038 – Session 2C

A customer dominant (CDL) perspective on customer relationships and relationship marketing

*Tore Strandvik, Hanken School of Economics
Kristina Heinonen, Hanken School of Economics*

Abstract

Relationship marketing has emerged into a discipline and it is based on different definitions and conceptualisations (Harker 1999). In this paper we reflect upon the underlying assumptions in the research on customer relationships and relationship marketing (e.g. Berry 1995, Grönroos 1994; Gummesson 2002, Sheth & Parvatiyar 1995; 2002). By contrasting the provider's view on customer relationships with the customer's view we argue that the provider's view has been explicitly and often implicitly dominant in previous research. The customers' perspective has become more relevant over the last few years when technology has empowered customers and created spurious relationships based on customer ignorance and customer inertia and long-term relationships less self-evident. Traditionally, the customer has been emphasized through the lens of what the provider defines as relevant and what has been neglected is how customers define and use relationships. The purpose with this paper is therefore to introduce a customer-dominant perspective on customer relationships that pinpoints how customers embed different relationships in their own context. It is relevant to explore how active and knowledgeable customers challenge traditional customer management models, such as those applied in customer loyalty programs, personalized marketing communication campaigns etc.

0042 – Session 2C

Balancing Customer-Dominance with Managerial Relevance: the role of place

*Noreen Byrne, University College Cork
Kristina Heinonen, Hanken School of Economics*

Abstract

There is an increasing consumer-centric rhetoric in the marketing literature which sits within an overall taken for granted framework of provider-dominance. This approach in the literature encourages practice to also adopt a rhetoric of consumer-centricity without any meaningful activity in this regard. And, for those who do wish to be more customer-centric have limited guidelines on how to achieve this. Customer-dominant logic (CDL) offers a useful direction for both the literature and practice to escape from this rhetorical trap, as the starting point is the customer rather than the provider life-world. In this paper, we argue that viewing the customer life-world from a place perspective facilitates a customer-dominant logic. Recent CDL literature introduces the concept of presence (physical and abstract) in the customers life-world. In this paper, we focus on physical presence through the concept of place embeddedness. The paper is a conceptual discussion while drawing on the experiences of consumer co-operatives which are essentially a customer-dominant organisation in origin and identity. The primary contribution of the paper is its development of the concept of physical presence in the CDL literature.

Key words: Customer-Dominant Logic; Presence; Place; Co-operatives

Paper type: Conceptual

0044 – Session 2C

The echoing of value: - a conceptualization of value

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Kristina Heinonen, Hanken School of Economics*

Abstract

Value, using a traditional goods-dominant (G-D) lens, is determined by the firm. Consequently, value is embedded in the operand resources (goods) and defined as “value-in-exchange” and usually measured and assessed by the price. When using this lens, value has often been viewed as components or as uni- or multidimensional value. For example, this is seen within service marketing research where value has appeared in the interaction through functional quality dimension and the outcome through technical quality dimension (Grönroos, 1984). This lens uses the providers’ perception to understand the customers’ value assessment. Service-dominant (S-D) logic has taken a different view and states that value is always uniquely and phenomenologically determined by the beneficiary (Vargo & Lusch, 2004). Moreover, Lusch and Vargo (2014) argue that the key message is that all market offerings, all service provisioning, all goods, and all value propositions are perceived and integrated differently by each unique actor and, thus, value is also uniquely experienced and determined. Therefore, value is something that is co-created through the exchange, integration, and use of resources in a specific context together with other resources and actors. Value is the benefit, an increase in the well-being of a particular actor (Lusch and Vargo, 2014). Because it is actor specific and every instance of its creation is contextually distinct, every occurrence is unique.

The concept of value-in-context and value-in-social-context suggests that value is determined on the basis of a specific context (Chandler & Vargo, 2011; Edvardsson, Tronvoll, & Gruber, 2011). In other words, resources are applied and evaluated in the context of other resources, such as time, space, and social environments. Consequently, value is phenomenologically determined at a particular place and time in a specific circumstance. Value is, thus, viewed in the context of social systems in which value is created and assessed, idiosyncratically.

Social structures (and the actors they comprise) display purposeful and systemic behaviors driven not only by connections between potential resources but also by rules that govern their exchange, combination and, to some extent, the determination of the value of some kinds of resource integration (Lusch and Vargo, 2014). Giddens (1979) refers to this interplay between actors and the structures, comprising rules and resources, within which they act as “structuration.”

Although, some investigation has been done recently, we describe value as dynamic and idiosyncratic we still need to investigate and conceptualize the unique and phenomenological determination of value. We aim to explore and conceptualize value as a three layer concept founded in a social-cultural surrounding. This is done by using Randells (2007) layers of individual, interpersonal, institutional-cultural level, and view value as embedded in a sense-making and interpretive process.

0006 – Session 3A

**Service variability revisited:
An examination of the effects on those customers
who receive less than others**

*Jonas Colliander, Stockholm School of Economics
Magnus Söderlund, Stockholm School of Economics*

Abstract

This study deals with service variability in terms of the same service worker producing different levels of service output for different customers. We are particularly concerned with the reactions of customers who are relatively disadvantaged in the sense that they receive lower service output than others. The specific purpose is to examine the effects of low service variability (the customer receives the same output as other customers) versus high service variability from the disadvantaged customer's point of view (i.e., the customer receives relatively worse output than other customers). Our results from a between-subjects experiment shows that high service variability produces several less positive outcomes (and several more negative outcomes) for the customer who is relatively disadvantaged. This indicates that there is a dark side of preferential treatment and customer prioritization – activities which seem to be on the rise in many service firms.

Keywords: Service variability, preferential treatment, service encounters, perceived justice, customer satisfaction

0009 – Session 3A

**Is the powerful customer a happy customer?
Effects of personal and social power on role satisfaction and
subjective well-being**

*Andreas Munzel, Toulouse University - CRM CNRS
Sylvie Borau, Toulouse Business School*

Structured abstract*Purpose of the study:*

Enabled through the Internet and Web 2.0 applications, consumers are expected to have more power than ever before. However, very little is known about the question of whether consumers' perceived power is actually for their own good, i.e. whether it increases their overall well-being.

Approach:

In a study with 453 individuals, we sought to empirically assess the effects of three perceived power dimensions—the competence and autonomy facets of personal and social power—on the customer's role satisfaction and subjective well-being through the proposed mediator of role authenticity.

Main findings:

Our findings support the beneficial effects of personal power on authenticity, role satisfaction and well-being. In turn, while social power enhances satisfaction and well-being, it seems to decrease the perception of true self among consumers reporting an unfavourable experience.

Research implications:

Our study reveals a more nuanced picture of the effects of empowerment strategies on authenticity and consumers' subjective well-being, as these strategies tend to increase individuals' personal and/or social power.

Originality/value:

Our study contributes to the literature in multiple ways. First, while existing marketing-related research largely neglects the individual perspective of power, we integrate perceived personal and social power, proposing a nuanced and discriminating picture of personal power. Second, we transfer findings from the psychological field to investigate the meaning of perceived power in the individual's role as a consumer and its effects on overall subjective well-being. Third, we highlight the importance of consumption-related experiences being in accordance with the consumers' true selves.

0022 – Session 3A

Exploring change in the customer experience

Michaela Lipkin, Hanken School of Economics
Kristina Heinonen, Hanken School of Economics

Abstract

Thus far, much service and marketing literature has approached the customer experience as a rather static phenomenon, confined to the firm's actions during the core service encounter (Pullman and Gross, 2004), or dyadic customer-firm interactions over various touch points with the service firm (Zomerdijk and Voss, 2010). In line with recent developments in the service and relationship marketing literature (Heinonen et al., 2010), we take on a more dynamic approach, viewing the customer experience as a continuous flow of interrelated experiences emerging through the customer's own activities, practices and processes. We argue that customers' service experiences are formed and change in and over time, also beyond the firm's actions and interactions.

Albeit the increasing number of scholars (Heinonen et al., 2010; McColl-Kennedy et al., 2015; Verhoef et al., 2009) acknowledging experiences as holistic and dynamic in nature, research on the topic remains limited. Some researchers note that, for example, experiences are apt to change over time due to variations in the firm's business offerings (Walls et al., 2011) and servicescape (Walter and Edvardsson, 2012). Moreover, scholars (e.g. Jaakkola et al., 2015) seem to agree that no two experiences are identical, which implies that changes are also bound to occur on a more incremental level each time the customer experiences a service. Nonetheless, extant literature lacks a more in-depth and analytical discussion that would problematize this change, and discuss the different forms and nature of change in a customer experience context. One reason for this lack may be that the customer experience *per se* remains a very elusive and ambiguous concept, entailing multiple conceptual definitions (Palmer, 2010). We argue that such a discussion is nonetheless very much needed, and would not only add with more clarity around the customer experience's holistic and dynamic nature, but also advance future research on the topic.

However, given the limited amount of literature on this topic, it may also prove useful to draw from other research areas exploring and discussing change. Here, we posit that particularly the relationship marketing literature could be of help. Within relationship marketing, researchers have emphasized the dynamic nature of customer-firm relationships, discussing change in terms of relationship initiation, fading, ending and switching (Halinen and Tähtinen, 2002; Heinonen, 2011; Roos, 1999). Researchers have also examined different types of changes. For example, Roos (1999) explored permanent, temporary or swaying relationship switching in a super market context. Given that customer-firm relationships emerge through the customers' experiences with service, these findings may, to some extent, also be applicable to a customer experience setting. At the very least, these studies provide us with interesting insights, which can guide us further in exploring change in the customer experience.

When examining change from a more analytical standpoint, be it then in customer experiences or customer-firm relationships, it is also important to discuss the factors and determinants that cause change. To date, researchers have mainly focused on change-triggering factors that originate from the firm or the firm's context (e.g. Roos, 1999; Walls et al., 2011; Walter and Edvardsson, 2012). These studies thus tend to adopt a very firm-focused perspective, discussing change "through the lens of the service provider" (Mickelsson, 2013,

pp. 534). However, similarly as Medberg and Heinonen (2014), who also acknowledge customer experiences and relationships occurring outside the firm's control and context, we argue that the customer experience is formed and may change, not only due to factors that originate from the firm's actions and context, but also factors that derive from the customer's actions and context. When examining change and factors causing change in the customer experience, it is thus imperative to apply a customer-focused perspective, and to acknowledge what goes on in the customer's wider ecosystem, beyond the service firm's line of visibility and control.

In this paper, the aim is thus to explore and characterize customer experience dynamics by first **1) discussing what change denotes in a customer experience context, and thereafter, by 2) identifying and characterizing firm - and customer-originated factors that trigger different types of changes in the experience.** In doing so, we draw from the extant customer experience and relationship marketing literature, and utilize explorative, qualitative data collected among customers of a sports-tracking mobile service. The data consists of 28 in-depth interviews and 12 self-reported diaries conducted together with customers that use a sports-tracking mobile service during their running exercises. The empirical illustrations take an envisioning (MacInnis 2011) and questioning (Alvesson and Sandberg, 2011) approach to customer experiences, thus revealing a novel way of exploring this phenomenon. We locate various firm- and customer-originated factors and classify them into different categories of change. The results thus show how multiple factors, both under and outside the firm's control, contribute to change in the customer experience.

Overall, this paper contributes with a conceptually and empirically driven discussion and characterization of change in the customer experience. The identified factors causing change show how the sources of dynamics also stretch beyond firm actions, interactions and core service encounters, thus adding with a broader and more nuanced approach to experience dynamics. We argue that by examining these different factors, and the changes they are triggering, researchers will expand their knowledge about the customer's logic and how the customer integrates different services into a lifetime of accumulated experiences. The findings also help service firms to understand how customers experience their service beyond the firm's actions, and within their own context.

0011 – Session 3B

**Reconsidering the concept of pseudo-relationships:
Evidence from B2B and B2C banking**

*Myria Ioannou, European University Cyprus
Judith Zolkiewski, University of Manchester*

Abstract

The paper challenges the current conceptualisation of pseudo-relationships, which is based on the assumption that pseudo-relationships exist when different employees service the customer. It therefore offers a re-conceptualisation of the construct, drawing from the recently introduced CDL which provides a more holistic account of current scholarly thinking. A pseudo-relationship can therefore be redefined as one where the customer perceives the value-in-use as negligible for him/her to be or be willing to become committed in the relationship. The new conceptualisation is applied to qualitative data from in-depth interviews in both B2C and B2B banking and it is revealed that pseudo relationships are evident in both contexts.

0004 – Session 3B

Trust Management Systems in Relationship Marketing: Internet of Things

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Tony Garry, Otago University

Abstract

Internet of Things and wearable technologies are emergent classes of device encompassing services, environments, objects and smartphones that may be used to augment and inform everyday human activities. Such technologies-in-use have important consequences for B2C service-dominant and B2B supply chain relationships embedded within complex systems and adaptive networks that have yet to be explored. Our conference presentation will examine theoretical positioning and present a research framework for a trust management system within a networked relationship.

0025 – Session 3B

Using online insurance services: a matter of trust, technology – or the relationship?

Sabine Gebert Persson, Uppsala University, Department of Business Studies
Mikael Gidhagen, Uppsala University, Department of Business Studies

Introduction

Research on the influence of trust on the intention to use online applications, such as a study on students' intentions to purchase books from a rather unknown online bookstore (Benamati et al., 2010:389), has indicated that trust constructs plays the same role in predicting customer intentions to use the internet as technology attitude. The insurance context is without doubt different from book purchases, not the least as the character of the relationship is different. The insurance customer has an established relationship with the insurance company, although different from both banking relationships, characterized by frequent interactions, and book purchases, which are of a more transactional character, not necessarily presupposing the existence of a previous relationship history (cf. Benamati et al.s 2010). Regardless of context, trusting attitude is arguably important for analysing customers' use of online applications, as is technology attitude. The question though is how important a role trust plays if there is an existing relationship? Researchers even argue that trust is a primary predictor of technology use (Li et al., 2008). Given that trust plays an important role in transactional purchases such as books, it could be expected to play an even more important role in relationships. Contextually dependent or not, the character of the relationship would be expected to play a role for the use, intended and/or actual.

This paper tests if trust and technology attitude, both given any differences in the characteristics of relationships, can explain Internet acceptance. Drawing the attention to a special, not to say extreme, case of Internet acceptance, Gidhagen and Gebert-Persson (2011) consider insurance business, identified as a comparatively rarely analyzed context, and call for more research on financial services in general, and on insurance in particular – testing the factors affecting the use of Internet. The purpose of this paper is to test the conceptual model developed by Gidhagen and Gebert-Persson (2011) where trust and technology acceptance were integrated to explain customers' intentions towards using the Internet as a channel for communication and interaction with insurance companies.

0041 – Session 3C

How Brand Relationships Affect the Initiation of Customer Relationships in B2b Service

Anne Rindell, Hanken School of Economics

Tore Strandvik, Hanken School of Economics

Abstract

This paper examines how brand relationships affect the initiation of customer relationships in the context of a B2B service market. The service provider in this paper, selling solutions implemented as projects, has two types of customers: one-time customers that have little experience of such service solutions, and expert buyers with a lot of experience of this specific service solution and therefore have a customer relationship with the service provider. The interesting issue is what role the service provider's corporate brand images, in essence, customers' brand relationships have on their sales success. From a theoretical point of view two streams of research, customer relationship management/relationship marketing research and brand relationship research can be combined to further the understanding of sales success.

0029 – Session 3C

Shades of brand relationships in the supply chain of a generic product

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Annika Ravald, Hanken School of Economics

Peter Björk, Hanken School of Economics

Abstract

The goal of this study is to examine strategic brand relationship management of a generic product in a wholesale-dominated business context. It adopts a supply chain perspective and identifies five critical relationship settings for analysis.

Two specific objectives are set. First, the study aims at identifying the key stakeholders along the supply chain that significantly affect and contribute to the product's flow from producer to end user, and analyzing their role – either facilitating or hindering – for the development of the supplier's brand. Our focus is particularly on the relationships between sequential supply chain members as they constitute the contexts where product and marketing decisions are negotiated and the brand is managed as a joint resource of common interest to the relationship parties.

Second, our study draws together the findings from the analysis of the five specific relationship settings to a broader supply chain level, providing a discussion of the challenges of brand development and the relationship management mechanisms at play.

The empirical starting point in the paper is the marketing challenges faced by a producer-owned co-operative, which packages and sells generic products in the vegetable category, the most significant item, where the firm also has a significant market share, being tomatoes. The retail setting of the case is on the one hand characterized by increasing competition from lower-cost imports, and on the other hand by a co-opetitive relationship between the supplier and the retailer, who controls and co-ordinates how the supplier brand is offered to consumers, and furthermore also provides its private label products as competing alternatives. The focal supplier in our case study is attempting to make a strategic shift from selling generic, price-sensitive products to developing a branded offering. In the analysis of this case, we examine the mechanisms and objectives in the different points of interaction in the supply chain, which affect the ability of the focal supplier to establish brand relationships with the end users.

The novelty of this study lies in its holistic approach on brand relationship challenges. In recent years, marketing literature has increasingly begun to regard branding from a multiple-stakeholder perspective (Merz, He & Vargo, 2009; Kornum & Mühlbacher, 2013, Vallaster & von Wallpach, 2013). Such a perspective differs from the one-directional, managerial or the primarily consumer-focused approaches by viewing brands as co-created in the interactions between different stakeholders in the network, providing value not only for end customers but also in other marketing relationships. While there have been a number of recent empirical studies taking such a view, and focusing on e.g. either the industrial buyer or the reseller context (e.g. Glynn et al, 2007), our study aims at contributing by examining the brand relationship challenges in a broader empirical context of a supply chain extending from producer to consumer, a challenge that is suggested as an avenue for further investigation by e.g. Glynn (2009) and Hofer et al (2012).

Multi-stakeholder environments involve not only co-creation and collaboration, but also conflicting agendas (Kornum & Mühlbacher, 2013). We believe that empirical setting of the

study in the food industry, which is characterized by highly concentrated distribution, can offer fruitful new insight into the challenges of brand management and co-creation against a background of power-imbalanced relationships and differing strategic objectives of the stakeholders. Moreover, the choice to focus on a generic product's brand building efforts throughout the supply chain will also offer a novel perspective that has not been addressed in previous studies.

0033 – Session 3C

**Relationship Marketing and Temporary Organisations – Some
research parallels**

*Arvi Kuura, Pärnu College, University of Tartu
Rolf Lundin, Jönköping International Business School*

Abstract

This paper is intended to explore potential linkages (work in progress) between two separately developed Nordic Schools concerning relationship marketing on one side and temporary organizations on the other. Relationship and service marketing are widely renowned inventions of Northern European (mainly Finnish and Swedish) scholars, distinguished as the Nordic School. Similarly also the temporary organization perspective on projects has been described as a Scandinavian (or Nordic) School. The concerns of the two schools are in some cases complementary and in some cases divergent. Comparisons might thus lead to a set of insights.

In this paper we intend to show how the two schools can learn from each other and mutually enrich. This might be done via application of temporary perspective by relationship marketing and service researchers; and via ideas of principles of relationship and service marketing by project researchers. This implies that direct linkages as well as discrepancies or divergences are of interest.

Keywords: relationship marketing, temporary organizations, interdisciplinary comparisons.

0026 – Session 4A

Team-to-team Relationship Dynamics – The “tribal” team as the success factor of future organizations

*Minna Pura, Hanken School of Economics
Sofi Kurki, Finland Futures Research Centre
Mary Meinander, Hanken School of Economics*

Abstract

In traditional hierarchical organizations people have roles and responsibilities that influence how they act towards others as buyers or sellers. Recently, new type of non-hierarchical organizations have emerged that claim to purposefully act without predefined roles in the aim of letting their talented experts reach their full potential in whatever tasks they may be good at. The logic behind the idea is that the dynamics within a team ensure that people work more effectively towards set goals in an agile, flexible way. Such teams have emerged e.g. in game development, and software development companies where speed of production is a virtue. In addition to the ability to react quickly to changing environment, team-based way of working also affects how client relationships are managed.

Purpose of the study: This paper studies many-to-many relationships that have emerged especially in the knowledge intensive field, e.g. during service development projects, in which external experts or creative teams work closely with the client organizations development teams co-creating new innovations. The team-based practices of the modern world are compared with metaphors and structures found already in the ancient Maori tribes. **Approach:** We have conducted ethnographic studies observing daily working practices of two different external consultant teams sitting at their clients' premises. The non-participatory observation included observing how the individuals within the team interact with each other as well as how the team as a holistic entity acts towards the client organizations representatives during four months March-June in 2015.

Main findings: The key finding of the work is that the highly idiosyncratic organization practices of the studied modern organizations where everything is based on the team often clash with those of the more traditional organization types and interaction practices. At the same time however, the setting provides for a fertile ground for organizational renewal as new practices diffuse between the different organizational cultures through mutual learning. A new type of collaborative, dynamic relationship between the teams is necessary that is based on mutual respect and inspiration as well as shared values. We found that the secret behind the success of new type of organizations lies in people as integrated part of teams that facilitate co-creation of value within the client organization teams. Teams themselves have the crucial role in initiating, maintaining and dissolution of personal relationships with the client organizations own teams. They integrate with small steps new practices how to plan and prioritize tasks in an effective, but relaxed way. Hence, the role of management and sales is diminished into a support function, making the co-creation of value possible at the team level. **Research implications:** The team-to-team relationship interaction dynamics call for new mental models what is considered as a good relationship as well as theory development how relationship initiation, maintenance and dissolution works for a mutually engaging relationship that produces new innovations in knowledge intensive fields.

Originality / value: The paper discusses the transfer effect of the on-going intensive interaction between the expert team and the client team especially on the client organization's culture. The results give examples of small steps how to overcome the obstacles of matching two different company cultures, starting at a team level changing the dynamics of relationship communication. These steps have helped to form a meaningful dialogue across buyer – seller teams, increasing wellbeing of all parties.

Keywords: *emotions, relationship dynamics, many-to-many relationships, chat, ethnography, non-hierarchical*

0010 – Session 4A

**A Human Service Logic, Employee Motivation
and the Value Promise Pulse**

Helena Liewendahl, Hanken School of Economics

Abstract

Purpose – The purpose of this conceptual-research paper is to present: 1) An integrative, interdisciplinary conceptual framework, the Human Service Logic (HSL), and 2) an instrument that assesses employees' motivation to live up to value promises, the Value Promise Pulse (VPP).

The HSL suggests a co-active mode and stance to managing and claims that this enhances emotions workers' motivation to live up to value promises. The framework draws upon employees' experiences of interactive service encounters. The framework highlights factors that employees found to influence their motivation, and based on these it suggests 6 promise motivation dimensions. These are assumed to fluctuate in relation to the one significant impediment to motivation; a low level of employee co-active participation in value promise work, and vice versa.

Research Design The study takes a micro perspective as it sets out to explore the level of individual motivation for living up to value promises, in relation to the motivation dimensions suggested in the HSL. It also explores the correlation between employees' experience of their level of co-active managing of value practices and their level of motivation.

Originality/value – The findings of this paper extends the current service logics by suggesting the HSL as a new paradigmatic perspective to service- and relationship research, parallel to the other existing logics. The HSL emphasise the human factor and challenges some of current mainstream assumptions in service- and relationship management. Further, until now a contextual motivation assessment instrument such as the VPP has not been introduced.

Keywords: Human Service Logic, Value Promises, Employee Motivation

0034 – Session 4A

**Premium Casual Dining in the UK:
Training Needs Across Various Job**

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Clay Gransden, Liverpool Hope University*

Abstract

The paper aims to identify aspects of personnel – customer relationships, that are likely to be precursors to the formation of customer delight, in a premium casual dining restaurant chain in the UK. A three phase study was undertaken in which phase one identified skills required by different staff in the restaurant that enabled diners to experience service delight. The second phase confirmed the necessity of those skills and the third phase showed how business had improved as a result of implementing those skills in one particular bar grill in Liverpool (UK). Mystery diner reports, taken twice each month over a six month period from 34 premium casual restaurants in the Individual Restaurant Company chain in the UK, were used, in the first phase of the research, to identify 'service episodes' within restaurant service delivery. Data was analysed in a second research phase that used a theoretical sample, in which overall service was rated 'excellent', to identify aspects of "excellent service". The research identified both "critical service episodes" and "excellent service episodes". From those episodes, a training needs skill set was constructed and training was given to employees and managers at an independent bar-grill in Liverpool, UK. The aim was to improve marketing relationships as a necessary precursor to form customer delight. Following the training he bar- grill financial reports and position on trip advisor were analysed, showing that the business had substantially improved as a result of the training interventions.

Keywords: Delight, Dining, Restaurant, Service Episodes, Training Needs

0028 – Session 4B

Adapting the Adaptation Approach: Strengthening the sales and marketing relationship to make the strategy process work

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Abstract

Companies often try to harmonize the less than desirable relationship dynamic between sales and marketing functions since it can profoundly impact the company's success in Marketing Strategy Making (MSM) process (Menon, Bharadwaj, Adidam, and Edison, 1999; Malshe and Sohi, 2009). MSM comprises a set of activities that take place over a period of few months to years, and therefore requires that marketing and sales personnel continually adapt to each other's thought worlds and activities as the MSM progresses. The question is: What adaptation strategies are optimal when sales and marketing personnel are engaged in a long-term, joint strategic endeavor?

We examined this question using the theories in use approach (Deshpande, 1983) and collecting and analyzing depth interview data from sales and marketing dyads from within 15 companies (one sales-marketing dyad per company for the total sample size of 30).

Our findings offer two key insights. First, to maintain harmonious relationship that leads to MSM success, sales and marketing personnel need to engage in a variety of strategic, tactical and ad-hoc adaptation approaches over time. In this regard, sales and marketing personnel engage in different set of activities even when they are employing the same adaptation approach. Second, both sales and marketing personnel have to adapt their adaptation approaches as MSM process progresses. Specifically, in the beginning, both functional personnel employ strategic adaptation approaches. However, as the MSM process unfolds, the challenges within the MSM process at the time determine whether tactical and/or ad-hoc adaptation approach is employed.

***References available upon request/ not provided due to space limitations**

0017 – Session 4B

Creation and Implementation of Business Solutions: Effects on Supplier Firms' Identity and Network Position

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Sergio Biggeman, University of Otago

Staffan Brege, Linköping University

Jane Maley, Charles Sturt University

Abstract

This research investigates the dynamic effects that the creation and implementation of business solutions have on the supplier's network position. The study is based on interviews with key decision makers in industrial firms and their networks. It contributes to business marketing literature by modelling the dynamic changes that organisational networks experience when organisational actors interact to create and implement business solutions. It focuses on the concepts of network position and network identity.

Previous research on the creation and implementation of business solutions find that this is a process highly interactive that reshapes markets, introduces new actors, and makes redundant other actors to the focal company network. Overall, the wider business environment where organisational actors operate is affected. Dynamic changes on the network level occur despite the parties' intentions and are also difficult to predict. Nevertheless, the effects on the shape of the network become quite apparent, and affect the parties' rights and obligations as perceived by other organizations; that is, the changes on the network shape affect organizations' network position. As the process of creation of business solutions evolves, both customer and supplier find themselves interacting with new companies and organisations. This change requires the learning of new norms and rules, and creates opportunities to develop new skills. The introduction of new parties onto the network changes the set of resources and capabilities that the supplier can access and thus make available to their customers. Customers, then, construe the supplier's network identity differently, eventually more capable than the network identity of competitors, which may create and lead to sustained competitive advantage of the supplier. To conclude, this paper portrays how the network identity changes as a consequence of the parties' interaction in creating and developing business solutions.

0031 – Session 4B

**Conceptualising four new social bonds in
business relationships***Eva Krolikowska, University of Greenwich***Abstract**

Social bonds have been recognised by researchers as one of a number of bonds in a business relationship. Social bonds which develop between individuals can impact positively on long-term relationships at an organisational level. Although they are central to business relationships, social bonds are not as well defined, conceptualised and measured as other relationship marketing constructs. Constructs such as commitment and loyalty have been found to be multidimensional however the social bond is still generally considered to be unidimensional. One of the barriers to identifying more social bonds has been the limited use of theory in scale development. A review of the literature has suggested that social bonds may be based on attachment and liking. Attachment theory emerged from research into parent-child relationships but has more recently been found to be relevant to business relationships. Liking has been found to be a significant driver of relationship maintenance in business. However these theories have not been used so far to identify social bonds in business relationships. In the current study, attachment theory and Sternberg's Theory of Love were used to identify four potential social bonds: security, intimacy, passion and affective commitment. A phenomenological study consisting of in-depth interviews with thirty business people was conducted to explore these potential social bonds. This paper outlines the process of conceptualising four new social bonds using theory, literature and data from primary research.

Keywords: social bonds, attachment, liking, business relationships.

0020 – Session 4C

**Identifying strong ties/relationships within
a social virtual environment**

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Abstract

Granovetter's theory (1973; 1983) about weak versus strong ties in networks has been influential within relationship marketing research. More recently it has been applied to online environments where a number of authors (Ellison et al. 2007; Kavanaugh et al. 2005) have recorded a preponderance of weak ties in social networks such as Facebook & Twitter. For virtual world environments such as Second Life, Kaplan & Haenlein (2010) likewise predicted weak ties in a model of communications. Typically in these environments, the user takes the form of an avatar (a graphical representation) within the virtual world to interact and communicate within the virtual world.

Our research focuses on a young people's virtual world that first opened in 2000 and is one of the longest running young people's virtual worlds. Although there are a substantial number of children's/ young people's virtual worlds, research has been quite limited to date within these. Most has seemed to focus on children's developmental issues (Greenfield and Yan, 2006) while some have identified bullying and use of pornography (). Overall, it has been suggested that children 'grow out' of different virtual worlds and move on to the next age group over time (). However, based on extended participant observation and in-world discussion groups our research finds a group that have not moved on and have stayed within the same virtual world. Our paper discusses how this fits within the Granovetter model and the extant research on online relationships.

0007 – Session 4C

**Consumer Identification in the Shared Economy
– The Case of Car Sharing***Kathrin Lührs, Munich School of Management***Abstract**

Today's consumer culture is experiencing a major shift towards a more sustainable, economic, and social direction as consumers increasingly decide to share all kinds of goods instead of buying them. This development is described as the Shared Economy including the shared consumption of goods and services by numerous consumers. Especially the Western market is characterised by oversupply and excessive waste and where the Shared Economy has gained increased popularity. This popularity may point towards a shift in consumers' mind-sets; values are reconsidered and the concept of ownership is challenged. For many products, however, ownership was regarded as essential to enjoy its benefits as a means to display status and success, and to create a relationship and identification with the brands. The increasing popularity of sharing acknowledges the assumption that nowadays more and more products serve consumers' needs in another way, which explicitly excludes ownership. This entails consequences for the role of ownership and consumers' relationships and identifications with brands. Thus, a qualitative pre-study with in-depth interviews and a quantitative main study with structural equation modelling aims to find answers to these questions in the context of car sharing. Data collection will start in April and first results of both studies will be available from July.

Keywords: Shared Economy, Access-based Consumption, Consumer Brand Identification, Consumer Brand Relationship, Perceived Ownership, Sustainability, Car Sharing

0043 – Session 4C

The role of frontline employees in the new experience economy*David Sörhammar, Uppsala University**Julia M. Jonas, University Erlangen-Nuremberg***Abstract**

Internet services such as price ratings and consumer reviews have forever changed the business landscape, especially for frontline employees (FE) who are in direct interaction with customers through such functions as sales personnel, technicians or call center agents. Traditionally, their interactions and relationships have been rather unbalanced, with FE having more capabilities and knowledge. But with internet services, the relationship has become more balanced, if not unequal. In some cases FE even become redundant, e.g., in self-service contexts or online shops with customization toolkits.

In order for FE to be relevant for customers and thereby potential value providers, it has recently been noticed that “our frontline staff should not be pushing products but become beauty consultants to our customers” (L’Oreál CEO, 2015). This position is not new in service research as FE are expected to share a deep understanding with customers due to their frequent contact. Less research concerns how and in what way FE can capture customer knowledge in the joint sphere, thereby facilitate potential value for providers such as ideas for improvement and innovation.

This study draws mainly from three theoretical fields to enhance our understanding of the problem at hand: service logic, service innovation, and dynamic capabilities. Empirically, the paper is based on three in-depth qualitative micro-level studies that combined try to unravel the underlying dynamics of the phenomenon. Findings highlights use of technology, dynamic role of FE but also stresses the problematic process of backward integration of FE’s captured customer knowledge.

0039 – No presentation

Relationship productivity

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Abstract

The purpose of this paper is to develop of model of relationship productivity which is based on the underpinning tenet of a relationship approach to marketing and business, namely to strive to create a win-win situation where both (or all) parties in the business engagement benefit. Service productivity and its learning aspect are starting points for the development of relationship productivity. Furthermore, to avoid sub-optimisation in a relationship, the joint productivity concept is applied, such that productivity gains can be calculated as reciprocal return on a relationship, and subsequently shared between the relationship partners.

