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Being a successful and valuable peer reviewer

Nick Lee and Gordon Greenley

Purpose – The purpose of this editorial is to announce the winners of the EJM Reviewer of the Year awards and also to make some observations about successful and effective practice in reviewing scholarly work.

Design/methodology/approach – The authors draw from their own experience as reviewers, authors and editors to provide a set of considerations for those involved in the review process.

Findings – The authors propose a set of guidelines for reviewers who wish to make the most of their role in the scientific method.

Research limitations/implications – These thoughts are preliminary and are drawn from personal experiences rather than a wide-ranging survey of stakeholders.

Practical implications – Marketing researchers should ensure that they understand their role in the scholarly reviewing process and that they provide timely and constructive comments on their areas of expertise.

Originality/value – This piece should offer marketing researchers considerable value in the context of their own efforts, both as authors and reviewer.

(European Journal of Marketing 43 (1/2): 5-10, 2009; ***doi:*** *10.1108/03090560910923193)*

Seeing market orientation through a capabilities lens

Anthony Foley and John Fahy

Purpose – The purpose of this paper is to examine how conceptualising market orientation within a capabilities framework may assist in developing further understanding of the construct.

Design/methodology/approach – Compelling issues in the market orientation literature relating to the nature of the market orientation construct, the relationship

of the construct with performance and identifying antecedents to market orientation are discussed. The capabilities perspective is explored in the context of these issues. In particular, a perspective of market orientation based on the market-sensing capability is proposed, which may provide additional insights into the construct.

Research limitations/implications – The capabilities framework facilitates a more comprehensive approach to understanding the nature of market orientation, which captures the complex interaction of behavioural and cultural factors in the conceptualisation of the construct.

Originality/value – This paper addresses the need to examine how marketing capabilities may contribute to organisation performance.

(European Journal of Marketing 43 (1/2): 13-20, 2009; ***doi:*** *10.1108/03090560910923201)*

Franchising in Ukraine

Roman Peretiatko, Anatoli Humeniuk, Marina Humeniuk, Clare D'Souza and Andrew Gilmore

Purpose – This paper is an exploratory survey that examines franchising in Ukraine. The purpose of this discussion paper therefore, is to shed light on the extent to which franchising is impacted by economic, legal and investment factors in Ukraine. It attempts to make a brief comparison with the Australian franchising system in order to present a platform for future marketing and implementation scenarios in the country.

Design/methodology/approach – Based on a literature synthesis, the paper proposes reasons for the success of franchising in Ukraine. It outlines the experiences of two successful franchising businesses established in Ukraine.

Findings – Despite the difficulties of operating in the Ukrainian business environment, with its twin problems of bureaucracy and corruption, franchising has managed to establish itself as a viable way of doing business in Ukraine. Both foreign and local franchisors are beginning to make headway in establishing a strong presence in the Ukrainian business landscape.

Originality/value – The paper contributes to understanding franchising in Ukraine. It offers some insights and assistance to investors hoping to open up franchises. As very little research work has been undertaken in Ukraine, it is hoped that this discussion will assist franchisors to become better prepared for the next upturn in the economic cycle.

(European Journal of Marketing 43 (1/2): 21-30, 2009; ***doi:*** *10.1108/03090560910923210)*

Antecedents of collective-value within business-to-business relationships

Bruce Douglas Pinnington and Thomas J. Scanlon

Purpose – The increasing importance of business-to-business (b2b) relationships, contrasted against a background of continued and seemingly high levels of dissatisfaction, suggests that new insights are needed into the management of these relationships. In particular this research aims to explore the role of social power to better understand how it affects the outcome of major service sector relationships.

Design/methodology/approach – A grounded theory approach was adopted based on interviews with senior relationship managers. Relationships were explored from buyer and supplier perspectives, for successful and unsuccessful cases and across different negotiation power-regimes.

Findings – The overriding importance of business value is highlighted. In the context of these strategic service relationships, the research suggests that a number of power related factors account for how relationships either develop progressively, or enter a spiral of relationship-adverse behaviours, value destruction, trust erosion and decline. A substantive theory on socially empowered collective-value is developed.

Originality/value – A new two-dimensional model of relationship value is presented in which the effects of different perspectives on power are considered for their impact on value.

(European Journal of Marketing 43 (1/2): 31-45, 2009; ***doi:*** *10.1108/03090560910923229)*

Innovative marketing in SMEs

Michele O'Dwyer, Audrey Gilmore and David Carson

Purpose – The purpose of this paper was to investigate the concept of innovative marketing and how it manifests itself in the context of small-to medium-sized enterprises.

Design/methodology/approach – The literature relating to the characteristics of SMEs and innovative marketing are reviewed to identify the key elements of innovative marketing and SMEs. This review and the key elements identified contribute to an overall conceptualisation of innovative marketing for SMEs.

Findings – The discussion considers and provides a description of innovative marketing in SMEs. Innovative marketing does not just relate to products, new product development and technological development but is also evident in other aspects of marketing related activities and decisions and is very specific to the context and needs of the SME.

Originality/value – The focus of this paper is on taking the relevant themes from the literature and considering them in the light of SME marketing and in the context of SME business activities.

(European Journal of Marketing 43 (1/2): 46-61, 2009; ***doi:*** *10.1108/03090560910923238)*

The CoO-ELM model: A theoretical framework for the cognitive processes underlying country of origin-effects

Josée Bloemer, Kris Brijs and Hans Kasper

Purpose – The purpose of this paper is to present an extended version of the Elaboration Likelihood Model (ELM-model) to explain and predict which of the four cognitive processes that are distinguished in the literature, with respect to Country of Origin (CoO), can be expected to occur: the halo-effect, the summary construct-effect, the product attribute-effect or the default heuristic-effect.

Design/methodology/approach – Contrary to most of the previous theoretically-oriented work on cognitive CoO-effects, the epistemological background of the

CoO-ELM model proposed in this paper is of an inductive nature with theoretical propositions being derived from empirical data already gathered in the existing studies.

Findings – The outcome of this paper is a flow chart model leading to a set of theoretical propositions on which cognitive CoO-effects can be expected to occur under different situational contexts.

Research limitations/implications – This paper only focuses on the explanation of cognitive CoO-effects, not on affective or conative/normative effects. Also, the CoO-ELM model applies only to the processing of consumers' prior knowledge about a country's products and not about the country itself. Finally, the CoO-ELM model still needs to be subjected to empirical verification. An important implication of this paper is that the CoO-ELM framework makes the bulk of empirical data become more transparent given the four effects of cognitive CoO-processes.

Practical implications – The CoO-ELM model provides marketing practitioners with an easy and practical tool for the management of CoO-cues.

Originality/value – This paper is the first attempt trying to catch all the cognitive CoO-effects previously identified within a theoretically solid framework.

(European Journal of Marketing 43 (1/2): 62-89, 2009; ***doi:*** *10.1108/03090560910923247)*

Franchisee personality: An examination in the context of franchise unit density and service classification

Scott Weaven, Debra Grace and Mark Manning

Purpose – The purpose of this paper is to make the first attempt to examine franchisee personality within the context of alternative franchisee ownership structures (single unit versus multiple unit ownership) and service type (standardised versus customised).

Design/methodology/approach – A self-report mail survey was used in the paper to collect data from a random sample of 363 franchisees drawn from 83 franchise groups. Personality was represented by the Big-Five personality traits (IPIP-B5 scales), two dimensions of Empathy (IRI scales of empathic perspective taking and empathic concern) and Emotional Intelligence (EIS). Two separate between-subjects MANOVAs were conducted for each of the independent variables.

Findings – Significant differences were found between franchisee ownership groups on four personality measures (conscientiousness, emotional stability, empathic perspective taking and emotional intelligence) and service type groups on two measures (extraversion and empathic perspective taking). Theoretical and practical implications of these results are discussed.

Research limitation/implications – Future research should investigate the personality of franchisors and different types of franchisees within the context of organisational outcomes such as franchisee performance, commitment, organisational learning and intention to remain and grow within the network (within different international settings).

Originality/value – This paper supplements the channels literature by using standard personality measures to differentiate franchisees that are likely to engage in different behaviours within franchise systems.

(European Journal of Marketing 43 (1/2), 90-109, 2009; ***doi:*** *10.1108/03090560910923256)*

Alternative panel models to evaluate the store brand market share: Evidence from the Spanish market

Natalia Rubio and María Jesús Yagüe

Purpose – The purpose of this paper is to understand the intra- and inter-category differences of the store brand market share. Strategic, structural and performance factors are considered to be explanatory.

Design/methodology/approach – The paper proposes four possible alternative fixed-effects panel models for the data. The empirical analysis is performed on the Spanish consumer goods market in 50 traditional categories during the period from 1996 to 2000, when these brands consolidated their position as the best choices on the shelves.

Findings – The paper obtains consistent results for the four models proposed. The analysis of these reveal which strategic, structural and performance factors influence the store brand market share and how they influence it at intra- and inter-category levels.

Research limitations/implication – The main limitations of this research derive from the conditioning factors of the information. Some potential explanatory variables could not be considered in the models or could only be considered to explain the inter-category differences.

Practical implications – The results obtained have interesting implications for manufacturers and retailers in the management of the brands in their product portfolio and in the management of their relationships in the distribution channel.

Originality/value – This research provides integrated modelling of the store brand market share by jointly considering cross-sectional and time effects using the panel methodology and proves that considering time avoids some counter-intuitive results of cross-sectional research.

(European Journal of Marketing 43 (1/2): 110-138, 2009; ***doi:*** *10.1108/03090560910923265)*

The effects of relationship quality on export performance: A classification of small and medium-sized Turkish exporting firms operating in single export-market ventures

Tulin Ural

Purpose – The purpose of this paper was to empirically examine the effects of relationship quality between exporter and importer on export performance in Turkish firms and further, how small and medium-sized exporting firms are segmented based on quality of their relationship with importers.

Design/methodology/approach – The paper includes Structural Equation Modeling and Cluster Analysis.

Findings – The findings demonstrate that there is the positive impact of: information sharing on financial export performance and satisfaction with the export venture; long-term orientation on financial export performance, strategic export performance and satisfaction with the export venture; and satisfaction with the relationship on financial performance, strategic performance and satisfaction

with export venture. Three segments of firm are profiled such as “long-term thinkers”, “dissatisfactioners” and “information keepers”.

Research limitations/implications – The data incorporate only the view of one player (the exporter) around the exporter-importer relationship and do not take into account views from the other side of the dyad. However, since this study focused on first, the measuring relationship quality from the exporter's perspective and, second, the formation of exporter relationships as perceived by the exporter, ideal participants to be examined in this study are exporters. Future researches should be encouraged to test similar hypotheses in other international settings and compare their findings.

Practical implications – Information exchange between exporter and importer fosters the export performance of small and medium sized firms. If exporters openly enter into contact with importers and share confidential information and strategic issues, satisfaction with export venture will be increased. The long run relationships will probably involve cooperation, goal sharing and risk sharing. Export managers should work by cooperative manner, avoid the short-term alternatives instead of long-term benefits and not act opportunistically. Relational satisfaction impacts to the financial and strategic export performances and satisfaction with the export venture. When an exporter meets the expectations of importer based on evaluations of the tangible product or non-product related attributes such as delivery, service, or relational investments, his/her export performance will improve.

Originality/value – This study can increase exporting firms' awareness and understanding about relationship quality in handling international operations. Additionally, this study differs from similar studies, which are related to relationships quality, by suggesting a classification of firms based on relational quality dimensions. Therefore, it provides more specific knowledge.

(European Journal of Marketing 43 (1/2): 139-168, 2009; ***doi:*** *10.1108/03090560910923274)*

Barriers to repeat patronage: the impact of spectator constraints

Mark P. Pritchard, Daniel C. Funk and Kostas Alexandris

Purpose – The reason patrons cease to attend sporting events is not well understood. The purpose of this paper is to examine how factors motivate and inhibit patronage from continuing.

Design/methodology/approach – A random sample of a sport franchise's fan database (n=308) is drawn. First, respondent data refines measures and tests a structural equation model of direct and indirect links to patronage. Next, content analysis classifies spectators according to self-stated barriers to continuance. These groupings then check the moderating role constraints have on patron attitude and behaviour.

Findings – Structural work confirms both direct and indirect links but notes that consumption primarily took an indirect route, with motivational desires rousing fan involvement and media use before increasing attendance. Group differences verify constraints and limit patronage but do not dampen product-related attitude.

Research limitations/implications – The study helps clarify the connection between media use and attendance, describing how constraints impede spectator consumption. Study limitations include a focus on one hedonic service setting and the use of cross-sectional data to examine ongoing phenomena.

Practical implications – Negotiating barriers to repeat purchase remains largely overlooked as a foundation for guiding strategy. Practical implications consider integrating both motives and constraints when marshalling efforts that build continuance.

Originality/value – Despite early interest from marketing practitioners, factors that inhibit patronage have drawn little attention. This study employs content and path analysis to address the matter.

(European Journal of Marketing 43 (1/2): 169-187, 2009; ***doi:*** *10.1108/03090560910923283)*

Effects of size, market and strategic orientation on innovation in non-high-tech manufacturing SMEs

Sylvie Laforet

Purpose – The purpose of this paper was to examine the effects of size, strategic orientation and market orientation on innovation.

Design/methodology/approach – A mail survey was conducted on a random sample of 60 South Yorkshire non-high-tech small, medium-sized manufacturing enterprises. A hypothesised model, stating company size, strategic and market orientation affect innovation was tested using multiple linear regression analysis.

Findings – The results confirm customer orientation has a positive effect on innovation at product, process and organisational level. While it was found size and strategic orientation have an effect on process innovation. Size also has an impact on strategic orientation and strategic orientation on market orientation. Overall, medium-sized firms are prospectors and small firms, defenders. Prospectors are customer focused while defenders are competitors and environmental/technology-led. Process innovation is important to defenders. The findings reiterate that customers are the drivers for organisational innovation; while firms' strategic orientation determines their market orientation.

Originality/value – This paper addresses a gap in the literature by that showing size, strategic orientation and market orientation are interrelated and, that customer orientation has a direct impact on innovation the most.

(European Journal of Marketing 43 (1/2) 188-212, 2009; ***doi:*** *10.1108/03090560910923292)*

Consumer evaluation of unbranded and unlabelled food products: The case of bacalhau

Geir Sogn-Grundvåg and Jens Østli

Purpose – This study sets out to explore how consumers evaluate unbranded and unlabelled food products and to what extent they are able to select the products with the highest potential to meet their expectations regarding eating quality.

Design/methodology/approach – The study focused on Portuguese consumers and their purchase of bacalhau, i.e. salted and dried cod, which is sold unpacked, unbranded and unlabelled in supermarkets. The collection of data encompassed observations of shoppers in supermarkets, individual interviews and focus groups with consumers and a consumer panel that conducted quality assessments and rankings of nine different bacalhaus and subsequent taste assessments of the same products following desalting and cooking.

Findings – Results indicate that Portuguese consumers – in spite of substantial experience with buying, preparing and consuming bacalhau – are uncertain in their in-store quality assessment. Shoppers used multiple criteria to assess the quality of the bacalhau, such as the appearance and dryness of the product. Some rather curious quality criteria that were not related to "objective" product quality were also discerned. Touching the dried and salted cod trying to "feel" the quality was

common. Some even broke the fish tail to assess the dryness. Findings from the consumer panel showed large discrepancies between how the same products were assessed before and after desalting and cooking.

Research limitations/implications – The study is limited to one food product and one national market. Marketing implications, such as focus on packaging, quality labelling and branding are discussed, as well as implications for future research.

Originality/value – The paper shows that although unlabelled and unbranded food products are common, relatively little research addressing how consumers assess such products in a wider sense, including which strategies consumers apply and to what extent they are able to select products that meet or exceed their expectations regarding eating quality, has been conducted. The paper also addresses the role cultural rules and rituals may play in the assessment of traditional food products such as bacalhau.

(European Journal of Marketing 43 (1/2): 213-228, 2009; ***doi:*** *10.1108/03090560910923300)*

Theoretical lenses and domain definitions in innovation research

Nukhet Harmancioglu, Cornelia Droge and Roger J. Calantone

Purpose – This study aims to scrutinize the meaning and domain of "innovation" by providing an extensive theory-driven review of the new product literature in marketing, management and engineering. The overall objective is to classify the recent literature on innovation and to illustrate theoretically derived discourses in the study of innovation.

Design/methodology/approach – The paper organizes this literature by providing typologies of discourses, which define innovation. Based on our review of 238 articles from a comprehensive set of journals publishing innovation research, we propose a theoretical divide in the innovation literature.

Findings – Theoretical underpinnings, namely adoption/diffusion theory versus the resource-based/contingency theory view, form one dimension of the typology. Jointly considered with the other two dimensions – level of analysis and customer vs firm perspective – a framework is formed of the different discourses and conceptualisations in the innovation literature.

Originality/value – Past researchers have always proposed a definition of innovation that was embedded in a typology of innovation types; in contrast, the paper allows the theoretical discourses to unveil meanings of innovation and associated constructs (and hence it starts with theory specification, not construct definition). It argues for starting with theory as the basic division and proposes a theory driven typology. Through its theoretical genesis, the paper wishes to create a shared understanding among academics and practitioners of what constitutes innovation and constructs within the related theoretical net.

(European Journal of Marketing 43 (1/2): 229-263, ***doi:*** *10.1108/03090560910923319)*

Children's impact on innovation decision making: A diary study

Elisabeth Götze, Christiane Prange and Iveta Uhrovska

Purpose – The purpose of the paper is to analyse children's impact on innovation decision making empirically.

Design/methodology/approach – This paper is a diary study with 14 parents depicting their experiences with regard to the topic of interest over a period of two weeks.

Findings – Children's influence is stronger in earlier stages of the innovation buying process, based on different communication strategies with differing effects on their parents' purchasing behaviour.

Practical implications – This paper helps marketers tailor appropriate marketing and innovation strategies. Special attention is given to the familial dynamics in the innovation decision-making process. This is to prevent inter-family conflicts fuelled by the children's requests.

Originality/value – This is one of the first attempts to test Rogers' innovation-decision process. Moreover, despite its many bonuses, the diary method has rarely been applied in the context of familial purchase decision making.

(European Journal of Marketing 43 (1/2): 264-295, 2009; ***doi:*** *10.1108/03090560910923328)*

Atmosphere as a tool for enhancing organizational performance: An exploratory study from the hospitality industry

Morten Heide, Kirsti Lærdal and Kjell Grønhaug

Purpose – The concept of atmosphere is often considered vague and difficult to capture, which hampers adequate feedback on atmospheric investments. This paper aims to report a systematic effort to capture the concept and enhancing factors, making adequate feedback for efforts to improve atmosphere possible.

Design/methodology/approach – Owing to limited a priori insights, an exploratory, discovery-oriented approach was chosen. Semi-structured interviews, supplemented with secondary data, were conducted to gain insight into how managers and design experts think and cope to improve the atmosphere of establishments. The hospitality industry was selected as empirical context.

Findings – Investments to improve the atmosphere of establishments can bring significant benefits. However, the positive effects are associated with uncertainty and consequently the risks can be substantial. However, such risks were only recognized by hospitality managers, not by design experts.

Research limitations/implications – This study is a first step and was therefore restricted to the supply side of the industry. For practical purposes, the empirical setting was limited to a single country.

Practical implications – Care should be taken not to overkill with atmosphere and thereby lose focus on the main service/product offering. Hospitality managers and owners need to be assertive to get the right balance between aesthetic elements and operational requirements because design experts tend to neglect the latter.

Originality/value – Given the considerable interest in and consequently the presumed value of, atmosphere as an intangible asset, this paper provides important insights into an area where there is genuine need for empirical research.

(European Journal of Marketing 43 (3/4): 305-319, 2009; ***doi:*** *10.1108/03090560910935442)*

The emergence of counterfeit trade: a literature review

Thorsten Staake, Frédéric Thiesse and Elgar Fleisch

Purpose – Trade in counterfeit goods is perceived as a substantial threat to various industries. No longer is the emergence of imitation products confined to branded luxury goods and final markets. Counterfeit articles are increasingly finding their way into other sectors, including the fast-moving consumer goods, pharmaceutical and automotive industries – with, in part, severe negative consequences for consumers, licit manufacturers and brand owners alike. This paper seeks to shed light on the economic principles of counterfeit trade and the underlying illicit supply chains.

Design/methodology/approach – An extensive literature review was conducted that comprised contributions from different strands of management research.

Findings – Though governments as well as management have clearly identified the problem, very little is known – both in practice and theory – about the mechanisms and structure of the illicit market, the tactics of counterfeit producers, consumer behavior with respect to imitation products and the financial impact on individual companies. The diversity of the counterfeit phenomenon underlines the need for further research in this area and the development of company-specific measures for fighting product piracy.

Research limitations/implications – The clandestine nature of the counterfeit market limits direct accessibility to the phenomenon. Consequently, the existing body of literature does not necessarily cover all aspects of counterfeit activities. The review helps to highlight existing research gaps but may not be able to identify additional aspects of the phenomenon that, thus far, have not been deemed relevant.

Originality/value – The paper critically reviews the current state of research across different management-related disciplines. From an academic perspective it may serve as a starting point for a future research agenda that addresses the current knowledge gaps. From a practitioner's perspective it is helpful for understanding the relevant influence factors and for developing appropriate, state-of-the-art counterstrategies.

(European Journal of Marketing 43 (3/4): 320-349, 2009; ***doi:*** *10.1108/03090560910935451)*

Propensity to bargain in marketing exchange situations:a comparative study

Bakr Bin Ahmad Alserhan

Purpose – This study aims to investigate and compare the propensity of both Arab and Western customers to bargain in marketing exchange situations in the United Arab Emirates.

Design/methodology/approach – The Bargaining Propensity Scale (BPS) developed by Schneider et al. was administered, as part of a self-administered questionnaire, to a sample of 100 Arab customers and 100 Western customers and their responses to the BPS items were analyzed.

Findings – Data analysis shows that both segments – Arab and Western customers – display an overall tendency to engage in bargaining activities, although with slightly different PBS distributions.

Research limitations/implications – The sample contained only 15 Arab women as it was very awkward for the male research assistant to talk to women in public places; very few women would risk being seen in public with strangers.

Originality/value – This study addresses an important marketing issue – the comparative behavior of customers. It is the first to do so in the region.

(European Journal of Marketing 43 (3/4): 350-363, 2009; ***doi:*** *10.1108/03090560910935460)*

The marketing of innovations in high-technology companies: a network approach

Erik A. Borg

Purpose – This article aims to consider the usefulness of network theory in examining the marketing of high-technology products and services.

Design/methodology/approach – High-tech companies are analysed in light of a network approach to marketing.

Findings – The research finds that building marketing relationships can improve the viability of high-tech companies.

Originality/value – The article contributes to the development of theory that can enhance the marketing of high-technology products and services.

(European Journal of Marketing 43 (3/4): 364-370, 2009; ***doi:*** *10.1108/03090560910935479)*

Categorizing networked services: The role of intrinsic-, user network- and complement network attributes

Helge Thorbjørnsen, Per E. Pedersen and Herbjørn Nysveen

Purpose – This paper aims to investigate the properties and attributes of networked services and to propose a general categorization scheme for such services.

Design/methodology/approach – Two separate studies were conducted to test the validity and applicability of the categorization scheme. First, industry experts categorized a set of pre-selected mobile services based on the services' dominant source of value. Second, a large-scale end-user study of the same services was conducted for testing cross-service differences between the proposed service categories in terms of what drives perceived customer value. It is argued that services can be categorized on the basis of whether their dominant source of value stems from intrinsic, user network, or complement network attributes.

Findings – The study results largely support the proposed categorization scheme. The two studies suggest that categorizing networked services as driven by either intrinsic, user network, or complement network attributes is fruitful and helps pinpoint fundamentally different drivers of perceived customer value. The drivers investigated in the end-user study explain 60 percent of the variance in customer value.

Research limitations/implications – The current categorization scheme will have stronger and clearer implications when the full array of antecedents and consequences of intrinsic, user network and complement network attributes have been investigated.

Practical implications – The categorization scheme may provide managers with important guidelines regarding the kinds of business models and marketing means that will work best for the three different categories of networked services.

Originality/value – The paper contributes with a conceptual framework for understanding and categorizing both extrinsic and intrinsic drivers of service value. It extends and integrates previous work on network effects and adoption research and also offers empirical insight into an under-researched topic.

(European Journal of Marketing 43 (3/4): 371-397, 2009; ***doi:*** *10.1108/03090560910935488)*

Investigating the effects of service quality dimensions and expertise on loyalty

Ahmad Jamal and Kyriaki Anastasiadou

Purpose – Very little research has investigated the effects of service quality dimensions on customer loyalty. Also, up to now, no research has investigated the direct effect of expertise on loyalty and the moderating effect of expertise on the link between satisfaction and loyalty. This paper seeks to fill these gaps in the literature and to investigate the effects of individual dimensions of service quality in creating and enhancing customer loyalty via customer satisfaction. It also aims to investigate the direct and indirect effects of customer expertise on customer loyalty.

Design/methodology/approach – The paper uses a causal modelling approach and proposes a conceptual model after an extensive review of the literature. The paper is based on a sample of 200 bank users in Greece who completed a self-administered questionnaire. The paper uses exploratory factor analysis, confirmatory factor analysis and structural equation modelling to analyse and confirm the conceptual model proposed in this research.

Findings – The paper finds that reliability, tangibility and empathy are positively related to customer satisfaction, which in turn is positively related to loyalty. Furthermore, while expertise is negatively related to loyalty, it positively moderates the link between satisfaction and loyalty.

Originality/value – The paper discusses implications for brand managers in terms of targeting and advertising strategies and suggests future research directions.

(European Journal of Marketing 43 (3/4): 398-420, 2009; ***doi:*** *10.1108/03090560910935497)*

Market orientation and performance: modelling a neural network

Manuela Silva, Luiz Moutinho, Arnaldo Coelho and Alzira Marques

Purpose – This paper aims to investigate the impact of market orientation (MO) on performance using a neural network model in order to find new linkages and new explanations for this relationship.

Design/methodology/approach – This investigation is based on a survey data collection from a sample of 192 Portuguese companies. A neural network model has been developed to identify the effects of each dimension of MO on each dimension of performance.

Findings – Relationship among MO and performance was corroborated but MO's impact is poor and based on its first dimension, market intelligence generation.

Research limitations/implications – Further research in this field should be conducted using other tools offered by neural network modelling.

Practical implications – Managers should give more attention to cross-functional co-ordination in order to improve market intelligence dissemination and responsiveness and, thus, global performance.

Originality/value – The paper presents the development of a neural network model to analyse this relationship.

(European Journal of Marketing 43 (3/4): 421-437, 2009; ***doi:*** *10.1108/03090560910935505)*

Price adaptation in export markets

Carlos M.P. Sousa and Frank Bradley

Purpose – The purpose of this paper is to identify the key factors that influence price adaptation in export markets.

Design/methodology/approach – The conceptual model was tested empirically using data collected by mail questionnaire in a sample survey of 140 firms. The

results were analysed using structural equation modelling and the method of estimation was maximum likelihood (ML). Various statistical tests show that the results were reliable and valid.

Findings – The results reported here suggest that while controlling for the size of the firm, the degree of price adaptation is strongly influenced and conditioned by the degree of product, promotion and distribution adaptation as well as by the differences that exist between the home and the foreign market.

Originality/value – Despite calls for research on the adaptation of pricing in export markets little headway has been made in understanding the issue in the literature. This study adds to the limited empirical research work done in this area. Although past research points to a link between product adaptation and price adaptation and between distribution adaptation and price adaptation, empirical research that includes simultaneously the link between the three elements of the marketing mix (product, promotion and distribution adaptation) and price adaptation is largely missing in the literature. These relationships have been tested in this paper and found to be relevant to the understanding of pricing in international markets.

(European Journal of Marketing 43 (3/4): 438-458, 2009; ***doi:*** *10.1108/03090560910935514)*

The impact of improvisation training on service employees in a European airline: a case study

Aidan Daly, Stephen J. Grove, Michael J. Dorsch and Raymond P. Fisk

Purpose – The purpose of this paper is to examine the value of improvisation training, as used in schools of acting, in preparing front-stage service employees perform their roles when interacting with customers as cabin crew in Aer Arann, a regional Irish airline.

Design/methodology/approach – To discern the relevance and impact of improvisation training, a case study methodology was employed. The subjects of the investigation were seven recently hired cabin crew personnel for Aer Arann. Data for the case study were collected from the new hires at three different times.

Findings – The study shows that participants both enjoyed the improvisation training and found it to be very valuable as preparation for their roles in the airline.

A key finding was that the new hires strongly recommended that improvisation training be incorporated into the airline's regular induction training programme. Specifically, participants felt the improvisation training improved their confidence, effectiveness, ability to adapt, spontaneity and comfort in successfully handling unique situations.

Research limitations/implications – As with many case studies, the study presented here focuses on a single company for its data generation. Further, because of the realities of commercial life, the subject pool is quite small, i.e. due to the demands of their position, only seven new hires were available for the 12 hours needed to conduct the training, as well as the subsequent assessment activities. Nevertheless, the case study enabled the authors to gain meaningful insights into the utilisation of improvisation training in a real-world setting.

Originality/value – The research makes several key contributions. First, it links theory and practice by demonstrating in a real world context the efficacy of framing service as theatre. Second, based on the service theatre literature, the paper details the utility of improvisation training as a means of preparing front-stage service employees for the rigours of their jobs. Finally, the research presents new, empirically based insights regarding the value and contribution of improvisation training in the services sector.

(European Journal of Marketing 43 (3/4): 459-472, 2009; ***doi:*** *10.1108/03090560910935532)*

Antecedents to permission based mobile marketing: An initial examination

Chanaka Jayawardhena andreas Kuckertz, Heikki Karjaluoto and Teemu Kautonen

Purpose – This paper's aim is to develop a conceptual model to examine the influence of four antecedent factors (personal trust, institutional trust, perceived control and experience) on consumers' willingness to participate in permission-based mobile marketing. The model is to be tested empirically across three European countries and gender.

Design/methodology/approach – Data are collected from surveys of consumers in Finland, Germany and the UK. The partial least squares (PLS) approach is utilised to test the model fit.

Findings – The main factor affecting the consumers' decision to participate in mobile marketing is institutional trust, which is a significant factor in all three countries and across gender. The influence of other antecedent factors are less pronounced. On the whole, it is found that the more experienced consumers become with mobile marketing, the less influence perceived control will have on permission. There are notable variations across gender, with perceived control being an important determinant of permission for men, while it is not so for women.

Research implications/limitations – The results indicate the relative importance of four antecedents in the likelihood of consumers giving their permission to companies to send mobile marketing messages.

Practical implications – As institutional trust is the most important determinant of permission based mobile marketing, mobile marketers should focus on building a strong and positive media presence and image and thereby influence consumers' likelihood of giving permission to mobile-based marketing.

Originality/value – This is the first international empirical investigation of the different antecedents of permission-based mobile marketing.

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Role of entrepreneurship and market orientation in firms' success

Óscar González-Benito, Javier González-Benito and Pablo A. Muñoz-Gallego

Purpose – This article aims to offer empirical evidence pertaining to the relationship among entrepreneurship, market orientation and business performance within the context of disadvantaged socio-economic regions of the European Union.

Design/methodology/approach – Two groups of hypotheses investigate the relationship between entrepreneurship and market orientation and the joint effect of these dimensions on performance. All questions are approached using survey data from 183 firms located in the Castilla y Leon region, Spain.

Findings – A strong relationship exists between entrepreneurship and market orientation. Although these orientations may be implemented separately, firms emphasise entrepreneurship when they are market-oriented. Therefore, the strong relationship and complementarities between entrepreneurship and market orientation reduce the effort involved in the joint adoption of both orientations. Both orientations also demonstrate a strong relationship with performance, such that each contributes specifically.

Originality/value – The article shows that, despite little evidence of synergic effects of the joint adoption of both orientations, the specific aspects that differentiate entrepreneurship and market orientation both contribute to improving performance and therefore, firms should foster a market-oriented, entrepreneurial organisational culture.

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Marketing logics for competitive advantage?

Karin Tollin and Richard Jones

Purpose – This paper aims to address two issues facing marketing management: firstly, the need to make marketing a more central function of the firm; and secondly to explore ways in which marketing can be more innovative.

Design/methodology/approach – The logic of marketing management as practised by corporate marketing executives (CMEs) is investigated. Logics describe the sensemaking activities of managers which help explain the disparate ways in which marketing managers approach similar marketing problems. The paper develops a framework for analysing managerial decision making. The research applies a grounded theory technique and 15 personal in-depth interviews are carried out with top managers in marketing (CMEs) in three financial services companies, three telecommunications and IT companies and nine pharmaceutical companies.

Findings – The results suggest four main logics, i.e. performance, communication, stakeholder and innovation. These are then defined in terms of management and marketing capabilities.

Research limitations/implications – The paper develops a framework in which to examine the use of logics in marketing management. In the actual survey the authors examined only a relatively small sample of organisations in a few industries, but in considerable depth. The research does however give the basis for a more quantitative study to generalise the existence of these logics and investigate their links with company performance.

Practical implications – This paper gives important managerial insights into the ways in which managers' logics both limit and provide opportunities for managerial action. The findings will help managers become more reflexive towards the tacit assumptions they make about the business environment, the tasks that they undertake and the capabilities that they need to develop.

Originality/value – The paper represents a new and unique way of addressing marketing management. Management logics and sensemaking have been studied in the management literature but their repercussions for marketing managers have not been fully explored. The paper paves the way for further research into the role of marketing logics in influencing managerial action.

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Brand authentication: creating and maintaining brand auras

Nicholas Alexander

Purpose – This paper aims to consider the process of creating and maintaining brand auras through the assertion of authenticity and to address the gap in the literature.

Design/methodology/approach – A case study research strategy was adopted. The organisational processes considered justified the case study approach. Interviews with key actors were supported by other methods of gathering data and the triangulation of findings: documentary analysis and participant observation also provided valuable insights.

Findings – The paper evaluates the validity of Beverland's six attributes of authenticity to the brand considered in this research. The results show that three of the attributes are more significant in the case considered here: stylistic consistency, relationship to place and downplaying commercial motives.

Research limitations/implications – Future research may wish to consider other mass-market products and the relative importance of identified sources of authenticity. Consideration should be given to the degree to which consumers are willing to assimilate and act on messages related to authenticity and its antecedents.

Originality/value – The findings are conceptually developed with reference to Leigh et al.'s levels of authenticity and considered with reference to six sources of authenticity important in the creation of brand auras. This paper originally and innovatively considers authenticity by looking indepth at the way in which a company operating in a mass-market context, rather than a luxury market setting, seeks to assert authenticity.

(European Journal of Marketing 43 (3/4): 551-562, 2009; ***doi:*** *10.1108/03090560910935578)*

What makes a good article? Generating an insightful manuscript

Nick Lee and Gordon Greenley

Purpose – The purpose of this editorial is to provide guidance to EJM authors about the structure and presentation of manuscripts that are likely to be insightful and that will probably provide contributions to knowledge.

Design/methodology/approach – The approach is editorial advice based on the Editors' experience of receiving circa 500 manuscripts during their first year as Joint Editors of EJM, but which is also consistent with guidance in other leading journals.

Findings – Guidance is provided for authors when preparing and revising their manuscripts, which is also a basis for further discussion and exchange concerning the effectiveness of communicating research outcomes.

Research limitations/implications – The guidance is based on the views of the EJM Joint Editors, although it is consistent with other leading journals.

Practical implications – Hopefully, authors will find the guidance helpful, although the editors emphasise that it is guidance and not a strict prescription that must be obeyed.

Originality/value – Hopefully, the editorial provides more "food for thought" for authors.

(European Journal of Marketing 43 (5/6): 577-582, 2009; ***doi:*** *10.1108/03090560910946936)*

Relationship quality: a critical literature review and research agenda

Pinelopi Athanasopoulou

Purpose – In today's highly competitive environment losing customers is very costly. Customer retention and loyalty have become possible through the development of long-term, mutually beneficial relationships with customers. This paper seeks to critically review the literature on relationship quality (RQ) and to suggest avenues for further research.

Design/methodology/approach – Data were collected with impartial cross-referencing of papers published in all major journals in the marketing area. Papers are presented in tabulated form based on six rigorously cross-checked categories of information.

Findings – Most RQ research centres on business-to-business (b-to-b) markets and products use survey data, look at relationships from the customer perspective and analyse either the US or European markets. Also, results differ in various contexts and there is no universally accepted framework for RQ. By analysing the different variables used in previous studies, a general conceptual framework is provided for the study of RQ.

Research limitations/implications – The characteristics of RQ research that were identified from the review indicate that future research should focus on service and retail settings; validate existing conceptual frameworks across countries and contexts; do more seller and dyad studies; use more qualitative approaches to capture the subtle differences between contexts; analyse RQ in different relationship development stages and look at new types of relationships between parties that may not be individuals or businesses or may not assume the traditional roles of buyer and seller.

Practical implications – The framework developed here provides firms with a guide to the factors that may affect the quality of their relationships with customers and helps them in developing effective relationship marketing strategies.

Originality/value – The paper provides a comprehensive review of the RQ literature that has not been done before and develops a general framework that can be applied in all contexts and will guide future studies in the area. Overall, the study helps researchers identify the critical issues and concepts related to RQ and shapes future research in the field.

(European Journal of Marketing 43 (5/6): 583-610, 2009; ***doi:*** *10.1108/03090560910946945)*

Strategic branding of destinations: a framework

Melodena Stephens Balakrishnan

Purpose – Travel and tourism is the second largest global industry with daily international revenues of approximately US$2 billion and investments of 12 percent of world GDP. Though this is a highly competitive industry, there is a paucity of academic research on destination branding. This paper aims to present a branding framework for designing successful destination strategies. This exploratory study seeks to determine key factors that affect the strategic branding of destinations.

Design/methodology/approach – Similar fields like place marketing, destination marketing, services, product and corporate branding were reviewed along with destination case studies. Based on this review and its extrapolation to the "destination context", a framework for strategic branding of destinations was formulated.

Findings – Successful strategic branding of destinations is dependent on several inter-related components, which are discussed. The paper highlights key issues in destination branding and provides a platform for future research.

Originality/value – The value of the paper is high as it provides a practical framework for governing bodies to consider when investing time, money and effort when creating a global destination.

(European Journal of Marketing 43 (5/6): 611-629, 2009; ***doi:*** *10.1108/03090560910946954)*

Value creation in supply chain relationships: a critique of governance value analysis

Trond Hammervoll

Purpose – The purpose of this paper is to present a critique of the use of governance value analysis (GVA) for assessment of value creation in supply chains.

Design/methodology/approach – The study presents a conceptual analysis of the assumptions, factors and range of GVA as it applies to assessment of value creation in supply chains.

Findings – GVA lacks comprehensiveness in assessing value creation in supply chains in that it ignores: certain important factors that affect value creation in supply-chain relationships; governance issues beyond transaction-specific investments; and cooperative value-creating activities among supply-chain members.

Research limitations/implications – The critique calls into question the applicability of GVA in governing value creation, especially in the context of dynamic contemporary conceptions of supply-chain relationships. It is not recommendable to analytically treat cooperation in supply-chain relationships as transactional exchange.

Originality/value – This is an original and timely critique of the presumption that GVA is an appropriate model for assessment of value creation in supply chains.

(European Journal of Marketing 43 (5/6): 630-639, 2009; ***doi:*** *10.1108/03090560910946963)*

Scales in services marketing research: a critique and way forward

Audrey Gilmore and Rosalind McMullan

Purpose – The purpose of this paper is to discuss the use of measurement scales and to illustrate some of the drawbacks of using scales for measuring service quality without due recognition of the limitations and rigidity of such scales, especially when they are applied to the complexity of service marketing situations and contexts.

Design/methodology/approach – A review of the most widely used scales in services measurement, including SERVQUAL and SERVPERF is provided, along with some of the conceptual issues surrounding scale design and use in service contexts. Then some qualitative research techniques are considered in terms of their adaptability and flexibility for carrying out research regarding the complex nature of services.

Findings – Measurement scales are evaluated and discussed. The key criticisms of best-known scales used for services situations are presented. Then consideration is given to what might be a "best practice" scenario for measuring and assessing service-related issues in a service context.

Originality/value – The discussion draws attention to the importance of recognising the most suitable research method for a service-specific research problem/question rather than imposing a well known measurement scale or technique that may not suit the purpose.

(European Journal of Marketing 43 (5/6): 640-651, 2009; ***doi:*** *10.1108/03090560910946972)*

Technical efficiency in the retail food industry: The influence of inventory investment, wage levels and age of the firm

Ricardo Sellers-Rubio and Francisco J. Más-Ruiz

Purpose – The purpose of this paper is to estimate the influence of inventory investment, wage levels and age of the firm on retailer technical efficiency.

Design/methodology/approach – The methodology is based on the estimation of a stochastic parametric function. To estimate technical efficiency the output supermarket chain sales volume is used, calculated by isolating the retailer price effect on sales revenue.

Findings – The empirical analyses applied to panel data show that inventory investment and wage level have a positive impact on technical efficiency.

Research limitations/implications – The limitations of the study include the generalisation of the conclusions to the entire sector, which must be done with due care, since only one of the players in the distribution channel (supermarket chains) has been analysed.

Practical implications – First, the estimation of the efficiency of the different supermarket chains helps the management of producers, since they can identify efficient supermarket chains, which is important for vertical relationships in the distribution channel. Second, the analysis of the determinant factors of efficiency for different chains may be used as external benchmarking.

Originality/value – The focus of the paper is on developing a useful methodology for managers, determining some of the sources of retail efficiency gains. The paper develops and tests a composite set of hypotheses, analysing the influence of some managerially controlled factors on technical efficiency.

(European Journal of Marketing 43 (5/6): 652-669, 2009; ***doi:*** *10.1108/03090560910946981)*

Analysing the effect of satisfaction and previous visits on tourist intentions to return

Joaquín Alegre and Magdalena Cladera

Purpose – The purpose of this paper is to analyse the determinants of tourist intentions to revisit a destination, paying special attention to the effects of satisfaction and the number of previous visits. In order to guarantee an incentive to improve the product, satisfaction must be the main determinant. A second objective is to analyse the contribution that satisfaction with different aspects of a destination makes on overall satisfaction.

Design/methodology/approach – A structural equation model (SEM) has been estimated. Some of the variables involved in the model are ordinal. Thus, tetrachoric, polychoric and polyserial correlations were calculated and then used as the input for structural equation modelling.

Findings – Both satisfaction and the number of previous visits have a positive effect on intention to return. However, the main determinant is satisfaction. Satisfaction with different aspects of the destination has a differing effect on overall satisfaction. Attributes associated with the basic sun and sand tourist product are the main determinants of overall satisfaction.

Practical implications – To promote repeat visits, it is crucial to identify the determinants of the intention to return. The factors that influence this variable can be improved in order to increase the likelihood of repeat visits.

Originality/value – Methods to estimate SEM with categorical variables have not been applied before to the field of tourism. In comparison with previous studies of repeat visitation, the main contribution of the model is that it simultaneously takes into consideration two causal links with the number of previous visits, the first affecting overall satisfaction and the second having a direct effect on a tourist's intention to return.

(European Journal of Marketing 43 (5/6): 670-685, 2009; ***doi:*** *10.1108/03090560910946990)*

Does culture affect evaluation expressions?: A cross-cultural analysis of Chinese and American computer game reviews

Alex S.L. Tsang and Gerard Prendergast

Purpose – The purpose of this paper is to look at product reviews from a cross-cultural perspective. Product reviews are potentially an influential form of marketing communication, as well as a predictor of sales performance. With Hofstede's typology as a backdrop, the basic proposition of this study is that collectivistic cultural values place more emphasis on giving face to others, even in impersonal social environments, resulting in them giving more positive product reviews than their individualistic counterparts.

Design/methodology/approach – The paper uses content analysis of Chinese and American computer game reviews to test the hypotheses.

Findings – The results showed that Chinese reviews use fewer negative comments and give higher final ratings for the same set of products than their American counterparts. In addition, Chinese reviews showed a lower consistency between their evaluative comments and their final ratings. Also confirmed is a common belief that final ratings are a summary of the evaluative comments of the review-texts.

Research limitations/implications – Future research is invited.

Practical implications – Theoretically, the study refines the understanding of differences between individualistic and collectivistic cultures. Practically, it is suggested that if consumers' cultural values are reflected in product reviews, international marketers should weigh and balance possible cultural bias when they decode evaluations of their products from reviews published in other countries' media.

Originality/value – Product reviews are a rich but ignored resource with high marketing value. It is hoped that the study can stimulate both marketing researchers and practitioners to make better use of product reviews to further understand marketing phenomena and make better marketing decisions.

(European Journal of Marketing 43 (5/6): 686-707, 2009; ***doi:*** *10.1108/03090560910947007)*

Store image attributes and customer satisfaction across different customer profiles within the supermarket sector in Greece

Prokopis K. Theodoridis and Kalliopi C. Chatzipanagiotou

Purpose – This research seeks to accomplish two objectives: to extend the test of the functional relationship between store image attributes and customer satisfaction in the market environment of Greece; and to investigate the stability of the structural relationships between store image attributes and customer satisfaction across different customer groups.

Design/methodology/approach – The literature concerning major store image attributes was systematically reviewed. After assessing the construct validity of the store image attributes based on confirmatory factor analysis, a path model specifying the relationships between store image attributes and customer satisfaction was estimated. A multigroup analysis was conducted to test the invariance of structural paths between store image attributes and customer satisfaction for different customer profiles.

Findings – On appraising the store customer's personal variables four specific types of buyers, namely, the Typical, the Unstable, the Social and the Occasional, were identified. While four of the six considered store attributes appear to be significant determinants of customer satisfaction, when examined for the degree of invariance between the four groups only Pricing and Products-related attributes were equally significant in all four groups.

Research limitations/implications – The results of the study may vary with national context, size, strategic position of supermarkets and other customer personal variables (i.e. lifestyle) suggesting future research opportunities.

Practical implications – The results facilitate the comprehension of the role that specific store attributes have on the satisfaction of store visitors with different profiles. In addition, the results expand the retail manager's knowledge on consumer behaviour, with rational motives (product and price-related).

Originality/value – The results expand one's knowledge on this relationship, propounding interesting empirical evidence of the model invariance among different consumer profiles.

(European Journal of Marketing 43 (5/6): 708-734, 2009; ***doi:*** *10.1108/03090560910947016)*

Why competitors matter for market orientation

Hans Eibe Sørensen

Purpose – This paper aims to investigate whether it is meaningful to decompose market orientation into customer orientation and competitor orientation and what possible implications this decomposition may have for researchers and business practitioners.

Design/methodology/approach – Through a review of existing market orientation research, two of its salient dimensions, customer orientation and competitor orientation, are theoretically investigated. Then, two symmetric component measures are developed and tested on 308 manufacturing firms in a cross-sectional questionnaire survey, supplemented with census data.

Findings – Empirical evidence reveals that, while competitor orientation is positively related to a firm's market share, a customer orientation is detrimental to a firm's return on assets for firms in less competitive environments.

Research limitations/implications – The study advocates moving beyond "global" measures of market orientation and focusing on symmetric component measures of customer orientation and competitor orientation when investigating a firm's performance differentials. The study's cross-sectional setting limits inference about causality among the constructs.

Practical implications – Customer versus competitor orientation appears to be contingent on a firm's competitive environment, which indicates that market orientation and its components are not necessarily equally relevant for firms with different strategies and in different environments.

Originality/value – The paper introduces and empirically tests two novel symmetric component measures of customer orientation and competitor orientation. Academicians are provided with insights with respect to the content and symmetry of component measures of the market orientation construct and their relation to firm performance. Furthermore, business practitioners are given a more solid foundation for better allocation of resources to their customer and competitor-oriented activities.

(European Journal of Marketing 43 (5/6): 735-761, 2009; ***doi:*** *10.1108/03090560910947025)*

Including ambivalence as a basis for benefit segmentation: A study of convenience food in Norway

Svein Ottar Olsen, Nina Prebensen and Thomas A. Larsen

Purpose – The purpose of this paper is to explore the use of ambivalence in benefit-based segmentation of convenience food in Norway.

Design/methodology/approach – Building on the attitude-ambivalence literature and research about food convenience, a hierarchic cluster analysis is performed based on a nation-wide representative survey of 1,154 Norwegian consumers.

Findings – The study's effort to use attitudinal ambivalence as a basis for benefit or attitude segmentation proved to be useful in finding segments with different profiles in the area of convenience food. The results reveal three consumer segments based on evaluation of quality, value, ambivalence and perceived morals towards convenience food: the “Convenient”, the “Ambivalent” and the “Dissatisfied” consumer. While the Convenient have positive feelings and the Dissatisfied negative feelings toward convenience food, the Ambivalent have mixed feelings and feel guilt when eating ready meals. The ambivalent consumers share beliefs, attitudes, values and behaviour at a position somewhere between the “Convenient” and the “Dissatisfied” on most variables. However, in some areas they are close to the “Dissatisfied”, e.g. on variables such as perceived nutritional value, serving/buying ready meals, time used for making dinner or planning their meals. In a few areas they are closer to the “Convenient”, e.g. appeal to children, consuming, soups and pasta and age above 60.

Research limitations/implications – Future research on benefit or attitudinal segmentation should consider including a measure of perceived ambivalence associated with the investigated products or services.

Practical implications – The practical implications are addressing a potential for the convenience food industry and subsequently suggesting a positioning strategy to adopt ambivalent consumers.

Originality/value – The paper presents new insights into consumer benefit segmentation and in empirical research on convenience food with a particular focus on ambivalence and moral attitudes.

(European Journal of Marketing 43 (5/6): 762-783, 2009; ***doi:*** *10.1108/03090560910947034)*

The service-dominant perspective: a backward step?

John O'Shaughnessy and Nicholas Jackson O'Shaughnessy

Purpose – The purpose of this paper is to demonstrate that the "service dominant" perspective advocated by Vargo and Lusch and applauded by so many marketing academics in the USA is neither logically sound nor a perspective to displace others in marketing.

Design/methodology/approach – The paper is a conceptual analysis of the Vargo and Lusch paper that takes account of the implications of the service perspective being adopted as the perspective to replace all others.

Findings – The paper finds that the definition of services, seeking as it does to embrace all types of marketing, is too broad to have much operational meaning, while the focusing on activities rather than functions misdirects marketing altogether. Vargo and Lusch revive the claim that marketing should be viewed as a technology, the aim being to discover the techniques and rules (principles) applying to marketing. However, indifference to theoretical considerations encourages crudeness and the cultivation of ad hoc solutions. The Vargo and Lusch paper suggests that there is a one best way: a single unitary perspective for marketing. Instead there is a need for multiple perspectives in marketing, together with the methodological pluralism that it implies.

Research limitations/implications – The paper does not claim to have teased out all the implications of the service-dominant approach to marketing and other marketing academics might take into account other considerations such as the feasibility of the approach.

Practical implications – The paper suggests the abandonment of any approach that disdains theory and believes that the development of marketing technology is the way to go.

Originality/value – The paper offers original criticisms of the service-dominant perspective and its value lies in holding marketing back from taking a backward step.

(European Journal of Marketing 43 (5/6): 784-793, 2009; ***doi:*** *10.1108/03090560910947043)*