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22-23 May 2019
Zoltán Veres

Module 1 - Customer Experience
in B2C Markets

Module 2 – Organizational
Markets

Module 3 - Dilemmas on Buying
Behaviour Research

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UNIVERSITY OF PANNONIA

PANNON MANAGEMENT REVIEW

Editor
Zoltán Veres

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PANNON MANAGEMENT REVIEW

Pannon Management Review contributes to bridging scholarly management research and management practitioner thinking worldwide. In particular, *Pannon Management Review* broadens the existing links between Hungarian scholars and practitioners, on the one hand, and the wider international academic and business communities, on the other – the Journal acts as an overall Central and Eastern European catalyst for the dissemination of international thinking, both scholarly and managerial. To this end, the articles published in *Pannon Management Review* reflect the extensive variety of interests, backgrounds, and levels of experience and expertise of its contributors, both scholars and practitioners – and seek to balance academic rigour with practical relevance in addressing issues of current managerial interest. The Journal also encourages the publication of articles outside the often narrow disciplinary constraints of traditional academic journals, and offers young scholars publication opportunities in a supportive, nurturing editorial environment.

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MODULE 3

DILEMMAS ON BUYING BEHAVIOUR RESEARCH

ÁN: I will talk about a very abroad and complex topic. I think that many approaches. So, I decided that I will talk about four questions. I will start with a very basic thing, a very basic dilemma, related to research paradigms, because I think this is a very useful one, useful to know how we approach different research questions. And in relation to this, we can talk about all research, challenges, and opportunities in methodology. So then I will talk about technological innovations, and a meaning of these innovations in research methodology, then I will mention a few social and structural changes, and also huge part how we do marketing research. My last point we'll be about some trends, some technical, business market trends, so we will see, what are the trends in business projects.

So, let's talk about paradigms first. The first dilemma is often relates to a certain method, why we should choose the certain approach, certain method – qualitative or quantitative, or within quantitative results, what are the preferences and it helps to understand these beliefs, and we prefer certain methods over other opportunities. So, I just put these five approaches together: positivist, interpretivist, pragmatist, critical, postmodern approaches, that are completely turns in the literature and other criteria, when you evaluate these paradigms, with I can introduce this part. I know you know are more or less about these paradigms, and I think it's useful to use it as a kind of starting point. Because I will add some purchasing behaviour perspective at the end. So first let's see from quantitative and qualitative perspective, what we can see from these paradigms. So, for the *positivist*, a quantitative data collection is really important, they need it statistically representative, so they really appreciate and require these statistical criteria for the analysis. *Interpretivist* prefer qualitative studies as usual, but *pragmatist* research question is in the middle and based on a natural research question, beside they use quantitative or qualitative method. *Critical* approaches are more co-operative, though quite often qualitative, and a *postmodern* approach is usually a qualitative approach. So, you can see, I collected a few research designs, that comes to these different paradigms, so for example for a positivist, doing experimental studies or making with descriptive promises, working with case studies, and

also exploratory designs, or working approaches with grounded theory, it is a good choice to follow the basic accepted system or this paradigm. For interpretivists and pragmatists descriptive analysis, narrative analysis, case studies, phenomenology, ethnography, and also grounded theory are in the option to be useful to research. In the case of the critical approach, actual search is a relevant one, and what I can see is market research actually became more and more important; and also other participative types. For a postmodern approach, generally, means that the personal history is also important. And here you can see the principles for the postivist, the objectivities very important, so you can make objective result for a positivist is absolutely yes. And they believe that there are truths, and you can uncover the univers of laws, and uncover these laws. For the inerpretivist, and pragmativist the description and explanation of different value systems, beliefs in the kind of key principles; the critical approach, co-creation approaches, and for the postmodern they consider the knowledge as a subjective entity is one of the key principles. And here, what is also important, I think, to see what is the researchers posture according to these paradigms. So for example, for a positivist, this is an objective position, so this approach believes that there's value freedom evaluation of situations and the most important thing is to rate by us, to degrees by us. But all the other approaches are much more subjective. In the case of postmodern approach more creative one, and that's why for the positivist approach we can have generalize results with general meaning which is good for generalisation also production type of studies under these concepts. If I add this purchasing behaviour, the pespective here, than we can see for example that evaluation of efficiency of the marketing activities, or determination of different effects, relates to this type of approach. While here for the inerpretevist and pragmatist, the identifiacion of meaning, for example meaning of shopping, and you can put in context this with understanding of shopping destination shopping and values and beliefs, is a potential topic here. For a critical approach, which is more or less about the power of structures, the understanding of different power of structures, here in the purchasing behaviour we can understand, for example role of children in the decision making process. For a postmodern performativity shopping is a very interesting one, or understanding of the meaning of hidden shopping, hidden meaning of shopping. I think, if we know these paradigms, we can understand the reasons how someone refers to certain type of research and what is basic orientation to the different methods.

So, keeping this knowledge in mind, let's talk about two recent trends. The first one is technological innovations, because I think it's very important to understand how customers behave. What kind of characteristics of customers and purchasing behaviour, and how we can understand this from methodological point of view. I collected a few things. Let's talk about innovation, because I think these have significant influence on both purchasing behaviour and on marketing research. I do not want to go into details, because I'm quite sure that you all know these terms – virtual reality, internet tools, internet of things, artificial intelligence, mobile devices, those very small, miniaturized devices, which don't include one as compared to the neuromarketing tools. They use it to digital media platforms and the technological interactions, and also have a very important impact on purchasing behaviour. As Malhotra mentioned, in one of his studies from last year, technological advances have shrank the barriers of distance, time, language, lifestyles and culture. But, I can feel some conflicts here and you will also share your feelings, I think, as part of the discussion session after the presentation. The first, on one side of the point that says that we have a speedy innovation, so we can see many new technologies - I just mentioned a few before. On the other hand, we have this traditional research logic, which is about reliability and validity. And clearly, that there is some conflict here – how can we deal with this conflict, and what does it mean? For example, in the case of speedy innovation, it enables us - all these techniques, and approaches, and methods - to understand emotions, to understand the unconscious characteristics of conception. We can get new insights to new cognitive behaviours, cognitive decision making processes of customers. We have big data, and with the help of big data, we can find hidden patterns. We can use algorithms to discover hidden reasons, hidden relations, hidden networks, so this is a kind of underrelated discovering. It also means that secondary data, that we can think as significant - more and more significant – and we have to deal with the unprecedented volume, velocity, and variety of primary data. So, this is, I think, one side of the situation. What about the other? What does traditional marketing logic say about it, and this is the thing I know, you know, but I just couldn't stop myself to collect a few quotations from different and recent papers dealing with neuromarketing, marketing devices, brain related techniques. And what I found, warnings, critical evaluation on these methodologies, because – just to mention one – Agarwal – Javier concluded that: „Neuromarketing needs constructive criticisms to grow and bring itself

into mainstream marketing research.” So, we started something, but we must be critical. What Meyerding and Mehlhose concluded about neuromarketing and neuroimaging: „They are not and are not in the future the most cost effected methods thus compelling to use traditional approaches.” And according to Malhotra „We need more and rigorous research evidence that neuromarketing research indeed measures what it claims to measure”. So, nice, we have new things to use; new opportunities, new technology, but we have to consider the traditional research logic related to reliability and validity. But, I also found a kind of conclusion or recommendation how to solve this conflict, what to do with this conflict. And what I found, this is a kind of shared opinion of different researchers repeated in different papers – that we need to integrate new methods to traditional ones. That can use as a kind of complement, this is a kind of common understanding of usage of these new methods, that integration is very important but we need to use these new approaches as complements the traditional approaches. So, this is the technology side, and some considerations here, and you can learn more if you have further ideas.

The other one, which is also a huge challenge, and also opportunity for companies to understand purchasing behaviour, comes from social and structural changings. And here I also just collected a few ideas, and I won't go in details again, because I'm quite sure that you all know what these things mean. We have to deal with new phenomenal consumption and co-creation. Customers need instant communication, and they can provide continuous and real-time feedback. We have to deal with multigenering and multitasking, which clearly influence how we purchase and how we can research the purchasing behaviour. I think in an important segment within customers, is a conscious customer. There are new movements, like ethical based, value based, political based consumption, which is also the question, may we need new approaches from the methodology point of view. Not to mention, globalisation, which put culture differences in a key position. There's a very interesting study where the authors compared traditional research approaches in the interviews, focus group discussions to customer co-creation for idea generation. So, for product developement purposes. And they clearly found that customer co-creation was more beneficial to generate ideas and to support companies in product developement ideas compared to traditional research focus group or interview groups. Some marketing research consequences link to these new struc-

tural social changes. We have new types of data, we have new tools for data collection, to applications, to devices, mobile devices. That's why we need new tools for the data analysis part, we have to deal with huge quantity of online data, both qualitative and quantitative, of course. For the quantitative analysis there's a kind of modelling challenges related to big data, we know that the half of big data projects proved to be a failure. And what we also have to deal with, these are the data quality at ethical issues such as spam, privacy and fraud. Very important, especially the online data. In Malhotra in relation to virtual communities concluded, that nature communities can be useful for marketing research processes. Very useful to use that for segmentation, idea generation, pricing, whatever so, different types of research topics.

So, my last point is about market research trends, what we can say for companies, because we all know that there is a difference between requirements of science, and what business accepts. If I want to know something, which could be more rigorous. We need better samples, more data. In life of a company, they follow different logic for different reasons. So, I checked a few market research trends, and here I try to mention six that were shared, more often mentioned in different papers. And the first one, relates to behavioural science, it says that this is a very-very prominent and important topic. It relates to qualitative studies, to observations, experiments and it helps us better understand decision making processes. The second trend is with the quantity of consumer data, because customers are ready to share their data for personal services. So, we have huge quantity of data, we have to deal with. And this a trend how to deal with consumer data. The third one mentions artificial intelligence and machine learning. And emphasizes importance of text, image analysis, data mining, data merging everything related to the artificial intelligence and machine based learning. The fourth one - I think somewhat linked to the first one -, is about emotions. Emotions are increasingly important, and we can understand them through neuromarketing, with help of neuromarketing. This is what this trend says, and it helps us to understand unconscious customer reactions to certain stimuli like communication campaign or a product. The fifth one is about inner story telling and it talks about co-creation, VR technologies, video captures, video analysis, solutions with the help of mobile devices, because customers all have their mobile devices with them that they use for a research purpose. And it says that co-creation is important be-

cause customers do not want to observe something, they want to be involved, and we can use this for research purpose. The last one is, a very interesting one, because it talks about the combination of qualitative and quantitative, so it just highlights the importance of mix methods. It says that there is a need less distinction between qualitative and quantitative. Somehow, we need to combine them and these qualitative studies need to be experience and business issue in it.

So, these are the advance that I found to be useful to consider today in evaluation to understand the purchasing behaviour. And then I use the GRIT Report and I'm not sure that you all know GRIT Report. It's a global report, repeated every year, the sample consists of clients and representatives of market research companies. It's a global one. The majority of the sample comes from the US, but also Europe gives a good portion of the sample. From the second part of the last year they measured the percentages of companies who used or considered to use a certain technology last year. And here we have a percentages around 80%, quite high; the middle is the 60% area; and the last part is around 30-33%. So, what are the top approaches? Online communities, working with online communities, text analytics, mobile service, this is an online service, but optimised for mobile devices, so the main purpose is to fit in, on a mobile device, which means it shorter and it follows all the requirements on the mobile, that are on the PC-s. Then social media analytics, webcam based interviews, big data analytics, mobile qualitative ethnography, usage of mobile devices, for ethnography, which is a very useful one, I think. It's not a big surprise, because these devices are everywhere, so why not to use them for ethnography study. Let's see the last part of the list, still quite high, I think, with 33%, not that bad. So, wearable-based research like smart watches, other fit related fitness devices, and others. Sensor/Usage/Telemetry data, so these automatically collected data like windows collect uses for a this type of data usage, biometric response, internet environment, crowdsourcing, virtual environment, virtual reality. So, this is the last section. It's clearly to think, that the things that I mentioned earlier, that we can consider all the methodology consequences, and dilemmas and all the things should be considered here.

So, what are my conclusions? – with a question mark, because I hope this is not just a conclusion, it is kind of starting point in the upcoming discussion.

I just collected a few things, that I found in papers and when I went through all the journals, when I prepared for this presentation. Anything also is related with my personal experiences. The first of all real data is increasingly important for a quantitative study. So, working with real customer data is a trend, became more and more important, and it comes from big secondary databases, datasources, and that's why data based modelling became more important, and will be more important in the future. The second one, is about integration. Because we have so many sources to know where that data from. Different secondary data sources, primary data sources, and mentioned a few new ways, how we can collect data. And a question: how can we integrate? How can we merge these data? Because, merged databases may be produced by a new level of mobile device, than using a single database. But, and this one that I highlighted here, it comes with ethical issue, so here we have very strong ethical considerations, what we can merge, what are the consequences for customers. The third one relates to the need for human oriented research methodologies, because of the understanding and interpretation of customers experiences. And here this human orientation seems to be essential. The last one is just link to the combination to quantitative and qualitative. It shows the growing importance of mix methods, for example working qualitative data with computer data analysis. And my final citation is just linked back to a kind of paradigms. It talks about the paradigm shift, because he sees the marketing research as a more ongoing project, business project, linked to normal, everyday business operations, and not to kind of ad hoc specific problem oriented projects. Because of this new data, and this new creation of data, we have to work with. Thank you very much for you attention.

ZV: I think we've heard a lot of interesting thoughts about market research and marketing research trends. The basic question for us in this workshop to discuss about the applicability of the different methodologies and the limitations of the methods in understanding buying behaviour, basically on psychology. So, let me open the discussion.

BC: I just ... on the connection between the four approaches at the beginning and at the end of your presentation. I don't see the connection.

ÁN: You are right. I tried to find a clear connection between the two parts,

which was difficult. So ... the position as two separate aspects, and we have to somehow create the link for ourselves, for our approaches. So, if I'm a positivist for example. What do these new technologies mean to me, how can I, for example, didn't highlight, but there is a popular methodology named prediction markets. Prediction market was new to me, to be honest. I don't have experiences to prediction markets. This is a wisdom of crowds kind of approach, so they collect a very diverse sample, and test innovations there. They don't ask whether would you buy a certain product, they ask what do you think? It would appeal to girls, young girls and members of this panel, answer, if they have a strong answer, but there's no need to answer all the questions what they get. They have virtual money to play with. That's why they believe that we take predictions if they give good prediction to value of the opinion increases or otherwise, and they can create valuable predictions based on these panels. So how does it relate to traditional prediction? The positivist approach will have these objective truths of knowledge. But I only have questions: If I see these new approaches, and I compare to the traditional paradigms, I see some question marks.

AG: I just have one comment. I'm going back exactly 60 years, in Ohio, where you do not believe anyone, but believe everyone. Ergo: we started to collect data for more resources and tried to classify them. And I think this whole idea of consensus, forecasting that you said correctly, this one of paradigms is coming to the floor and I think you brought it together very well. Also the social media has been stressed. The one point I would like to have is my colleague who came from industry, his faculty of recently also is about decades of experience. He says B2B is late to recognise the value of social media, and the word that he's using now „even if we have a world conference, is better called content marketing”. And that's a big turn that I'm still trying to understand. But the fact is, B2B is very big now, but not on Twitter or Facebook, but on LinkedIn. And so by and large he's point is to progress and that you said correctly, he would agree, artificial intelligence and algorithm are coming to the floor. But you still need that combo that you have correctly said, Ágnes. Quant and qual, one view is not enough, using more and more, and try to build that into. And when we did the forecasting by the way in a number of ways, for a decade, let's say from 1961 up to 71. And there is since 73 years ago changed, and it's called OPEC. So forecast for oil etc. wasn't

good. What I'm saying is that, yeah, we have a great part, as you said and you highlighted some very good points and I enjoyed to seeing that, so let's see what the new generation is doing!

FP: I would like to remark, is that, I really liked these sentences, I'm going to use it, congratulations. But on the other hand maybe you should think about more about buzzwords in research of the market. I saw several times that sometimes you just put money in the company, or on some type of research just because it seems to be trendy to do it. Now like Facebook analytics. But, at the same time those Facebook analytics from the beginning were not as valuable, as the traditional research, because of the facts, that the software itself was covering only the public pages, not the comments on the private profiles, that for the beginning it was biased in terms of research. But, nevertheless I really think that the huge shift that is going to happen, but it's still just something that we sense, but we use is this big data. But again, at least, in our case, I do not now if Mr. Zuckerberg has it, but we do not have the good softwares to get these big datas, and put them into the good patterns. So, yeah, maybe we should follow more about buzzwords. I'm totally agree with the critics of neuromarketing, and in my opinion, it didn't proved its value. There are some results of course, but things that we can find out also by applying an old good questionnaire.

VC: I just have some comment for doing research, so you asked us in which approach we are to get closer to. I am wondering if you observed some trends, some revolution, if I to get academic research and/or if there are remarks on differentiation between the academic research and the practical one. Of course the academic has its limitation, doing time or money, or whatever. But practical probably is more under what Florina said, the fashion when investigating things.

ÁN: That compares and mentioned trends relation to these paradigms – even you can see some industry influence behind. So, I found this study which has been mentioned that postmodern is quite popular in fashion, related and medium related studies, or this type of experimental studies, for example, but companies are often still need a positive approach, because they need prediction, they need the feeling of objective truth, whether they accepted the

truth exists or not. But they need some hot facts at the end of the day. That's why you cannot say that there's no need for positivist approach in the future. That's not true. So, there are some trends here, but still I think all these paradigms exist, that are offers us, and we can adjust these backgrounds research questions as well. We can accept more systems and different definitions of paradigms.

BC: I agree with that. We navigate between research paradigms. To social media we gave different paradigm, postmodernism. Going back to the last section of the presentation about market research used by companies and the question is, what is emphasized, whether there are data gathering methods what is lacking, is not data analysis but what is the capability to interpret this huge mass of data. I think it is the major problem of the future being for companies, being to research data a lot of presentations by colleagues, presenting a lot of data and at the end, they are not able to interpret what is clearly inside the data, and we lack competences of interpretation more and more, and I think this is, collecting data, the first point of the conclusion.

AN: Yes, I think it's related to first and third one. We have data, real data, huge quantity, and still we need the human oriented approach in order to explain that.

BC: And there's a few about arts. We have the impression that the more we collect data, the more we're not clever. In fact, the more we are fool. Because many of actors are not able to get something, just mass of data.

FP: If I could bring just one practical example, that I lived by myself. This interpretation, capability is something that you required by the experiences you have at the end of the day, is very-very important. I remember that I was part of a study, and it worked for a very big consultancy company, in order to find it about the regular energy customer, but the analysis from that consulting company had experiences to dealing only with customers from B2C, and from waste management. Therefore all their predictions, and conclusions were completely wrong, for the energy. So they understood not much anything from the data they were collecting and it was unbelievable. So, this is one example. And the second example was about commending prediction

about how different scenarios of liberalisation of the energy market, and increasing in prices of the energy, were impact on the purchasing behaviour of the customers on the market in different years. And the analysts from the consultancy coming again somebody from the big 4 were not able to correlate statistical data, real statistical data from the market with the ones of pure marketing as taken from the customers discussing with them. And none of those technological innovation, at least now, can solve this dilemma. Maybe we can create some kind of arguing, I don't know, maybe in the future, but this would be connected with future PhD doctors, not only students, in my opinion. And I know we have all kind of economical models and so on, but as we know that they are limited at the end of the day. So, sometimes you just need a very good business intelligence department inside the company, you know, that you'll be sure that you can analyse all this huge amount of data.

AH: May I just comment you had this statement that co-creation was much more effective than traditional focus group methodology or something that. Exactly something related to this problem that we have all these departments some people will only specialized in understanding the big data structure and interpretation. The other will understand how consumer is making the decision. So, when they sit all together in a co-creation workshop and realise that they can talk to each other, discover what the other really thinks, that is a very interesting moment, when this whole comprehensive understanding can formulates, and it can happen. So, on of the buzzwords again, I have to say, because yes, I agree with that the very strong buzzwords, like few years ago neuromarketing was, everyone was shooting on us, actually everyone was like, „oh my God, let's going to kill the whole market research, because this is which will be the most important". Now, where do you see it? Really? You don't see it too often. So, the new buzzword, something like conversational insights. Insights were based on sociology in learning theories, insight was a way of learning. Then we had insight managers, so they became like the operational level turn, we have insight managers. Now, we have the insight in the industry – it's all over, everywhere. So, this co-creative and multidisciplinary method or sitting and merging data different types and sort of data. That's just a representation of co-creation, a co-creational workshop is just like that. So, that we'll have to reach all these comprehensive and full understanding, if at all.

AG: Creating words?

AH: Yes, the industries absolutely creating words. So, we have this conversation with insights, ideas, I think insight is everywhere and neuromarketing... Respondents have to look at the advertising, and now we see that, nice results that where the consumer there saw something, and that's exactly what we measured, that they realised that there's a stimuli but you like, but we not understand what they really feel, whether this will influence their behaviour, when they do their purchases, so we just only registered a very simple neuro response to stimulation, a visual stimulation.

AG: And when you have all these free access, you agree that you have become the product?

AH: Yes.

AG: That's a way you pay.

ZV: Let's focus a little better on our core topic, buying behaviour psychology. And the dilemma concerning all the methodological approaches, in the development of market research or a marketing research for long, for many years, participating approach was dominating. I mean the respondents, the members of a qualitative research group act as a participating agent of the process. And now, of course you know, that participating means a certain level of distortion. It has psychological effect, I won't go into the deep analysis for this phenomenon, but it's true that it is a problem in the research. And in the last years of the nineties and the early years of this century, non-participating approach was increasing, again. Ágnes, I have a question to you, first of all, that what is your opinion about the participating approaches in this new technologies?

ÁN: I think most approaches are still there, and used for different research questions. I think it depends on a nature of a research question whether it's participating or not, depends on the method. This is my idea, that I have, I cannot see a trend here, to be honest.



From left to right: Florina Pinzaru, Alexandra Zbucea, Bernard Cova and Véronique Cova

ZV: I think not participating approach seems to be a little bit increasing with the technological development.

ÁN: Because this is one part of the picture. The other one because of co-creation techniques, and the other side of the story, I think that increases there as well.

ZV: It depends on - if a member of a research group, has not exactly information about the goal of the research, it is a kind of non-participating or somewhere between participating and non-participating.

OD: Let me add some points here from the particular part. I agree with you, that non-participating is increasing and will increase. There are generally logical reasons behind, getting hard to reach people. Many years ago we did interviews with electors. Today, would you let in an interviewer in your house? Not really. It's basically, in real life it's not ok, but years ago it was. This is the point, this is the social part. On the other hand of course there is a technology, what is basically available, so if I have data, because you are clicking and I agree on cookies, „sorry, leave your data, then we all give that to Google, and to Facebook, and they are there”. So this is basically non-participating data. Evolutional change driven by technology, driven by the social changes,

and that's why I also think, that all these virtual things that still can grow, of course, it's all about the money. So, the nature of reality is at the end of the list, because it's very expensive now. But what will happen in like 5 years? Let's see the other paradigm, the online communities, what basically a buzzword in 4-5 years ago, all the companies „OK, just let me build an online community, put all the questions there”. But the companies, they are having their own panels. Online community is kind of an access panel. It's just a question how we call them. But now it's totally common, so we can use it, because companies they are having databases of the loyalty card – they have their own data, so that's why the participative research is less. So, there's a whole shifts around our social being, the technological reasons, just hiding this. The other question is, that what we can do without classical marketing research approaches, so that will be a long discussion. But the focus group will be there in 15 years or just online chatrooms?

FP: I think that it depends on very pragmatically on budget as well. For instance taking into consideration just the old loyalty card. If you want to develop something in programming, I don't know, some kind of new structured questions and answers from the loyalty card, and you'll have the system like SAP, it could cost 1 million Euro to develop it. And to apply a questionnaire at the level of the whole Romania, statistically valid, it will cost, with a lot of questions, only 100.000 Euro. So it depends a lot also on money.

OD: Yeah, that's the point. That's why I'm checking the ESOMAR reports and some data on the share of qualitative or quantitative research, I will assume some publication, and it turned out that the share of call increase was by 3% 2019 vs. 2016. So, basically there is a shift, because face-to-faces is going to online, which is easier, but it's not about insight gathering. And understanding of what they consumer things, even consumer of B2C or B2B. It's very much shifting provides are qualitative and insight generation, and that's why you receive a shift there, or a kind of emerging trend of qualitative. And it's even doing trouble. So, if it's not only a kind of local issue, that's what I see.

AH: According to ESOMAR, 2013 is the year when there was a change, in proportion of what sort of data the world actually gathers. And primary data is going down, and transactional data is coming up – so that's why big sec-

ondary and transactional data are buileding up huge databases. There is a big gap of course, what we get from big data, and what we can get from all, and it's not easy to integrate it actually. But there are ways definitely. However, I think it's also very important, to going back to your point on participatory and non-participatory reserach. From psychological point of view, it also have to recognise the trend that the boundaries of intimacy - because of the technological changes - have moved extremely, so whatever we consider that there is a very private information from 20 years ago, it's nowhere now. We just give out everything on ourselves. Partly consciously and partly unconsciously we are knowing we are giving it away, so exactly what Otilia mentioned in countries where data protection is less stable, or less strict, the „IOT”, internet of things, can just stream you a perfect ethnography, you can see the room, the food in the fridge, what the family will eat. You don't have to ask permission at all, you'll still recieved all these information. So, yeah, there are different types of data to interpret today and in the future. And what might be the role of the traditional research? I guess, it's very important to raise the awereness of the quality criteria, so research quality, research can be only quality if certain qualities are kept or applied.

ZV: But, you know the question still remains in front of us, that we can explain better the psychological process of desicisions or not. Is there any development, you know, or we have to give it up.

BC: Maybe we can turn the question as in term of access to the data. I think being a small business or being a researcher beginning a carrear, it's incredible that without paying you can access to a lot of data and you can build your own market research for free if you have a capability of interpretation - always the same problem...- but the data is there. If you ask me something about consumption, I can't go on with it. But if we use social media, I can give you a plenty of qualitative data. Than I can interpret theese data and that could be useful for a company and a company paid nothing. And I can see some students now, doing master thesis, just by doing netnographies on net, on website, on Facebook. They come back with great master thesis, we follow them with participating research. Just because everything is accessible. And I think not just the bad news, I know the frame of intimacy and „private” but it's a good news, too.

ZV: OK, you think that the motivations can be accessible now?

BC: We have for example YouTube with a thousands of videos, people filming themselves, doing it. To sum it up: people go on youtube, and see the videos, what other people did and uploaded, and they click on the dislike/like button, so we can get data from there (trends), and it would be a „foolish” step to make a questionnaire and ask people, because you have the data from the websites, internet. Just link it up, it is free.

AG: So I'd like to ask the two practitioners here. Is the goal to catch the eyeballs and keep them online or is the goal eventually we hope to sell them a service or a product? Or the companies are doing well with keeping them on-line and they actually hoping to „zip” them? Because a lot of people go surfing, and you do not buy, even if they go to the store, they compare it to amazon, but you not buy it.

OD: I really think that we need not necessary, but the market research, professionals both academic and business, need to be defined what we understand on the market research. Because it's not only classical, not only you know, „we create questionnaire, we ask, we have primary data”. Quantitative and then do qualitative, and then we understand it. But, it much more a holystic way, also Ágnes said, we need to define what is the very first question. Because my feeling is that we researcher, only just defining the research question, but at the end, there needs to be a business question. So, to make a decision based on what we make as a research question. And there is a very first question, that we can't find, what methods. And I also think that old methods and online, are also fine. The question is, what we are using for. This is what we need to change, I think, in our mind. That's why I was looking that, marketing was a big puzzle, it could not be a big success, because it's just technical issue. Cannot make it as strategical. Companies are doing two ways of market research: strategical, where they do segmentation, decisions, you know, for longterm; and they do technical researches, now I need to decide whether this application, this webpage, this communication is fine. And neuromarketing is measuring all of these technical questions. Let's say, commercials. But product, it's all a technical solution, but the cost is strategical. And that's why I think it's stuck in this term.

ZV: If I think of a scientific field, the goal is the same, as in business. Perhaps it has even more sophisticated research questions. The goal is the same, we want answers to something, they want to go forward one step, two steps or more in understanding the situation and buying environment.

OD: Yeah, but that's what I'm saying. That this is the question, you want understand that the webpage is working fine, or you want to understand, how people are searching on internet. Two different types of issues. And that's how we need to find out solutions for different issues.

ÁN: That's why I think that participation is still important, because sometimes at the end of the day, you have to talk about your ideas, you have to decide that your interpretation is right or wrong. So, you may have hypothesis, you may have assumption based on what you see. And I think participation is important part of this process. Just a small comment to interpretation aspect.

VC: I am confused with the difference you make in market research. Marketing research and research in marketing. Perhaps, it's because one is more academic, and linked with some research issues. And here's the one is more applicated, and managers use. And the link between the both, I think it's quite objective. Because we are not speaking about same things. I understand that it's very interesting your presentation at the beginning. But in fact, it's seems that if you want to put in something that really different, this is not in academic research where to take the practical management. But it's just only one kind of our contribution in our research - theoretical contribution, not in management, methodological tools which are also differs from management - this is different from management, so how is the contribution for a manager.

ÁN: Yeah, that's why I wanted to start it with a scientific approach. And to use this approach as a basic one, and then I edit these trends, just to see what is happening in business, because there are some linked with the two acting, however the requirements are very different. That's why these are really two things. Apple and orange. But, I can see the link between the two, so yes, I can see it a scientific research and a business research. Sometimes it's easier to sell a study for business, and you can then publish it. Because you don't have solid data or good enough for a certain journals. But yeah, there is some conflict.



From left to right: Ágnes Neulinger, Florina Pinzaru, Alexandra Zbucea, Andrea Huszák, Véronique Cova and Bernard Cova

FP: All you have solid data, but actually, let's say the algorithms, you used in order to interpret it, are easy to be understood but what if for example journals are not interested in it. It can happen.

ÁN: Too simple.

ZV: May I have a comment to your presentation on market research trends in 2019. Does it mean that is qualitative dominating experimental research?

ÁN: Yeah.

ZV: Because in the decision making research especially in psychological sciences there is many experiment based quantitative research – quantitative generalization.

ÁN: What I found, it talks about experiment as a quantitative study, but still it also emphasized the qualitative approach of deeper understanding. That I found the relation between these. They just talk about these two things, that behaviour understanding is a key and hot topic.

ZV: That's why I think it's important to communicate with psychological research.

ÁN: Fully agree with that.

ZV: So, for example in the articles of journals of marketing, but in the Journal of Mathematical Psychology as well you can find very interesting experiments.

AH: Basically, the big question is how the human mind works. And you studied from scientific point of view, and the business which studied it for profit, for its own purpose. But basically, the very big question we all want to understand, and really know how customers make the decision?

VC: The question is not only to know how we decide, how is our practices. And not only to understand what he does, but what he really thinks. The question is if body is more important than the brain.

AH: Yeah, probably, how it works and what is its language. And then we can interproduce, like we don't know that language, and that kind of means what you are just saying, what's that that there.

FL: What are the motivations basically? Behind the decision.

BC: Too match consumer behaviour... they don't know how to be consumers, and most of the consumption is about people consuming together, and not just someone, and make the decision – no, most of the time you don't make the decision. We had lunch together in the afternoon and then I'll be influenced. We have to reinvent „consumer“. And that's why online communities are interesting, because you have to investigate how people do together, not just isolated consumers.

ZV: But group decision, group consumption has equally got psychological aspects.

BC: Yeah, but not only psychological aspect. I don't think that psychology is

the best way to look at group decisions. I think technology or sociology and so on. We must cross disciplines. And if you don't think with psychological, you just think about the cognitive and the brain – the brain of one person. One person is at the moment is with others.

ZV: Cognitive approach is not the only approach.

OEK: We try to study emotionally aspects as well, motivational aspects as well, but study online consumers and the analyzation of comments and others is very important in these studies. Because they have a fact...

BC: Reaction to ones. What Andrea said, we want to know, but I don't want to know what they want.

AH: What I said, that it's not the cognitive focus here, it's just the mind, the science of this and how they make all these decisions, the influences, the social aspect.

BC: I think totally different, the ways of seeing humans.

ZV: So let's go on. I pass the word to Orhidea to give us an insight of the psychology approach in research methodology.

OEK: Let me present you a big picture of my results related to psychology of consumers, consumers' behaviour. Central to our definition of consumer's behaviour are affective, cognitive and behavioural responses of consumers. We have studied online consumption generally, the decision-making processes, and we tried to understand the e-commitment, e-satisfaction, and actions of online consumers, psychological aspects, motivations behind the transaction, for example. Furthermore we tried to capture impulsive and compulsive buying behaviour as well. We used different qualitative and quantitative methodologies to find answer to our questions: we study consumers' behaviour using physiological data, we use survey methodologies, but focus studies as well, - and I am going to present some interesting results from these different studies. Generally we use qualitative methodologies for preparing surveys, experiments or for further interpretations of results which was collected from

the quantitative studies. Therefore we collected data from focus group studies related to expectations of online consumers, expectations related to online platforms, webstores. I will present results related to the most important webstore characteristics, some of them are for example credibility of informations about products, privacy of data, data protection, data management etc.. These aspects are in close relationship with risk perception of online consumers. Risk perception has an impact on searching for products and on shopping and buying decisions and depends on presence of specific information about stores products transactions, buyer process etc.. One of the most important aspects is the possibility for exchanging opinions with other consumers. We used more but different groups, therefore we couldn't collect representative data about consumers' expectations. After the focus group we planned a case study as well, we tested Bookline, which is one of the most popular webstore in Hungary for shopping and buying books. We test this webstore using some important usability criterias, and we found that the more important criteria are: the possibility for personalisation, interactivity, possibility for exchanging opinion with others, discussing with others about the books. However these were the most important criteria, the satisfactions with them were the lowest. These were those aspects, which need to be developed in the case of Bookline. However these results were very interesting for Bookline, were not valid for the other webstores. We couldn't conclude that these criteria are as valid as we could use them for developing surveys, further experiments. Using qualitative methodologies as focus groups or case studies we met with problem as a validity of results. For testing these criteria we could use other qualitative methodologies as well, known from web usability studies, for example heuristic evaluation or cognitive walktrough. In heuristic evaluation evaluators, namely consumers make judgments about fitness between page characteristics and some well-known design principles. Cognitive walktrough is focusing on how easy is for users to perform some very specific tasks (for example buying task) using one webstore. These type of methods can help us in preparing surveys and experiments. Therefore we could use these results in developing a laboratory experiment. In this lab we collected primary data from video recording, we recorded behaviour of users, we collected data about movements with keyboards. Furthermore we measured mental effort of our users monitoring how the mental effort varied under the interaction. For recording emotional reactions we measured electrodermal activity of users.

These psychological and physiological data was used to study decision-making of our users. This experiment took an hour, we could test 13 users. After the experiment we made interviews as well and we used qualitative methods for understanding every aspects of the interactions. Here the qualitative methods preceded and followed as well our quantative procedures.

Three years ago we started to study impulsive and compulsive buying behaviour using survey methodology. This study started with focus groups, with qualitative methods as well. Our goal was to understand and to know the main psychological aspects behind the motivation of online consumers. Then we studied compulsive and impulsive buying behaviour using valid clinical tests and surveys. We tried to identify motivations behind online consumption, the main question was: *how can we make difference between compulsive internet using behaviour and compulsive buying behaviour?* First of all we tried to identify the main motivations behind online buying and shopping behaviour - immediate positive feelings, unobserved buying, avoiding social interactions, product and information seeking -, using online and offline survey methodology, and we tried to validate the test of Kukar-Kinney et al from 2009, which was used to test motivations related to shopping and buying on the internet and compulsive buying behaviour as well. We identified four different consumer groups: compulsive buyers, who show the highest scores in all shopping and buying motivations. The second cluster was named the antisocial product and information seekers, they show the highest score in the product and information seeking motivation and low scores in the other motivations. The third cluster had a high score in the product and information seeking motivation, but low in others; and the rest of buyers were classical, bricks-and-mortar buyers, who show the lowest scores in all motivations. In this sample the prevalence of a compulsive buying behaviour was very similar to the prevalence of compulsive buying behaviour generally.

In this study we found a lot of significant differences between consumer groups. There were significant difference in unobserved buying behaviour, in the product and information seeking and in the immediate positive feelings between compulsive buyers and normal buyers. Furthermore compulsive buyers show higher hedonic motivational tendency than normal buyers and

they are more prevention focused than promotion focused. They try to avoid the risk-taking in online buying process.

In the second phase we could validate the previous results: compulsive buyers show significantly the highest value in the unobserved buying, in avoiding social interaction and in immediate positive feelings, but there were no significant difference in the product and information motivation between the consumer groups. We couldn't find evidence for lower satisfaction level with life, for higher sensation seeking in the compulsive group. We tried to validate our survey using some valid clinical tests but we couldn't find significant difference between normal and compulsive buyers in clinical aspects, just in BSI interpersonal sensitivity and BSI paranoid ideation. What does it mean? Who are our compulsive buyers? Is this a compulsive internet using or rather a compulsive buying behaviour?

FP: If I can joke on this, because this is the end of the workshop, because I take it a little personally, I'm one of those customers. And I'm very happy, you didn't find any correlation. So like an anonymus alcoholic... I'm Florina, and I'm a compulsive buyer on internet.

OEK: So summarizing our experiences: we used questionnaires, clinical tests, experiments for testing psycho-physiological data, we used focus groups, case study, structured interview method, - qualitative and quantitative methodology – as well. *And what are the dilemmas?* The results from the tests are just probabilities, because psychological tests show just probabilities. Sometimes we had validation problem for example with Kukar-Kinney's test, because it isn't validated on the Hungarian population. Furthermore we couldn't controlled the sample, because sometimes we put surveys on some internet platforms.

What is the solution? It is important to use different methodologies: to collect psychophysiological data, to use neuromarketing, survey methodology, validated tests, interview techniques, focus group, case study experiments, etc. but all together and finding those consumer groups which could be representative depending on our goals. And if we have, for example, motivational questions, psychological questions, it is very good to use groups which are diagnosed, or which are known. To avoid problems of interpreting our data.

Our very different kind of data. I think, that this is the psychological problem with studying the consumer behaviour, so it is important to study cognitive behaviour on the level of perceptual information, but motivational, emotional aspects of the consumption, as well. And behavioural – what are our consumers doing, in front of these type of online platforms?

ZV: I have a question. If I understand well, first of all we have to find a homogeneous population, by a diagnose, before starting the qualitative and quantitative research?

OEK: Yes. Our study starts with a quantative methodology, and then we need to use some qualitative as well, or forse something about these complex behaviours.

ZV: So, before you see the results, you have to homogenize...

OEK: And this is for validation as well, it should be good for validation as well.

KF: And how do you characterize compulsive buying behaviour by the marketing or the frequency of shopping or purchasing? So, was there any idea of how much they buying things, or purchasing, or the frequency of purchasing on online?

OEK: Based on the motivation behind the buying and shopping. We can say that they buy more then normal buyers, but it based on the motivation. All the social interaction, buying the services and having the positive feelings when they are in the process of the buying.

ÁN: For me, it was very interesting how you combine different approaches, and my question relates to this: what would be your order of preference based on the usefulness of these methods – it would be the highest, so the most important, what would be your order, based on what you learnt from these methods?

OEK: I think it depends on the research question, because when I want to prepare what will happen next as an experiment or in survey, we can start

with focus groups for example. But, a lot of focus groups, not just one focus group...

ÁN: But what if it's a very intensive project, what would be your ideal order?

OEK: I think that the order was OK. I would start with survey methodology, with testing a big population.

ÁN: And through the survey you cannot understand the real problem... so this is what you suggest? So is it crucial to have a survey?

OEK: I think yes, because we cannot find our compulsive buyers in normal life. These people try to avoid the social interaction, they try to buy, for example at nights, when the family is sleeping and so it's very hard to find them.



From left to right: Andrew Gross, Otília Dörnyei, Cintia Virág (student), Klaudia Angyalosy (student), Orhidea Edith Kiss and Zoltán Veres

ÁN: So, it is a kind of screening to find the right type of buyer.

OD: Can I ask, how is your source of online sample? So, where is it from? It's

from your source or is it from some panel, access panel?

OEK: In the first research, we checked to find personally consumers, who buy one or three times per months - these are online buyers in our definition. And we tried to find them. In the second research, we visited the big plazas in Budapest, for example WestEnd and so on, and in this case we tested all buyers, not just online buyers, and we used face-to-face questioning of our consumers. And from these very big sample, I tested just online buyers.

OD: But is it weighted at some point of online buyer population? Because we know what age, what location, online buyers live. And I just think of representativeness of Hungarian online buyers.

OEK: This data were from Budapest. I think that no, it is not representative.

ÁN: But you could still wait for the shoppers from Budapest.

OD: I really think that you share at some point, it's Budapest focused. Because online shoppers are living countryside in small settlements, because they don't have their access, that they can go to stores. So, the behaviour of online shopping whether you are doing it in Budapest, they are living in small settlements in Hungary.

AH: And we also have this thing that now, there's this showcasing, written more to shops to attend showcases. People go there to look at products, and they go home and shop online. So there are showrooms - not showcases, sorry -, so they use the shops in a different way than years ago. So, I think it's an important dynamics in study of online shopping behaviour.

OEK: We have a question on it. Or they choose products online, they go to plaza to try, and then go home and shop online.

ZV: Just thinking of representativeness, what is your opinion about this new trend, not really new in the last 10 or 15 years, this semi-quantitative analysis of a qualitative information? It's a big business, but from methodological point of view, what do you think about it?

BC: I know that academical methodology is not really accepted to look at a frequency of the scores, of the words, qualitative, quantitative, so it's not a big deal in academic research.

ZV: But is it a good tool for interpretation of a manual analysis of the information?

ÁN: Let me answer with a question to it, please. What if we have a huge amount of qualitative data? For example, I'm making an analysis on online comments towards something, this is qualitative. However I would say, just to mentioned, few of my students, usually do this for master thesis works, so what if they analyse let's see 5000 comments, if you analyse a few month, or of a platform you have several of comments. It's really quantitative and there is a quantity there. It may have a meaning to calculate some percentages, which is not generalisable for anything, but valid within the context that I analyse. So for example, if we use it as a case study, some of my students make a study of trolling, trolling behaviour on online, and she analysed the different tactics what these trolls do. And the percentages were really informative about to be aggressive, to be supportive, to be whatever. Not valid for any other online communities, that's for sure, however it was interesting to see within that particular community. I think at some point, it's interesting to see percentages.

BC: Because you cover risk of using the meaning which is from qualitative sentences etc. and focus too much on the frequencies.

ÁN: But, what if we can keep both?

BC: Yes, but as far as I know it's not something which is really sought by supervisors even reviewers and in marketing I see a lot of frequencies, stuff like this, quantative stuffs, basically on qualitative data. And I see that the reviewers are always.... doing quantative and qualitative data, because it's doing quants on the first interpretation – what is the meaning. Because if you just do what on the basic word analysis, you lose every meaning. You should try to overinterpret data, it's difficult to justify. That's why I say, not easy to get to accepted in the academic field, but sometimes – you are right - it gives a direction.

ÁN: Yeah, that's true, it's a difficult one, but if you follow certain rules, for example double or triple coding for meaning and you are able to have a high overlap between different parts. That can help you in interpretation.

AG: I have one question, a central question for you. I am an amateur in this field, I confess, I don't shop online, but you mentioned Bookline. So, I'm still collecting in my old age of books and in the US, as you know Amazon is a big one, and there are different costs for different shipping methods and some of these old booksellers are making a money not of the book, but shipping, they charge for dollars. What very few people know in North-America, that there is a Canadian subsidiary of Amazon, which specializes in books, called e-Books, in Vancouver. And it offers free shipping for all books, no matter what. So, my question: in Hungary or central Europe, or all over the EU, are a different price for shipping or not? For shipping goods. I mean if you buy, do they charge separately for shipping?

OD: Yeah, they do. But there was very much who did not, but now they are in big trouble, because they cannot increase their prices, because consumers are used to free shipping.

FL: They don't define their prices based on the distance of shipping, but the amount of money to spend. It's not that big country.

ZV: I have another question about opposite philosophy, opposite approach. To finetune the representative and quantitative data in a qualitative phase followed. Let's say focus groups, with the same population. Because from statistical point of view, it can be attacked, because the second phase is not representative. And we want to finetune a quantitative result to better understand the results, but in a non representative environment.

OD: Let me tell a particular example. There are series on TV-s, in Hungary, there are a lots of new series now, and we tested them in showcase that 50 people were sat down in a room and they watched the first and the second part of the series, the TV shows. And then filling a questionnaire, quantitative questionnaire, on evaluating different characters, the place where it's played. And after that, there was a quick evaluation, and selected 8 people were put together in conflict focus group. So we definitely selected four very positive one

towards the show and another four who were very negative. To sum it up: the focus group contained the people who liked the show - had positive opinion-, and people who didn't like the show - had negative opinion-, and it's working very-very well. So, doing two broadcasters. So, in that case it was working.

ÁN: I just join this opinion as a question of screening: if I know what type of customers I like to say, and learn more of them, than it'll work. It's not representative, but if you know that, an uncertain meaning there is within the group, let know more about it, take it as a good. It's very useful, very beneficial. It is for the interpretation, only. And in analysis, you have that: let's say women, men, different age groups, and if I'm uncertain of one group, the meaning there because it's contradictory, that's a dilemma, for example, why not to ask them with the certain profile. This is how I would use, how I used in the past.

ZV: It can happen that based on the result, we do qualitative interpretation at the end of the process you will have main shifts in the quantitative results. That's the statistical dilemma.

ÁN: Okay, I see your point now.

VC: But I think that it's perhaps all the questions are of context. For example, what is your field and a question is for example „Is this bottle is half empty or half full?“. And what is the „half“, that is your 50% quantitative thing, but your own interpretation of this basic number depends on the context. For example, if you introduce some variable of emergency. If you're about to detect so. But if you are in another context you could only focus on the empty part. And so, you never lies according to another. Only you take in consideration the context. And I think you can interpret, you can present qualitative way of a quantitative data, because you put another information about certain context of a phenomena of the situation. And it's really a good thing, I think so. And you can argue that offer the bottle empty or full is can be considering in different way according where, what the situation is, who is considering the phenomenon. And so all these things are of comparison. What is the environment of social culture, physical, demographical what is the environment of the facts.

AH: I totally agree, that through my all carrier I was a qual researcher in the business. I have to protect all the time my area, because everyone's asking: what we have the quantitative data that statistically validated and so on, and I always have to say, „what I studied, and what I am answering is apple, and yours it's orange". And that's thing we don't compare – an orange to an apple. So, we both contribute in a different way, and I have my role, with my result, with my interpretation and you. That's again the point of how you interpret, and whether you have the intellectual capacity as a researcher, or as a result user, or manufacturer, whether you really understand. That what you use this one for, and what the other result for.

BC: But the interpretation is limited or bounded by the context. As compared to the academic context in a business context, you know what counts is the best explanation of the phenomena and you can mix everything and the customer will be happy - it's all up to you. I think your question now depends on if it's an academical or business context.

AG: On this side as an academic who has mastered of econometrics and other things like engineering and looking for high R-squares and multiple regression and on and on. So, what I'm saying, there is a time to show a quantitative technique on knowledge more. Somebody or several people said here interpreting the data and to me that's were business and learning from others. I would say that management, marketing etc. are truely half way between art, very creative and you cannot explain it, and very hard science, business is in between like pottery. And one expert use that example, because his wife is a potter, and I thought that it was very clever. And that's for sure, that business is really a combo of that two, and most important we have to do good quantitative data. And than you can say something more confident. That's my view.

ZV: I have a provoking question to Orhidea: what's the reason that in behavioural research researchers can accept wrong conclusions. Let's say a few experiments and not a big sample, I think for some people it's correct, but I don't understand the generalization. What is the reason, let's say experiment with forty students. They can publish, they publish it, as accepted result.

OEK: We have experiments by the psychologists, but we have other col-

leagues as well. We use quantitative methodologies. Some of my colleagues use these types of methodology with 30 persons, but not in the all, for example social psychologists use big databases. Or clinical psychology uses cases, for example. Just cases.

ZV: Can the results be generalized from small sample experiments?

OEK: Yes, because we have a lot of data. For example, I present you an experiment, when we collect psycho-physiological data. This type of experiments need one - one and a half hour, we can collect a lot of data about one person, and I think that this type of experiments could let us to in-depth understanding of the functioning of the human – brain, emotions, motivation.

ZV: In a generalizable way?

OEK: Yes. But I think after this type of experiments we have to use service for gaining a lot of data, related to the phenomena or qualitatives for example, using interviews, focus groups to interpret our data. So, not enough to use just experiments with 30 persons.

BC: Just a question, Orhidea. You use a concept variable, we do not use it. It's mental effort of the consumer. Can you explain really what is this, and how to measure it?

OEK: We measure it with using heart rate variability. So, because this heart rate variability can use as sign of mental effort. And mental effort is the hardness of performing a task for example, which can be measured by the time, by amount of mistakes, for example.

BC: So, the consumers who shop online, is the number of time or mistakes you make, you change ideas before buying something? And you measure it by mistakes and time?

OEK: Yes. And with our choice with the variability as well. You can say the curve of your mental effort in this case. Simultaneously with your mistakes, and with your time used when buying something.

ZV: Another question: have you found personalities in this field of research that is anything as a clue for evidence and significant difference between offline and online behaviour? Can we segment the market? With hundred percent validity from this point of view? Typical online, typical offline shoppers.

OEK: Yes. I think. We see the different behaviour between online consumers and offline consumers. For example, in risk-taking by the behaviour.

ZV: The risk is different, I think of online and offline.

OEK: Transaction, which are invisible for example.

ZV: And is this the volume of the typical online shopper increasing by young generation?

OEK: Yes.

ZV: So offline shoppers will disappear?

OEK: Maybe. We don't know.

OD: The frequency is changing. Basically the penetration of online shoppers is 50% now in the Hungarian population, but those, who are over the online shoppers, shop more frequently. That's the recent change. And I also think that there are what kind of category of people are online shoppers and offline shoppers. So this can't be different case if it is books, or tickets.

BC: Industry does matter.

DO: You know, the involvement is very different in different cases, so for example you book a flight what we do online, but you don't buy shoes online.

OEK: We have a problem in the definition of online consumers. We use frequency on multiplied type of amount as consumer online, and time of product – not just tickets, not just travels and so on. Products which could be.

OD: And I'm also thinking that it's the involvement of the price. I don't know, it's 10 euros, or 1000 euros. So this is a different thing.

AG: Are they Hungarians or are they foreigners?

OD: Hungarians.

AG: Glad to hear that.

ZV: But online surgery can never beat the markets...

AG: How about DIY?

ZV: It's a matter of technology.

BC: Just a comment. There was something missing this afternoon in your analysis, something called brands. Internal involvement, internal market research. Why don't you speak about brands? There's a role of brands in compulsive buying, but you know, you were not speaking about brand names...

ÁN: Part of the picture. So, when I talk about online nature of communities, communities are there. I talk about different research approaches, yes, brand is one of them. I didn't want to emphasize branding too much. But you are right, I could have talked more about this topic as well.

AG: My colleague who comes from industry, in Cleveland, Ohio and working academic, if you developed this picture, he would say enterprise AI companies. There are hundreds of brands... AI changed the marketing forever, it will dosomething with B2B as well.

OEK: We didn't arrived yet at this stage. We continue the interpretation of our data, we have a lot of data.

AG: I hope to see it.

AH: I found very interesting in your presentation where you mentioned, it's the part of the online activities of online consumers, important to have comments from other, and recommending and evaluation of other consumers. So what others say. So, this social aspect lurking into an online and isolated situation of this case, it's just very interesting. That you are sitting alone in your room and it's still seek for evaluation from others, what you also mentioned. Which also brings in for me an interesting thing, thinking of the chatbots or automated comments, totally fake comments from quotation by others, by artificial intelligents, content marketing, basically. So this is how this come together, so this social validation is so important for us, humans that it's like lurking into these levels to influence us towards prefer such brands or making choices favorable for different industries. So, I think it's very important, that you also have this as a result in your study.

ZV: If there is no more comment or questions, let me thank you for your valuable contribution to the discussion. And in the hope you enjoyed our symposium, see you next time. Goodbye.



MODULE 2 ORGANIZATIONAL MARKETS

BC: This topic is not highly developed. Experience is a word that is being used in consumer marketing, but in business marketing it is not really developed. I tried to look at what is the customer experience in business markets. ...the more transactional dimension and I use the call for bidding process to look at what is the customer experience in this case. And we will jump totally into the middle, when purchaser, customer experience totally ludicrous. Which is participate to affair to an air exhibition like Le Bourget in Paris. Those are customer experiences in business markets and they are totally different. And difficult to aggregate under one umbrella of customer experience. That's why I propose the following agenda based on my former research:

First to focus on pure transactional episodes in business market. When the customer asked to buy something through bidding process. And this will allow us - thanks to a result of a research - to open some black boxes of business marketing. We will see that behind these words there is reality, but they are much more complex than what we think when we use these words.

Then we will jump into the non-purchasing customer experience. We will focus on how buyers and suppliers develop relationship through extra business episodes. We call that parties, business parties etc. And we will see that even if there is an extra business episode they could be really efficient for business.

Just a bit of methodology. From thirty years my work in B2B is a qualitative work, searching to take a kind of ethnographic look to organization and inter-organizational relationship. The basic idea - even if it's not always achieved - is to live with the people doing buying and purchasing and marketing in a business context. So, it is not about data, quantitative data. It's about sharing the experience of the actors. When it's possible to live in a marketing department or in purchasing department, to really live the experience, this is achieved through long, semi-structured interviews. And our favourite theory is grounded theory. We searched to not to rely to already existing theoretical framework to apply them. But to get something from the field to describe what is happening in the reality. So, let me tell you about something because a completely different picture from what we have seen yesterday. Yesterday

we have seen companies, many companies trying to design experiences. For the customers. When we look at what is happening in the business context we look at purchasing department, organising processes for the suppliers. In a nutshell if we use these two axes - when we think about a transaction - the customer is able to anticipate the transaction or he/she is just adapting to what has been developed by the supplier. Or is the supplier able to anticipate the transaction or it's just able to adapt to what has been requested from the customer. Normally the marketing mix model is there. A company think about a customer who have a need for shampoo. You will buy something from Procter&Gamble. You will buy something designed by P&G. The product is on the shelves is Spar in the channel in the retailer shop. The retailer shop is already selected by the company, the product is selected by the company, the price is also selected by the company or the retailer. And the communication is defined by P&G. You, the customer, you are supposed to be the king in consumer markets, but you are just to select between the different offerings, anticipated by the supplier. The majority of a power of decisions is in the hand of the supplier. It defines the terms of what will be provided to you. When we go to business markets, most of the time it's the contrary. The power is in the hand of a customer. The customer defines what type of process he will use to get what he wants. He defines the classifications, explains, what he wants and the supplier – they have to adopt to that, trying to be compliant with the requirements of the customer. So it's a completely different experience. We say that in B2C market there is an asymmetry of information in favour of a supplier. Where else in business markets there is an asymmetry of information in favour of the customer. He is the one who defines what he wants. Just to have an image of that, business markets function as if when you want a shampoo you go to the supermarket, and you say this bottle of shampoo is OK, but I don't want it like this, I want a name, I don't want the name of this brand, I want to change the name of this brand. This is part of the customer experience function in business market. The power of defining the experience is in the hands of the customer. We know that now especially in terms of co-creation we have more and more cases of co-development of the experience in consumer markets between the supplier and the customer. They both define the experience.

But we will focus on that. And you will see that the game, the experience is

totally in the hands of the customer. Just I aggregate a lot of different cases of my research, to produce a kind of big picture. You know that in a lot of bidding, in purchasing processes in business markets there are several steps. One of the major step is to send a request, a customer sends a request for proposal to a dozen of suppliers. Most of the time they answer in the time devoted by the customer to that, and the customer is with twelve different proposal. At the end he has to make the best choice. The experience of the bidding process of a customer is to make the best choice. And to do that, there is another step in many of customer experiences in business market, is the famous shortlist. If you have a chance as a supplier to be shortlisted on the bidding process or purchasing process you are very lucky, because you are among the 2 or 3 suppliers selected to continue the discussion with the customer. Again, most of the time you don't know if you are selected on the shortlist. All the information is in the hands of the customer. He masters his experience in order to have more power. And the aim of the game the consumer experience is to make the best choice. So most of the time at the end of the process on the shortlist it remains only 3 suppliers. The one with the best offer, let's say the most functional, the most exciting technical proposal. The one with a lower price. And the one with the best relation, the supplier with whom we are used to work, we like to work, etc. And the key of the successful customer experience is to ask the usual supplier - we call it the "best relationship supplier" - to improve his offer looking at what is going by one of a competitor and to lower his price. And when the purchaser is able to get that, he has achieved a very satisfactory customer experience internal purchasing process.

So you see that we are thousand years from consumer experience in consumer market. The key term is asymmetry. Asymmetry is in favour of the customer. When even if we have a lot of discussions in marketing saying that the customer is the king, but it's fake. The customer is not a king in consumer markets. The company decide a lot of what is your experience. Think about Microsoft, Apple, etc. they decide for you a lot of things. So to continue on this first kind of customer experience for purchasing experience most of the time when we live with engineers with commercials with project managers, in business companies. They have keywords. Even magic words. The specifications! the SPECS! When they say oh we get the specs of a client, we have to be compliant to the specs of a client. You have the impression that they receive a table and

they have to stick to that. And then there is a keyword the CLIENT. The client wants that. Don't you remember that the client asked for that! etc. When we really lived and had the chance with companies throughout process of call for bidding and then the same time before being a professor I was a sales engineer. You will understand that all this are the reality. For example, specifications. When as the customer I finally able to gather all the needs at the internal level in my entity where I work to request a supplier something, I am able to write the famous specifications. Inside my company everyone is like, everyone says: yeah, but it's not what I want. So the specification you write is a result of an internal negotiation. And no one agree totally with what is written. When you take a while to organize the bidding process then you send the specifications to a client, to a supplier in the meantime the ideas of many internal clients you have in your entities change. They want something different. New technological development. So at the end what you send to supplier as a request for proposal is not really what you want now. When it's complicated purchase, you ask, you give one months-six months to a supplier to answer. Even at that time the development continues, and in the mind of your team the ideas change. So at the end, when the supplier works on the specification is a kind of all picture of what was your needs some months ago, but now you do not agree. And at the same time in the supplier thinks that these are table of a law - so this is a major problem.

The client - it doesn't exist such a thing as a client in business market. Maybe it exists for quantitative researchers but for a researcher when we are inside according to a phrase of a process actors are entering or quitting the so-called buying centre. Which is the group of actors governs inside the so-called client entity to buy something. And you do not have, you do not fit never with the same, you do not deliver with the same actor. Finally one of a major contribution of IMP Group is to say: when you work in business markets not pure economy market that works connected actors that influences each other. So this is really reduces synthetic contraction of a buying process for something a bit complicated not commodities in business markets. And you see about the steps are several, the duration is long and you are in a cycle, it can repeat itself. So when you send, when you define the specification and when you are while at a shortlist and you negotiate, you do not have the same needs, same idea in mind etc.

Some suppliers are not flexible enough. They say: we are work on a specification and many of a French engineer they say it's unfair, we are not selected, we are compliant with the specification. But the client, the member of the actors inside the client, they have nothing to do this all specification they wrote. Most of them. Then you, actors. This is a real game. Companies fault but it's a real case. The one, the call for tender is Mr. Jan in the south of France from this company called Metaglass. But this plant is dependent from the European headquarters of the company. With your purchasing at Mr. Hauser. And the final decision makers are in the US, but they are also a consulting company. All this is the client. So at the beginning when you are supplier maybe you are in of Mr. Jan. But at the end you discover there are all these people and many more but enter the Buying Center. So what is the client? The site of a plant 0, the European company, the US national, the engineering company – no one! All these. So that's the complication. If you have a project. You know when we have a project pyramid. And you could be a supplier for a customer, who is a supplier for another entity, who is a supplier for the final customer, owner. So where is the customer when you speak about the client in this kind of context? Everything is much more complex than in consumer world.

And then finally if we look at the pure economic view of the market, we have the demand with the customers and the offer with the suppliers. In fact the game is biased by the fact that they have a few suppliers, the have - when they worked for example in the aero industry - we have full suppliers around the world for landing and we have 10 customers around the world. We merge with one of the suppliers we were illegal agreement with them. Many of the customers disappeared. So it's a small game with a small group of actors. Everyone knows everyone. Everyone is in contact with all the actors, for the network - industrial actors, business actors. But at the meantime you are also the blink base of non-business actors. So if you do, if you think about the customer experience in business market - what is the customer? when is the experience? do you take a rule, a purchasing process or do you take just an episode? ...and in what kind of market context this happens? So. For me the concept of customer experience when is comes to transactional episodes in business market is quite tricky to use. Because we don't know where to put the limit. In term of time, in term of period, actors, etc. That's why I

still amazed when I see some papers about customer experience in business market. And when I read the paper, they speak about business markets, SP Hewlett Packard paths, where they said something standout, with a small amount of money. But the rest of the case in the business market customer experience is difficult to define.

Let me go to where it's easier. When you are at relational episodes. Why do we add a relational episode? Because buyers and sellers, customers and suppliers they want to maintain connection between each other in order to gain information. Between business episodes. So they start to develop relationship. Mainly during business episodes. They use what we call extension of business episode like lunches, workshops, trips to develop this human relationship but we all know that business marketing is about extra business episodes. And that may the frame of business marketing. Saying oh yeah the agreement made between this guy and this guy during the golf game or during a football game or in the concert, and this impression, everything that I shown to you during the transaction is fake because the decision is taken during the extra business episode. It is not really that. The extra business episode is there to exchange information. For example if there is an asymmetry of information between the customer and the supplier during the bidding process when they meet during a fair, exhibitions, a party, there are no more asymmetry and I show you why. And there they can exchange information. And one of the best trick of business marketing is to develop relation outside and in business community where there is no more asymmetry of information. So, this is where we can develop ethnographies of customer experience. Business parties. An air show for example is a 2 weeks event where 2 weeks where customer and supplier meet. For the general audience they think it is about presenting technologically new ideas and looking at trials of new solutions. But this is what the public see, and this is where everything is happening. Where they are developing hospitality to host their customer or supplier they have dinner, they have parties during the 2 weeks of the air show. And then they develop relationship, human relationship. I will not tell you about this case, I will tell you about the smaller case. Which is a case of Marseille, in a city where we lived. There is a tennis tournament, which is not a big one, it is not a small one. If you think about tennis, most of the winners are very famous like Federer, Wawrinka etc. It is a 25 years old event. At the

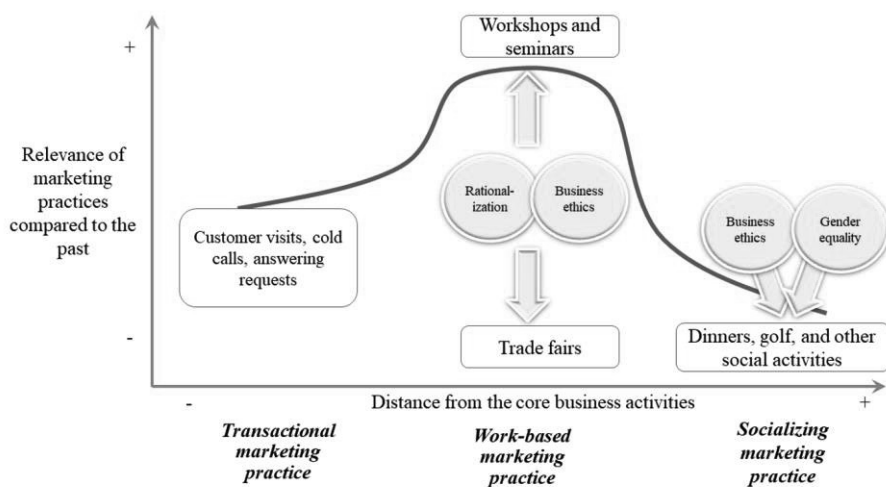
same time the sport event and a party event are held. People go there to see a game and to party during the evening. That's maybe specific for the French, I know some tournament less oriented to lots of things. But in Marseille there are even people who are going to the opening of the tournament just for the party not to look at the game. This is one of the major event of the city in south of France, so it's supported by the city, the mayor of the city, they participate. IT's supported by the metropole, which is the agglomeration of town around the city of Marseille etc. and it's supported by the Conseil General of a region. And always people they don't just give money they come for a week all the major decision makers of these 3 entities they participate to the parties. To organize this event public money is not enough so the organizer of the event they ask for companies – not one – to sponsor the event. Look at that. Bombardier - which is doing rail vehicles - was one of the partners when we made the ethnography. Oh! There was a renewal of the rail vehicles of the tram of Marseille forecast some years after. VEOLIA is in charge of waste management, know that maybe its way a big problem in the city of Marseille. SODEXO is a catering company, ONET is a cleaning company – they are master partners. They don't support the event to influence the public bodies. They just participate to be there with them. So these are some of the contact we get from these people. The number of political decision makers and future partners to met in the five days totally partnership with the open 30 tournament. They come to meet people. By going to the open 30. I know that during the week of the tournament I will make unexpected meeting, *but all in a relaxed atmosphere*. And the end of the sentence is the most important. We changed the rules. And there is developed, and this will be the end of my presentation. The specific case, what we are call "Village". Hospitality inside the partying section of the event, which is made for these partners to host the people they want. So we call that following a liminoid zone. A zone where the status of the people is changed. There is a section called the Village, which is designs around thematic stages and we come back the end of the theme and experiences. The theme of the Village changes. And the Village is only accessible to the ones who all the specific part. The public the audience is not able to come. Just the people invited by the partners. And they in order to show that this is something different from usual life, they elect a mayor of this small Village. Who is a member of one of the companies of the public body. They exchange business cards. Everyone is coming with his

/ her pass, number pass, there is only name and surname or nickname. There is one called “Mitch” for example – only his nickname. So everything is organized to allow business people not to feel in a business situation. Speaking about contract is prohibited. But we don’t care. It’s a kind of politeness. But they speak the best is to develop relationship and to call people after. So this is the sponsorship manager, SODEXO say *“It reminds me of summer holiday camps or sports’ training courses when we were impatient to meet up again with our friends”*. Because they are not partners of the event just not for a year, but several years. And for example you have people from SODEXO and people from the public body. The major of one of the districts of Marseille also came. And she’s proud, there is no problem, she is proud to be on the picture with these people because it’s not business oriented. But look at that! Everything is done to let forget these people about the company. This is a small village. They exchange gifts to develop their relations. They play soma game. In between them sometime they have chance to have tennis players like Djokovic who will play pétanque, the sport of south of France – very difficult sport. Globally what we have seen is a liminoid zone, so the zone of the limit of the reality according to Victor Turner. A special place where time is out of time and business experience is the feeling of communities. We are no more clients, competitors, suppliers etc., it’s a kind of neutral territory.

So this is what could be named “customer experience” in business markets. So party time is not empty time. It’s something really important. But! There is a BUT! And our last research that we publish something next month in the Journal of Business & Industrial Marketing maybe France and Sweden show that there is a change in the last 10 years in doing that in business markets. Going out and partying with customer – that’s history. There are 3 major drivers that are changing the behaviour and the customer experience our purchasing. First – gender equality between people in Europe. That’s not allowed now men go outside to do to party with other men, to have a dinner at a restaurant. They must stay at home with their woman or they must be really equal with a woman. Second – ethics. If you look at the code of ethics of a company for example, it’s impossible to party with potential customer or potential supplier. It’s impossible to receive a gift. It’s impossible even to be invited at a lunch. They are cleaning up the customer experience outside business in that case. Most of the people are afraid of now to invite someone at a restaurant.

Because if I am a customer and Andy is a customer and someone takes a picture of us together at a restaurant, we are dead. Both of us. The carrier is finished. People would be sure that he is bribing me. So my slide is this one:

Building B2B relationships today



Cova, Skalen and Pace, 2019

If we look at the kind of experience that people are living in B2B transactional experience, it remains at the same level compared to the past. Work based experience idea. OK, we have a workshop and we go out to lunch together, but not something special. Just a few staff-member, that's OK, that's the way to develop relation. But we have this "not to go outside at night" - and why? Because ethics forbid that. And there is a rationalization of money of the spending of money. Lot of company do not pay anymore for lot of lunches, dinners etc. for the clients and suppliers. And what is going down really? The business parties. Because business ethics say: NO. Now you can't participate to that. And gender equality pression say: NO. I'm better to stay at home with my wife, with my kids and not to party with these kind of stupid colleagues

all around the world. So no more IMP conference. That's it.

So these are the two proposals. And this is not at all a synthesis of customer experience in business markets. They are just to flashes showing two examples of what a research can do and what that will shift.

Thank you very much.

ZV: OK. So any comments? Presentations?

KVT: I can validate this kind of “cleaning up the customer relationship” from business, especially in banks, where I have the business experience. So what is actually happening in a tender you are in? With the name of “project team event” you can do such kind of things but the compliance is absolutely against these kinds of activities with the client. But once you are in, you can do develop such relationships on behalf of the project team “teambuilding staff” and things like that. That's why I do believe, that once you are in, you always will have the chance to win another tender and that's why it's really-really difficult for a new company to enter. Because they do not have such tools in their hands. I absolutely can validate it from the business, from the bank side.

BC: Well that's interesting, I have no experience with banks.

KVT: That's how we do it, in my qualitative research also said, that we like working with people, I like taking a beer with. We like the one I'm happy to go out, and you have to convince the customer that you are a good human being not just a good partner. So yes, absolutely. I can validate it from the business, this is the reality.

FP: Yeah it's very real. So while you were presenting that and we have the impression that...I'm going back during my practice experience. And one thing which was very difficult to develop, a very provocative project and I never found anything in theory about, it was this very specific situation: I was working in oil&gas industry, and we worked very hard since 2007 to introduce buses on natural gas in Romania. Which was provocative because in Romania buses are mostly on classic gas, normal gas. And at the same time there is this tendency to take into consideration, that maybe invest more in electrical buses. Nev-

ertheless you cannot introduce those buses on natural gas unless NGV (Natural Gas Vehicles) there is at least 2 big city to invest from the mayor into fleets.

BC: Kind of pilot?

FP: Exactly. So it's not economically viral. Otherwise. Mozambique for instance had a success story in it, Brazil has another success story but every time it was a cooperation with the public authorities. As there is a huge debate and a huge fight against corruption in Romania, we tried pretty much everything to make people meet from the public authorities with those from this multinational company - by the way it's French - and not to be taken it as some trial of corruption. This is how they manage to launch the first "roadshow" to show public authorities some real buses only by now in 2019. Twelve years after starting the project. So this is really something very difficult to do in B2B marketing and I remember that I was reading at the time pretty much everything I found out B2B and I never found anything. And yes it was amazing time when they have parties and so we invited mayors, but they didn't come of course! We tried everything and it was just impossible to start those pilot projects because of this huge limitation of not being taken as corrupting mayors.

BC: Yeah. things are changing fast now. The most developed is the workshop. The workshop where you work together with lot of different actors and you have a kind of small lunch where you have to try to develop more relations.

FP: I tried to...my team that time B2B conference we just called Oxygen so it had 100 from the most prominent business customers of the company. It worked amazingly well. But again, the public authorities didn't come. So it was amazing in order to develop the business relationships with business partners and it is still working but not with the public authorities.

BC: OPEC 30 - it was developed by the public authority. Than the commercial partners came. So mainly that's for.

KVT: Maybe B2G is completely different scenario. We have to take under consideration that we have to develop new future.

FP: Anyway in energy it's very funny, because you have so many actors as you said and one of the most interesting part is they have very different cultural background, which really makes the dialog with all these actors from the customer so difficult. When you speak with the engineer they can care of the plan and then with the marketer from there with a policy manager. So it was difficult.

BC: Could be marketing with all of the major of some companies?

FP: Yes it is.

BC: Project manager but it's not all for marketers.

FP: But the end of the day all these guys came to me, I was a marketing communication manager and they said, Florina, we need all these written materials. And I had to master those engineering vocabulary marketing vocabulary the guidelines of the brand which coming from Paris. It's very difficult experience, I would say.

ZV: A short comment for socializing practice to confirm it. Before the crisis in 2008 in Hungary I worked since a year for an Australian consulting company. Their service was to offer informal network building. Series of events. So the practice was to organize network building lunches. With not more than 5 or 6 person together around the roundtable and the conditions was that no former business relationship or not relationship with the participants...on these lunches. They were out of the existing network. They were new future role-players. And the last condition was that they have to come from different parts of the society. Not only from a company but from public field, higher education and so on. It was a very fascinating practice.

BC: Did it changed after the crisis?

ZV: After the crisis they gave up marketing everywhere in Hungary.

KVT: Yes.

ZV: Now it's increasing again. PR, marketing, market research.

FP: It's funny to see how things are different in one market to another. The only 2 associations of this kind that are still out very well in Romania. One is the Association of French Companies Managers, but actually this is because Chamber of Commerce is very active. And the Association of the Women Managers. But all the others are pretty much like that.

KVT: Yes, the same in the Hungarian market. You do a kind of meetup, small events in pubs actually, you can go and just have a drink and then just chat. And it's absolutely nonbusiness, but everybody know that it's absolutely business.

FP: So this is called "meetups"? Some market researchers come together even from the client side. It's good.

BC: To speak about business. This one of the major original company in the world, you may know Bechtel.

FP: Oh, we know it very well in Romania!

BC: They govern all their clients from the Pentagon from the public bodies, from the customer etc. and theywith there, to see it's prohibited to speak about business.

AZ: Your presentation was a very great overview. I'm not into, this I'm not teaching. And I'll limit myself, just to comment. So the entire presentation I was thinking about subjectivity. This is very present in any kind of the process developing a relationship, and make a contract - all the processes are so. B2B relationships at marketing and I don't know it's kind of surprising you think that customers - physical customers, individuals - are subjecting by nature. So I wouldn't be surprised that the subjectivity has to be taken into consideration from a marketing perspective. But talking about B2B you would feel that organization are more rational. And in front of the rationality you know the financial impact and this is not like that.

FP: Look Alexandra, I would have never admitted while I was working at the corporation but the reality was that when I had to choose between 2 advertising agencies and I knew very well who were the key accountants I remembered that I was thinking but never recognized it... this key accountant is horrible, I don't want to work with him.

AZ: This is an important lesson. That in big businesses actually persons count more than the business model. The rational of the business and things like that. And the second fault was related to my personal experience, you know, my friends experience and so on. Which is ... the small organizations, either non-profit or small enterprises. And you presented the 3 points to consider relationships costs and technology, the characteristics of the offer. And when it comes to small organizations – as I observed around – it's actually relationships. Doesn't count so much the costs, the specifications but the relationships and the trust is the most important.

BC: People think, that the relationship is important in business market, because we are all liars in business markets. In fact not. It's rational to base your decision on a relation on business markets. When you buy something technologically complex there is high risk, if you buy the best technological system that provided by the supplier but it's not reliable, you may get into trouble in 2-3 years. It's better to buy something from the supplier you know that is totally reliable. But you will be followed over 10 years by a supplier. And then you have to do a trade-off, thinking, OK, maybe this offer is a little bit less interesting but I secure the long term. The call for bidding for the customer experience of purchasing is to buy the best now into the best relationship for the next 10 years. And this is the rational, that's why we make relations, to be sure of our partners. And this is not just because we are buyers or we like people etc.

ZV: I worked as a project manager for 13 years. The dimensions for this non-rational dimensions are very culture-dependent. Take an international team, so in Algeria for example or in the Middle East. The relational dimensions are very important. Perhaps it's more important than technology – of course, but they think, without strong emotional affection, emotional relationship the success is risky. So they need to build up emotional relationship. And we

worked together with French companies, German companies, American companies - for example German specialists were very nervous about it. So they didn't understand, they were like "don't waste our time with the relationship. There's a task, we have to do the task. No time for that." American colleagues were also like "time is money". So it was complicated.

BC: Yeah, yeah. They all do relationship. But not at the same way, not at the same time. Remember a research we made with Schneider, and they said that - for them the customers from Netherland, they are very strong, very odd during the whole bidding process and the negotiation. And they really hate the guy from the purchasing department of the Dutch company.

DJK: It's good! **laughing**

BC: As soon as the date was signed, the guy from Netherland grabbed the other and said "Oh, now let's have a good dinner now!" and then he started the relationship. The relationship starts after the contract. In China you cannot sign a contract if you don't develop relationship first. And then it depends. But the relationship is still present.



From left to right: Florina Pinzaru, Alexandra Zbucea, Mihály Görög, Véronique Cova, Bernard Cova, Andrew Gross, Judit Simon, Dirk-Jan Kamann and Zoltán Veres

ZV: Yes, we suffered a lot with the guys from the Netherland.

DJK: I'm sorry about that. **laughing**

AG: I like to talk about specific topics that Bernard raised and I really liked two parts toward the end. So one is this tennis tournament in Marseille. There were Bombardier, SODEXO as sponsors. And I'm really wondering why and how would they sponsor, especially I would think for Bombardier. And then you mentioned the Paris Le Bourget the Air Show. And to me the two are so different, because we're talking about multi million dollars project with the ones of physical product and then over in Marseille there's only a tennis tournament and I'm curious why would Bombardier and the others sponsor? What's the point of that?

BC: Oh, it's about totally show business in the area. In the area and it's the only way to meet the decision maker, the public bodies.

AG: OK. And the other one you mentioned, and I have a picture from somebody and old business are #meetoo etc. and all these harassment. I know that but I never object by any picture that I willing to do and even if it's shown tomorrow on TV it's OK. What is not OK probably, today you should be caring your phone if you are trying to romance a certain person. Then drop your phone and leave it behind. Otherwise they can really track you.

BC: And this is connected to the public social media. Most of the people in business marketing department, they are afraid of SM.

DJK: I'd like to host a small presentation. Every *transaction* we observe is in fact embedded in a *relation*. Hence, these are two sides of the same coin. In addition, we can say that a relationship implies *contacts* and interaction between the participants involved, while any transaction involves a type of *contract*. The outcome of any interaction of the individual behaviour in the relation, leads to a particular type of transaction. From literature we know that relations are governed by "Social Governance". Here, according to Pierre Bourdieu, the French anthropologist, *habitus* plays an important role: the structured structuring structure. The social environment, the networks people

pass through and/or participate in, like their family, kindergarten, secondary school, higher education – private, public, religious – dormitory, friends, peers, country and so on. It conditions people to do things a certain way, to share cognitive maps about selectively seeing certain things and selecting particular actions. Socialisation up to brainwashing: it means that people are being part of different environments that mould their thinking and behaviour. At the same time, transactions are determined by “Economic Governance”, reflected by the particular Task Environment or Selection Environment according to the standard strategic management literature like Johnson and Scholes. Next, the question is: which theories are relevant here? For ‘contacts’ Social Embeddedness plays a role, for ‘contracts’ Transaction Cost Economics (TCE). This theory describes in fact “the cost of running the contractual relation”.

Social Embeddedness in fact substitutes the contract. It typically plays a role in long-term relations, and the behaviour of the participants is conditioned – socialised – through all contact patterns of an individual and all institutionalised relations with outside actors. The conditioning results in a mental map and goal congruency among the participants. People prefer to select people they like to become part of their inner circle or network. Through a process of contagion, these selected persons will increasingly ‘synchronise’ their mental maps and will increase similarity in mental maps, attitudes, values and goal congruency. The obvious trap is here to end up with a locked-in mental map or a type of Group Think. But what is important in Social Embeddedness is the *temporal embeddedness*: the shadow of the past and the shadow of the future. The first tells us if we can ‘trust’ the other person, or where we should be careful. The second should dampen opportunistic behaviour. If the other person knows we have to deal with each other for a long term – several to many years *if all goes well* – (s)he will not cheat or show opportunistic behaviour. For, the punishment for such behaviour would be the termination of the contract or relationship. Of course, the prisoner’s dilemma of game theory will tell us that the best strategy still is not to put in all your efforts in the relationship, but still, a clear shadow of the future will dampen straightforward opportunism that is lurking behind each and every one-off deal.

According to TCE – taking bounded rationality and possible opportunism into account – typically knows two different sets of contracts:

A set of *discrete contracts* with two subsets, one labelled Market Governance with a Classical discrete contract and a subset labelled Latent Governance with Neo-Classical discrete contracts; typical example a deal on the spot market. And a set of *relational contracts* with two subsets, one labelled Bilateral Governance relational contracts and one labelled Unified Governance relational contracts. Typical examples are standard labour contracts.

For discrete contracts, it is assumed that

- ‘things’ being delivered simultaneously
- no prior experiences
- no relations from the past
- no meeting in the future
- social relations between actors not allowed
- free competition
- neo-classical equilibrium models
- identity actors irrelevant

This clearly represents the virtual world of naïve economists and regulators who still live in a non-existing dream world... Ignoring the Real World, unequal power distributions and the human factor. But, they seem to be in the driver’s seat of regulatory institutions. For relational contracts, TCE assumes

- generally infinite length of time
- focus on continuity
- durable contracts like labour contracts
- rules expected to be required to regulate relations
- after some time: total relationship and norms developed within the relationship instead of contract .

Typically, discrete contracts are part of one-off deals, relational contracts meant for long-term relations. However, one-off deals are inducing opportunism – on both sides of the deal - because of lack of any temporal embeddedness. Since there will be no possibility for “tit-for-tat”, the reward is for *not* delivering the best, on the contrary.

Summarising: organisation man (M/F) stands with one leg in a world, governed by social behaviour – moulded by a particular habitus – and with the other leg in a world of economic governance. The first determines for instance the *propensity* to cheat – as a personal characteristic – the second determines the *need* to cheat and the *room* to cheat, determined by the nature of the firm

one works and for instance the profit margins available. Hence, people have to balance these two worlds, and the outcome determines the occurrence of problems in cooperation or not. When reading studies on cooperation and behaviour, the empirical evidence is divided and we observed that a possible cause could be that many studies look at cooperation at an organisational or company level: company A cooperating or having a relation with company B. But, we observed that even in the case where companies had a relationship for over 15 years, suppliers were complaining that each time they came to their – large – client, they met other buyers, managers. And each time the buyer was just looking for a nice discount and was not interested in anything else. For, he wanted to “score” his bonus and would move on in half a year so why worry about the consequences? Several of these observations made us conclude that companies may often meet and have a long history together, but each time with different individuals. And where originates opportunism? It is driven by individuals. So we will make a difference between relations at organisational level and individual level: the same individuals dealing with each other. Based on the concept of temporal embeddedness we observed four different situations:

1. “Stable”: Stable long-term relationship between companies and between individuals
2. “Seemingly stable”: Stable long-term relationship between company but dynamic emerging personal relationship
3. “Seemingly dynamic”: dynamic emerging relationship between companies but with the same people involved in a stable personal relationship (Mr. X moved to Company B and took the customer with him)
4. “Dynamic or entropic”: dynamic emerging relationships between companies and individuals

The expected degree of consummate cooperation is expected to be high in the first case, medium in the third case, low in the second case and non-existent in the last case. We can make this argument for both the shadow of the future and the shadow of the past, ending up with 4 times 4 equals 16 situations.

The next step is to add the factor of *opportunism* to the 16 cells matrix. We do this by creating a matrix with “Room for opportunism” (‘small’ versus ‘large’) on one scale and “Propensity to behave opportunistically” (‘strong’ versus ‘weak’) on the other scale. We combine this matrix with the 16 cell

situation of temporal embeddedness of organisational and individual contacts we just described above. We state that in the cases of non-existent and low consummate cooperation, there is an increased need to regulate by (discrete) contract. On the other hand, when there is high consummate cooperation, increased influence of social governance occurs, and there is less need for discrete contracts. To conclude in situations where individuals meet often, social embeddedness will do the job. In situations where they do not frequently meet – or in a worse situation, never meet face-to-face at all – contracts have to guard against opportunistic behaviour.

AG: Let me comment, I really enjoyed your comments and the whole structure, the points you have made. So let me just say that my stance can be summarised in one sentence. *Industry does matters*. 3 words. Industry does matters. What sector you are talking about is extremely important. So in B2B at the very least, first have to be distinguished among companies that sells mostly products, tangible goods. And I have studied many industries over the years including industrial machineries specific kinds, agriculture, construction, mining and so on. And things are changing. Technology changes for example mining – the big thing is robotics. In agriculture and construction had to do with the usage of trucks, bulldozers and alike. And later on the equipment maker of trucks, bulldozers and alike, had to adjust because in addition to cost efficiency and saving fuel whatever, there was another important factor that is to say comfort to the driver of the equipment. In other words air conditioning possibly in the little cab where the driver sits for hours. ...and then some of the construction and agricultural firm make those happy adjusts to the driver..... In Japan people started eating less meat and more rice after WW2 and they have grown in .. So companies which have adjusted to that because the driver s... is changed, so there are all kinds of complexities with these products.

Next to talk about service sector I looked at several professional service sectors. Accounting, law, engineering, and then management consulting. And one we see just like in the industry there are differences to sector to sector to sector. I said industry does matter. So these sectors can differ. In accounting and engineering we have many countries and in the US we have 50 state boards and in Canada we have 10 provincial boards to licence engineers. So

before you can have - which I did - the professional engineer licence in Ohio, you have to pass an exam and lately you have to continue education. Same in accounting. For management consulting I can be fired from a job today and tomorrow I can hang out the licence in England and everywhere else in the world, hey, I'm a management consultant, can I offer service to you?!

So let me come to the last point. There is a very specific English phrase which really has 3 variations. The key word is *occupancy*. The second variation of that term is *load factor*. And the third term is *yield management*. So let me just say what do we mean by that. Occupancy, load factor, yield management. If we go back to the early year of airline reservation there was a system which I believe was called "Erasmus" then others taken over. And what is it meant by yield management, how far can we fill an empty space on that aircraft today at 2 o'clock. If we didn't sell, it cannot be sold tomorrow. So this occupancy is extremely important. For hotels, for airlines, for health care, for motels or Airbnb etc. You get the picture. On Wall Street they like to use the term yield management. How much occupancy can we do? And the thing is in the hotel industry and in the airline industry they were able to increase the load 60% to about 80-85%. And now I would say that healthcare even world-famous clinic like my own town Cleveland Clinic, they ...or they don't want to build more. That's why I'm saying industry does matter. And thank you!

BC: I have a comment to Andy. I really appreciate because this, we cannot say that every B2B market function the same way and at the same time we are as researchers overcome the limit of one industry. Some of us working on projects is a kind of very complex aggregate of product, technology, services, works etc., some of us working on selling, some of us on products, some of us solutions which is a new buzzword etc. So there are different types of business marketing. And every industry is specific, but it's our job to find some communality between not all the industries, but some industries. By working on the same project bases for example.

ZV: I asked Judit to present something, what are her ideas about B2B marketing.

JS: Thank you very much for this opportunity! I hope I will not mislead you

from your original topic. But I wanted to show the results of our previous research we did. And it's a brand new material. And where the focus was is the construction industry. And as we joined to this project we tried to find business where we can apply the relationship with the construction industry and so one issue was the healthcare system. And maybe because my previous research we chose the healthcare and the construction. Here I only want to summarize both networks, using the network approach. The healthcare system / network and the construction network. Both are very complex networks. And not only very complex but they have their own rules, and therefore either combine or to cooperate for these two very complex networks it's a challenge for the research as that. What I wanted to share with you is that what could be the theoretical framework for such and such. If you have two very complex networks with different operational mechanisms. And you can choose project approach, you can choose network approach and if you want to combine these two approaches it took for us very long time to find the applicable theory or the theoretical base for our research. Then we chose this approach of extensive network where the network includes all the possible actors or the possible stakeholders like public organizations, regulators, policy makers that is very important in the healthcare and in the governmental business. And therefore we chose this approach this extensive network. In this ... of the hospital construction project is fundamentally influenced by relationship between construction and healthcare network. By the mechanism not only of the internet networks but of the interconnection with these two networks. As we know the 2 networks are very different in their values and operation and mechanism as I mentioned. And then maybe this is not so very interesting to speak about the healthcare system in Hungary but only that it is state-owned, the hospitals are mainly public hospitals. And what we investigated there were 2 investments in the healthcare sector 2 public investments. And the university hospitals are at highest level of service. Our 2 cases were university hospital construction and what is important maybe that the Hungarian healthcare development, the healthcare policy want to solve the organizational problems not all the problems, but once to achieve organizational innovation through hospital constructions, and its way maybe the most important question for us – whether it is possible? Whether you can reach an organizational innovation for example to change the patient journey, where patient should be in the focus of the service. Whether you can reach it with building

a new construction of a university hospital building in the middle of the other hospital building of the other clinics. It was the Budapest case. And then we formulated our research questions and then whether the construction projects can function as vehicle for innovation and how can we identify the conflicts in these 2 networks. We focused on other conflicts. There are so many issues, you can focus on, but before...the conflicts between networks...within the network. And we investigated to last scale investment in Budapest and in Szeged. We had the opportunity to compare in some extent these 2 projects. And OK, case study method. Regarding the actors in the network, we have a public network and we have a private network. Because the construction industry is dominated by the private players, and the companies are private. And not only the architect and the designer but the general contractor and some contractors all are private companies. And on the other side we had the public network. Like the regulators until local or on the country level or EU level. Both investments were financed not only by the EU but mainly by EU money. And you have the university, where it is a special network as well. It is what we found and we did this figure for describing these networks. And it tries to show that the limitation of these networks are not very well-defined. That they have links to many actors and these boundaries are not always well-defined. And then we have in these 2 networks the project and the seller and buyer side if you want to find it. And the actors and the relationships. And what we did here, we analysed these 2 projects from the project approach as well, according to the thesis negotiation, implementation, operation and use. And we tried to identify the supporting factors and the supporting events and the hindering events of the factor of the project. And then we analysed from the network side as well. Which were the main events in the project and the main conflicts and then we tried to compare it. And then what were the main conclusions that the most important conclusion was the authorities to the very original question whether it's possible to achieve an organizational innovation through a construction project. And the answer is NO. Because I don't want to go into details, but the problem for example was in the operation and use. That the actors, the healthcare actors, the clinics who,...the initial phase it was planned that they go to the new building (this department or the other department) and the end of the project they could do it, they didn't want to go there. And if a building was designed for example for a clinic of rheumatism or some other topic or role. And other department goes there. Then it is a quite

confusing situation. It was planned that the patient journey could be improved through these new distribution of these department, but if it is not done according to the plans and as it was designed then it means that the organizational innovation couldn't be achieved through these new building. Then if you don't involve the partners, the participants of the healthcare projects or if you don't have the power to oblige them to go there, then it can't be achieved what your major goal was.

DJK: You talked about networks. What kind of software did you used to visualize the networks. Did you see the shift in time?

JS: We didn't use a software.

DJK: To visualize the networks.

JS: We did it manually. It's good. We didn't visualized the networks. Maybe there theories are a bit misleading, but it is a theoretical framework. Our research was totally qualitative, it was a case study method with interviews. We didn't have any quantitative research in this.

DJK: My only question would be from what I know from the Hungarian hospitality system. People just have to wait for 6 months before they get an appointment.

JS: I didn't want to go into the Hungarian healthcare system, but it is true. When we started with this research it was – you know - the client system was not so like the system of today. We focused only on the official healthcare system.

MG: As far as I understood – please correct me if I'm wrong – the underlying aim of the project was not achieved.

JS: Yes.

MG: The project outcome was just hospital building – if I'm right. I'm wondering to know whether you have tried to highlight what are those reasons that could say force this project to realize this outcome. Which is different

from the desired. Just ideas of course, I didn't do research in this field, but I'm wondering whether you have some idea. OK, shall I share my ideas? If we take into consideration the potential market positions. There is one buyer and a few supplier and typically the buyer is not a business-related organization in such a case the buyer - the client - was the government. Represented by 2 ministries.

JS: And universities.

MG: In such a case according to my experience the client suffers from lacking. Strategic knowledge in strategic management, knowledge in project management. Consequently not able to define based on the underlying strategic objective the desired project outcome. On the other hand according to an earlier approach the potential suppliers know this situation very well, and they are in relational position and the associated creative offer. And finally they prepared based on such a project result, which could be created... from that point of view which not necessarily is in line with the ...instantly defined of not defined desired project outcome. So that is the primary problem, I think. Anyway, according to my research and the paper what I mentioned, this is the ethical concern of the project market. In terms of number of projects - it is a few percentage only - it is not a B2B transaction. It is a B2G or G2B transaction. 95-96% of the projects are initiated and completed in a real B2B situation. And in terms of market position the typical market position, perfect competition, oligopoly or sometimes monopoly. In case of a real B2B project transaction the client is a business-related organization, defines the project outcome in detail based on a certain strategic objective, all the client request in a tender documentation and no way to neglect the requirements. And – of course – in case of the professional project management, the project outcome is more or less in line with the desired project outcome. So that is the difference, I think. This is an atypical project business, it's not a real B2B. It is a B2G something like that. And due to the problems, characteristic due to the different lacks, characteristic to the project client in such a case the outcome generally is different from the desired outcome. So that is my view.

BC: Do you think that in this case some actors twist the original project set up by the government in order to appropriate it and make their own idea with



From left to right: Bernard Cova, Katalin Varga-Toldi, Florina Pinzaru, Alexandra Zbucnea and Mihály Görög

MG: So, at the very beginning of the project, if a client doesn't have the required knowledge to define the project outcome the client should hire a professional consultant.

KVT: Yeah. And we will score. We will score the proposals. Exactly.

ZV: I worked for many years for public buyers, B2G market. Very interesting situation, sometime the problem is that buyer is in a higher position, because it belongs to the government. For political reason they think that the negotiating power is much higher. They've got the money in the pocket, but it's not all about that, it's a political problem. Sometime the problem is that they have a so called presumed competence. The presume competence is that they think they know, what to do. Sometimes they don't. OR sometimes the consultant is not the best consultant. They want to save money, and they have experts within the system.

MG: That's why pre-qualification is very decisive step in project management.

DJK: In this case not clean who is the principle, who is the agent. Confusing.

MG: It need to be made clear, anyway. At the very beginning of the project. And the roles. All the roles need to be made clear. Otherwise no potential or there's no real potential for success.

JS: Yes, you are absolutely right that it is not a typical B2B case, because it is B2G or governmental. Therefore you can find here 2 networks the private and the public. And of course the buyer is the representant of the public network in this case the medical university. It is very important that not a technical university but a medical university. But OK, you can say that you don't have enough knowledge to evaluate the construction offer. And you can ask for a consultant from these field, a professional consultant but you have to manage, you have to contact the project, who has a medical university. And for example in the Budapest case the solution was that they formulated a new unit within the university, it was the responsible project management unit and this project management unit was led or was regulated of course by the university and by the government, by the ministries. But these project management unit had to be more flexible as the total university. Because all of you know that the decision process within a university is not a business-like decision process. And but they have to cooperate in a business-like way, in the business decision process, with the business partners. And therefore they had this project management team so evolving about to twenty people from different professions. And they had to be the interface between the university management processes and the rules of the university decision system and between the business.

MG: OK Judit, I'm not against you, since your researching was different from my approach. You looked at this project and associated programs with marketing glasses. I approached your presentation with project management glasses. Which is, anyway, different. Unfortunately most of the project marketers come from the marketing side. There are very few project marketer who come from project management side. And there is no common vocabu-

lary, no common language. We speak beside each other.

KVT: You run two communication systems.

MG: No real transaction of knowledge and information.

JS: It was the Semmelweis Medical University, medical school, and in Szeged, the Szeged University but they have medical faculty.

AZ: If I may, I have to add another issue. ...the presentation before was the relation between organization been involved into this process. No matter if they are private or public. But what are actually the relationship inside each organization. Those unit, the 2 you mentioned. I think that they are also extremely relevant and they have probably important impact on how the entire project works and on the relationships between organizations. So maybe I don't know if the research is concerned I'm not meaning necessary. It's also interesting, the inner processes of which organization I think would be important. And another aspect that I was thinking is that I believe that your studies are quite interesting for me, also from a personal perspective, because I believe that the health system in Hungary is quite similar that the one in Romania, considering you know, ...story and all this background.

JS: The socialist healthcare system.

AZ: Exactly. So I have a personal curiosity of which are actually the most influential actors try to identify in this case, I mean, the names of the actors. Which organizations or units are influencing the most this type of projects.

JS: Within the university you think?

AZ: Overall. I mean for instance is the university more important than the financier – meaning the ministry. Or among the private bodies which are the most relevant.

JS: What we found, that the university was the most important because they conducted the project. Maybe at the very beginning or at the decision whether

the project will be done or not or it is in these decision phase the ministry of course more important than the university. But the university did the application and so on. For the project, for the whole process, the university was the most important actor in this project. And what we saw for example, that the responsible person who was at the rector's level it was not the rector and not the chancellor of the university but it was a very professional doctor and the head of one of the university's clinics and his personal competences - not only medical competences, but managerial - fortunately he had a lot of managerial competences and it was very important. And it worked well.

ZV: Now I propose you to listen to Katalin.

KVT: If we try to understand customer experience in the management consulting business market, first we have to look at how the consulting literature has changed in the last 30 years. According to Nikolova and Devinney there are three main perspectives on management consulting literature based the basis of the position of the customer within the client-consultant relationship. The *functional perspective* regards consulting as contractual, time-limited temporary helping service, where consultants are independent experts with specific functions and roles. Clients are acting as buyers. According to the *participative learning process* theory consultants may have superior knowledge in relation to the client and final solution is co-created by the consultant and the customer, thus client is in a partner position. *Critical and social constructivist perspective* theories highlights that clients are lack of the scientific knowledge to evaluate the quality of the proposals and even the transaction quality of the implemented service. Thus, clients became victims, and what is actually happening in such relationships is that consultants may grab the contractual power from the customer. In reality in many cases clients even rely on external partners who help them in scoring the consulting proposals. Some researchers agree that clients and consultants run two separate and closed communication systems which never meet. Thus, this type of B2B relationship is automatically a failing relationship, which is quite disappointing if we are talking about B2B customer experience. My empiric research also prove this critical approach, because I found that what is actually happening when purchasing a consulting project is that customers have no clear specification about their problems at all. They need an advice, however they are not able to

specify what they need. What they can do is defining the business problem, yet they have no idea how to solve this problem. That is why they use RFI - request for information - and discuss with the potential consulting partners together, what the task would be and write the project specification together with the consultants. What is more interesting is that they do not have stable preferences about consulting service, and actually their preferences are created during the purchasing process and perceived as set of values that should be constructed. The more tendering presentations they see the clearer their problem becomes and they may modify the scoring templates, much to the procurement department's distress. However, there is a formal procurement process and scoring sheets must be finalized before the tendering process, but in reality these scoring templates are modified usually during the selection procedure. The question is how we can score consulting projects? There is no ultimate solution, giving advice and consuming consulting service is absolutely subjective phenomenon, you can solve a business problem in many ways, several alternative methods can be defined.

I conducted 22 explorative in-depth interviews with top managers of consumer banks and senior consultants to understand how clients purchase management consulting projects - time and material consulting method is excluded from the research - and how they perceive the quality of the service. The reason for asking them about perceived quality was to check whether these dimensions appear during the selection process. I found that these dimensions do not appear at all and there is a gap between how clients select and how clients evaluate consultant services. This gap may root in the difference between what the customer want and what the customer is able of doing. In consulting industry it is a very important issue, because consulting service is such a complex, multidimensional and intangible product, and clients are usually unable to identify precisely what contributions they exactly want to gain from the intervention. Most of the time we can hear consultants are experts, so we need some kind of knowledge, however in reality there is a decreasing trend of "specific expertise buying". Today's organizations do possess expertise and experienced human resource, yet what they do not know is how to implement such knowledge, because they have never done such things before. Organizations do not need experts in a traditional way anymore. They need guides, they need catalyst, mediators, project managers, judges. Thus,

consulting roles are changing rapidly and based on my research expert role is only one of the eight defined roles. What is interesting is that the scoring logic behind the procurement process is still focusing on the expert role and unable to deal with the other roles, cannot measure or bring such soft skills into the scope of proposal evaluation. I also analyzed the utility dimensions of clients at different hierarchy level of the organization and found out that diverse and very different utility dimensions can be defined. However, during the purchasing process most of the time top managers, project managers participate and what they score is completely different layer of the service from that layer, where the consulting service may take place in reality. Consultants most of the time work with the people behind, and despite the fact that they report to project committees and executive level, they actually deliver the service at functional and operation level, and these employees will evaluate the consultants end of the day. That is why it is important to analyze utility dimensions at different organizational levels.

So the main question is what makes a proposal to a best offer? Does best offer exist at all? I think, it does not. In consulting industry I believe the best offer as a term does not exist. Because can we really translate human factors into pure financial or technical indicators? I think we cannot. „90% of top managers are not working with consulting firm. They are working with consultants.” – stated one participant and I do think that this sentence characterize the situation very well, where clients are not able to compare different consulting services, even if procurement require them to do so. As another participant supposed: *Procurement is trying to compare apple to apple, however consulting services are hardly comparable.*” The main issue here is not whether we have individual preferences during the purchasing process or not but how participants of the buying center express their personal preferences and how brave they are to articulate such thing. That is the real psychological question behind. What I found in my research is that in relation to expressing personal preferences there are two types of managers: *Direct managers* are willing to express their personal preferences and has a dominant position in the internal and external environment with high reputation. They are not afraid of making decision and taking responsibility. Therefore, they support subjective scoring and take advantage of „last-call” option, which is a semi-formal procedure where the manager favors a consulting company and call them to change

their offer in order to win the tender (lower price, change scope, modify timing etc.). *Secondly indirect managers* are not willing to express their personal preferences in order to avoid future reckoning. The reason for this careful behaviour is that they may have a weak position in the upper management or have less internal power and reputation. They are somehow very afraid of the personal aspects of the purchase and they are more confident when the decision is based on the procurement scoring template. In this case they can defend themselves that the selection of consulting firm was based on an organizational decision.

Considering that management consulting service is a very complex product, selecting a reliable management consulting partner is quite uncertain and risky purchase. The outcomes are unpredictable, even in the end. That is why it is crucial for the consulting firms to understand their clients' organization, especially the internal position of their potential project sponsor. It may have an effect on the perceived quality of the service as well.

Based on my research I designed the *ERIP model*, which is the perceived service quality model of management consulting projects. There are four quality dimensions: Expertise, Relations, Involvement, and Performance. "Expertise" and "Performance" are more tangible quality dimensions and appear in scoring sheets and materialized in the content of the proposal. It is about the competence and delivered work that the consulting firm promise. However, "Relation" and "Involvement" dimensions reflect to a less tangible, more informal layer of the proposal and usually these aspects are not part of the scoring template. It is about the people who will work in the buyer organization. It is about how the consulting firm is able to make the client organization believe that they are capable of delivering those expertise and performance they have promised in their proposal. Clients may perceive these dimensions only during bid presentation and through face to face communication. However, in reality these dimensions are hidden during the selection process, because for example consulting style, influencing power, adaption of corporate culture, or resource allocation skills are experienced by the client during the transaction and the consuming of the consulting service. Drawing the main conclusions of my study: firstly, there is a requirement uncertainty. Call for proposals covers only the planned scope of the project, often the scope is "moving".

Secondly, there is an evaluation uncertainty, because customers are unable to confidently evaluate the quality of proposals. Thirdly, it is rare to find precisely defined scoring sheet set in advance, because clients construct their preferences through the purchasing process as the requirements are getting fine-tuned. In relation to expressing personal preferences there are two types of managers: indirect or direct communicators. Finally, there is a gap between perceived service quality dimensions and buying preference attributes: proposals are formally scored based on tangible project elements - Expertise and Performance quality dimensions -, however, an informal evaluation layer also exists which tries to grab soft skills of consulting firms - Relations and Involvement quality dimensions - and indirectly may influence the final scoring.

BC: Let me draw your attention to a very old paper of Anderson on ambiguity versus clarity in project management. I think consulting is not an isolated case, there are many sectors where it is possible to redefine specifications and project management and project marketing have the task to treat ambiguity. Anderson showed that ambiguity can be profited by the actors.

AG: I have studied the consulting industry for decades, and first of all I suggest you to make distinction between the different fields of consulting. And the central point here is, if you want to study the psychology, the asymmetry of information, confirmation of underlying thinking, level of consultancy and so on.

MG: When you are speaking of ranking of bids as a very difficult question, your interviewees tried to cope with a twofold issue. Evaluating capability and reliability of potential consultants is the first step. By this ranking is much easier after prequalification. It is well known in project management literature as selective tendering.

ZV: At the end let me present you one of my models which is interesting from psychological point of view. Starting with the risk situation of the transactional diad from the starting date of the project up to the completion perceived risk is increasing day by day. It is because the project is a continuous

investment from both sides without an immediate return. From the supplier side it means a technological performance and a financial one from the buyer side. But the underlying reason for the risk perception lies in the extended identification of the good performance. It is definitely proved sometimes in months following the preliminary handing over. And the more complex the construction project is the more longer the period to realize the quality of the performance. And financial protection is not sufficient to compensate the lost time. That is why due to the increasing risk range in the so called risk funnel needs a systematic relationship management in order to smooth risk perception. That is why trust is in the focus of research for long time.

Thank you for your activity in this discussion module.

MODULE 1

CUSTOMER EXPERIENCE IN B2C MARKETS

VC: I do not want to present something formal. It is just to share, what are my research topics, what is the evolution and what we are thinking about and working on at my university and globally in consumer research. So it is not really a formal presentation from a finished research, it is not a processing research, it is just to share you some flash. How I can understand, what is about customer experience in service context. And four keywords, service concept, because what I am speaking about it is only in the service environment, and servicescape. Servicescape is just two words, mixed them: service landscape. Then pilgrimage. Why pilgrimage? Because my last research was about pilgrimage and consumer competences, I mean a way of understanding how the consumer cocreate the experience. It is some flash about what could perhaps go into your mind, giving you some idea according to your own research theme. So, consumer experience is a really old concept, as it is really known, and it is about more than 30 years that marketing researchers have been focused on consumer experience. A more important concern what I think about consumer experience is that it is about an alternative view of consumer behaviour. Because it is only in a subjective approach and this directive approach is very different from consumer purchase, consumer concept. So, I choose some examples, I think it could evoke for you some things, this is because, say, think of a really famous museum from artist. Going to this museum is a real experience. This experience can be considered in service approach. This is because we are beyond the Eiglier-Langeard school, which is a French school of service consideration, French form of service performance. And they really pointed the difference between product approach and service approach. And where... in service, consumer is automatically part of the offering. So, I would like to just show that since the Eiglier-Langeard approach there is the Vargo-Lusch approach on service dominant logic. And these two big considerations of what is a service can draw globally a framework for research in services and in service context. And I think, what is important, now service is really include in a product offer. And with service dominant logic, there is no product alone, it is always a product plus services. About... I go really fast about... what we can consider with experiencing it from the

80s', so here we saw that there is really a shift between the old consideration of the product or the consumption from a utilitarian approach to a hedonic approach with a kind of revenge of the emotional consideration. There are other papers which support the research. These researches are big framework for big structure for what I will speak about later and this is about what is an experience and you know this one, it is psychology of Csíkszentmihályi. And it is an important domain, where the flow, concept of flow, flow experience can be considered. So just to put it in a more managerial approach. Here is a Starbucks experience. They present themselves as an experience offering and create five principles, big principles. The first one is 'make it your own', it is about the appropriation process, the second one is 'everything matters', so it is not only what you buy, but it is also what you can consume, for example you can consume atmosphere, you can consume, you can consume many other things, not only coffee in Starbucks. The third is surprise and delight. Surprise and delight are a kind of opposite from a concept of satisfaction, because satisfaction is a really cognitive concept instead of surprise and delight, which is more emotional and this is the proper orientation of an experience approach. The fourth principle from Starbucks is 'increased resistance'. This means that engagement from the consumer and engagement from the client employs. Important is the service delivery. And the last one, the fifth one is about 'live your mark' because brand is very important. The brand needs to have some stigmas about what they are and what is really the identity of Starbucks. Now I choose another kind of service event, kind of a festival. It is very interesting to think about, it has a service experience and to try to organise or consider this festival as really a service experience for all the people. Not only for the young to consume the atmosphere, all the values of stakeholders at this kinds of events. Experience marketing is really an anchorage in this kind of experience approach and experience marketing is another offering of four categories after first one, communities, second one product, third one services and the last one is experience. To sell experience is at first more differentiated approach, secondly is more profitable approach, but it is not easy to counterfeit a service experience. For example we went yesterday to Balaton lake and it was really an original experience. All of this characteristic of your own culture which are proposed as service offering, can be consider as something that we can try to work and to improve in this way of experience proposition, can be better, profitable offering then if you argue on services. So, what is really important is that service asks for experience, asks for global approach where

the context sometimes can be more important than the experience itself. If I take what we lived together with the colleagues, it is not only the experience of Balaton lake, is to go there with all this friendly colleagues to share with a young guide to discuss with her, to know that we are waiting for a storm, which does not come, all of these elements which belong to an experiential context, and all of these in an experiential approach seems that consumer can have a dimension if the context is, where you were, precise and where considering by the consumer and by the manager too. I did my thesis on twisting servicescape in a dimension of physical environment. It means that sometimes in the place of servicescapes can happens things, that the manager did not prevent, and so these things can be considered as a dimension by the consumer. And this kind of approach considers that the manager is not really a powerful actor in service experience, because the consumer has his own design, his own practices. And the framework from my thesis shows that there are some space which proposes full influence and full delight. You see this is just the first axis to the powerful system. And the other line could be the gap between what a manager wants to be and what we need. Sometimes consumer can divert service staff and in this kind of creation practices from the consumer we can draw value situation and this situation leads to kind of management. So in this paper, we just wanted to show in a modern area that servicescape was more powerful in the postmodern area. In the modern area, the values was more determinant then in postmodern area which is about the linking values. So, the space in the postmodern area must be able to support the link, the human relationship between the people, then in the modern value, all this variation in the utilitarian objectives. And this is a modern approach, where sometimes you use value, in marketing transactional self-service and social economy which include linking value with the frontline employee and in the last steps with the postmodern approach we introduce the linking value with the tribal approach. There is two another small concern, which introduce competences. Why consumer competences? Because nowadays consumer is competent, since we know that consumer has his own skills and sometimes these skills are not exactly in the same fit than company resources and so the offering could be go to a kind of procurement in more details perhaps. It is really where the firms try to take it into consideration what are the consumer competences to consume and to deliver services. In March this year, two months ago, there was an interesting paper, an article from New York Times. It stated that human contact now is a luxury good. And with a kind of digi-

talisation, and technology the consumer will use more and more the electronic tools. And these electronic tools are against human contact and what the paper is saying is something really important, that there will be a gap perhaps, between - not a cultural gap, but a gap - the money that the consumer can earn from human contact or from digital contact. Why I want to introduce this, is because now, we are often speaking about, what we often call a physital (physical + digital). And physital, some new researches about this, show that the consumer now can buy without going into a retail shop, so without living a shopping experience, he lives a digital experience alone with a computer or on his phone. This often can lead to some experience, which he can live as an electronic experience and in this electronic experience there is no human contact. And a kind of lecture between the relationship through digital and classical experience are totally different and the first one is cheaper than the other one. And to keep some relation, to have some human contact, will be surely more expensive. And so, it is really a kind of segmentation, which is going through consumer experience. The point I like is about, the experience can be really designed through these 3 themes. The first one is a narrative, this is a story what we want to say, to the consumer. The second is the context, is all the material, physical, even digital elements. And the last one is the active participation of the consumer. In designing this experience, we can think about for example a hotel attached to a dental clinic, we can see about what is important for dental services. For example, I don't go to the dentist for medical or care really, I would like to go there perhaps, for tourism. This is where the position offering, the narrative is not exactly a narrative in close relation with, what they are really doing. The experiential context is interesting, but in a kind of guest position, it was the first moment where just proposal is for some dental care. And the decisive is how is a dental activity, how the purpose is not a funny experience, because it is not so funny, but a secure experience. It is presented as a nice one, because we can go to visit a country and at the same time to have enough care. But when I read some website, I was wondering, what are the core of their offering. And perhaps this is a kind of between what they what to do and what they know how to do and how to put themselves to competitors with classical tourist activities. This lends us another framework, this other framework was to differentiate, the personalisation of the offering, one to many, one to one. And the process if it adds value in the backoffice or adds value in the front-office. In backoffice all is planned and there are lot of possibilities, because there are some modules

which need to be only added and combined, and it is the rule of the frontline employee, who really have to correct, have to reorientate relation in the services. At the same time, that in the front-office with the customer. Four years ago, when we were thinking about servicescape, we can introduce another valuable, this is valuable of attenuation. Attenuation is really the level of population, the native of different or not from the inhabitant. And this research revealed 4 types of consumers. The native who resides in the country, the native who is emigrant and live abroad, the no native who live in the country and the no native who do not live in the country. And these 4 types of person, there is 4 types of difference of how they integrate, how they appropriate, how they really absorb cultural value. And this kind of acculturation mediates their own perceptions of the servicescape, of special care in the case, because it is only in the case of a rehabilitation process. For example, a lot of old places, some old stations, some old hospitals, are transformed, are rebuilt in a business place, in a service place and in this case of rehabilitation, the legal of acculturation will really influence differently what are the perception for example of service quality. It is only to reintroduce the trilogy revisited, reintroduction of the dimension, the twist approach. Because formerly only 3 types of relation exit voice was defined, and we reintroduced the one of twist, which is not exactly the voice, it was not exactly the twist, the exit, it really helps the consumer, helps one of the actors manage with the other one. This one is the same idea, but it is about how the consumer can consume the same thing outside of the market as an example. It is about luxury goods, for example luxury experience, with a collaborative approach. The consumers are able to propose a business offering, but in competitors with classical provider. And in this kind of activities, we try to note, how the business, how the consumer can live extraordinary, ordinary experiences. And often with ordinary experiences, experiences of that they like, the consumer is able and want and as the skills for doing on his own or doing by other consumers. And not necessarily addressing to the provider. In the case of service experience a research was about the tip. The tip is really interesting, because nobody had to be just a proof of quality, of a proof of satisfaction, but often it has a systematic behaviour. Someone gives a tip, because values, or it is used by a discribed decision of a cultural one, or not cultural, sometimes projectivity is normal. The end of the transaction there have a tip to do to give, and so this kind of little things could really influence or really manage the relationship between the consumer and the provider in another way and with a central influence of the frontline

employee. Sometimes it is even given salary for the employees from the provider. Sometimes it is only just how the provider can earn more money and perhaps he thinks that just a sign, just a mark of the satisfaction of the consumer. So, it is just another thing about service experience is very difficult to really structure. And as a last one, for example, we can think about a fun of a run, we can think about some shops, some malls, can be consider as a place of really some sacrifice that a consumer can present to an activity. Peregrination is an interesting field, because in this peregrination you have owned business around the peregrination. It is for hospitality business. And we choose other actuals, a lot of actuals, more formal, like visional development. And so, I made it in 10 weeks. And this is a really interesting field. Compostela, this was the way, is crossing the south of Umbria. And I consider, that if you want to observe and think about service experience and how there are some aspects, how the consumer produce and create a conception. In a paper we tried to put it through historical analysis. What we can always live in this experience through this kind of peregrination, is some viators and some sociality. And it is not to consider this as something. It is only to try to understand how business actuals, for example the hospitality hostel, or restaurants, or all the staff around the peregrination can be found positioning. There is another research about transformation of the experience through the pain. How suffering could lead support to a spiritual experience. I spoke about service scape, but now recently some people, speak about experiencescape, it is in the hospitality literature. So, you see that a concept can live I think about 20 years, but after there is a really cycle of life with the concept. Now speaking about service experience, it is more interesting, you can do something, but there are some researchers, who show a new concept with a structural experience, this structural experience, the engagement and a deep structural experience use the flow. Thank you very much, and I hope that this give you some idea, some light from what I did and how I consider the consumer research and experience services. Thank you.

ZV: So, we have heard a lot of provoking thoughts, I think. A few details which are not really clear for you, but by the end of this day, I think, we are going to understand everything. So, any comment, question?

AG: I really enjoyed your comments, I liked many insights and points, especially some of the phrase was regarded to servicescape. I also like the com-

bination of physical and digital. So, in any consumer behaviour there, there is a whole continuum meaning, there is a product, there is a service, and the all example play back was a hamburger. Of course, fast food, one time, one budget, warm, bund and cheese and all that and how fast it came, how well it came... I would like to mention a couple of things if I may and I must say I am not a consumer behaviour professor or even expert at all. Here is what I learned in consumer behaviour and I find that consumer experience is rather title a place, a setting, especially in metropolitan areas, so let me to mention you just a number of cities that start with a B in central and eastern Europe start with Budapest, Bratislava, Belgrade, Bucharest, in western Europe Barcelona, Birmingham, Brussels. What does a customer or consumer puts in his or her basket in terms of a product and the service, so here is a whole list. In Germany different meals, a service of cleaning your chimney. In Italy, variety of pizza, ice cream, and in terms of service, dancing lessons and insurance for Vespa, other mopeds. And in the UK, different meat pies, football tickets, golf course. And I come last, but not least France. So, different meats, including venison, pigeon, frog legs, snails, goat cheese, caviar... Just you to know. Now, let's go to the last thing if I may, and that is...so giving a kind of thing, what can I say, and how I can contribute to the final point, to the pilgrimage, and that is ... I studied national parks in Canada and USA. And I tried to compare and presented a talk about 8-9 years ago at Szeged. So, I thought I will put it in a journal. Well, it took me some time to find a relevant journal and because we all want to publish our names in academic journals, so I finally found one and it is called, I believe it is called Place, Branding and Public Diplomacy. Very long name Place, Branding and Public Diplomacy. So, long story I brought up all my slides into a text, and into academic staff and I thought I did a good job for this journal. And it was refused. And guess what. I just added then one more footnote or reference, and it happened to be the name of the editor, the chief editor. And the text was accepted. So, there is a certain lesson, I wanted to share with you, in the context of metropolitan areas and what goes into in Hungarian '*kosárba*', and in English of course it is up to the car, what goes in terms of physical products and services and I finally came to this idea of matching up your pilgrimage my own publication. It is still public diplomacy the same way. We had a wonderful time, great experience, grate city etc., we went to Herend, Füred and Tihany too. But in Veszprém, what I noticed in the castle area, each building wanted its own admission fee. Each wanted its own service fee, so I went back and talk to the

office manager. She had a little time for me, and she said *‘You know, András, we had already worked with the church, we worked with the institutes, we work with the city, and each one wants its own money, and so we are working on what you suggest, it is a good idea’*, but a profane experience.

ZV: Other comment?

VC: It is about the journal. One of the first article, which was published in a journal, I did not know it before, but they did a special issue. The Journal of Marketing, Spirituality and Religion. It is an English journal and it did a call for a special issue, for this one, what I published with my colleagues, special issue on pilgrimage on sacred and profane in hospitality business and tourism.

ZV: Other opinions?

FP: Actually, starting from the concept of experiencescape, I was wondering if there is any possibility to study, how the cultural trends more or less globally shaping experiences they are valued by the customers. For instance, I was thinking about the example that you gave, on festivals. Sziget festival is a very important festival in Europe. But at the same time, there are other festivals which are more or less, a little bit more evokes right now. For instance, we had until 2 or 3 years ago Tomorrowland in Belgium, which is an electronic festival, very appreciated by young people all around the world. Which is happening in Romania, this called Untold. Actually Untold is pretty much like Tomorrowland, the same music, I would say the same crowd, same experience, the only difference that I only see, is the fact that all the stage in Belgium you have aliens and all science fiction type of settings, but for Untold you have more like dragons, vampires, fairy tales. Therefore, I really think that one of the reasons, but I cannot prove it, one of the reasons why it is so invoked right now, this festival, is because the huge influence of Game of Thrones, Harry Potter. All this imaginary in Transylvania, the land of Dracula, but in this very specific context... and a really afraid that this is maybe the next point here for an academic research.

BC: I think it has a framework for three dimensions of experience about good thematization. And I think this is one of the mayor issues for the marketers to

find a good thematization, because sometimes if you look at already themes ... I think thematization is the mayor issue. What you present is the difference between thematization of an experience and in fact marketers will have to develop a kind of trend approach to see what are the forthcoming themes. Because if you see a film which is predominant today, it could be a favour in 2 or 3 years.

FP: Exactly.

BC: It is just like for product, but you do the same for experience.

VC: Yes, it is. It is exact, but some things are overtimed. For example, there are a lot of festivals not only music, but in art, in theatre, in Avignon, in sacred music in Orange. And there is some theme, the movies festival, and so on... I think on value of thematization, there is thematization which has a cycle of time which is now up to date, but in 2,3,4 years it is totally out of fashion, but there is some eternal. And these eternal are closer to internationally recognized values. Everybody can love theatre, can love art, can love music.



From left to right: Ágnes Búvár, Andrew Gross, Katalin Formádi, Klaudia Angyalosy (student), Cintia Virág (student) and Zoltán Veres

BC: In case of Cannes festival, because this year they refused the competition of movies that were produced by Netflix. Because Netflix is the next revolution, but we challenge the whole industry of filmmaking and Cannes festival is based on the traditional filmmaking, where Netflix is challenging that with TV series, that revolutionised and you take example of young consumers, they prefer series, not the movies.

FP: ... series but Netflix is an amazing platform for a filmmaker for all over the world.

BC: And in the same time Cannes festival refuse them in the competition. You see the resistance of old film and upcoming of new thematization, but according to me it is usual work for marketers to detect, anticipate, maintain trends and this is more about sociology...

FP: I asked this question, because when I discussed to students, we always discuss about the efficiency part. As a former marketer in practice I remember, that every time when I had to introduce something, my manager used to ask me, that *'Okay, but how many sales that we going to have, the minimum amount?'* and I had to be quite precise in times of segmentation, number of potential forecast customers. And when you try to get on this new way, which is forming, I do not see, how you can really quantify the number of forecast customers and then to be sure, that there are not only the beginners are going to adopt this way and they will be the only ones. And I think that this sure that we all have to try to put it on paper, try to understand it. So, this is something I am very concerned of, because otherwise you can be very intuitive, that we have a star, a music star which is a quite bad product, but a good branding on her, she is called Inna. She is well known by young people, known the word, but there is no scientific approach, just pure intuition in the fact that YouTube is going to work and that if you use YouTube, if you pay attention to things like Netflix music etc. and try to get the wave, you are going to be successful.

BC: Are you saying marketing is more to detect friends?

FP: It is, but nevertheless how could we do it more scientifically?

ÁB: I think that you can never predict the success of a marketing act, I mean

you try, but you can never be exact. It is like big fight between professionals and academician, because you have this expectation when you talked to professionals, that help me to predict, that if I would this or that, what would be the success rate and I think it is impossible to do, because...

FP: You are right, but project experience is designed for customers, so I have to present a very specific project saying that this is going to cost us this amount of money. And the manager ask, okay should ...

ÁB: I know exactly. I did an interview with marketing professionals two years ago. And we were talking about general... and what they think about marketing specifically on advertising. And we talked about market research also, because I wanted to know their opinion about academic research. And when I asked them *'What do you think about research?'* they thought about market research and they talked about the fact that for them market research is a way to ensure that what they do, would work, and sometimes it is not even a thought to make a decision, it is just ensure the position of the brand manager, so they can show, that *'we did a research we did a forecast, and it will work'* it never works like this, I mean professionals have this desire to see the efficiency this ad. I do not think that you have any way to predict future, because even with market research you cannot do this. They have the desire, but ...

FP: I have one more topic to launch, and it would be a question to professor Veronique Cova. We speak a lot about delight. And about making people love, but just love. But so much like recently a really pleasant of emotions, how...what is going to be the opposite effect.

VC: Now, I think what I red, there is a new thing what is coming in marketing research, it is well being. Wellbeing and mindfulness are the roaring concept, and this is not a total satisfaction. It is not delight, now it is a kind of another concept. I think that, it is just my opinion, that marketing research, not our job, it not to say the manager what to do. Our job is only to propose them some thought, to propose something like this, with this we never said that *'yes, we had to choose this kind of themes or ... not'* just we propose just a way to think. And so today it is not what is opposite of brand love, just I say as a researcher, that now be careful. There is a new concept, that is quite...

not really well defined. It is about wellbeing and mindfulness. What is consumer mindfulness, how my offering could help him to be more mindful. So some things are moving, and I think that the best, ... the more important is to be aware of what they are thinking about and how we can manage a new concept, a new framework, a new structured thought, to propose or to help them, to help the manager in taking decision, but I do not want to take decision instead of the manager, I do not know. It is not my job.

ÁB: I perfectly agree with you, but still the pressure is there, on the side of the manager, so they can just make secure the choice.

AG: So, I like to get in there for a minute, but before I do, could you clean up those words at the bottom? What do you mean by secure?

VC: Security. To feel safe.

AG: Secure. And what does it mean?

VC: Is to be broaden from in and out. I am in and I am out. I am in the experience and I am out. A very close atmosphere. For example, you go to Walt Disney you have the bridge to take, just when you are coming into that world and when you go out and when you take the separate one, it is finished. This is this kind.

FL: They have a mobile app and they can connect the Disney world feeling with this app, so this physical and digital thing is actually, I think it is not end when you get out of Disneyland. You can feel the experience, by digital devices.

VC: Yeah, sure, but it is important not to this, just to have a thought, to think about this. As I have to close it, or as I have to just have to some open windows, to go easier in and out. It is just steps of thought.

AG: So, coming back what do you said, and what Florina said, I would like to mention a few names, because I have studied the work of my youngest daughter who administers festivals in California. I just like to mention two festivals which have gone really out of control. They used to be amateur, they used to

be ad hoc etc. So, one of them is in Texas, called South West a very big music festival. Basically, it is getting too big, like 40 years ago was Woodstock. The other festival also had amateur rules, in California, now that it is really started and now it is in Nevada. And it is in Burning Man and it was amateur and no admissions and now they tried to charge, to be the chief administrator and she declined because it was getting out of hand. So, I just wanted to understand the concept and I agree with you. Some of these festivals are wonderful, but you have to think about one other turn there, beside these and crowd control.

BC: If I just come back to the concept of trend experience, I worked on a paper with the case of tough mudder which is the major obstacle race today. An obstacle race, you have to pay 130 euros to render 3 hours in the mud full of 25 military obstacles including 10.000 charge wires etc. It is madness and the internationally successful people already have tried it. What is interesting, is a formal business, reading that was create this new experience. But not on the basic of market research, trying to find someone to invest, I feel.

FP: I feel.

BC: I feel. My, ... the over alumni I see they are lucky in this kind of body experience with a touch of pain and I trust, that could be a real business. But he never found an investor, so at the end he spent his 44 dollars to renew the first obstacle race of this kind. And he was expecting to get 100 participants and he got 4000 and business started. But you need an entrepreneur, you need an investor to bet on a new experimental trend. Marketers in the fields, they do not have the power to take such a decision. That is the problem. Even if they feel, may have the intuition it is very hard to convince the financier in the company, the top management etc. And that is why we need marketing. Already I think marketing is do not confirm the established trend.

FP: I have here to say that I would really love to put them on Instagram, Facebook. What would be a concept in marketing can live about 20 years even some things are over time. And the other one would be new experiences are actually better developed by entrepreneurs not by managers or by marketers.

BC: I saw the example a new experience of American success.

AZ: I am more optimistic about this because investigating a little bit the relationship between management and marketing and the trend until a few years ago was this one. Managers are the strategists and the marketing exactly has to obey the financial part but maybe the importance of digital online put back marketers put back in the strategy. Because, and I think that the items' main change was experience. Because in branding of our MA students, so we invited a lot of people working in branding, so... and have these buzzwords that since forever like experience. So, they excited in practice ever less let's say. But since my effort, social media and online made actually possible to have a real experience, until social media and until internet, this experience was more or less very limited to have a direct contact with the brand. With you know when we buy something, we know something, so actually it was not a long term and fulfilling experience it was something related to the touching point. But now with social media, it can be a real experience, because people could be in touch with the brand and the brand can be in touch with the people more or less all the time. And there are many concept on that are really buy but using products or services in our everyday life, let's say that. And I think this is one of the reasons why marketing become a point of strategic prospective and this is one point. Another point is that I have to make, because you said so many things that are buzzwords. Because it relates to all of them. But I would relate to..., I would say something about death. The experience are wellbeing and mindfulness, that you said. Experience that you presented at a part I was thinking all time about sacred brands. Because this is you know the ideal brand, let's say like that. And we cannot achieve this idea, this top level of branding, if you include things that include sacred relationship, this sacred feeling, so I think that connecting with the two, with the help market more structured experience that needed, brands maybe keep the consumers more,... the brand community and the relation with the brand. This is one thing. And another thing is related with this wellbeing and mindfulness and also the other. I think that framework is moving from one place to another just are some different. Because for instance wellbeing and mindfulness are incredibly important, because the mentalist today go to consciousness and being responsible and helping the community.

FP: In Western Europe?

AZ: Yeah, marketing and branding.



From left to right: Annamária Sasné Grósz, József Hack-Handa, Florina Pinzaru, Alexandra Zbucnea, Bernard Cova, Véronique Cova, Ágnes Búvár and Andrew Gross

FP: You are speaking about Asia.

AZ: Yes, that is true. The standard marketing branding is in Western Europe and in the United States...

FP: Until we reach the...

AZ: ...some other, yeah.

FP: Or Dubai.

AZ: That is true. But putting there these consumers actually. So, the wellbeing and mindfulness are related with this new mentalities and trends and they are incorporated in the more traditional approaches, emotions and feeling... being enchanted, delighted, satisfied, so into this all, let's say, concept is now included this wellbeing and mindfulness, so it is not the theatres are forgotten, but is you have to include this one and Burning Man is an example, so you have full experience, all your senses are, you know, out of their...

FP: Controls.

AZ: Yeah, exactly. But you know there is something full of sense in this experience. And you also have these 2 new points of experience. The frameworks are including this, not shifting a point from another.

VC: These points are not really new in management, because now there are in use more and more in human researches. And so now, about suicide of a lot of employees, now they think that the salaries are low, but it is the pleasure to come to work and to be enthusiastic and to feel...to be wellbeing working. And these two concepts of wellbeing and mindfulness conferred from, I think psychology, or something like that, but from human resources. And so, it is really... I think a big change in all the firm, not only marketing. And so, marketing warning just behind and say, '*Yes I come, I come, I like it.*' and you understand that the question for human resources is not only that the wage is more important in the job, everyone knows this. It is not... yes, we are walking to have money, but not at all. It is the same thing for consumer. We are not consumer to be satisfied of what we are consuming. And it is exactly the same trend. And so, it is new, and it is a new revolution.

FP: Because it is so strongly related with that. So actually yes, you are completely right, so this thing happened not just in marketing but in all business aspects of the society, because if you look at the Nobel prize winners in economy, you can see the same thing. It is not the rational decision making.

AZ: ... Economy... it is the centre of economic research, but the feeling the emotions as the humans as humans.

VC: But it is quite a revolution, then with Herbert Simon, about nationality. And it is now coming, as it was in economy, now it is coming in management. And so, I think is really shift, really. There is one still exists, really and not only on the stage. I think, I do not know what will happen in 20 or 30 years, but I think there is a change in considering the conception and how to coach the consumer into consume.

AG: I have one more point. So, coming back to security. I attended the Olympic Games in 1976 in Montreal, that was the last amateur one. 1984 Los

Angeles, which was boycotted by the Soviet Union. Anyway. So,... but I also attended in 1996 Olympics in Atlanta about this time, but there was one explosion that killed a couple of people, but I have been turned out because it became less secure and so I would, even if you pay my way, I would not go to Tokyo, because for me it has become too crowded, too expensive and the crowd control is not good and you can watch these specific events in television on a delay or on actual basis, so even if you pay my way,... so this is terms of what Veronique said, so it is a term of delight, you feel secure exactly. So, for me the big events are unsafe.

KF: Can I just add something?

ZV: Yes, sure.

KF: Then listening your presentation, one thing came into my mind, because I really liked that idea of really good experience with the pilgrimage the 2 main pain suffering. Because most of the cases we are talking about the good positive... using different positive senses to create experiences, but what I also absorbed that you can compare with the running competition. The pilgrimage with the running competition. And I think that is also very important, because pain, suffer... I mean if you are doing a half marathon or marathon anywhere in the word, then you are doing pain, suffer a lot, on the way, but you do it, because you go through a kind of self-determination, like self-conciseness during the way and pain and suffering leads to a delight, leads to a lets' say emotional wellbeing and from the... it is not about motivation, because it is more, it is more like that. And how to turn the running experience into an unforgettable, how to turn running as an activity to an unforgettable experience and memory. And my first experience was a half marathon and there was a Russian team it is amateurs actually and they had this logo, that '*Pain is temporary and glorious forever.*' And I think that could cover idea about running. And since then you would not... I mean you do it repeatedly, because of different reasons, and not just because of finding yourself, but it becomes a kind of motivation visit places because of nice running competitions and this is also I think very important in consumer behaviour and also from the consumer psychological point of view, why people are participating in running competitions.

FP: If I just may add something. There is a.. I would say a big difference from

the pilgrimage in the view of Catholics and the pilgrimage of orthodox Christians. For instance, orthodox do not walk in pilgrimage, they take the bus, or train. There is no walking pilgrimage in the orthodox church. It is always being organised by the priest who is in front of the bus. So, it is very different... That is a good business after all and a lot of marketing.

KF: And it is for running all well, then you do it. You just have to do it by your own, so it is your collaboration.

VC: I think it is a very interesting subject, about the place, about the body experience. And there are some new articles, and one is called embodiment it is an use of body, to have an experience and in marketing and embodiment experience are very interesting to investigate. And the second is that this kind of idea is exactly the opposite from a virtual experience for example, sport, football a football event. When we go to the match, a game, and e-sport. What is e-sport? The player is the software. And we look the software and we are saying that there is nobody really in action. And so, both procure some experience with emotional one and the consideration of the body as really a vehicle through pain to allow some emotional dimension is anchorage of the Christianity approach, where the sacrifice is very important to live better, so it is not a same in, perhaps in the orthodox, but I think so, perhaps in Muslim the concept of pain is not the same, because it is not close to the concept of a better life through suffering.

FP: Made a concept of pain for the orthodox church is the fact that all doing the mess you have to stand, really.

VC: This approach of pain and suffering is not independent from religious beliefs.

ÁB: But pilgrimage is for everyone it became like just this morning, I read an article about a woman who did the Santiago del Compostela.

FP: El Camino.

ÁB: Yes, and this became very famous, and it was not because of formal religious purposes it was because she had a brake up with her boyfriend and she

was sad and she did not know what to do with her life, so she did this pilgrimage and I think it is interesting, how you can connect this profane motivation to the whole concept of pilgrimage and how you can find the sacred of it religiously, because the first Shirley MacLaine was... and everyone wanted to do this and when we talked about the pilgrimage this woman had the same experience like community and suffering and what do we have with running as well, to overcome your obstacles and be more than you are and by the way all my friends approaching to their 40s' wants to have marathon.

BC: And the 60s' is Compostela.

FL: Generational issue.

ÁB: Yes, I think.

VC: What I say is not that all the motivation, because for example, I did not a Compostela way, I did one in Canada, and everyone knows that in Canada, in Québec they are really against religion and all the staff, because they are suffering a lot with some religious pressure. And so, when I did it... it has the same name, it is exactly a copycat of Compostela. No one as a religious objective and so... but, the relation with the body it is encourage somewhere. When I was young, my mother said, *'If you want to be beautiful, you must suffer'*. When I has long hair, I... So, she said to me, when I had a lot of hair *'...if you want to be beautiful, you want long hair; you have to suffer. If you do not want to suffer, I will cut it'* and this idea of suffering is really linked with all the things better, so it is not about religious approach...

ÁB: Yes, but you have the spirituality of it. So, it is not religious, but them modern or postmodern way of religious experience and this is how I could... because...

ZV: Let's make a few comments about the discussion. What I think as an interesting questions to discuss. First of all, subjectivity, subjectivity period. Subjectivity can cause, I think, managerial your problems in service context, because the servicescape, as Eiglier and Langeard defined it, they are together, so the consumers are witnesses of other transactions. So, that can cause managerial problems, how to manage different subjective approaches,

different subjective experiences, because from service point of view the service transaction seems to be the same one, but it is not the same. From person by person, from customer by customer, the transaction from customer point of view is different. Sometimes that causes the problem, how to manage the interactions for example interactions between consumers in the servicescape. Even in a simple case, in simple services, it can cause problems, let us say, in a post office. Not so complicated service, but interactions, a chance for interaction sometimes can cause managerial problems. So, what I thought to comment is managerial implication, management problems, because a theory can be fantastic, but if we can realise the lessons from the theory, the management, the service management can cause problems, in that cases something I art pour l'art theory. So, subjectivity. What do you think? What do we think about the subjectivity? Do we say, neutralise a little bit subjectivity, or do we have to do something with it? Or let consumers have their experience as it is...

BC: Just a comment, I think it is just like students participation, we know about the subjective experience, each of us. And they never tell you really what they need as the subjective experience. So, I think this is out of the scope of management. We cannot manage everything.

AB: But you cannot give them the scope, I mean this is the whole idea that we try to figure out what consumers think and like your strategy. And this is the psychology of students.

ZV: You can think of complex situations...

AB: But it is the same. I mean the power to understand the other person and that it is subjective. This is the concept, I mean of being human...

BC: Yes, but I think it is too important task, for managers, because it is too huge. You have to go behind that, to simplify what is your task as a marketing manager. If you want to understand the differences in all the subjective experiences lived by people with the same experienced context, I am sure you would be afraid of trying do that, for for example a classical concert. Opera music of La Scala in Milan, it was amazing to see the difference of those experiences, when people report the day after. The majority of what they told

us, is not manageable, you cannot manage the..., for example one is saying *'As soon as I entered the huge opera house I was really impressed, I feel it because I was so small in this opera house.'* The next say, *'As soon as I entered the opera house I was embarrassed, something huge and magnificent was me to the experience.'* If you are... there is two position but think about all the position. What do you decide?

ÁB: You try to find patterns and the whole point is that you try to discover patterns. This is segmentation all about.

BC: Segmentation of opera house?

ÁB: Yes, for example because it is manageable if someone feels small, like for example, maybe you know the Metropolitan Opera...

BC: Yes.

ÁB: ...and the Hungarian National Opera did the same, like bringing opera closer to young people, because they felt it strange...

BC: BBC France.

FL: I think the customer is not being small, by such a huge...

BC, ÁB: It depends...

FL: I know, but it is a great feeling to...

FP: To give just one example, the biggest retailer in furniture and decoration in Romania, and I used to work for them and I remember that the whole store was magnificent, it was really something like the dream of architect coming to..., but at the entrance, the whole entrance, all was like a bazaar, with very small objects and furniture and it was like really being in Istanbul or something and I was saying to the owner *'I do not understand. Everything here is huge, is beautiful, wonderful really. Why do you have this bazaar at*

the entrance? ' And he said something like that, because, Florina, people in Bucharest in Romania at that time they were afraid, when they saw something huge, so occidental, so luxurious, and they had the tendency to go back, to step back and not to go in the store. That is why the bazaar, but after that created the experience as he wanted to.

FL: Yes, but this was the place where they went to shop, but if you are going to the theatre to an opera, you want to be shocked by the enormous...

ÁB: I mean, you are the person you want to be shocked, but other may not...

FP: But it is something manageable.

FL: Yeah, I agree with you.

VC: What I think is that, in fact subjectivity is really the most important characteristic of the consumer.

ZV: As a general.

VC: Globally.

FL: Does subjectivity has general meaning?

VC: Yes, subjectivity is just ensuring characteristic of people. And so, this is really problematic because in marketing or in management approach, we try to make some patterns. And what I am thinking about is just if we want to add some pattern, what would we say? Would we say, that we are interested in marketing, that we have some connection with the university and what is more? Yes, we are man and woman, and so things, that are not interesting at all. And what is interesting is what you live, what you live, what really have as an experiment. And if we want to do something, we have to consider the subjectivity of each of us. And it is impossible to consider, I think so. Patterns has really a marketing tool. A good marketing, I think has to go, yes, you think differently, you too, you too, each of us think differently, so I have to propose something for all of us. I will make some cuts, in my offer, and I have to decide as if I want

to satisfy you, knowing that you all not going to be perhaps satisfied. And it is really subjective approach, is a quite revolutionary approach.

ZV: Do you think that is was not known before?

VC: I think that when I read something about subjectivity, and I think that it is very interesting, it was not like death of marketing, because someone approaches me, but it is just to have a relative position. I really do not believe in marketing...

KF: I would observe the practical answer, the strategic answer to this issue, that was already included in your presentation. And I think this is personalisation, which is based on segmentation. So, this is the marketing strategy answer to this subjectivity.

ZV: Can be.

KF: Yeah, could be. But if you personalise the offer, and personalise needs offer, we could refer to just to some segments of the marketing strategy. It is enough if I believe the personalised, how we communicate, what is going on there, not necessary the show itself...

AB: I thought about personalisation as well and mass personalisation, that we are capable to do right now, with all the technology and the big data and the consumer test analysis, so all these technical tools help us to personalise our message in a scale, like in luxury industry where it was even really personalise but for a few clients now, it is like everywhere and in advertising, personalisation is one of the big buzzwords.

AG: I have a question since Zoltán brought up the determine of managing, management. So, I have a question and I like to have illustration specifics, let's come back to Europe, so I am asking you. How long is the Aix-en-Provence Festival, and more important, shall we manage the experience of a person who comes from to this, or do we?

ZV: Okay it was a provoking question, but okay, we can manage it. But I think the professional question of marketing management is for example, that

do we have the take increasing risk of customer effects if we standardize. Because standardised service is much easier to manage. So, my dream is to sell a standardized service to the Chinese population. Good business.

VC: The most standardised services are the easier to copy and I do not think that a manager has the interest to standardise his service. Because if you want to differentiate and want to have an advantage against the other provider, he has to work with the relationship and not standardise it, exactly on the contrary.

ZV: If the standardised business were not be a good business, they would not open the fast food outlets. So, that is an economic question.

BC: Yeah, but is...

VC: Look at the fast food now, I do not know here, but in France, you have some electronic device where you can choose 'Yes I want some...'

ZV: Touchpoint.

VC: ... and really to mix and to create your own order. And so, on the contrary, you have standardisation, and this is about McDonald's who did this.

ZV: Anyhow I think, in a service environment, personalised elements are much more difficult to manage, exceptional situations, generally, so that it needs more competence in management, for example conflicts between consumers and negative customers effects. Another comment is about consumer competences, so concerning the presentation you managed we can discuss a lot of about consumer competences, because in the new era of co-creation in the service industry, consumer competence is a very important element to be in the planning and designing the services and the service promises. So, what do you think about it?

ASG: I have a comment to this, because in my running research project is about the quality of life in terms of international students who study here, and my experiences, our experiences are based on, some focus group interviews, that consumer competences had been prepared how to live abroad, far from

their home country, far from their culture as well, have a quite big affect for their life-quality, how they can experience being abroad and study abroad and I think subjectivity has a close relationship with consumers' competences. Because if they are prepared for the experience, maybe they can have a little bit more similar experiences. So, what was in my mind on the topic, if someone thinks that he or she can just a tiny people, maybe they are not really prepared for that experience. So, my question is how we can build the bridge between the consumers competences, and the experience, the offer that we try to give them, because I think if we are talking about wellbeing, to coach the consumer. I think if the consumers are more prepared for the experience we can manage a little bit subjectivity as well, so yeah, the question is how we can make them more prepared for the experience, anyway we should follow, because they are part of the service. So, the equality of our service based on what is the level of competences and how they are prepared for the service.

VC: Yes, but what is interesting in your comments, we know that there are resources and there are competences. Competences are how I could act in my resources. Okay, it is not exactly the same. And inside of competences, there are some competences, technical competence, how to do. And these competences, can be taught or coached. And there are competences not how to do, not technique, but how to be and this is more subjective and more closed to the life practices. And these kinds of competences are really very difficult, for example how I can manage, if I go in a foreign country and if I am afraid. Perhaps I can know, how to do competences and how can fight or in which suburb I have not to go and so on. These are some competences, that I would say about coaching, I am not speaking about this one. This one can be learned before to go, another one is how I can manage my own fear. And these are really competences, really close to my identity, to my own intellectual and emotional personal characteristics.

BC: Like airline companies, like in France they propose training programs for the consumers. If you are afraid of buying you can go another session of days to learn how to manage fear.

ZV: Free of charge?

VC, BC: Yeah.

VC: Yes, but I never heard that it succeeded. Yes, they do this, but if I am afraid when I am travelling by plane, I do not go, I have to take the bus.

BC: Can I go back? Just on example of this obstacle racing. Because it embodies a lot of tricks of marketing. It is an experience, but all the people are not at the same level, when doing such type of race with 22-25 obstacles. They decide that you cannot participate alone. You have to be part of the team, you have to subscribe as a team of 6-8 people doing this race, and then, in the team, there are people helping other people, coaching other people, supporting other people, so it is a group, a community, a team of consumers, who are doing the job for the company without payment. This is a genius of marketing.

ASG: And do you think it can work, in case of fear?

VC: Yes, but the company has to put it out and to subcontract to arranging this.

BC: For example, you are facing an obstacle you are afraid, and the other member of the team say *'We will win! You will do it!'* And at the end you do it.

ASG: But if you are alone? Because in my opinion it is not possible to ask a tourist, that *'Okay, this is not allowed to you to travel alone.'*, for example on airplane, but you have to have a team, so how it is possible to have it? Also, it is not possible, we cannot tell to our future students that 'You are allowed to come here to study, if someone else will come with you.

BC: Sometimes, you do that.

ÁB: ..., but you can do like kind of support groups once they are here, and they can share the ...

ASG: So, what I wanted to ask it that is it possible to build team from different...

VC: Yes, as you said, for example what succeeds is what is about a group.

VC: There are animators, and what is important is to go in a collective approach because this can be for the competences that we cannot learn, but we can share them and to put in balance what I share and what I can share and what I can learn. And this kind of competences, fear for example can be learned only if you can leave them to support, or to do with the fear.

BC: There is a good case of failure of experiences told by Lindbergh, about the arctic experience where people need to go to and live a kind of extreme experience they have a dream what could be this experience, but do not have the competences. So, some of the people during the experiences are over a nightmare and if the coach is not helpful, if they do not have the help to avoid total failure and this failure was described, how you can miss the experience.

ZV: I have a question to Veronique. What do you think about the phenomenon, the increasing presumed competence of consumer? Nowadays before going to the doctor, going to the surgeon, you can find everything about the good treatment, of course it is very dangerous how to manage the situation. Presumed competences increasing, I think, in markets.

ASG: Is it a competence, or just...?

ZV: No, presumed. I think, I know, how to do. How to provide service, sometimes it is very risky, there is a reason for conflict between the customer and the service firm.

VC: Because the customer says, *'Yes, I know how to do.'* There is an alternative situation. For example, when you go to the doctor and the doctor says, yes *'Did you take your medicines, and for some diseases are you very serious in how to take care of yourself?'* – *'Yes-yes, I know.'* In fact, he thinks the patient thinks, he knows. And I know a Phd student who is working on this rule of connected object and connected object is an alternative, really interesting, because the consumer trusts in it, sometimes better than in the medicine or the coach, or something like this. It is an object, so he has a feeling to control it and to master it. And he is more inclined to do it than as everyone says, because the question of pride is not... I am not proud of an object. But, once the object says me, I say okay, because the object has a perfect logic. And I

have this kind of cognitive approach with an object. They can have another person, even if it is a person is a member of my team. For example, with the medicines, the mother, the family say that *'You have to take your medicine, yes, you have to take care of this, because it is not good for your health.'* and so on. And yes, I know what I have to do, but with this, I have the connected object to caring health. And it is important perhaps, this could be just limited from how much I can trust, so I can listen, I can want to do, what another person says. And how I am really... obey for example to a machine.

AB: And there are stories, about GPS stories, like people following the GPS, and they find themselves in the middle of the forest they just go with their phone, and the GPS told them to go there, so I think it is more general, it is not just like in healthcare, but overall we have the tendency to trust in machines and follow them, and, yes, we do not have this mental obstacle not to follow them.

AG: My question for you Veronique and others. Are you searching for universal experiences, because it in my mind, you are the expert, I am not a consumer behaviour guy. But, I am wondering, in order to give manager your advice, that things not different between music festivals and pilgrimages, and all these other things are different. Would you give different advice to the managing director in different values subculture, would be touristic, or would be another field, to try to find universal rules?

VC: No, I am not interested at all about universal rules, I only just put in light some phenomenon. So, if this can help you in another way of thinking.

BC: But, as Florina says, if a common pattern that form the trend, for example, the discovery rate that people really pay, to live full experience, this is a big difference between this decade and the former decade, and this crosses all the sectors. You can find that in CrossFit training, in obstacle racing, in pilgrimage, so maybe pain is coming back as being a major dimension of a pleasure work experience.

FP: Oh my God!

VC: I think, that is the rehabilitation of the body, because with more than

classical traditional approach we consider the consumer only through his brain, in a cognitive approach. And after experimental approach it becomes an emotional dimension, and I think, 5 or 6 years from now it will be about body approach. It is not from brain, it is not from emotion, it is a corporal approach. And now, in consumer research, this kind of way to understand the consumer is new, and we do not know, what exactly is about, but in body approach, there is pain.

BC: Just to add, not to your fear, maybe this is the reaction to what is happening at work. Many of us, look at me, look at you, we live our life in front of a computer. We are always on screen, not on stage, but on screen, facing screen and we forget about that just our eyes any fingers that are moving on the computer so maybe, so maybe the re-finding the body on the experience and finding it for pain is just a reaction of over digitalisation of life. In that sense, yes, it could be a global rule, Andy, because digitalisation is going through all the jobs, all type of works, all the countries, and globally this has an impact on what we are searching as a meaningful consumer experience. We speak about importance.

ZV: Any message from political marketing?

JHH: No, this is far from this approach.

VC: Yes, but in political marketing perhaps there is also pain...

ZV: an interesting customer experience...

VC: Politics and the body...

JHH: I will think about it.

VC: As a kind of counter-trend think about self-quantifying, it is a kind of understanding, how a body, as a post humanist approach, works. I do not know if you are running with an Apple watch. It is a machine which says what to do and how to do and the self-quantifying is really a consideration, not about emotional, not about cognitive, not about body and bodyment too, because it is a machine, which decides for you to quantify yourself. So it is really, some

values consideration in opposition and there is none of them, which is the best, and it is just to open your mind and say that ‘Oh... there is this again.’ and do not say, who is this, who will lead the practice for managers and so on as in a good way. And I say this is interesting on like a panorama.

ÁB: But maybe they can be related also to all these restrictions that some people, put on themselves, like for example you have consumerism and anti-consumerism and right now it is like the slow fashion and durable products and not to buy everything, it is like thesis and an anti-thesis, that you have consumption and hedonism and now it is more like aestheticism, and it can be related to the religious dimension, like you try to limit yourself and try to be, like you cannot be trapped in this hedonistic lifestyle, so it can be... it can have a broader sense as well.

KF: But just on another consumer approach, that you try out various things and now it is a challenge to consume. You can afford to buy, what you want, but that’s a bigger challenge not to buy. Because we get used to...

ÁB: But you have this decadence, that you reach, but now you are fed up, you try to purify yourself or something like that.

BC: And purification is that. It is connected to mindfulness and wellbeing..

ÁB: It is not anymore ‘*I want it all*’, but it is more like want something more... I do not know.

BC: It is a without. We want products without sugar, without...

VC: Yes, it is interesting because with for example mindfulness, I think that the deal is to be out of our body. It is a kind of negation of our body and at the same time we think about when you meditate. When we think about each element of our body to put our mind outside of the body.

ÁB: Seeing yourself from the other side. Stepping back and seeing yourself.

VC: And to forget your body. Because your body is not yours, yours is in another place. Yours is not in your body, so you have to take it out.

ÁB: And it is also spiritualism. You say like you do not know, it is like all the people doing yoga, they have this.

VC: Exactly. Yoga is increasing in France, it is really attractive.

ZV: So, the last thought for today, that is the dilemma between the global and local approach. Because you know, in nowadays a really big problem I think for marketing to handle the dilemma between local roots and local environment from childhood and global approach like for example, tip. It is a very simple term, but it is very different in different cultures. Like bicycle is very different, has a different meaning from consumer point of view in China or let's say Algeria or I do not know. So, tip is also a very simple tool, but it is very different, and due to the increasing international tourism is a very difficult thing to manage these local differences in culture to the consumers. So, what do you think about? How do you think the position of marketing manager concerning the global versus local dilemma? Because if we want to be competitive, we want to offer something satisfying of course. Sometimes it is not easy, for example in tourism. In tourism management is not easy to make all customers satisfied due to this problem of local cultural conflict.

VC: The manager does not know if it is good or not good or what is better. Is it to centralise the tip? Or the old theme is in a basket and everyone put, and after they share.

BC: Maybe.

VC: Maybe? Or if it is gained by each of them, each employees, or if it is included in the bill or not and so, the manager, because it is a very recent research, and I presented it in a cafe for example and they say, '*We do not know. We do not know what is good for tip, we use regularly tip.*' And it is a very simple topic.

ZV: A very interesting experience of mine happened in the United States for example. For me it was shocking when staying in the United States in the invoice there was optionally 5%, 10%, 20%, 25%, so I was free to select of course...

ÁB: It is like a suggestion.

AG: So, watch out for attention of merchants.

AZ: My experience is that we are working with the hotel where the tip is really does not exist. The relationship between local and global is not so straightforward as we normally believe. I read recently an article about the American society, it was referring to, let's say it was not political frame..., social-political framework and it was discussed the profile of the globalists in a position, let's say, the profile of American, well the study observed, that actually, the nationalists, the American are less attached to American values and they are... Let's put it in another way. The globalist actually are more attached to American values, then the nationalists. It means, actually there is no dichotomy between being globalist, being fan of internationalisation, being global, being interested in well-being of the other nations and loving your own country, quite a contrary when you are a globalist, you are more attached to really interesting, what is going on in your own country, while the others idealised, what is going on America in this case, but they are not so involved in the political trends, they do not do real steps in order to the situation in America.

BC: I have a question. I have a good framework to this. I have a good case. I have a case on the company called Harley Davidson producing motorcycle, Trump, president Trump asked for to a boycott of Harley Davidson, by American consumer, because they wanted to delocalize their production in Europe. American buyers can say *'If they do that, I will buy no more Harley Davidson, I will replace them'*.

AZ: Well, of course there are segments. And what that such a political study has observed is maybe a trend or maybe the majority of the segments of the market, but I think that people are very diverse, and we cannot work on the premises like local, global...

VC: Glocal.

AZ: ... the market is really... too complex in order to put everything into a...

VC: Yes. I think that this kind of thinking is a dialectical approach local versus global, body versus spirit, to buy or not to buy, this is to demonstrate, because we cannot decide. So, this is ...really perhaps a solution, yes, we can, you have not a lot of possibilities. And so on, it is possible in one moment I act global and, in another moment, I act local. So, I think it is not..., personally as a researcher, is not a kind of thought mapping, because everything is possible. And I prefer just to, not to hesitate, but to say '*Yes, it is this.*', but there is a solution, okay, try to have a thought on a topic, where you can say something. It is like, when I work on sacred versus profane, the solution is in a continuum. And the map is not about something sacred and something profane. We only have a thought of if we have a historical approach since the pilgrimage exists. What changes all the time in years and what is the same? And there is some difference between the sacred and profane? I do not know. It is out of the question.

ZV: But I think in the service industry in many cases, the dilemma of the situation is similar to the drama of the agent, of the personal agents, the personal seller. The drama of the personal seller is that there is a very short period for him to realise the personality of the potential buyer. It is typical in many cases of services to find the best approach to the consumers in different situations in the servicescape. In servicescape it is a face to face relationship in contrast with consumers, so in a restaurant it can be a good solution, if a waiter is similar to a good agent, good personal seller. Impossible to teach, I think.

AB: So we come back to subjectivity, because basically it is based on the fact that people are different and you have to be the consumers mind or you have to have the intuition, we talked about intuition that it contains strategies and it goes back to this and good service people tries to find out what person is in front of her and tries to have...

ZV: In many cases I realised that Chinese agents are fantastic from this point of view.

FP: But I would say, that also the servicescape, the experiencescape is also very relevant, for instance, like many other persons go to New York, want to

experience at Time Square. And if you are looking at New York guides, they recommend places in Time Square having best services, having best products, best American New York experience. And I can take, because I lived in New York, those are the worst restaurants in New York, and beside that, speaking of the tips, they ask you huge tips. Really ask you like *'Hey, where are you going? This is not the proper tip. You should give twice or 3 times more'*. So, but still crowds are going to these restaurants, because of the servicescape, because they know, they are the best, they do not want to maybe to risk bad services outside of this area, that is known that is good, because of I do not know, social prestige, or whatever I do not know.

ÁB: But do they not know other places?...

FP: They just do not know it or just do not want to risk the experience, anyway. If you go to Time Square, never eat there, never drink there.

ZV: I tried it once, it was okay...

FP: So, there are too many factors to consider.

BC: So go to New York, but do not go to Time Square.

ZV: Thank you!

ZOLTÁN VERES

EDITORIAL:

**INTERNATIONAL SCIENTIFIC SYMPOSIUM ON CUSTOMER
EXPERIENCE
UNIVERSITY OF PANNONIA
VESZPRÉM, HUNGARY 22-23 MAY 2019**

Dear Reader,

Welcome to this special issue of Pannon Management Review in the year of 2019. In this issue you can find an edited version of the discussion modules of the International Scientific Symposium on Customer Experience. The symposium was hosted by the University of Pannonia and organized by the Research Centre of the Faculty of Business and Economics. The scientific discussion was arranged in three modules, where a selected group of experts with different background has been invited to, as seen in the next pages.

The first discussion module started with the keynote speech of Véronique Cova (professor of Aix-Marseille University) on customer experience in service context. The participants argued on their idea about specific experience, wellbeing and mindfulness of the service buyers in the servicescape. Cocreation by the transaction roleplayers and thematization in the “experiencescape” have been specially analysed.

In the second module the participants reacted to the thoughts of professor Bernard Cova (KEDGE Business School, Marseille), the keynote speaker of the module. The discussion concentrated on the competence, the perceived risk, information asymmetry etc. in business-to-business situations. Special focus has been put on the time factor versus technological development, transactional versus relational episodes, planned network building and generally the b2b marketing activity before and after the economic crisis.

The third discussion module focussed on research questions of buying behaviour. The keynote speech was given by professor Ágnes Neulinger (Budapest Corvinus University). She presented the historical development of the consumer research and concluded with the dilemmas on how to go on with the methodology. An inspiring discussion developed on the technological innovations, on the social and structural changings and on the market research trend related to the consumer research and specially to the understanding of buying behaviour.

We are convinced, Dear Reader, that the material of this special issue gives you a deep insight into the actual questions of scientific research on customer experience.

MODULE 1			
CUSTOMER EXPERIENCE IN B2C MARKETS			
22ND MAY			
	participant	affiliation	background
keynote speech	Véronique Cova	Aix-Marseille University	Consumer behaviour
moderator	Zoltán Veres	University of Pannonia	B2B marketing Consumer behaviour
	Bernard Cova	KEDGE Business School	B2B marketing Consumer behaviour
	Ágnes Búvár	Eötvös Loránd University	Consumer psychology
	Katalin Formádi	Budapest Business School	Sociology Market research
	Andrew Gross	Cleveland State University	B2B marketing
	Florina Pinzaru	SNSPA Bucharest	Marketing management
	Alexandra Zbucea	SNSPA Bucharest	Marketing management
	József Hack-Handa	University of Pannonia	Sociology Market research
	Annamária Sasné Grósz	University of Pannonia	Cross-cultural marketing
	Fanny Liska	University of Pannonia	PhD student

MODULE 2			
ORGANIZATIONAL MARKETS			
23RD MAY			
	participant	affiliation	background
keynote speech	Bernard Cova	KEDGE Business School	B2B marketing Consumer behaviour
moderator	Zoltán Veres	University of Pannonia	B2B marketing Consumer behaviour
	Andrew Gross	Cleveland State University	B2B marketing
	Judit Simon	Budapest Corvinus University	B2B marketing Market research
	Mihály Görög	University of Pannonia	Project management
	Katalin Varga-Toldi	University of Pannonia	B2B marketing
	Dirk-Jan Kamann	University of Pannonia	Supply Chain Management
	Florina Pinzaru	SNSPA Bucharest	Marketing management
	Véronique Cova	Aix-Marseille University	Consumer behaviour
	Alexandra Zbucea	SNSPA Bucharest	Marketing management
	Fanny Liska	University of Pannonia	PhD student

MODULE 3			
DILEMMAS ON BUYING BEHAVIOUR RESEARCH			
23RD MAY			
	participant	affiliation	background
keynote speech	Agnes Neulinger	Budapest Corvinus University	Consumer behaviour Market research
moderator	Zoltán Veres	University of Pannonia	B2B marketing Consumer behaviour
	Bernard Cova	KEDGE Business School	B2B marketing Consumer behaviour
	Véronique Cova	Aix-Marseille University	Consumer behaviour
	Orhidea Edith Kiss	Eötvös Loránd University	Consumer psychology
	Katalin Formádi	Budapest Business School	Sociology Market research
	Andrew Gross	Cleveland State University	B2B marketing
	Florina Pinzaru	SNSPA Bucharest	Marketing management
	Alexandra Zbucnea	SNSPA Bucharest	Marketing management
	Otília Dörnyei	University of Pannonia; Inspira Research Ltd.	Consumer behaviour Market research
	Andrea Huszák	Agorama Ltd.	Qualitative research
	Fanny Liska	University of Pannonia	PhD student

Zoltán Veres, Professor of Marketing, at the University of Pannonia, Veszprém, Hungary, Head of Research Centre of the Faculty of Business and Economics and the Department of Marketing. He was born in Hungary and he received his university degrees from the Technical University of Budapest (Masters degree in Electrical Engineering) and the Budapest University of Economic Sciences (Masters degree in International Business). He obtained his PhD in economics, at the Hungarian Academy of Sciences. More recently, he obtained his habilitation degree at University of Szeged, Faculty of Economics and Business Administration.



He worked as project manager of numerous international industrial projects in the Mediterranean region (e.g. Greece, Middle East, North Africa) between 1977 and '90. Since 1990, he actively participates in the higher education. Among others he taught at the College for Foreign Trades; at the Ecole Supérieure de Commerce d'Angers and between 2004 and 2009 he was Head of Institute of Business Studies at the University of Szeged. In 2011 he was appointed professor of marketing at the Budapest Business School (BBS), Hungary, and between 2010 and 2014 he was also Head of Research Centre at BBS. Since 2014 he is Head of Department of Marketing at the Faculty of Business & Economics of the University of Pannonia, Veszprém, Hungary and the editor-in-chief of the Pannon Management Review.

Zoltán Veres has had consultancy practice and conducted numerous research projects on services marketing and project marketing. In 2001 and 2002 he was Head of Service Research Department at the multinational GfK Market Research Agency. He is a member of the research group of the European Network for Project Marketing and Systems Selling (Lyon); Advisory Board member of Academy of World Business, Marketing and Management Development, Perth (Australia); member of Comité Científico del Academia Europea de Dirección y Economía de la Empresa (Spain); Advisory Board member of the Nepalese Academy of Management; member of Board of Supervision at Association for Marketing Education and

Research (Hungary); Advisory Board member of McMillan & Baneth Management Consulting Agency (Hungary) and consultant of Consact Quality Management Ltd. (Hungary).

He has nearly 300 scientific publications, including the books of *Introduction to Market Research*, *Foundations of Services Marketing and Nonbusiness Marketing*. He has been editor of series to Academy Publishing House (Wolters Kluwer Group), Budapest. Besides Zoltán Veres has been editorial board member of the journals *Revista Internacional de Marketing Público y No Lucrativo* (Spain), *Вестник Красноярского государственного аграрного университета* (Krasnoyarsk, Russian Federation), *Tér-Gazdaság-Ember and Marketing & Menedzsment* (Hungary); member of *Социально-экономический и гуманитарный журнал Красноярского ГАУ*, member of *Journal of Global Strategic Management*, Advisory Board and Review Committee; member of *Asian Journal of Business Research*, Editorial Review.¹

We would like to thank herewith to Fanny Liska, Klaudia Angyalosy and Cintia Virág for their work in editing this issue.

Abbreviations

AZ - Alexandra Zbucnea

ASG - Annamária Sasné Grósz

AH - Andrea Huszák

AG - Andrew Gross

ÁB - Ágnes Búvár

ÁN - Ágnes Neulinger

BC - Bernard Cova

DJK - Dirk-Jan Kamann

FL - Fanny Liska

FP - Florina Pinzaru

JHH - József Hack-Handa

JS - Judit Simon

KF - Katalin Formádi

KVT - Katalin Varga-Toldi

MG - Mihály Görög

OEK - Orhidea Edith Kiss

OD - Otília Dörnyei

VC - Véronique Cova

ZV - Zoltán Veres

