

Impact Factor: **3.4**

5-Year Impact Factor:

Contents

More

Abstract

The underpinning logic of the 10 foundational premises is a new understanding of value development and delivery.

Understanding of the interaction concept, the locus as well as nature and content of value co-creation cannot be identified. Value co-creation easily becomes a concept without substance. Based on the analysis in the present article, it is observed that the unique contribution of a service perspective on business (service logic) is not that customers always are co-creators of value, but rather that under certain circumstances the service provider gets opportunities to co-create value together with its customers. Finally, seven statements included in six of the foundational premises are reformulated accordingly.

By clicking "Accept Non-Essential Cookies", you agree to the storing of cookies on your device to enhance site navigation, analyze site usage, and assist in our marketing efforts. [Privacy Policy](#) [Cookie Policy](#)

[Manage Cookies](#)[Accept Non-Essential Cookies](#)[Reject Non-Essential Cookies](#)

Get full access to this article

View all access and purchase options for this article.

[Get Access](#)

1.

1. The seventh premise includes two statements, viz. the firm cannot deliver value and the firm can only offer value propositions.

2.

2. In principle, practice is what people or organizations are doing — physically and mentally — as part of everyday individual or organizational life. About practice theory, see for example Reckwitz (2002) and Schatzki (2001).

3.

3. Value-in-use or use value, and value-in-exchange or exchange value, and how they are interrelated, were discussed and defined already by Aristotle in his value theory (Gordon, 1964). According to Aristotle, use value is the value derived from a thing's or a service's capacity of being productive of a person's good. Gordon (1964: 117—18) points out that Aristotle treats use value as a subjectively experienced benefit, and moreover considers demand a function of use value, where exchange value is derived from use value. During the millennia, among other reasons, when the analysis of benefits derived from goods and services has been lifted to a macro level, the role and importance of value-in-use has been disguised behind the labour-based value view emphasizing exchange value.

4.

4. In our view, service logic is not an alternative perspective as compared to the foundational premises put forward in service-dominant logic. We consider it the next stage of that logic, where the original premises have been reconsidered and further developed. This is a normal flow of scholarly research. The expression 'service logic' is used, simply because it describes the service-based perspective on business and marketing more accurately than does the expression 'service-dominant logic'. In the present article, six of the foundational premises are scrutinized, and their number extended to nine, implying that at least 13 premises in total are needed to cover the logic. (It should be noticed, however, that four of the foundational premises, not directly relating to value creation, have not been analysed in this context.)

5.

5. Already Aristotle claimed in his value theory that 'exchange value is derived from use value as expressed through market demand' (Gordon, 1964: 118).

6.

6. Recently in a service-logic context, Vargo (2008) proposed value-in-context as a replacement for value-in-use. Because value creation is dependent on its context, this change of terminology is proposed. However, although from a phenomenological point of view context is instrumental (Vargo and Lusch, 2008), and a context can change, as such context is a static concept, whereas use/usage is a dynamic process. Hence, value-in-context is problematic as a concept and expression. Of course, the context of value creation is important, and it should be recognized that if the context changes, the flow and outcome of the value-creating process may also change. From a management point of view, by changing the context the firm may attempt to influence its customers' value creation. A theoretically exact expression to use would be value-in-use dependent on the context, abbreviated value-in-use. Here, it should also be noted that use can be both physical and mental, and even take the form of mere possession.

7.

7. Due to the North American dominance of conventional marketing, normally the idea of the marketing concept is attributed to McKitterick (1957). However, 45 years earlier, in 1912, Robert Millar, an Irish priest who moved to Norway, using the pseudonym Romilla, published a book on marketing, where he introduced the marketing concept: 'Try to look at things from the customer's side of the encounter' (Romilla, 1912: i). And already centuries before Robert Millar's book, a Chinese proverb declared that customers are precious, goods are only grass.

8.

8. In previous contexts the customer's independent value creation has been termed sole value creation (e.g. Grönroos, 2008). However, independent value creation seems to better emphasize the fact that during this phase the customer indeed creates value independently from the service provider.

9.

9. More than two millennia ago, Aristotle drew the conclusion that value is derived subjectively through the user's experiences with resources (Gordon, 1964: 117). All consumption involves interactions between a subject (the customer/user) and an object (good/service activity, etc.).

References

Alderson, W. (1957) *Marketing Behavior and Executive Action*. Homewood, IL: Richard D. Irwin.

[Google Scholar](#)

American Marketing Association (AMA) (2007) '*Definition of Marketing*', URL (consulted August 2009): <http://www.marketingpower.com/AboutAMA/Pages/DefinitionofMarketing.aspx> .

[Google Scholar](#)

Arnould, E.J. and Thompson, C.J. (2005) 'Consumer Culture Theory (CCT): Twenty Years of Research', *Journal of Consumer Research* 31(March): 868-82.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Arnould, E.J., Price, L.L. and Malshe, A. (2006) '*Towards a Cultural Resource-based Theory of the Customer*', in R. F. Lusch and S. L. Vargo (eds) *The Service-dominant Logic of Marketing*, pp. 91-104. Armonk, NY: M.E. Sharpe.

[Google Scholar](#)

Ballantyne, D. (2004) 'Dialogue and its Role in the Development of Relationship Specific Knowledge', *Journal of Business and Industrial Marketing* 19(2): 114-23.

[Crossref](#)

[Google Scholar](#)

Ballantyne, D. and Varey, R.J. (2006) 'Creating Value-in-use through Marketing Interaction: The Exchange Logic of Relating, *Communicating and Knowing*', *Marketing Theory* 6(3): 335-48.

[Crossref](#)

[Google Scholar](#)

Ballantyne, D., Frow, P., Varey, R.J. and Payne, A. (2011) 'Value Propositions as Communicative Practice: Taking a Wider View', *Industrial Marketing Management* 40(1): 202-10.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Bastiat, F. (1964 [1848]) *Selected Essays on Political Economy*, ed. G. B. Huszar, trans. S Cain. Princeton, NJ: Van Nordstrand.

[Google Scholar](#)

Becker, G.S. (1965) 'A Theory of Allocation of Time', *Economic Journal* 75(299): 493-517.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Berry, L.L. (1981) 'The Employee as Customer', *Journal of Retailing* 3(March): 33-40.

[Google Scholar](#)

Bettis, R.A. and Prahalad, C.K. (1995) 'The Dominant Logic: Retrospective and Extension', *Strategic Management Journal* 16(1): 5-14.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Booms, B.H. and Bitner, M.J. (1981) 'Marketing Strategies and Organizational Structures for Service Firms', in J. H. Donnelly and W. R. George (eds) *Marketing of Services*, pp. 47-51. Chicago, IL: American Marketing Association.

[Google Scholar](#)

Borch, F.J. (1957) 'The Marketing Philosophy as a way of Business Life', in E. Martin (ed.) *The Marketing Concept: Its Meaning to Management*, pp. 3-16, Chicago, IL: American Marketing Association.

[Google Scholar](#)

Brennan, D.R., Turnbull, P.W. and Wilson, D.T. (2003) 'Dyadic Adaptation in Business-to-business Markets', *European Journal of Marketing* 37(11/12): 1636-65.

[Crossref](#)

[Google Scholar](#)

Brown, S.W. (2005) 'When Executives Speak, We Should Listen and Act Differently', *Journal of Marketing* 69(October): 2-4.

[Google Scholar](#)

Calonius, H. (2006) 'A Market Behavior Framework', *Marketing Theory* 6(4): 419-28. Originally published in 1986 as 'Proceedings from the XV Annual Conference of the European Marketing Academy', in K. Möller and M. Paltschik (eds) *Contemporary Research in Marketing*, pp. 515-24. Helsinki: Helsinki School of Economics and Hanken Swedish School of Economics, Finland.

[Google Scholar](#)

Carú, A. and Cova, B. (2003) 'Revisiting Consumption Experience: A More Humble but Complete View of the Concept', *Marketing Theory* 3(2): 267-86.

[Crossref](#)

[Google Scholar](#)

Chartered Institute of Marketing (CIM) (2007) *Shape the Agenda. Tomorrow's World. Re-evaluating the Role of Marketing*. Maidenhead: Chartered Institute of Marketing.

[Google Scholar](#)

Day, G. (1990) *Market-driven Strategy: Processes for Creating Value*. New York: The Free Press.

[Google Scholar](#)

Day, G. and Montgomery, D. (1999) 'Charting New Directions for Marketing', *Journal of Marketing* 63(Special Issue): 3-13.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

de Chernatony, L., Harris, F. and Dall'Olmo Riley, F. (2000) 'Added Value: Its Nature, Roles, and Sustainability', *European Journal of Marketing* 34(1-2): 39-54.

[Crossref](#)

[Google Scholar](#)

Drucker, P.F. (1954) *The Practice of Management*. New York : HarperCollins.

[Google Scholar](#)

Dwyer, F.R., Shurr, P.H. and Oh, S. (1987) 'Developing Buyer-Seller Relationships', *Journal of Marketing* 51(2): 11-27.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Edvardsson, B., Gustafsson, A. and Roos, I. (2005) 'Service Portraits in Service Research: A Critical Review', *International Journal of Service Industry Management* 16(1): 107-21.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Eiglier, P. and Langeard, E. (1975) *Principe politique de marketing pour les entreprises de service*. Working paper, Institute d'Administratin des Entreprises. Université d'Aix-Marseille .

[Google Scholar](#)

Fyrberg, A. and Jüriado, R. (2009) 'What about Interaction? Networks and Brands as Integrators within a Service-dominant Logic', *Journal of Service Management* 20(4): 420-32.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Gordon, B.J. (1964) 'Aristotle and the Development of the Value Theory', *Quarterly Journal of Economics* 78(1): 115-28.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Gosselin, D.P. and Bauwen, G.A. (2006) 'Strategic Account Management: Customer Value Creation through Customer Alignment', *Journal of Business & Industrial Marketing* 21(6): 376-85.

[Crossref](#)

[Google Scholar](#)

Grant, R.M. (1988) 'On "Dominant Logic", Relatedness and the Link between Diversity and Performance', *Strategic Management Journal* 9(6): 639-42.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Grönroos, C. (1979) *Service Marketing. A Study of the Marketing Function in Service Firms [Swedish with English summary]*. Diss. Helsinki and Stockholm: Hanken School of Economics, Finland, Marketing Technique Centre and Akademilitteratur .

[Google Scholar](#)

Grönroos, C. (1982) 'An Applied Service Marketing Theory', *European Journal of Marketing* 16(7): 30-41.

[Crossref](#)
[Web of Science](#)

[Google Scholar](#)

Grönroos, C. (1984) 'A Service Quality Model and Its Marketing Implications', *European Journal of Marketing* 18(4): 36-44.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Grönroos, C. (1997) 'Value-driven Relational Marketing: From Products to Resources and Competencies', *Journal of Marketing Management* 13(5): 407-19.

[Crossref](#)

[Google Scholar](#)

Grönroos, C. (2006) 'Adopting a Service Logic for Marketing', *Marketing Theory* 6(3): 317-33.

[Crossref](#)

[Google Scholar](#)

Grönroos, C. (2008) 'Service Logic Revisited: Who Creates Value? And Who Co-Creates?' *European Business Review* 20(4): 298-314.

[Crossref](#)

[Google Scholar](#)

Grönroos, C. (2009) 'Promise Management: Regaining Customer Management for Marketing', *Journal of Business & Industrial Marketing* 24(5/6): 351- 9.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Grönroos, C. and Helle, P. (2010) 'Adopting a Service Logic in Manufacturing. Conceptual Foundation and Metrics for Mutual Value Creation', *Journal of Service Management* 21(5): 564-90.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Grönroos, C. and Ravald, A. (2011) 'Service Business Logic: Implications for Value Creation and Marketing', *Journal of Service Management* 22(1): 5-22.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Gummesson, E. (1991) 'Marketing Revisited: The Crucial Role of the Part-time Marketer', *European Journal of Marketing* 25(2): 60-7.

[Crossref](#)

[Google Scholar](#)

Gummesson, E. (1995) 'Relationship Marketing: Its Role in the Service Economy', in W. J. Glynn and J. G. Barnes (eds) *Understanding Services Management*, pp. 244-68. New York: John Wiley & Sons.

[Google Scholar](#)

Gummesson, E. (2006) 'Many-to-many Marketing as Grand Theory', in R. F. Lusch and S. L. Vargo (eds) *The Service-dominant Logic of Marketing: Dialog, Debate, and Directions*, pp. 339-53. Armonk, NY: M.E. Sharpe.

[Google Scholar](#)

Gummesson, E. (2007) 'Exit Services Marketing - Enter Service Marketing', *Journal of Customer Behaviour* 6(2): 113-41.

[Crossref](#)

[Google Scholar](#)

Gupta, S. and Lehman, D.R. (2005) *Managing Customers as Investments*. Upper Saddle River, NJ: Wharton School Publishing.

[Google Scholar](#)

Gutman, J. (1982) 'A Means-End Chain Model Based on Consumer Categorization Processes', *Journal of Marketing* 46: 60-72.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Håkansson, H. (ed.) (1982) *International Marketing and Purchasing of Industrial Goods*. New York: John Wiley & Sons.

[Google Scholar](#)

Håkansson, H. and Snehota, I. (1995) *Developing Relationships in Business Networks*. London: Routledge.

[Google Scholar](#)

Heinonen, K., Strandvik, T., Mickelsson, K.-J., Edvardsson, B., Sundström, B. and Andersson, P. (2010) 'A Customer-dominant Logic of Service', *Journal of Service Management* 21(4): 531-48.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Helkkula, A. and Kelleher, C. (2010) 'Circularity of Customer Service Experience and Customer Perceived Value', *Journal of Customer Behaviour* 9(1): 37-53.

[Crossref](#)

[Google Scholar](#)

Holbrook, M.B. (1994) '*The Nature of Customer Value - An Axiology of Services in the Consumption Experience*', in R. T. Rust and O. R. Oliver (eds) *Service Quality: New Directions for Theory and Practice*, pp. 21-71. Thousand Oaks, CA: Sage.

[Crossref](#)

[Google Scholar](#)

Holbrook, M.B. (1999) '*Introduction to Consumer Value*', in M. B. Holbrook (ed.) *Customer Value. A Framework for Analysis and Research*, pp.1-28. London : Routledge.

[Google Scholar](#)

Homburg, C., Wieseke, J. and Bornemann, T. (2009) 'Implementing the Marketing Concept at Employee- Customer Interface', *Journal of Marketing* 73(4): 64-81.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Jap, S.D., Manolis, C. and Weitz, B.A. (1999) 'Relationship Quality and Buyer-Seller Interactions in Channels of Distributions', *Journal of Business Research* 46(3): 303-13.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Keith, R.J. (1960) 'The Marketing Revolution', *Journal of Marketing* 24(3): 35-8.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Kim, W.C. and Mauborgne, R. (2005) *Blue Ocean Strategy*. Boston, MA: Harvard Business School Press.

[Google Scholar](#)

Korkman, O. (2006) *Customer Value Formation in Practice. A Practice-Theoretical Approach*. Diss. Helsinki: Hanken School of Economics, Finland.

[Google Scholar](#)

Langeard, E. and Eiglier, P. (1987) *Servuction: Le marketing des services*. Paris: John Wiley & Sons.

[Google Scholar](#)

Lehtinen, U. and Lehtinen, J.R. (1991) 'Two Approaches to Service Quality Dimension', *Service Industries Journal* 11(3): 287-303.

[Crossref](#)

[Google Scholar](#)

Levitt, T.H. (1960) 'The Marketing Myopia', *Harvard Business Review* (July-August): 45-56.

[Google Scholar](#)

Levitt, T.H. (1981) 'Marketing Intangible Products and Product Intangibles', *Harvard Business Review* (May-June): 94-102.

[PubMed](#)

[Web of Science](#)

[Google Scholar](#)

Lusch, R.F. and Vargo, S.L. (eds) (2006) *The Service-dominant Logic of Marketing*. Armonk, NY: M.E. Sharpe

[Google Scholar](#)

Lusch, R.F., Vargo, S.L. and Tanniru, M. (2010) 'Service, Value Networks and Learning', *Journal of the Academy of Marketing Science* 38(1): 19-31.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Lusch, R.F., Vargo, S.L. and Wessels, G. (2008) 'Toward a Conceptual Foundation for Service Science: Contributions from Service-dominant Logic', *IBM Systems Journal* 47(1): 5-14.

[Crossref](#)

[Google Scholar](#)

McKitterick, J.B. (1957) 'What is the Marketing Management Concept?', in F. B. Bass (ed.) *The Frontier of Marketing Thought and Science*, pp. 71-82. Chicago, IL: American Marketing Association.

[Google Scholar](#)

Narver, S.F. and Slater, J.C. (1990) 'The Effect of a Market Orientation on Business Profitability', *Journal of Marketing* 54(4): 20-35.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Narver, S.F., Slater, J.C. and Tietje, B. (1998) 'Creating a Market Orientation', *Journal of Market-Focused Management* 2(3): 241-55.

[Crossref](#)

[Google Scholar](#)

Nenonen, S. and Storbacka, K. (2010) 'Business Model Design: Conceptualizing Networked Value Cocreation', *International Journal of Quality and Service Sciences* 2(1): 43-59.

[Crossref](#)

[Google Scholar](#)

Normann, R. (1984) *Service Management*. New York: John Wiley & Sons.

[Google Scholar](#)

Normann, R. (2001) *Reframing Business: When the Map Changes the Landscape* . Chichester: John Wiley & Sons .

[Google Scholar](#)

Normann, R. and Ramírez, R. (1993) 'From Value Chain to Value Constellation: Designing Interactive Strategy', *Harvard Business Strategy* 71(July-August): 65-77.

[Google Scholar](#)

Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1985) 'A Conceptual Model of Service Quality and its Implication for Future Research', *Journal of Marketing* 49(Fall): 41-50.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Peter, J.P. and Olson, J.C. (1987) *Consumer Behavior. Marketing Strategy Perspectives*. Homewood, IL: Irwin.

[Google Scholar](#)

Prahalad, C.K. (2004) 'The Co-creation of Value - Invited Commentary', *Journal of Marketing* 68(1): 23.

[Google Scholar](#)

Prahalad, C.K. and Bettis, R.A. (1986) 'The Dominant Logic: A New Linkage between Diversity and Performance', *Strategic Management Journal* 7(6): 485-501.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Prahalad, C.K. and Ramaswamy, V. (2004) *The Future of Competition*. Boston, MA: Harvard Business School Press.

[Google Scholar](#)

Ramani, G. and Kumar, V. (2008) 'Interaction Orientation and Firm Performance', *Journal of Marketing* 72(1): 27-45.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Ravald, A. and Grönroos, C. (1996) 'The Value Concept and Relationship Marketing', *European Journal of Marketing* 30(2): 19-30.

[Crossref](#)

[Google Scholar](#)

Rayport, J.F. and Jaworski, B.J. (2005) *Best Face Forward*. Boston, MA: Harvard Business School Press.

[Google Scholar](#)

Reckwitz, A. (2002) 'Toward a Theory of Social Practices: A Development in Culturalist Theorizing', *European Journal of Social Theory* 5(2): 243-63.

[Crossref](#)

[Google Scholar](#)

Rokeach, M.J. (1973) *The Nature of Human Values*. New York : The Free Press.

[Google Scholar](#)

Romilla (1912) *Reklame-laere [Advertising theory] (Norwegian)*. Trondheim : Private publisher.

[Google Scholar](#)

Rust, R.T. and Oliver, R.L. (1994) 'Service Quality: Insights and Managerial Implications from the Frontier', in R. T. Rust and R. L. Oliver (eds) *Service Quality: New Directions for Theory and Practice*, pp. 1-20. Thousand Oaks, CA: Sage.

[Crossref](#)

[Google Scholar](#)

Sánchez-Fernández, R. and Iniesta-Bonillo, M.Á. (2007) 'The Concept of Perceived Value: A Systematic Review of the Research', *Marketing Theory* 7(4): 427-51.

[Crossref](#)

[Google Scholar](#)

Sánchez-Fernández, R., Iniesta-Bonillo, M.Á. and Holbrook, M.B. (2009) 'The Conceptualisation and Measurement of Consumer Value in Services', *International Journal of Market Research* 51(1): 93-113.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Schatzki, T.R. (1996) *Social Practices: A Wittgensteinian Approach to Human Activity and the Social*. Cambridge, MA: Cambridge University Press.

[Crossref](#)

[Google Scholar](#)

Schatzki, T.R. (2001) 'Introduction: Practice Theory', in T. R. Schatzki, K. Knorr Cetina and E. von Savigny (eds) *The Practice Turn in Contemporary Theory*, pp. 1-14. New York: Routledge.

[Google Scholar](#)

Sheth, J.N. and Uslay, C. (2007) 'Implications of the Revised Definition of Marketing: From Exchange to Value Creation', *Journal of Public Policy & Marketing* 26(2): 302- 7.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Solomon, M.R., Surprenant, C. and Czepiel, J.A. (1985) 'A Role Theory Perspective on Dyadic Interactions: The Service Encounter', *Journal of Marketing* 49(1): 99-111.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Vandermerwe, S. (1996) 'Becoming a Customer "Owning" Company', *Long Range Planning* 29(6): 770-82.

[Web of Science](#)

[Google Scholar](#)

Vargo, S.L. (2008) 'Customer Integration and Value Creation. Paradigmatic Traps and Perspectives', *Journal of Service Research* 11(2): 211-15.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Vargo, S.L. and Akaka, M.A. (2009) 'Service-dominant Logic as a Foundation for Service Science: Clarifications', *Service Science* 1(1): 32-41.

[Crossref](#)

[Google Scholar](#)

Vargo, S.L. and Lusch, R.F. (2004) 'Evolving to a New Dominant Logic for Marketing', *Journal of Marketing* 68(January): 1-17.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Vargo, S.L. and Lusch, R.F. (2006) 'Service-dominant Logic: What It Is, What It Is Not, What It Might Be', in S. L. Vargo and R. F. Lusch (eds) *The Service-dominant Logic of Marketing. Dialog, Debate, and Directions*, pp. 43-56. Armonk, NY: M.E. Sharpe.

[Google Scholar](#)

Vargo, S.L. and Lusch, R.F. (2008) 'Service Dominant Logic: Continuing the Evolution', *Journal of the Academy of Marketing Science* 36(1): 1-10.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Vargo, S.L. and Lusch, R.F. (2011) 'It's All B2B ... and beyond: Toward a Systems Perspective of the Market', *Industrial Marketing Management* 40(1): 181-7.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Vargo, S.L., Maglio, P.P. and Akaka, M.A. (2008) 'On Value and Value Co-creation: A Service Systems and Service Logic Perspective', *European Management Journal* 26(3): 145-52.

[Crossref](#)

[Google Scholar](#)

Waluszewski, A., Hadjickani, A. and Baraldi, E. (2009) 'An Interactive Perspective on Business Practice and Business in Theory', *Industrial Marketing Management* 38: 565-9.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Weick, K. (1979) *The Social Psychology of Organizing* (2nd ed.). Reading, MA: Addison-Wesley .

[Google Scholar](#)

Wikström, S. (1996) 'Value Creation by Company-Consumer Interaction', *Journal of Marketing Management* 12: 359-74.

[Crossref](#)

[Google Scholar](#)

Wikström, S. (2008) 'A Consumer Perspective on Experience Creation', *Journal of Customer Behaviour* 7(1): 31-50.

[Crossref](#)

[Google Scholar](#)

Woodall, T. (2003) 'Conceptualising "Value for the Customer": An Attributional, Structural and Dispositional Analysis', *Academy of Marketing Science Review* 2003(12).

[Google Scholar](#)

Woodruff, R.B. (1997) 'Customer Value: The Next Source for Competitive Edge', *Journal of the Academy of Marketing Science* 25(2): 153-93.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Woodruff, R.B. and Gardial, S. (1996) *Know your Customers - New Approaches to Understanding Customer Value and Satisfaction*. Oxford: Blackwell.

[Google Scholar](#)

Yadav, M.S. and Varadarajan, P.R. (2005) 'Understanding Product Migration to the Electronic Marketplace: A Conceptual Framework', *Journal of Retailing* 81(2): 125-40.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Zeithaml, V. (1988) 'Consumer Perception of Price, Quality and Value: A Means-ends-model and Synthesis of Evidence', *Journal of Marketing* 52(July): 2-22.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Similar articles:



Restricted access

[Adopting a service logic for marketing](#)

Show Details ▾



Restricted access

[Value creation processes and value outcomes in marketing theory: Strangers or siblings?](#)

Show Details ▾



Restricted access

[On Value and Value Creation in Service: A Management Perspective](#)

Show Details ▾

[View More](#)

Sage recommends:

SAGE Knowledge

Book chapter

[A Service-Dominant Logic for Marketing](#)

Show Details ▾

SAGE Knowledge

Book chapter

[Value Cocreation: Conceptualizations, Origins, and Developments](#)

Show Details ▾

SAGE Knowledge

Whole book

[The SAGE Handbook of Service-Dominant Logic](#)

Show Details ▾

[View More](#)

You currently have no access to this content. Visit the [access options](#) page to authenticate.

[Download PDF](#)

Also from Sage

CQ Library

Elevating debate

Sage Data

Uncovering insight

Sage Business Cases

Shaping futures

Sage Campus

Unleashing potential

Sage Knowledge

Multimedia learning resources

Sage Research Methods

Supercharging research

Sage Video

Streaming knowledge

Technology from Sage

Library digital services

