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EMERGING APPROACHES AND FUTURE AVENUES IN MARKETING  
RESEARCH

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*To Gina's patience!*

## School<sup>1</sup>

Won't you believe it  
It's just my luck  
[x4]

No recess  
[x3]

Won't you believe it  
It's just my luck  
[x4]

No recess  
[x3]

You're in high school again  
[x8]

No recess  
[x7]

(Cobain, Novoselic, and Channing, 1989)

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<sup>1</sup>Cobain K., Novoselic K., and Channing C., (1989). School. In Bleach. *Sub Pop Records*, 1(5), 8:07–10:47.



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## Preface

This thesis focuses on the current marketing strategy literature and looks for the emerging approaches to marketing research with the intention of pinpointing future paths in the marketing field. It is composed of an introductory section and three articles. The preface explains the overall purpose of the study and briefly presents the main contents of the single-taken papers highlighting the links between them. The first paper can be located in the marketing strategy branch of knowledge, while the second and the third article on the value co-creation debate.

The main research questions are:

- 1) How the three marketing strategy approaches can be explained in terms of characteristics?
- 2) How have firms been using outside-in, inside-out and mixed approaches through time?
- 3) Which definition/s of value is used in the value co-destruction literature?
- 4) What kinds of practices are related to the four forms of capital?
- 5) What kinds of practices are related to the interactional process between systems or actors and their resources integration?

These questions are answered through three papers. Paper 1 replays to the first and second research question, while the third is answered by the Paper 2. Research question 4 and 5 are responded by the conjunct afford of Paper 2 and 3.

Once the first paper showed the main characteristics of the marketing strategy approaches, basing my choice on the Paper 1 results, I pointed my attention on the combined use of marketing strategy approaches and the role of *cooperation*. Then, I tried to figure out the next steps in my marketing research, looking for future avenues. I directed the research towards the Service Dominant Logic (S-D Logic) which considers the cooperation as a starting point and it posits that value is co-created through interaction between firms and customers (Grönroos & Voima, 2013; Vargo & Lusch, 2004, 2008; Vargo, Maglio, & Akaka, 2008). Furthermore, I decided to observe the phenomenon of value co-creation from a Practice Theory (Bourdieu, 1990; Reckwitz, 2002) point of view because it allowed me to generate useful insights for both marketing scholars and practitioners. Practice Theory is a “body of work about the work of the body” (Postill & Bräuchler, 2010). This approach to social theory considers the human body as the link of a sequence of activities (i.e. practices) that actors

perform with different levels of commitment, dexterity, and grace. While some practices are common across social space and time, others are based on volatile configurations that change over time (Postill & Bräuchler, 2010). For all these reasons, I observed the practices performed by the firm and its customers during the cooperative interactions.

Although the concept of cooperation may suggest a positive interaction among firm and its customers (value co-creation), recent studies introduced the opportunity of generating negative outcomes (value co-destruction) (Plé & Chumpitaz Cáceres, 2010). Because of the negative consequence of the cooperation compared with the positive one is a runner-up topic and it is poorly studied, the last two papers of this thesis have the aims to increase the knowledge about value co-destruction practices during firm and customer iteration. Even more, the last paper of the thesis tests a model called Pra.v.d.a. (Lombardo & Cabiddu, 2016) and suggests an extended version capable of assessing value in both value co-creation and co-destruction context.

More specifically, in Paper 1, I showed an overview of the marketing strategy approaches. In the marketing literature, there are three main approaches related to strategy: the outside-in, inside-out and mixed approach. Although many researchers have given their contributions to this field of research, there are no studies that fully identify and define the distinctive characteristics of these three perspectives. Moreover, there is a lack of empirical studies on firms' marketing strategy approaches. For these reasons, the Paper 1 has two different objectives: 1) identify and describe the main characteristics of the three approaches and hierarchically structure them in a theoretical framework; 2) provide an empirical qualitative contribution to the marketing strategy debate (Latte Arborea case study).

In order to achieve the first objective, I used a conceptual matrix (Webster and Watson, 2002) to locate the most quoted characteristics by the literature. Then, I discarded the less frequently quoted characteristics and joined some other similar ones that can be used together. The result is a theoretical framework which shows the hierarchical relationship between characteristics and their affiliation to the three approaches.

For the second objective, I used a qualitative in-depth longitudinal single case study (Yin 1994; Dubois & Gadde 2002). The firm I studied is Latte Arborea, which is a leading company in the dairy industry within the Sardinian market (Italy). Data were collected from three sources: semi-structured interviews, Latte Arborea social media, and its website (Dubé and Paré 2003). All the transcriptions coming from the data sources were uploaded and coded using the tools of Nvivo10. I based the semi-structured interview protocol on the theoretical framework suggested in the first part of Paper 1. Through the retrospective longitudinal case study design and the process of setting the codes date



thanks to the Facebook posts and the other web data sources, I could identify Latte Arborea's characteristics in developing its marketing strategies over time.

The result of this research is a theoretical framework which restored order in the marketing strategy debate. In the meantime, the theoretical framework may be used as a managerial diagnosis tool which allows firms to identify their marketing strategy approach and their eventual transactional problems when they are moving from a marketing strategy approach to another one.

The second paper went deeper into the concept of cooperation. The aim of Paper 2 is to identify and define the value co-destruction practices in service provider-customer interaction (SPCI). To do so, I analyzed the main literature related with value co-destruction so far thanks to the conceptual matrix method (Webster and Watson, 2002). I observed that four papers do not define the concept of value they used in their works. On the other hand, seven articles are based on the concept of value defined as well-being. Value defined as well-being can be measured "in terms of a system's adaptiveness or ability to fit in its environment" (Vargo, Maglio, & Akaka, 2008) which are too wide indicators to assess and measure value. Just one suggests an alternative definition of value explained as the coexistence of four forms of capital (Lombardo & Cabiddu, 2016). Finally, in the whole literature, just a few studies deliberately used the Practice Theory (Bourdieu, 1990; Reckwitz, 2002) to identify value co-creation practices, but no one studied the value co-destruction ones.

The literature review also suggests that two main concepts capture the determinants of value co-destruction: interactional process and resources integration. In the value co-destruction literature, interactional process and resources integration are independent variables, while the dependent one is the value. Due to these gaps, the Paper 2 adopted and suggested the use of a more detailed definition of value, in particular, the definition of value as the coexistence of four forms of capital (economic, cultural, social, and symbolic) (Bourdieu, 1986) identified in the literature review. Moreover, Paper 2 identifies and defines value co-destruction practices which explain value co-destruction in terms of interactional process and resources integration practices, as well as in terms of the four forms of capital.

I opted for an explorative multiple case study to achieve the purposes of the second paper. I selected eight cases which are ongoing projects in a Scandinavian engineering service provider company. I preferred cases from multidisciplinary engineering projects because during the design phases is a common habit of involving customer to improve the quality of the project.

Then, I implemented a data analysis process which leads from the raw data to the theory generation passing through three steps of coding. Throughout the whole process, I used Nvivo 10. The first coding round started from the eight cases and their related raw data. In this phase, I looked

for descriptive codes and the outcome was a set of value co-destruction practices untied to the value independent variables and to the four forms of capital. At that point, I started the abstraction and generalization process, segmenting and grouping data looking for interpretative codes. The result was the value co-destruction practices clustered in categories related to the four capitals. Finally, I conducted a third coding round which led my analysis to the last level of abstraction and generalization. In this stage, I seek pattern codes.

The finding showed fifty-eight value co-destruction practices clustered in nineteen categories related to the four forms of capitals and the value independent variables: interactional process and resources integration. Concluding, Paper 2 showed that cooperation between the firm and its customers could also lead to negative outcomes. Though interactional process and resource integration practices, those actors can destroy value, in terms of four forms of capital, rather than create it.

Finally, the Paper 3 is a theory testing and theory building research which verified the Pra.v.d.a. model (Lombardo & Cabiddu, 2016) and extended it to a value co-destruction context. Pra.v.d.a. is the acronym for a Practice-based model for value definition and assessment and it is applied through a holistic approach that considers the peculiarities of the context.

I chose the Pra.v.d.a. model for three main reasons: first, it is one of the few theories which has introduced an alternative and more detailed definition of value in the co-creation/co-destruction literature which allows a more precise assessment of value; second, it bases the value components measurement on the practices put in place by the firm and its customers during cooperative interactions; third, the model has limits that could be overtaken exploiting the second paper outcomes. So, the link between the second and the third paper is related to the value co-destruction practices. The Pra.v.d.a. model needs value co-destruction practices to be extended in the value co-destruction context and Paper 2 feeds Paper 3 with these practices.

From the literature analysis emerges a clear lack of value assessment models. Consequently, the Paper 3 has the aim to test the Pra.v.d.a. model in both value co-creation and co-destruction context. In order to divide the continuum flow of work into phases and to focus on the interactional process and resources integration practices, I choose cases where the value shop framework was applied. The value shop is a framework which describes and appreciates the characteristic work phases carried out by the firm and its customers (Stabell & Fjeldstad, 1998). These phases are problem finding, problem solution, and solution assessment. The use of this framework allowed having a model to follow to carry out the evaluation of practices.

The method used in the Paper 3 is a cross-case study (Eisenhardt & Graebner, 2007; Miles & Huberman, 1994; R. K. Yin, 2009). Also in Paper 3, I collected data from multidisciplinary project coming from a Scandinavian engineering service provider company. I selected two opposite cases: 1) A successful project which produced value for the firm and the customer too. In the first case, the project manager (PM) judged the project so important to invite experienced employees from the company and from the customer to participate in the workshops. The interactions among these actors play an important role. When the project has such importance, the PM engages key consultants in a motivational meeting to encourage performance at the best of their capabilities; 2) The second case is a ruinous project which destructed value for both firm and customer. The second case study has differing features from the previous one (e.g., no formal expectations of top performance, little attention paid to customer interaction, and no executives attending the workshops).

For the third paper, I study a data analysis process divided into two steps. Throughout the whole process, I used Nvivo 10. The first step consists of a coding round which started from the raw data collected from the two cases. In this phase, I followed a concept-driven coding scheme (Gibbs, 2007). This scheme was built following the Pra.v.d.a. model theoretical constructs. The concept-driven coding scheme allowed to match the theory with the empirical data. The result of the coding round confirmed the validity of the Pra.v.d.a. model theoretical constructs in the context of value co-creation.

Finally, as a second step of the analysis, I applied the Pra.v.d.a. model to assess the value co-created and co-destructed through the phases of the workshop framework by the two cases involved in the Paper 3. This step showed that the Pra.v.d.a. model can assess value in both co-creation and co-destruction contexts.



## Paper 1

# Exploring the Traits of Marketing Strategy Approaches: a Longitudinal Case Study

**Keywords:** outside-in, inside-out, mixed approach, marketing strategy approach, single case study.

## 1. Introduction

Over the last three decades, marketing scholars have been paying an increasing attention to the role played by marketing strategies in obtaining and maintaining long-lasting competitive advantages (J. Barney, 1991; Miller, Eisenstat, and Foote, 2002; Russell, 1999; Srivastava, Shervani, and Fahey, 1998). In particular, these studies highlighted the critical importance of both the firms' external environment and their internal resources for marketing strategy development (Riezebos and Van der Grinten, 2012; Ulrich and Smallwood, 2007). Strategy researchers can be mainly divided into two schools of thought focusing on two opposite strategic approaches: the outside-in approach and the inside-out approach (Day and Moorman, 2011; Miller et al., 2002). The first approach focuses on players from the firm external environment, such as: customers, competitors, suppliers, external stakeholders, etc. (Tracey, Lim, and Vonderembse, 2005) as well as external knowledge, technology and innovation (Carter, Grover, and Thatcher, 2011; Saeed, Yousafzai, Paladino, and De Luca, 2015). According to this approach, firms use external originated inputs to tune their internal resources and capabilities in order to fit in with the external environment dynamics (Day and Moorman, 2011). On the contrary, the inside-out approach focuses on internal firm-specific resources and capabilities (J. Barney, 1991; Miller et al., 2002). Based on this perspective, the success of a firm is based on the ability to leverage and exploit its current internal resources and capabilities by means of inside-out processes. That is, firms use their valuable, scarce, inimitable, and non-substitutable resources to create opportunities and manage threats coming from the external environment (Barney, 1991). In recent times, these two schools of thought have been converging in order to overcome the limits of the single-taken approaches (Barney, 2014; Combs and Ketchen Jr, 1999; Kozlenkova, Samaha, and Palmatier, 2014; Makadok, 2001; Randall, Day, and Moorman, 2013). The result is a new perspective that combines the advantages provided by the inside-out and outside-in approaches. This new approach has been named mixed approach.

Although the research on marketing strategy has remarkably risen the knowledge about the three different approaches (e.g. Day and Moorman, 2011; Kozlenkova et al., 2014; Miller et al., 2002), almost no attention has been devoted to examining their characteristics. Both scholars and practitioners develop theories and marketing strategies self-collocating their outcomes with a perspective rather than the other two. The lack of studies that pinpoint and position the characteristics in their approach could cause confusion about how to classify theories and marketing strategies in the proper approach. This aspect is important because an appropriate classification of contributions helps the coherent theoretical and empirical development of the three marketing strategy approaches, as well as it supports practitioners to a more orthodox formation of marketing strategies. For these reasons, I want to identify and define the distinctive characteristics of the three marketing strategy

approaches and hierarchically structure them in a theoretical framework. The related research question I want to answer is: How the three marketing strategy approaches can be explained in terms of characteristics?

With few empirical exceptions (e.g. Ordanini, et al. 2013; Carter, et al., 2011), previous research provided a wealth of theoretical contributions to the outside-in approach, inside-out approach, and mixed approach. The lack of empirical studies is even more accentuated as regards the longitudinal studies. In fact, as far as I know, there are no studies that provide a longitudinal analysis of the three approaches. Studies about the evolution of the marketing strategy approaches are significant to understand how they have been appearing over time. Moreover, compare the evolution of the three approaches in the literature with their progression in an empirical case study could provide important insights for both, scholars and practitioners. Thus, the second part of this work is focused on providing an empirical qualitative contribution to the marketing strategy debate which shows how a firm has been using the marketing strategy approaches during its lifetime. In doing so, I will answer the following research question: How have firms been using outside-in, inside-out and mixed approaches through time?

In my analysis, I adopted the retrospective longitudinal single case study methodology (Dubois and Gadde, 2002; R. Yin, 1994). I looked for a suitable company to test my theoretical framework and, at the same time, it could show the use of all the three approaches over time. In order to do so, the ideal case study needs to be a long-running company with a wide range of products. The choice fell on 3A, with particular attention to its top brand Latte Arborea. After taking contact with the firm's top management I arranged several interviews. Then, the collected data (semi-structured interviews, social networks, and website contents) have been coded using the software Nvivo.

Summing up, this article is structured as follows: at the first paragraph, I suggest a theoretical framework which hierarchically organizes the characteristics and sub-characteristics of the three different approaches. In the second one, the description of the methodology used for the longitudinal case study and the data analysis process. It follows the findings and the discussion and conclusion paragraphs.

## **2. Theoretical Framework**

The first part of the previous section has briefly illustrated how marketing strategy approaches have evolved in recent decades. In line with the literature evolution, it is clear that companies which want to compete successfully must understand and be aware of their marketing strategy approach and adopt one of the three of them coherently with their context. In this section, I briefly describe the path I followed to develop the theoretical framework that can also be used by the firms as a diagnostic tool

to analyse their marketing strategy approach. Therefore, in order to fulfil the first goal of my research, I needed to carefully analyse the literature related to the marketing strategy.

In this way, the first step of the literature analysis was selecting articles relevant to my research and its core topic, marketing strategy. I did this by searching the Scopus and ISI Web of Knowledge databases with the “outside-in”, “inside-out” and “mixed approach” keywords. I obtained a base of 975 articles that has been further refined by limiting the research to the management, business, decision sciences and social sciences fields. The result was undergone to another selection based on the titles, keywords, and abstracts of the articles themselves. By reading these, I decided whether the articles appeared to be concerned with, or relevant to, marketing strategy. This process provided 38 articles for in-depth review and coding, I added 12 more papers taken from the same articles’ references. Then, I obtained a final corpus of 50 articles covering a period going from 1978 to 2015.

From the 50 articles, I identified a first wide range of characteristics that can be associated with the marketing approaches. I matched the characteristics expressed by literature with the approaches. The criterion used to carry out the matching process was the coherence between characteristics and approaches’ definition. Then, I used a conceptual matrix (Webster and Watson, 2002) to locate the most quoted characteristics by the literature. Finally, I discarded the less frequently quoted characteristics and joined some other similar ones that can be used together. The result is a theoretical framework (Table 1) which shows the hierarchical relationship between characteristics and their affiliation to the three approaches.

*Table 1. Theoretical framework: The table shows the hierarchical relationship between characteristics and sub-characteristics and their affiliation to the three approaches.*

Mixed Approach														
Outside-in						Inside-out								
Customer monitoring	Competitor monitoring	Supply chain monitoring	Technological change	External knowledge	External stakeholder satisfaction	Market-based assets and capabilities	Demand pull and Open Innovation		Spanning Capabilities	Cooperation	Internal efficiency			
							Technology innovation	Product/Service and Process/Activity Innovation			Resource efficiency	Process and activity efficiency	Organizational efficiency	
										Resource endowment	Distinctive assets and capabilities	Internal stakeholder satisfaction	Technology Push	Internal knowledge

## 2.1. Outside-in Approach

Firms have an outside-in approach when they shape their marketing strategy according to the external environment's dynamics (Baden-Fuller, 1995; Day and Moorman, 2011; Lillis and Lane, 2007). This means that the management of a firm firstly considers the environment's dynamics and then develops the marketing strategies to adapt the internal firm features to them. When a firm can achieve a customer satisfaction level higher than those of its competitors, it can lead to a Sustainable Competitive Advantage (from now on SCA) (Barney, 1991). I identified the most important outside-in approach characteristics from the literature and I hierarchically organized them as characteristics and sub-characteristics: Environment Monitoring (D'Aveni, 1994); External Stakeholders Satisfaction (Srivastava et al., 1998); Market-based Assets and Capabilities (Barrales-Molina, et al., 2014; Conant, et al, 1990; Miles, et al, 1978); Demand Pull Innovation and Open Innovation (Saeed et al., 2015; Slotegraaf and Pauwels, 2008), (white left part of Table 1).

### 2.1.1. Environment Monitoring

Drawing on my theoretical development, regarding the outside-in perspective, I considered the external environment to be subdivided into five dimensions: customer, competitor, supply chain, technology and external knowledge monitoring. Each of them is focused on an important element of the external environment.

**Customer Monitoring:** Customers are the key variable for firms that base their marketing strategies on the outside-in approach (Rashid, 2012). Therefore, customers monitoring refers to the firm's attitude to look at the market and get information about new customers' needs and new market opportunities or market changes (Kohli and Jaworski, 1990). A good outside-in marketing strategy is built on reliable information about customers and markets which provide the insights to produce customer value and improve firm's performance (Day and Moorman, 2011).

**Competitor Monitoring:** Firms considering the marketing strategy of their competitors assess the strengths and weaknesses of current and potential competitors and they are aware of a range of information, such as competitors' products, marketing and communication activities. By doing so, firms can discover competitors' resources and capabilities, in order to predict their strategies. Moreover, firms can evaluate the degree of industry competitiveness and their attractiveness (Porter, 1985).

**Supply-Chain Monitoring:** It consists of a set of practices performed by the firm in order to acquire information about new products, materials or other changes taking place in the supply-chain. These activities are performed on both fronts of the firms: on the side of suppliers and on the side of distributors (Tracey, et al, 2005).



**Technological Change Monitoring:** It concerns all activities performed by the company to identify all the technological innovations that can be applied in the firm activities. The firm monitors both the technological change taking place in its own industry and in other sectors. When a firm is aware of technological innovations, it can have a proactive behavior in adopting them before its competitors do (Carter et al., 2011). On the contrary, if a firm doesn't pay attention to the aspect of the external environment, its competitors can gain a technological advantage.

**External Knowledge:** This label refers to the knowledge existing outside of the firm and also outside of the firm's industry borders. In fact, the knowledge that radically changes the dynamics of a market usually comes from other industries (March, Sproull, and Tamuz, 1991). Thus, an outside-in firm must monitor the external knowledge and develop market-based capabilities to absorb and exploit it (Barrales et al., 2014).

### **2.1.2. External Stakeholders Satisfaction**

The satisfaction of external stakeholders is crucial for firms which want to develop outside-in marketing strategies. Classical external stakeholders are: customers, shareholders, suppliers, creditors etc. (Srivastava R.K. et al., 1998). Nevertheless, in the outside-in approach, the most important stakeholders are customers. Customer satisfaction is based on the creation of a valuable offer which is perceived by the customer and the satisfaction of customers' needs (Ordanini, Parasuraman, and Rubera, 2014).

### **2.1.3. Market-based Capabilities and Assets**

Market-based capabilities are those skills which gather market knowledge that, in turns, is a driving force for the company to adapt itself to evolving markets (Bruni and Verona 2009). Depending on the context, market-based capabilities can be distinctive (Conant, et al., 1990), dynamic (Barrales et al., 2014) or simple. A capability is distinctive when a firm is better in doing an activity or process compared to its competitors (Selznick, 1957). Moreover, distinctive capabilities are market-based if they are strictly related to the market. Dynamic market-based capabilities help other capabilities and assets change coherently with the evolution of the market (Teece, Pisano, and Shuen, 1997). Finally, the last category to mention is the simple market-based capabilities. It is a residual category, due to the fact that a capability is considered to be simple in case it is neither dynamic nor distinctive but still important for companies applying an outside-in approach to their marketing strategy.

Market-based assets are resources deeply rooted in the market: *“an asset can be defined broadly as any physical, organizational, or human attribute that enables the firm to generate and implement*

*strategies that improve its efficiency and effectiveness in the marketplace [...] the value of any asset is realized, directly or indirectly in the external product marketplace”* (Srivastava et al., 1998). For example, they can be a firm's customer portfolio or its reputation. They can be intangible, and if so, they can have a distinctive value as intangible assets are difficult to imitate.

#### **2.1.4. Demand pull Innovation and Open Innovation**

Even if Demand Pull and Open Innovation are two completely different kinds of innovation, both are triggered by external inputs. The first, in contrast with the technology push, highlights the role of demand as a source of innovation. The second refers to the fact that innovation can be also generated by the knowledge coming from a wide range of external stakeholders. More precisely, Open Innovation uses external knowledge to improve internal innovation and it expands the markets for exploitation of innovation. Therefore, firms looking for innovation are induced out of their borders (Chesbrough, 2003). In line with the literature (Ferreira, et al, 2015; Laing, 1993; Lemon and Sahota, 2004; Love, et al., 2014), I divided innovation into two different sub-characteristics: Technological Innovation and Product/Service and Process/Activity Innovation.

**Technological Innovation:** this concept does not only refer to new tools or devices, but also includes better solutions that can be implemented to meet new explicit or tacit needs of the market. Nowadays, the majority of technological innovations comes from external insights. Demand Pull Innovation (Chidamber and Kon,1994) and Open Innovation (Chesbrough and Appleyard, 2007) are both important for a company willing to implement an outside-in marketing strategy because they allow the firm to gain and maintain SCA on the long term.

**Product/Service and Process/Activity Innovation:** To face the external changes, firms modify and innovate their products and services under the inputs received by their customers or other stakeholders (Ordanini et al., 2013). Consequently, firms also have to adapt their producing processes and/or employees' tasks and activities when they launch new products/services or change the old ones.

## **2.2. Inside-out Approach**

Firms have an inside-out approach when they focus on internal firm-specific resources and capabilities to shape their marketing strategies (Barney, 1991; Miller et al, 2002). For example, a firm can exploit an internal developed technology (by means of R&D) to reduce production costs and promote new marketing initiatives (e.g. launching a new product). The main characteristics of an inside-out approach are: Internal Efficiency (Carter et al., 2011; Williamson, 1991); Resource Endowment (Srivastava R.K. et al., 1998); Distinctive Assets and Capabilities (Teece et al. 1997);

Internal Stakeholder Satisfaction (Lillis and Lane, 1997); Technology Push (Jaakkola, Möller, Parvinen, Evanschitzky, and Mühlbacher, 2010); Internal Knowledge (Nonaka, Toyama, and Konno, 2000) (white right part of Table 1).

### **2.2.1. Internal Efficiency**

The Internal Efficiency is the ability of a firm to get the most out of the relationship existing between its output and the resources needed to obtain. This ability enhances the overall profitability of the company. For instance, accuracy, flexibility, zero-defection strategy in production, delivery, and after-delivery are some practices which improve the internal efficiency and productivity (Ravald and Grönroos, 1996). Internal efficiency can be divided further into three different sub-characteristics: Resource Efficiency, Process and Activity Efficiency and Organizational Efficiency.

**Resources Efficiency:** The firm looks for better procedures to identify and use its tangible and intangible resources for the purpose of reducing costs and increasing the income (Williamson O.E., 1991).

**Process and Activity Efficiency:** This characteristic refers to the activities and the processes performed by the employees during their jobs, whereas by **Organizational Efficiency** I mean the manner in which the employees are organized in groups and the hierarchical relationships between them (Carter et al. 2011). These two characteristics are strictly related to each other because reshaping them can improve the workforce efficiency and reduce the costs of the firm.

### **2.2.2. Resource Endowment**

The Resource Endowment is the firm's resource stock with regard to both the quality (variety and composition) and quantity of resources controlled by the firm (Srivastava R.K. et al., 1998). Considering the overall industry resource endowment, it is possible to determine the resource rarity. According to the literature, the development of "*sustained competitive advantage depends, in a critical way, on the resource endowment controlled by a firm*" (Barney, 1991). Therefore, companies, which develop marketing strategies from an inside-out perspective, have to carefully consider their resource endowment in order to generate SCA.

### **2.2.3. Distinctive Assets and Capabilities**

In the Inside-out perspective, the only assets and capabilities that I take into consideration are the distinctive ones because of their relevance for this kind of approach. An asset can be considered distinctive when it belongs only to the firm or it rarely appears in the firm's industry. The firm must also be able to use it to gain SCA. For a capability to be distinctive, the firm forced to do better a

particular activity compared to its competitors (Selznick, 1957).

Moreover, firms need to analyse their assets and capabilities in order to pinpoint their asymmetries with the competitors (Miller et al., 2002). Asymmetries are assets or capabilities that a company owns and its competitors do not. These asymmetries can be exploited to obtain SCA (Miller et al., 2002). This means that a firm which developed its distinctive assets and capabilities can be protected from imitation by the competitors.

#### **2.2.4. Internal Stakeholder Satisfaction**

Internal Stakeholder Satisfaction can be achieved by the firm through actively identifying and satisfying this category's needs. While the outside-in approach takes care of the external stakeholders, the inside-out approach deals with the internal ones. The main internal stakeholders are company owners, employees, and managers. In general, owners, in order to be satisfied, require a repayment for their investments. This means that they desire a constant increase of income rate in the long term. Employees need a stable job and salary, improvements in working conditions, and a stimulating working environment (Burmam, Hegner, and Riley, 2009; Burmam, Jost-Benz, and Riley, 2009) to become strategic players in the company (Lillis and Lane, 1997). Managers demand the same similarly to employees but, en plus, they desire that the company builds leader brands (Ulrich and Smallwood, 2007) and it expands its dimension and prestige.

#### **2.2.5. Technology Push**

The firm performs a technology push when it forces a technological innovation into the market developed by its internal unit (e.g. R&D), without considering whether that innovation is needed by its customers. To beat the competitors, firms need to develop proper strategies to manage the innovation. When R&D is an internal unit and innovations come from an engineering cultural heritage (Jaakkola et al., 2010), it will likely develop new technologies based on the previous ones. Moreover, firms can patent their innovations and exploit them in the long term gaining an SCA. Finally, pushed technological innovations need to be disruptive in order to be put onto the market without considering the users' satisfaction, otherwise, they could be rejected.

#### **2.2.6. Internal Knowledge**

The Internal Knowledge of a firm is the knowledge developed and shared within the firm borders. Hence, differently from the outside-in approach, in this case, the knowledge comes from the inside of the firm and in particular from employees (Spender, 1996). The employees are broadly considered, so the contribution of knowledge is required for all employees, it is not limited to those who work in

the R&D unit. This means that an inside-out firm is required to include as many workers as it can in the knowledge-producing processes and it should formulate marketing strategies based on this internal asset (Nonaka et al., 2000).

### **2.3. Mixed Approach**

Even if the outside-in and inside-out approaches are usually seen as rivals, the still open academic debate is currently converging on a joined use of them (J. B. Barney, 2014; Hunt, 2011; Srivastava, Fahey, and Christensen, 2001). The result is the mixed approach, a new perspective that combines the advantages provided by inside-out and outside-in approaches (J. B. Barney, 2014; Day, 2014; Hunt, 2011; Kozlenkova et al., 2014).

Researchers are exploiting the mixed approach to conceive theories capable of explaining more clearly the relationships between firm's performance, resources and their external environment (Kozlenkova et al., 2013; Day, 2013). In the meantime, managers are developing mixed approach marketing strategies with the goal of taking advantage of both the approaches in order to achieve SCA faster than competitors (Humbert, Jolly, and Thérin, 1997; Urde, Baumgarth, and Merrilees, 2013).

Firms have a mixed approach when their marketing strategies present characteristics belonging to both the inside-out and outside-in approaches. Moreover, the mixed approach presents its own specific characteristics: Spanning Capabilities (Day, 1994); and Cooperation (Combs et al., 1999) (the gray part of Table 1). To decide whether a marketing strategy belongs to the mixed approach, I need to check if its characteristics come from the outside-in and inside-out approaches at the same time, from the mixed approach itself or from the three approaches simultaneously. This is graphically represented in Table 1 by a row above the approaches.

#### **2.3.1. Spanning Capabilities**

Spanning capabilities appear as *“the sequences of activities that comprise the processes used to satisfy the anticipated needs of customers identified by the outside-in capabilities and meet the commitments that have been made to enhance relationships”* (Day, 1994). Therefore, spanning capabilities are able to create links and connections between outside-in and inside-out capabilities, in order to make them working together. Moreover, they can be seen as the link connecting the strongest points of the outside-in and inside-out perspectives. Even more, spanning capabilities need to be handled to develop distinctive capabilities which are difficult to be imitated by competitors.

It is almost impossible to list each single spanning capability, but at least it is possible to provide some examples: customer order fulfilment, pricing, purchasing, customer service delivery, new

product/service development and strategy development (Day, 1994). Since spanning capabilities can integrate abilities from both categories, they belong to the mixed approach.

### **2.3.2. Cooperation**

Cooperation concerns partnerships between two or more companies or among a company and its customers. The cooperation between companies or a company and its customers allows to achieve their common aims more effectively thanks to the use of complementary assets and capabilities. When a company decides to cooperate with other companies or with its customers, one of the possible aims is to reduce or share costs, to improve internal efficiency. This is a clear mark that refers to the inside-out approach. But in the attempt to do this the firm needs to take a step outside its borders and join one or more companies/groups of customers in order to achieve a common aim (Combs and Ketchen, 1999), which is a trait of the outside-in approach. This is the reason why Cooperation belongs to the mixed approach.

## **3. Methodology**

The methodology used to carry out the empirical part of this research is a qualitative retrospect longitudinal single case study (Dubois and Gadde, 2002; R. Yin, 1994). I choose this methodology because it enables the study of complex multi-variable phenomena evolving over time (Eisenhardt, 1989). Since this study focused on "how" questions about a set of events (Yin 1984, p. 13), and, as noted in the introduction, addressed a process not yet exhaustively researched, a case study methodology was the logical choice. In this study was necessary a vertical research methodology which went through the organization obtaining data from multiple levels and perspectives. Therefore, a single case study approach was appropriate and useful. Moreover, I went into such a degree of details that it would be hard to replicate the same analysis on multiple cases in the same study.

About the choice of a retrospective longitudinal methodology, studies have shown that the participants in organizational processes do not forget key events in these processes as readily as one may suppose (Huber 1985). Moreover, reading the interviews, I made sure that the informants who have been involved in this research have recognized the main events as important when they occurred because the informants recalled them in a detailed vain during the interviews. Finally, the longitudinal research design increases the external validity of this work since it enables the study of complex multi-variable phenomena evolving over time providing new insights for this field of studies (Eisenhardt, 1989). The analysis covers the period from 1956 to 2016.

### **3.1. Case selection process**

To select the case study, I focused on firms from the food and beverage industry because they may provide deeper insight on the study of marketing strategy approaches since this industry leverage on firm's specific resources, as well as, on external players' requirements for their marketing strategies. Consequently, I carry out the case selection considering the following criteria: 1) transparency; 2) access to key information (Pettigrew, 1990; Tsoukas, 2010); 3) a good background knowledge of the firm and its environment (its history, competitors, customers, work habits and routines, way of organizing productions, and standards of excellence) (Bourdieu, 1990; Sandberg and Tsoukas, 2011). 4) long-running company; 5) medium or big size company; 6) a wide range of products which includes at least a product developed from customers' needs.

Transparency, access to key information and a good background knowledge of the firm guarantee a good data quality which is fundamental for a qualitative research design. Moreover, the company must have implemented all the three approaches so, the ideal company has been operating for at least fifteen years since a marketing strategy requires not less than five years to be properly implemented. Besides longevity, the firm needs to be developed in size with a well-structured marketing unit. Furthermore, the marketing unit must have worked with a wide range of products. This allows studying marketing strategies related to the product created from different inputs. For example, products created from firm's specific resources or unique production process, as well as, from consumers and other external stakeholders' needs.

Applying these criteria, I chose to collect data from the cooperative 3A (Assegnatari Associati Arborea) which is a leading dairy company on the Sardinian market (Italy). In particular, I focused the study on 3A's top brand: Latte Arborea. I selected Latte Arborea because it has been on the market since 1956 and it was doing consolidated marketing activity. 3A is keeping pace with the times and the needs of the modern market context. For this reason, it developed a considerable range of products. Besides of different kinds of milk, ripened and curd cheese, mozzarella, yogurt, and the most recent ice-cream mix, 3A also launched a lactose-free full line production on the market, an innovative product called WEY, designed specifically for athletes. The company employed 292 workers and it has 240 associates during 2015. It owned 82% share of the Sardinian fresh milk market and it had an annual turnover of EUR 150,8 million in 2014.

### **3.2. Data collection**

In this study, the primary unit of analysis is the firm 3A, in particular, its top management (Benbasat, Goldstein, and Mead, 1987). Data were collected from three sources: semi-structured interviews, Latte Arborea social network pages and the company website (Dubé and Paré, 2003). I

chose to differentiate the data sources to triangulate the analysis and generate better and more robust conclusions (Benbasat 1987; Eisenhardt 1989; Yin 1994; Dubé, Paré 2003;).

**Semi-structured interviews.** Since “*asking questions and getting answers is a task more complex than what may seem*” (Fontana and Frey, 2000) I wrote an interview protocol to be used as a base for the interviews. This protocol is made of fifteen open-ended questions preceded by an introduction and followed by a conclusion (see Appendix A). The protocol was pilot tested on the Head of Customer Service at Toptal LLC to verify if the questions were all clear and well formulated (R. K. Yin, 2008). The feedback on ambiguities and difficult questions enabled to refine the protocol prior to full-scale utilization (Van Teijlingen, Rennie, Hundley, and Graham, 2001). Afterward, I conducted the first two interviews with interviewees Latte Arborea Milk Category Manager (and Head of Marketing) and Dairy Product Category Manager (Table 2). The interviews took respectively 45 and 60 minutes and they have been recorded, transcribed and coded with the software Nvivo 10. After the interview analysis, I sent an e-mail with five additional questions to clarify some points and collect additional information (see Appendix B). After the first set of interviews, data saturation has not been achieved yet, so I decided to arrange three more interviews. Thus, the second section of interviews was organized and conducted with the Board Chairman, the CEO and the Production Manager (Table 2). These interviews took from 55 to 70 minutes and they have been recorded, transcribed and coded too. Thanks to the additional interviews, data saturation has been reached.

I decided to interview Latte Arborea top management since the five interviewees are key informants of the firm. The head of marketing and the dairy product category manager deals with the firm’s marketing unit and they could provide information related to the outside-in approach, the production manager is concerned with the technical-productive area and he could offer information about the inside-out approach. Finally, the last two interviewees, the board chairman, and the CEO, have a systemic vision and an overall point of view of the company, this means that they could provide information regarding all the three approaches. Choosing different informants with different roles within the company allowed to reduce the mono-method bias, since the interviewees expressed their opinion on the same subject from different perspectives.

*Table 2. Summary of the interviews administered to Latte Arborea top managers*

<b>Data source</b>	<b>Position</b>	<b>Interview (minute)</b>
Semi-structured interview	Milk Category Manager and Head of Marketing	45
Semi-structured interview	Dairy Product Category Manager	60
Semi-structured interview	Board Chairman	70
Semi-structured interview	CEO	55
Semi-structured interview	Production Manager	49



**Social Networks.** Latte Arborea Facebook page and Youtube channel have been included in the analysis because they may furnish the analysis with additional data about the marketing strategy approaches adopted by the firm over time. In fact, the contents are precisely dated in these social networks. So, they are considerably suitable for a retrospective longitudinal analysis.

For the company's Facebook page, I used NCapture, a browser application of NVivo, to collect all the contents shared by Latte Arborea since they open their official page in 2010. The company also posted backdated contents from 1956 to 2010 about the Latte Arborea milestones. Therefore, I could collect valuable data about the early stage of the firm. Through this tool, I gathered a rich collection of data such as posts, photos, links, tags, videos, and the company reply to customer comments. To include into the analysis further promotional videos published on the company's Youtube channel, I uploaded them onto NVivo 10, and then, I transcribed the contents needed for the research (Table 3).

**Website.** I followed the same process for the firm's website: I used NCapture to generate a Pdf file of the pages that I needed to code (Table 3) including the page about the firm history.

*Table 3. Summary of the social media sources*

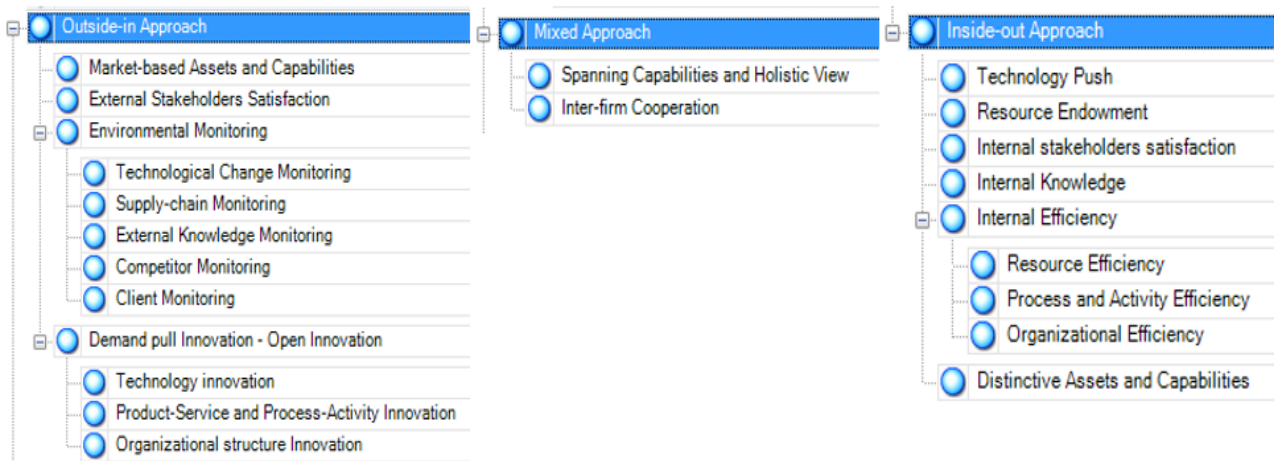
<b>Data source</b>	<b>Type</b>	<b>Number</b>
Social network	Facebook Posts	831
Social network	YouTube Videos	5
Website	Internet Page	24

### **3.3. Data analysis**

As mentioned above, all the data from the three sources were uploaded and coded using Nvivo 10 tools. In order to understand the marketing strategic approach used by Latte Arborea over time, data were structured according to my theoretical framework (Table 1). Consequently, I have created a concept-driven coding scheme (Gibbs, 2007) composed of three main nodes corresponding to the three marketing strategy approaches followed by nineteen child-nodes which represent the characteristics of the outside-in, inside-out and mixed approach. I also hierarchically organised three of them with additional child-nodes representing the sub-characteristics (see Figure 1).

Furthermore, I added the attribute “time” to the nodes and child-nodes in order to keep track of time during the data analysis.

Figure 1. *Concept-driven coding scheme based on the theoretical framework themes (Table 1)*



To verify the correspondence between theory and practice, I compared each code with the definitions of the characteristics and sub-characteristics provided in the theoretical framework. I matched the codes and the definitions and I decided, case by case, whether a code matches a characteristic rather than another one. I used this process throughout the whole data. The coding process required careful reading of the interviews in order to consider the meanings of the phrases said by the interviewees to contextualize the meaning and get more robust results. I followed the same process to contextualize the contents published on Facebook and Youtube by Latte Arborea. I provide code examples for each approach in the tables below (Table 4, Table 5 and Table 6). The coding process was conducted separately and simultaneously by me and my tutor and, at the end of the process, I run a Coding Comparison Query by Nvivo 10, I discussed the inconsistencies with my tutor and found a common solution until the value of Kappa coefficient was above 0.75.

Finally, I exploited the attribute “time” to run a matrix query which showed the nodes with their contents in a chronologic order. The data analysis process allowed to identify the findings which are showed in the following paragraph.

<i>Table 4. Outside-in approach code sample</i>	
<b>Outside-in</b>	<b>Code Sample</b>
Environmental Monitoring:	
Customer Monitoring	"Then... we conduct an annual survey [...] to measure the brand health status... this on the consumer side, market"
Competitor Monitoring	"There are certain countries that are big milk producers, which can cause fluctuations in the price... this brings about market changes, consequently, significant implications in marketing strategies"
Supply-chain Monitoring	"The Cooperative 3A manages and controls all stages of the production chain: the food administered to lactating animals come from the direct cultivation of fields, ensuring the preparation of balanced food rations; the farming methods from Friesian and Brown Swiss are at the forefront; milking operations are carried out directly by the various farmer's companies with technology that ensures compliance with strict hygiene standards"
Technological Change Monitoring	"Technological changes are mainly related to suppliers and considering the milk area, it's a monopolist... and it's Tetra Pak. So, we and our competitors have that reference. Often, technological developments are followed almost simultaneously by other [competitors]"
External Knowledge Monitoring	"taking advantage of the opportunities that the company gives us to get out [of firm border], to confront ourselves [with other organizations], to improve our knowledge, to see what happened in other industries, we refine the ability to overthrow the knowledge gained on the initiatives that we must carry on in our firm"
External Stakeholder Satisfaction	A mission tightly focused on the main goal: "Increase the Cooperative members' production value through sustainable management of the entire milk-chain and of all those who contribute to it: employees, workers, customers, consumers, territory. The commitment to support the local economy and the growth Cooperative members' production value are closely intertwined with the values of mutuality, solidarity, social relations that are the basis of the business strategy".
Market-based Assets and Capabilities	"Over the past five years, the company has mainly dealt with an issue: market volatility. The milk market is particularly volatile, the product price changes very significantly from year to year. So, this aspect is new, actually, it began in 2006, however, we can state that it has been even more significant over the past 5 years"
Demand pull Innovation and Open Innovation:	

Technology innovation	“Often, inputs come from the law, legislation protects animal welfare. Therefore, most of the investments made by livestock farms come from the regulatory input. To give some examples, during the summer, cattle farmers activate large fans to give more ventilation to the cowshed and keep a fresh temperature; for the same reason they activate a kind of "showers" to entice cows to eat, consequently, cows always have a stable [milk] production”
Product/Service and Process/Activity Innovation	“Well... the lactose-free milk... has been an input coming from the market... We created an ad hoc product line that we are still implementing...”

*Table 5. Inside-out approach code sample*

Inside-out	Code Sample
Internal Efficiency:	
Resource Efficiency	“Let's say that profit margins have become thinner for everyone and we worked on every business unit trying to improve performance and reduce costs.”
Process and Activity Efficiency	“I ask [my providers] to find economy in the activities I do and then divide it by two, I do not if it's clear ... so, it's a collaboration, I think, it is working properly, especially in these times of economic difficulties because of the cost impact on the various production stages”
Organizational Efficiency	“The company is structured and organized with key employees able to give value to the precious product that is produced in the company. Actually, we have a very efficient organizational structure, key employees in charge at the departments and units are aware of really give that added value to the products”
Resource Endowment	In fact, we clash with the budget, cost or market size limitations (which are still at the regional level, or not very big). This is the reason why we can not do certain investments compared to others that have broader markets and, therefore, can better amortize certain types of machinery.
Distinctive Assets and Capabilities	“Because of the characteristics of the cooperative, milk has the peculiarity of being collected and processed in a few hours. This gives a different perception of taste and qualitative level than the milk which is purchased in Germany and then packaged in Parma and distributed long-life”

Internal stakeholder Satisfaction	“Our [company] is a cooperative and it has the purpose of rewarding at the best conditions the milk to the farmers’ company, who are the owners of the cooperative”
Technology Push	“We have taken advantage of this [lactose-free milk] innovation and then move it to other products. From these, the high digestibility line was born, the line of products with the orange box that then passes from milk, fresh cheeses and, at this point, we have the technology for each product, we are only waiting the marketing people say "it's time". So, we are ready to apply this innovation to every product”

*Table 6. Mix approach code sample*

<b>Mixed approach</b>	<b>Code Sample</b>
Spanning Capabilities	“Research and Development .... plays a role that has grown in importance and it’s ... how can I say ... as an intermediary, it’s a glue between the production, trade, marketing, suppliers, etc ...”
Cooperation	“Without cooperation, it would be ... it would be hard! Especially for those who are on a small island like us... collaboration ... is fundamental for the company growth... Even among companies of different sectors, the interchange knowledge always brings you to grow, and you could absolutely do not successful without this... For example, we have a great cooperation with Tetra Pak. They tested new machinery on us and this has been useful to become a market leader.”

## 4. Findings

The analysis of the management interviews and Latte Arborea Facebook page, Youtube channel and website contents led to the recognition of a flow of events which could be connected to the company's marketing strategy approaches and the related approaches (Miles and Huberman, 1994). The analysis reveals that the company's marketing strategy presented differences in three periods of its existence: Inside-out approach, from 1956 to 1985; Outside-in approach (1986-2009); Mixed approach (2010-2016). Thanks to the Facebook timeline, the firm history on its website and the help of the interviewees, I linked the events relevant for the firm marketing strategy with the three periods (see Table 7).

### **In-outside approach (T<sub>1</sub> 1956-1985)**

The first period started when the cooperative 3A was founded in 1956 and finished in 1985 when another important event launched the second period. During the first one, which was 29 years long, the firm focused on internal process and it formally began its activities when the company purchased the production plant and created the brand Latte Arborea. Even if it is early to observe a well-structured marketing unit at that time, some of its tasks were already visible. In fact, it is possible to read in a backdate post on Facebook that "*Cooperative 3A was founded with the aim of direct sale the products obtained from the milk processing provided by the partners' manufacturers*". The strategy is explicit: the direct sale of partners' products. In doing so, Latte Arborea bought tank trucks and invested in the production plant extension which in turn activated the its **resource endowment** inside-out characteristic.

As time went on, Latte Arborea was developing on size looking for new production processes (internal efficiency), new packages (technology push) and new products (internal knowledge) (Table 7).

As regards the **internal efficiency**, the company started a rationalization program for the breeding farms with the aim to reduce costs. At the same time, Latte Arborea worked to improve the milk production taking care of cow's nutrition, modernizing the breeding farms and investing in milk quality. These internal dynamics were exploited in one of the first advertisement broadcasted on the local television channels, which is still available in the Latte Arborea YouTube channel. It states: "*We are united by the desire to be genuine in everything (high selection of the animal feed). We are united by the attention to the health and welfare of animals (control of the cow's health status). We are united by a commitment to always be transparent (accurate hygiene procedures during milking). We are united by the desire to raise the welfare of everyone (high-tech safeguards to protect the goodness)*".

During T<sub>1</sub>, another important event occurred. It was related to the **technology push** characteristic. According to Latte Arborea website, in 1966 the company introduced a new way to supply milk which is “*no longer sold in bulk but in triangular cartons*”. This event is a milestone in the company’s inside-out marketing strategy approach since it triggered the change in the customers’ habits. The Latte Arborea’s internal resources and capabilities were strong enough to change its market.

Another step in the same direction is the introduction of a new product, a crud cheese. In fact, at that time, Latte Arborea’s customer used to consume aged pecorino cheese while the company launched a crud cow cheese which was produced thanks to the **internal knowledge** and changed the customers’ taste.

Finally, according to the Latte Arborea’s official Facebook page and website the outside-in marketing strategy contributed to the **internal stakeholder satisfaction** since “*Latte Arborea starts penetrating throughout the island [its market] slowly undermining the monopoly of sheep's milk*”.

#### **Outside-in approach (T<sub>2</sub> 1986-2009)**

The second period started in 1986 when the company did a massive investment in marketing. It finished at the end of 2009 when Latte Arborea decided to restyle the company’s image. During the T<sub>2</sub>, which was 23 years long, the firm focused on its market and on its external environment (Table 7).

Apart from the massive investment in marketing activities which involved, inter alia, advertisements with football players, TV showgirls and other testimonials, Latte Arborea started creating products inspired by customer needs. The head of marketing explicated and summarised the Latte Arborea **demand pull innovation** attitude during T<sub>2</sub>: “*Well... the lactose-free milk... has been an input coming from the market... We created an ad hoc product line that we are still implementing...*” (Table 4). The creation of the product line HD (high digestibility), designed for consumers with lactose intolerance, manifested Latte Arborea’s sensitivity to market input.

Another characteristic that emerged from the interviews and from the Latte Arborea web channels is the **environmental monitoring**. The firm carries out periodic analysis to keep their customers control: “*Then... we conduct an annual survey [...] to measure the brand health status... this on the consumer side, market*” said the dairy product category manager. She added that also the competitors are monitored: “*There are certain countries that are big milk producers, which can cause fluctuations in the price... this brings about market changes, consequently, significant implications in marketing strategies*” (Table 4). In other words, Latte Arborea to be dynamic in the market catches information which describes external environment dynamics. This situation was achieved through its constant observation of the **external environment**.

Latte Arborea gives the opportunity to its key employees to monitor and catch **external knowledge** through "contamination" with other realities: *“taking advantage of the opportunities that the company gives us to get out [of firm border], to confront ourselves [with other organizations], to improve our knowledge, to see what happened in other industries, we refine the ability to overthrow the knowledge gained on the initiatives that we must carry on in our firm”* claimed the CEO (Table 4).

Another strategic external environment variable is the **supply chain monitoring**: *“The Cooperative 3A manages and controls all stages of the production chain: the food administered to lactating animals come from the direct cultivation of fields; [...] milking operations are carried out directly by the various farmer’s companies with technology that ensures compliance with strict hygiene standards”* said the board chairman. Because of Latte Arborea presents a market offer characterized by certified quality, it must rely on a supply chain with features which ensure high performance.

The production manager revealed that **technological changes** are less controllable because *“technological changes are mainly related to suppliers and considering the milk area it’s a monopolist... and it’s Tetra Pak. So, we and our competitors have that reference”* (Table 4).

As for the **external stakeholder satisfaction**, in addition to the attention to customer needs, Latte Arborea expanded its product range. The company also launched contents with an experiential prize such as holidays or tickets for sport and music events. To get involved and educate the new generations of customers, the company opened an educational lab for children and young students.

Therefore, Latte Arborea had a focus on the market dynamics and its external environment. The outside-in approach enabled Latte Arborea to adapt itself to market changes. This adaptation took place using innovation-based marketing strategies. In particular, during T<sub>2</sub>, Latte Arborea considered important the monitoring of what happened outside the enterprise. As it has emerged from the dataset, this was an input for new products development, for the processes and operations modification and the related technology changes. This means that, in line with the outside-in approach, Latte Arborea changed internal resources and capabilities to fit with its market and the external environment.



Table 7. Event-ordered matrix: marketing strategy approaches adopted by Latte Arborea during its lifetime.

Theoretical framework (Table 1)		Time periods				
		T <sub>1</sub> 1956-1985	T <sub>2</sub> 1986-2009	T <sub>3</sub> 2010-2016		
Mixed Approach	Inside-out	Resource endowment	<ul style="list-style-type: none"> <li>• Purchase of the production plant;</li> <li>• Purchase of the tank trucks;</li> <li>• Investments in the production plant extension.</li> </ul>			
		Distinctive assets and capabilities			<ul style="list-style-type: none"> <li>• Connection with the territory.</li> </ul>	
		Internal stakeholder satisfaction	<ul style="list-style-type: none"> <li>• Growth in market share;</li> <li>• Demand exceeds supply.</li> </ul>			
		Technology Push	<ul style="list-style-type: none"> <li>• Milk distributed in triangular cartons rather than in bulk;</li> <li>• Milk moves from the triangular carton to a liter rectangular one.</li> </ul>			
		Internal knowledge	<ul style="list-style-type: none"> <li>• The invention of a new type of cheese.</li> </ul>			
		Internal efficiency	Resource efficiency	<ul style="list-style-type: none"> <li>• Cows nutrition care.</li> </ul>		<ul style="list-style-type: none"> <li>• Creation of products based on secondary outputs from other processes.</li> </ul>
			Process and activity efficiency	<ul style="list-style-type: none"> <li>• Breeding farm rationalization.</li> </ul>		
	Organizational efficiency		<ul style="list-style-type: none"> <li>• Breeding farm modernizing;</li> <li>• Investments in quality improvement.</li> </ul>			
	Spanning Capabilities				<ul style="list-style-type: none"> <li>• Change of corporate image leveraging on quality, link with the territory and customer satisfaction;</li> <li>• Settlement of R&amp;D function.</li> </ul>	
	Cooperation				<ul style="list-style-type: none"> <li>• Cooperative ties with suppliers.</li> </ul>	
	Outside-in	Demand pull and Open Innovation	Technology innovation		<ul style="list-style-type: none"> <li>• Technologies developed by suppliers.</li> </ul>	
			Product/ Service and Process/ Activity Innovation		<ul style="list-style-type: none"> <li>• Creation of products inspired by customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Further expansion of products inspired by customer needs.</li> </ul>
		External stakeholder satisfaction			<ul style="list-style-type: none"> <li>• Expansion of product range;</li> <li>• Experiential prize content;</li> <li>• The opening of an educational lab for children.</li> </ul>	
		Market-based assets and capabilities			<ul style="list-style-type: none"> <li>• Massive investment in marketing;</li> <li>• Use of testimonials.</li> </ul>	<ul style="list-style-type: none"> <li>• Intensive use of social network.</li> </ul>
		Environmental monitoring	Customer monitoring		<ul style="list-style-type: none"> <li>• Customer needs systematic monitoring;</li> <li>• Customer new segment monitoring.</li> </ul>	
			Competitor monitoring		<ul style="list-style-type: none"> <li>• Market share monitoring;</li> <li>• New competitors entrance monitoring.</li> </ul>	
			Supply chain		<ul style="list-style-type: none"> <li>• New supplier monitoring.</li> </ul>	
			Technological change monitoring			
	External knowledge monitoring			<ul style="list-style-type: none"> <li>• Refresher courses for employees;</li> <li>• Knowledge exchange with other firms.</li> </ul>		

### **Mixed approach (T<sub>3</sub> 2010-2016)**

The third period started at the beginning of 2010 when Latte Arborea decided to restyle the company's image. It still ongoing, but the dataset ends in May 2016. During T<sub>3</sub>, which was 6 years long, the firm focused on its internal resources and capabilities and on its market and external environment at the same time, trying to balance both aspects (Table 7).

**Spanning capabilities** are able to connect inside-out and outside-in approach capabilities. The CEO said: "*Research and Development... plays a role that has been growing in importance and it's... how can I say... as an intermediary, it's the glue between the production, trade, marketing, suppliers, etc...*" (Table 6). Therefore, the company considers crucial to its marketing strategy both approaches because it creates a connection between strong inside-out oriented functions like R&D and production with marketing and trade.

About the spanning capabilities, according to a market research conducted for Latte Arborea by an agency, one of its distinctive features is "*that the business partners breed cows in Sardinia*" because "*it's an element that amazes and attracts [the customers]*". Based on these pieces of information and adding the already certified product quality, Latte Arborea has completely overhauled its image in 2010 and re-launched its brand. All because Latte Arborea wants to expand its market to the rest of Italy, and lay the foundations for export all over the world. Evidence of internal elements in the marketing strategies is the change of the payoff, among others. It became from "*Only from Sardinian farms*" to "*The happy island of cows*". The new payoff, as well as introducing the animal welfare, gives emphasis to the element of surprise, namely, even in a Mediterranean area there are herds of cows. In fact, according to the above-mentioned survey, the breeding of cows is associated with an alpine context or, more generally, with the mountains. Consequently, since there are cows in Sardinia, new customers are amazed and attracted and it has become a Latte Arborea distinctive element. In addition, from the same information, Latte Arborea began an intensive use of social network which in turn strengthen its **market-based capabilities**.

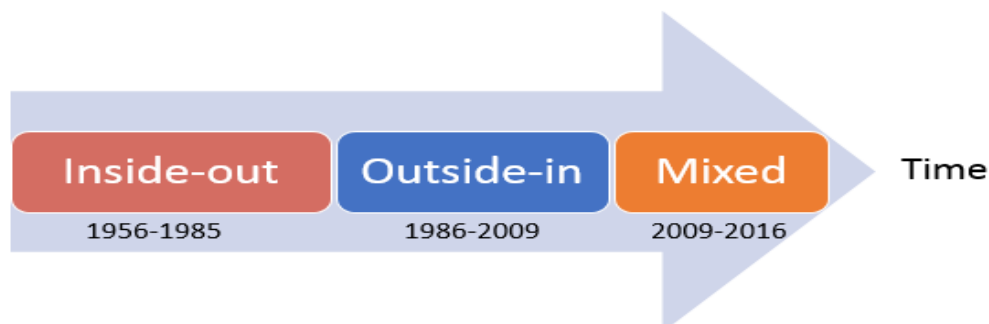
Another very strong Latte Arborea characteristic which clearly emerges from the dataset is the **cooperation** with customer and other organizations. Partnerships are considered essential by Latte Arborea. They are a source of advantage for several reasons. For example, Latte Arborea works closely with advertising agencies to handle some specific activities: "*Another important supplier, especially for marketing department is the advertising agency [...]. So it is our main contact for the marketing activities and it is our leading supplier service*" said the dairy product category manager. While, with very important suppliers like Tetra Pak, Latte Arborea has a strong cooperation for other strategic reasons, for example, to have cutting edge machinery. Latte Arborea also cooperates with companies from other sectors to increase the company's knowledge. About the last point, the head of

marketing claimed: “Without cooperation, it would be ... it would be hard! Especially for those who are on a small island like us ... collaboration ... is fundamental for the company growth... Even among companies of different sectors, the interchange knowledge always brings us to grow, and we could absolutely do not be successful without this... For example, we have a great cooperation with Tetra Pak. They tested new machinery on us and this has been useful to become a market leader” (Table 6). In my dataset, the word “collaboration” is often associated with “growth” and reflects a strategic importance on marketing strategies too.

In the last six years, Latte Arborea decided to combine the two previous strategies because it realized that gazing its attention just in one direction could have negative consequents. For this reason, Latte Arborea combined **product innovation** and **resource efficiency** by developing products such as WEY which is based on secondary outputs from other processes and further expanding the lactose-free product line. In this way, the company improved its efficiency attracting new segments of customers and the customers had available products compatible with their need and food intolerance.

Concluding, Latte Arborea has developed its marketing strategies adopting different approaches in different periods of its history (see Figure 2). When the company was founded, the customers’ needs were simple and the demand was enough to absorb the entire production. Therefore, the company focused on internal processes and exploited its internal resources and capabilities to change the market habits (inside in 1956-1985). When the market became more complex and with the arrival of new competitors, Latte Arborea changed completely its marketing strategy approach focusing on the customer’s need and monitoring its external environment. This time, Latte Arborea changed itself in order to fit with the environment (Outside-in 1986-2009). Finally, when the company decided to expand its market to a national and international context, and maybe, because of the global crisis reach the dairy industry too, Latte Arborea changed again its marketing strategy approach paying the same attention to the external as well as the internal dynamics. Therefore, since I carried out this research, the company was engaged in a complex sequence of internal and external changes (mixed approach 2009-2016).

Figure 2. Summary of the Latte Arorea marketing strategy approaches over time.



## **5. Discussion and theoretical contribution**

Thanks to this study, I provided an useful contribution to the growing literature on marketing strategy field. Specifically, in this paper I provided a literature review to enable the theory development, and also a retrospect longitudinal empirical study in order to explore corporate's marketing strategy approaches over time by looking at a single case study. To accomplish this results, in the development of the current work I tried to achieve two aims. Firstly, I identified and described the main features of the three approaches, and I structured them hierarchically in a theoretical framework. Secondly, I provided an empirical qualitative contribution to the marketing strategy debate through the Latte Arborea case study which showed a succession of events which influenced the marketing strategy approaches over time. For these reasons, my study implies important theoretical and practical implications. With reference to the theoretical implications, this paper collects the previous research affords by dividing, organizing, describing and discerning the main characteristics of the outside-in, inside-out and mixed approaches. In fact, although previous literature did an excellent work by exploring and explaining the three marketing strategy approaches (Barney, 2014; Combs and Ketchen Jr, 1999; Kozlenkova, Samaha, and Palmatier, 2014; Makadok, 2001; Randall, Day, and Moorman, 2013), this field has been developed in a quite confusing way in presenting a big amount of concepts and characteristics. My theoretical framework contributes to the state of art by simplifying and explaining the marketing strategy approaches in terms of their characteristics.

Despite previous literature recognizes the centrality of empirical studies (Kozlenkova et al., 2014; Day, 2013), this stream of research is marked by the scarcity of empirical contributions. The retrospective longitudinal case study complements the previous theoretical research by providing an empirical contribution which displays a dynamic succession of events linked to the marketing strategy characteristics (Table 7). The events are showed in a chronological vein through the columns T<sub>1</sub>, T<sub>2</sub>, and T<sub>3</sub>. The double connection with the characteristics and time allows to identify the evolution of the marketing strategy approaches over time.

### **5.1. Managerial implications**

Although my work is mainly theoretical, it has several implications of extreme interest for managers and marketers. Specifically, this paper contributes to raising management's awareness about their style used in implementing marketing strategies, through definitions of the three approaches' main characteristics. Practitioners should be trained to recognize the characteristics of the company's marketing strategy and understand whether the marketing strategy is coherent with the firm's global strategy. This practice could avoid internal divergence in planning the strategy.

Distinguishing the characteristics of the three approaches would help during the marketing strategy formation since this knowledge leads to an informed marketing plan development. The framework can also be used during the resource allocation process to decide the destination of the financial resources if they should be placed in a perspective rather than another one. Moreover, training the marketing managers to recognize the main characteristics of the marketing strategy would facilitate the identification of competitors' strategies, which in turn would provide information to feed a strategic countermove.

Furthermore, this study could help practitioners in getting their bearings in the different approaches. Thus, if the company wanted to change its marketing strategy approach, this study would facilitate managers in implementing changes in marketing strategy orientation. It also could help a more efficient identification of marketing objectives.

Finally, this work makes managers aware of the potential of the mixed approach which could be used to exploit internal resources and, at the same time, could help to consider customers' needs. This means that the mixed approach could be used to overcome the limits of the single-taken approaches and combine the advantages provided by the inside-out and outside-in approaches.

## **5.2. Limitation and future research**

This study has some limitations. The first one is related to the research context. The qualitative and empirical data analysis was undertaken with data collected from just one company. Although this study has not posited generalizability of results across other industries, I believe the results can offer an initial framework for interpretation and analysis in other fields. For this reason, to further improve the debate, and maintain a connection with practice, future researchers may want to explore gathering data from a larger sample. This further research could refine or expand upon my findings in several ways. Larger scale survey research could be used to triangulate my data and statistically confirm my findings at a more general level. In addition, studies in different organizational or industry settings could potentially increase the applicability of the theoretical framework.

Another limit of this work is that it does not clarify the relationship between those three approaches (outside-in, inside-out and mixed approach) and the strategic orientations (market orientation, entrepreneurial orientation, innovation orientation, learning orientation). So, further research could illustrate the relationship among tactical and strategic levels.

Finally, the findings underline the fact that marketers must be keenly aware of the marketing strategy approach of their firms, and they have to be ready to modify it when their business changes.

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## Appendix A: Semi-structured Interview Protocol

- 0) I would like to start with the zero question, to introduce yourself and your firm, thus, what your company does and what is your role in it?
- 1) Could you tell me the main changes that in the last five years have characterized your firm's industry and, consequently, the firm itself?
- 1) During the time, did your company modify the way it interacts with its customers?
  - Why?
  - Could you mention some examples that help to understand this change?
  - What kind of interaction did your firm have with customers in the past and what is it using now? (E.g. is the firm using social media to interact with its customers?)
- 3) What are the main competitors of the firm?
- 4) What are the capabilities and/or resources that make your company unique compared to its competitors?
  - What is the role of brand?
  - Did your key capabilities and/or resources change during the time?
- 5) What are the most important suppliers for your company?
  - Why?
  - What are their characteristics?
- 6) What are the practices that the firm regularly applies in order to monitor the operational environment (competitors, suppliers, new technologies, customers, knowledge, ect.)?
  - Could you mention some examples?
- 7) Could you introduce an episode, if there is any, when the firm has started an innovation process due to inputs coming from customers or other stakeholders?
- 8) What are the main stakeholders of the firm?
  - How are their needs being met?
- 9) How does your company do to reduce its operating costs?
- 10) Could you explain what are the practices, if there are any, with which the firm creates and supports internal knowledge?
  - What are the practices that bring the external knowledge into the company?
  - Which is the role of the R&D in these practices?
- 11) What kind of relationship is there between the external change detecting practices (competitors, suppliers, new technologies, customers, knowledge, ect.) and internal efficiency improving practices?
  - Are they balanced or is one more important than the other?

- Could you make an example?

12) Could you tell me which organizations does your company collaborate with in order to develop new products and new technologies?

- What are the criteria your company has used to select these organizations?

13) Can we state that your company considers the partnership with other organizations a strategic value?

- Why?

14) How does your firm employ internal and external information in order to formulate and implement marketing strategies?

## **Appendix B: Additional questions asked by mail**

After the interviews with the Latte Arborea Milk Category Manager (and Head of Marketing) and Dairy Product Category Manager we realized that more information is needed on the past of the 3A, so we decided to integrate the interviews asking further and more specific questions. Question number 4 here is similar to the question number 11 in the Appendix A due to the fact that interviewees' answer to the question 11 was not complete. Therefore, we reformulated the question and we focused on the marketing function. The questions that we sent by e-mail are:

- 1) Your company has been changing the way to communicate with customers during the past years. Why have you felt the need to do so? In which years (or period of the firm's "life") were made these changes?
- 2) The factors where 3A based its success have changed during the time. What are the success factors that you can pinpoint referring to the past? What are the current 3A success factors? What has determined these changes and what have been the most important circumstances (if it is possible to indicate the years) for these changes?
- 3) What are the practices that your company regularly applies to monitor its competitors? (e.g. monitoring competitors' new product launch, competitors new advertising campaigns, new entries in the market) Could you make me some examples?
- 4) What kind of relationship is there between customer monitoring (competitor, supplier, ect.) and reducing cost (improving quality) practices in the marketing function? Are they balanced or reducing cost is distracting from customer monitoring (or vice versa)? Could you make an example?
- 5) What caused the change in the image of the firm during 2011 and 2012? Were there similar changes in the firm's past? If yes, could you describe those changes?



## Paper 2

# The dark side of value co-creation: an explorative multiple case study to pinpoint value co-destruction practices

**Keywords:** value, practices, value co-creation, value co-destruction, marketing strategy, Practice Theory, multiple case study.

## 1. Introduction

In contrast to the bulk of Service Dominant Logic research, recent marketing studies have considered that the relations between systems or actors could lead to value co-destruction rather than to value co-creation. Numerous value co-creation scholars introduce the potential risk of value destruction (Crowther and Donlan, 2011; Grönroos, 2011; Gummerus, 2013; Lambert and Enz, 2012; Reikli, 2013; Worthington and Durkin, 2012), even if they follow the S-D logic. In particular, some researchers observed that co-creation experiences are not always positive because “not everyone enjoys such an interactive co-creation process.” (Prahalad and Ramaswamy, 2000). Recently, the value co-destruction phenomenon was defined as “an *interactional process* between service systems that results in a decline in at least one of the systems’ *well-being* [...]. During this process, these service systems interact either directly (person-to-person) or indirectly (via appliances such as goods) through the *integration and application of resources*.” (Plé and Chumpitaz Cáceres, 2010), we added the italics. Drawing on this definition and its main concepts - interactional process, resources integration, and value (in the acceptance of well-being) - several researchers build on these focal points of value co-destruction.

Recent research suggests that value co-creation and co-destruction reveal themselves simultaneously, and they are difficult to be studied separately, indeed, “the accidental misuse of a resource during the systems’ interaction actually co-creates value-in-use for one party (the customers) while simultaneously causing value destruction-through-misuse for the other party (the firm).” (Plé and Chumpitaz Cáceres, 2010). Then, value is co-created (and co-destroyed) through interaction between firms and customers (Vargo et al., 2008), however, just a few studies have examined this point in the context of Service Provider-Customer Interaction (SPCI). These studies argue that service provider-customer interaction (SPCI) practices can create or destruct value for both service provider and customer in relation to the kind of their interactions (Echeverri and Skålén, 2011a). Despite the concept of practice it is increasingly being adopted in the study of value co-creation in marketing research, (Echeverri and Skålén, 2011b; Korkman, Storbacka Kaj, and Harald, 2010; Schau, Muniz, and Arnould, 2009; Yngfalk, 2015) several studies suggest that the impact of SPCI practices on the definition and assessment of the value creation is not sufficiently understood (Aarikka-Stenroos and Jaakkola, 2012; A. F. Payne, Storbacka, and Frow, 2008a; A. Payne and Holt, 2001; Ramirez, 1999). As a result, little is known about value co-destruction practices. In an attempt to narrow this gap, I define the anatomy of practice as (Sandberg and Tsoukas, 2011): 1) a particular teleological structure, which orients its practitioners toward attaining certain ends (Schatzki, 2005: 471) and stipulating possible ways too; 2) certain already defined distinctions about what matters (i.e., what is worthy and what is trivial, what is proper behavior and what is not, how and when certain tools are to be used

(Nicolini, 2009a: 126; Orlikowski, 2002: 257–258; Polt 1999: 46; Taylor, 1985a: 71, 1985b: 23); 3) specific “standards of excellence” (MacIntyre, 1985: 187), which furnish its practitioners with certain concerns and points of reference (Schatzki, 2005: 472); 4) particular activities (Schatzki, 2005: 468); and 5) the use of certain tools, which are defined by their utility in specific activities and reference to other tools (Orlikowski, 2007; Orlikowski and Scott, 2008).

Although marketing theory has conceptualized value co-creation as a key element in business-to-business marketing (Aarikka-Stenroos and Jaakkola, 2012; Haas, Snehota, and Corsaro, 2012; O’Cass and Ngo, 2012; Vargo and Lusch, 2011), in extant literature there is a need to increase the understanding “about the process of value creation, when it starts, what it includes, [and] when it ends” (Grönroos, 2011). Moreover, little attention has been devoted to understand how co-destruction practices occur during value formation process (Bonsu and Darmody, 2008; Cova and Dall’O, 2009; Zwick et al., 2008). Indeed, in value co-destruction literature, very few studies have analyzed SPCI practices. Only one has identified some value co-creation/destruction practices (Echeverri and Skålén, 2011a). This study has found, in the public transports industry, five practices: informing, greeting, delivering, charging and helping. Additionally, service providers frequently engage their customer in shaping their value proposition with the purpose to start a value co-creation process. Because of the lack of studies in value co-destruction practices, these service providers may ignore that some practices lead to value co-destruction rather than value co-creation (Echeverri and Skålén, 2011a). For this reason, the study of value co-destruction practices has effects on practitioners too. The practical purpose of this paper is to identify the value co-destruction practices to make the service providers aware of the potential negative outcome of SPCI. On the theoretical side, some scholars focused on identifying the priorities in service research to trace paths for future research (Ostrom et al., 2015). “Understanding value creation” is one recognized priority divided into six explicit issues “worthy of further investigation.” In particular, one of these six points asks for “understanding the negative consequences of value co-creation” (Ostrom et al., 2015). According to this author, the knowledge about the negative consequence of value creation compared with the positive one is a runner-up topic, and it is poorly studied.

Besides further research requests, I observed, thanks to a literature review, that previous studies had focused more on the interaction between systems or actors and the related resources integration process rather than the value itself. In fact, another limitation of previous literature is related to the value definition that value co-destruction literature should consider. As described later on, the majority of scholars have been using the concept of value suggested by Plé and Chumpitaz (2010). In turn, they have borrowed the definition of well-being from Vargo et al. (2008, p. 149). Value, when defined as well-being, can be measured “in terms of a system’s adaptiveness or ability to fit in its

environment” (Vargo et al. 2008). This literature provides a useful base to start to explore the notion of value co-destruction, but I think that “system’s adaptiveness” and “ability to fit” are too wide indicators to assess and measure value. To overcome this specific limit, I suggest the use of another definition of value (Lombardo and Cabiddu, 2016). This definition of value suggests the coexistence of four diverse forms of capital: economic, cultural, social, and symbolic.

To address these gaps, I employ an extensive, qualitative study in the context of professional service firms (PSF). Theoretically, the study is based on Practice Theory. Practice Theory is a “body of work about the work of the body” (Postill and Bräuchler, 2010). This approaches to social theory considers the human body as the link of a sequence of activities (i.e. practices) that actors perform with different levels of commitment, dexterity and grace. While some practices are common across social space and time, others are based on volatile configurations that change over time (Postill and Bräuchler, 2010). Practice Theory helps to illuminate and analyze the practice of interactive value formation and resource integration. Further, I analyzed the value co-destruction practices and service provider-customer interaction (SPCI) through the lens of Practice Theory (Bourdieu, 1990; Reckwitz, 2002) and S-D logic (Grönroos, 2011; Lusch, Vargo, and O’Brien, 2007; Vargo and Lusch, 2004, 2008, 2011; Vargo et al., 2008). By utilizing both the theory of practice and an alternative definition of value in the S-D logic framework, my study makes four contributions. First, through the literature review, the study highlights the relation between interactional process, resource integration, and value, while it shows the lack of a value definition. Second, it suggests adopting the definition of value as the coexistence of four forms of capital (economic, cultural, social, and symbolic) (Bourdieu, 1986). Third, the study identifies practices and categories of value co-destruction practices strictly related to the four forms of capital. Finally, this research connects the definition of value as the coexistence of four forms of capital with the current value co-destruction literature through the practices. In doing so, the study addresses a resonant theme within marketing theory, showing which practices the systems or actors perform when they are involved in a value co-creation process and their unexpected negative outcomes.

The related research questions are: 1) Which definition/s of value is used in the value co-destruction literature? 2) What kinds of practices are related to the four forms of capital? 3) What kinds of practices are related to the interactional process between systems or actors and their resources integration?

Summing up, this article is structured as follows: firstly, I carry out a literature review which shows the relation between interactional process, resource integration and value, and a gap in the value definition. Secondly, I describe how I apply the multiple case study method focusing the

attention on data analysis process. Then, I show my findings dividing the paragraph in four, one for each form of capitals. Finally, the dissertation and conclusion of my study.

## 2. Literature Review

Starting from the definition of value co-destruction (Plé and Chumpitaz Cáceres, 2010) to identify the pattern in the literature, I organized a concept-driven literature review using the conceptual matrix method (Webster and Watson, 2002). The conceptual matrix allows matching authors with the value co-destruction main concepts (Table 1). I added a further level of analysis to highlight that scholars have inflected the main concepts of Plé and Chumpitaz’s definition in several sub-concepts. This supplemental level of analysis consents to go deeper into the literature analysis (Webster and Watson, 2002) and to show how value co-destruction debate has been developing in recent years (Table 1).

I carried out the literature review focusing on what were already studied about the interaction between systems, resource integration and value figuring out what needs more attention.

**Table1. Conceptual Matrix: determinants of value co-destruction**

Articles	Concepts										
	Interactional process					Resource Integration					
	Misbehavior	Contradictory	Conflictual	Negative	N/A*	Deficiencies	Misuse	Misalignment	Non-integration	Misintegration	N/A*
Echeverri and Skålén (2011)			X				X				
Echeverri, Salomonson, and Aberg (2012)	X						X				
Worthington and Durkin (2012)	X										X
Fyrberg Yngfalk (2013)		X					X				
M. Smith (2013)	X						X				
Reikli (2013)					X					X	
Laamanen and Skålén (2014)			X								X
Robertson, et. al. (2014)					X	X	X				
Kashif and Zarkada (2015)	X						X				
Zhu and Zolkiewski (2015)				X		X					
Plé (2016)					X				X	X	
Prior and Marcos-Cuevas (2016)				X			X	X	X		
Vafeas, Hughes, and Hilton (2016)			X			X	X				
Lombardo and Cabiddu (2016)				X				X		X	

\*Authors do not specify explicitly or implicitly the unit of analysis.



## 2.1. Interactional process between systems

The interaction is a process in which two or more systems or actors have reciprocal actions and influences during a period. The interaction between systems (or actors) is the focus point of value co-creation and, by extension, of value co-destruction. The interaction is important because, with no interaction, the value is created or destroyed by just one of the systems or actors, so there is no cooperation and consequently no value co-creation or co-destruction. For this reason, the cooperation implies an interactional process, which takes negative connotations in value co-destruction literature. Starting from this point, some scholars called into question the optimistic idea that “engaging in interactive value formation processes is [...] unproblematic for the parties involved” (Echeverri and Skålén, 2011b). Therefore, these scholars highlighted the role of engagement and introduced the possibility that it could involve problems for both parties.

Considering the whole literature about value co-destruction, it came to light four different kinds of interactional process (Table 1.):

1. Misbehavior: one or more systems or actors behave improperly during the interaction (Echeverri et al., 2012);
2. Contradictory interaction: systems or actors have divergent opinions which effects spoil their interaction (Kashif & Zarkada, 2015);
3. Conflictual interaction: divergent opinions may drive to conflicts between systems or actors (Vafeas et al., 2016);
4. Negative interaction: residual category which is used when authors refer in a general vein to undesirable interaction (Smith, 2013).

Recently, a four-industry empirical study explained how and what resources employees deal with customer *misbehavior* (Echeverri et al., 2012). In this study, both customer’s misbehavior and resources non-integration caused value co-destruction. Misbehavior and *contradictory* or *conflictual interactions* have fed an interesting debate in the literature. Indeed, some scholar agrees with the point of view that negative interactions lead to co-destruction (Echeverri et al., 2012; Echeverri and Skålén, 2011a; Kashif and Zarkada, 2015; M. Smith, 2013; Vafeas et al., 2016; Worthington and Durkin, 2012) or value diminution (Vafeas et al., 2016). While, others researchers claim that contradictions and conflicts may generate value co-creation (Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014). On one hand, scholars who think *negative interaction* experiences generate value co-destruction argue that non-integration (Echeverri et al., 2012) or misuse of resources (Kashif and Zarkada, 2015; M. Smith, 2013) are inputs for value co-destruction. While, when conflict occurs, the value co-produced may be reduced (Vafeas et al., 2016). On the other hand, other scholars suggest that “contradictory resource integrations and interactions are fundamental for value to be co-created” because they start

a process of “new interpretations and meaning creations” for innovative solutions (Fyrberg Yngfalk, 2013). Finally, some scholars suggested that conflicts are inherent characteristics of human interaction, and they are “neither positive nor negative” but conflict promotes innovation and creativity (Laamanen and Skålén, 2014).

## **2.2. Resources integration**

The value co-destruction definition and the debate in the paragraph above provide former insights about connections between interactional process between systems (or actors) and resources integration. Resource integration is a continuous process in which a system or an actor accomplishes different action and activities to coordinate, unite, and incorporate in a larger unite their resources (McColl-Kennedy et al., 2012; Peters et al., 2014; Vargo and Lusch, 2008) (for a more detailed discussion about resource integration see Plé, 2016, p. 3). Resource integration could have negative implication because of the resource itself (Robertson et al., 2014) or due to the system’s actions or activities (Plé, 2016; Plé and Chumpitaz Cáceres, 2010; Prior and Marcos-Cuevas, 2016). To better understand how the seemingly positive concept of resources integration can adopt characteristics that determine value co-destruction, I analyzed the value co-destruction literature and located five different types of problematic resources integration (Table 1.):

1. Deficiencies: Lack or shortage of essential resources (Robertson et al., 2014);
2. Misuse: Wrong use of resources or for the wrong purpose by service systems (Plé and Chumpitaz Cáceres, 2010);
3. Misalignment: Incorrect arrangement or position of resources in relation to other resources (Prior and Marcos-Cuevas, 2016);
4. Non-integration: Particular case of misintergration. Intentional non-integration resources occur when a system explicitly choose to not integrate its resources with another system. While accidental non-integration take place when a system believes a resource should not or does not need to be integrated (Plé, 2016);
5. Misintegration: Actors use resources in a way which is incongruent with another actors' expectations (Plé, 2016);

Some studies on resource integration have focused on the role of technologies (Robertson et al., 2014). “Dr. Google” and the others e-health services are more and more used by people with health problems to generate on-line self-diagnosis. The authors refer to consumers’ operant *resource deficiencies* when consumers do not have enough knowledge to use these tools, and to misuse of operand resources when the e-health tools require the application of consumers’ operant resources. From a resource-based point of view, a typology of value co-destruction generated by deficiencies or misuse of resources during systems interactions is consumers’ disengagement with health care

professionals (Robertson et al., 2014). Scholars have also observed resource deficiencies in B2B markets. In this instance, resource deficiencies and their integration may have negative domino effects on customers' customers (Zhu and Zolkiewski, 2015).

Other studies depict resource integration from the customer point of view (M. Smith, 2013). This study used a conservation of resources theoretical approach to explore customer's *resources misuse* by firms. In this case, the value is co-destroyed because of a failure in the integration process, which implies a loss of customer's resource. When customers try to reestablish their resource, they cause a reduction in firm well-being. Further studies observed resource integration from a dual perspective: customer and front office employees (Kashif and Zarkada, 2015). These authors claimed that any system or actor involved in the interactions might misuse resources, and this leads to value co-destruction.

In the B2B market context, some scholars have conducted a multi levels analysis (actor-to-actor and service ecosystem) concluding that there are two main ways to perceive value co-destruction: goal prevention and net deficiencies (Prior and Marcos-Cuevas, 2016). A system or actor perceives goal prevention value co-destruction when its desires are not realized, while it feels net deficiencies value co-destruction when it experiences excessive (psychological, emotional and other) costs, in this framework, resource integration may produce *resources misalignment*, misuse or absence of resources (Prior and Marcos-Cuevas, 2016). Recently, another multi levels study in B2B market has criticized the terminology "value co-destruction" suggesting "value diminution" preferring the first one (Vafeas et al., 2016). The results of this work suggest that value diminution is triggered by resources deficiencies and resources misuse in the resource integration process. The two actors cause this value diminution, separately and together.

Based on a four-industries study, a research shows that value formation occurs when operant resources -knowledge and skills in particular- are active (Echeverri et al., 2012). On the contrary, if resources are not active, they are non-integrated by the systems and value co-destruction takes place. Even if the authors do not refer explicitly to *resources non-integration*, I can deduce it because when a resource is not activated, it cannot be integrated in any way, so it can be considered a case of resource non-integration.

The last contribution in resource integration debate introduces the notion of *resources misintegration* and non-integration (Plé, 2016). This scholar has defined resource integration as "a pivotal dimension of value co-creation in S-D logic" and consequently in value co-destruction. He also identifies twelve different types of resources, and he asserted that service employees might not integrate customer's resources but also "either misintegrate or not integrate them". This two kind of failures in resource integration may be intentional or accidental (see Reikli (2013) for an earlier

example of accidental resource misintegration). Finally, some researchers call into question the relationship between negative interaction and value co-destruction (Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014). Although they recognize that resources may be misuse, they support that contradictory interaction in resource integration determines innovation, consequently value co-creation.

### **2.3 Value as well-being**

In their definition of value co-destruction, Plé and Chumpitaz (2010) borrow a definition of value specific for service systems (Vargo et al., 2008). Vargo and the other coauthors define value “simply in terms of an improvement in system well-being” where the driver for the well-being is “system’s adaptiveness” or “ability to fit in its environment”. In my literature review, I looked for a broader concept of value to understand whether value co-destruction scholars have adopted other definitions of value. For this reason, I discern the studies into two categories related to the concept of value they used: Well-being (Vargo et al., 2008); Other kinds of value (any other definition of value preferred in place of well-being). The result of the analysis for value concept is unexpected. I analyzed fourteen papers, which represent the whole literature related to value co-destruction so far. I observed that four of them do not define the concept of value they used in their works (Echeverri et al., 2012; Echeverri and Skålén, 2011a; Worthington and Durkin, 2012; Zhu and Zolkiewski, 2015). On the other hand, the majority of the articles is based on the concept of well-being (Fyrberg Yngfalk, 2013; Kashif and Zarkada, 2015; Laamanen and Skålén, 2014; M. Smith, 2013; Plé, 2016; Robertson et al., 2014; Vafeas et al., 2016). Moreover, two studies have criticized the definition of value inflected as well-being (Prior and Marcos-Cuevas, 2016) and which have stressed the lack of metrics to measure value (Reikli, 2013), although they did not provide any other different definition of it. Finally, just one paper which suggests an alternative definition of value (Lombardo and Cabiddu, 2016). Therefore, the majority of the literature followed the definition of value co-destruction (Plé and Chumpitaz Cáceres, 2010), which in turn borrows the definition of well-being (Vargo et al., 2008). They did not wonder whether well-being definition might be substituted for another definition of values which allows developing metrics for a better assessment of value co-destruction. I agree with Prior and Marcos-Cuevas (2016) when they claim that decline in a customer’s well-being “is not a particularly clear way of expressing value co-destruction”. For these reasons, I based my work on the definition of value regarding the coexistence of diverse forms of capital and currency variations (Lombardo and Cabiddu, 2016). As a resource for the system or actor, capital appears in four different forms (Bourdieu, 1986): economic, cultural, social, and symbolic. Economic capital is defined in classic economics, in financial and monetary terms. Cultural capital is defined (Bourdieu, 1986) in terms of

know-how, scholastic knowledge, and the ways in which people would use this knowledge to undergird their place in the social hierarchy. Social capital is “the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition” (Bourdieu and Wacquant, 1992, p. 119). Symbolic capital is an expression of authority and legitimacy provided by owning the other three forms of capital. It is the key to the deployment of any form of capital in the field.

At the end of the analysis, my literature review suggests that two main concepts capture the determinants of value co-destruction: interactional process and resources integration. In the value co-destruction literature, interactional process and resources integration are independent variables, while the dependent one is the value considered as well-being.

Despite these years of research about value co-destruction has put further our knowledge about this phenomenon, there are still gaps to be filled. All together, these studies suggest that a deliberate use of Practice Theory (Bourdieu, 1986; Reckwitz, 2002) in the study of value co-destruction may provide deeper insights into how service provider and customer interaction practices influence resource integration and how these practices should be taken into account when service providers start integrating resources with their customers. Some studies pioneered in the use of Practice Theory in this field (Echeverri and Skålén, 2011b; Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014), but just one succeeded in identifying genuine practices (Echeverri and Skålén, 2011b).

Moreover, some of the existing frameworks are conceptual (Plé, 2016; Plé and Chumpitaz Cáceres, 2010) and do not capitalize on the methodological and empirical resources of Practice Theory (Bourdieu, 1990; Reckwitz, 2002). Furthermore, empirical research which develops value co-destruction frameworks is mainly focused on business-to-consumer (B2C) contexts (Fyrberg Yngfalk, 2013; Prior and Marcos-Cuevas, 2016; Vafeas et al., 2016; Zhu and Zolkiewski, 2015). Consequently, even if the relation between systems (or actors) interactions and resource integration is acknowledged, on a more detailed practice level, it remains largely unexplained. For these reasons, nobody contests that it is possible to co-create/destroy value through interactions between systems (or actors) during resources integration, but there should be a serious debate on which definition of value fit better this context and how scholars and practitioners can measure it. In response to these gaps in the literature, this study adopts and suggests the definition of value suggested by Lombardo and Cabiddu (2016), and it deliberately takes a Practice Theory approach to link this definition with the current literature.

### 3. Methods

I selected the research design to identify which service provider–customer interaction (SPCI) practices lead to value co-destruction.

Because value co-destruction is an empirically under-explored area of research (Ostrom et al., 2015), I adopt an exploratory multiple case study design (Eisenhardt and Graebner, 2007; Miles and Huberman, 1994; R. K. Yin, 2009). As explained in the next paragraphs, I consider an “episode” as a case study in which service provider and customer interact during a task fulfillment (Hendry and Seidl, 2003).

Practice plays a pivotal position in the research design. I met practitioners and customer in their environment and use case studies (Eisenhardt and Graebner, 2007), fieldwork research (Ian Alam, 2005) and face-to-face in-depth interviews to collect data about their experiences and their subjective perspectives and interpretations.

I adopted a definition of practice as *a routinized type of behavior, which consists of several elements, interconnected to one another: forms of bodily activities, forms of mental activities, ‘things’ and their use, a background knowledge in the form of understanding, know-how, and states of emotion* (Reckwitz, 2002, p. 249). This definition of practice influences the whole research designed, so the following paragraphs.

#### 3.1. Theoretical sampling

In the theoretical sampling, I focused on firms from the professional service sector because it may provide insight on the relationship between SPCI practices and value co-destruction (Lombardo and Cabiddu, 2016). Considering the strength and weaknesses of multiple cases, I carry out the theoretical sampling considering the following criteria: transparency; access to key informants (Pettigrew, 1990; Tsoukas, 2010); a good background knowledge of the firm and its environment (its history, competitors, customers, work habits and routines, way of organizing projects, and standards of excellence) (Bourdieu, 1990; Sandberg and Tsoukas, 2011). Applying these three criteria, I chose to collect cases from an engineering services company in Scandinavia.

I preferred cases from multidisciplinary engineering projects because they are based on engineering design workshops (Lombardo and Cabiddu, 2016). In fact, engaging customers during workshops is a common habit in the engineering professional service industry. Engineers usually involve customer during the design phases because of the project complexity. During the workshops, the service provider (engineer consultant) and the customer are interacting together to run a project. The SPCI implies the integration of several kinds of resource (tangible and intangible) (Plé, 2016).

From this research point of view, workshops are a privileged place where observe and collect data to study and analyze the value co-destruction practices.

Engineering design workshops are composed of episodes (Hendry and Seidl, 2003) where service provider and customers interact to solve problems (Cherns and Bryant, 1984; Stabell and Fjeldstad, 1998; Vargo and Lusch, 2004). During the workshops, the participants are divided into small groups and they have the task to solve problems separately and simultaneously (Payne et al. 2008). These kinds of workshops need a previous phase of problem definition and a post phase of solution assessment. Thanks to this process, I can study SPCI practices in the context of problem-solving. In this industry is not rare that consultant and customers have equivalent education and professionalism. Thus, social, cultural, and symbolic capital are the protagonist in the dynamics of value co-creation practices as well as value co-destruction ones.

Although the literature suggests numerous frameworks to study value co-creation episodes in practice (Bettencourt et al., 2002; Hendry and Seidl, 2003; Stabell and Fjeldstad, 1998), I consider Stabell and Fjeldstad's value shop framework which consists of the following typical phases: problem definition, problem-solving, solution assessment choice, and execution. This framework divides service provider's tasks into stages where the problem-solving phase is related to value co-creation and value co-destruction (Stabell and Fjeldstad, 1998). I consider an "episode" as a case study in which service provider and customer interact during a task fulfillment (Hendry and Seidl, 2003).

I adopted a multiple case study research design to provide a robust answer to the research question. Multiple case study methodology supports the theoretical explanation and it allows to verify my arguments in different empirical environments (Eisenhardt and Graebner, 2007). Further, multiple cases also enable comparisons that clarify whether an emergent finding (such as patterns) is simply idiosyncratic to a single case or consistently replicated by several cases (Eisenhardt, 1991). Besides verify contrary replication or absence of it and discard alternative explanations (in this work of value co-destruction), I use multiple case study with the aim to replicate (in the qualitative acceptance of the word) my findings (Yin, 2009). Lastly, when compared with single case study theory building, multiple cases furnish more testable and generalizable theories (Eisenhardt and Graebner, 2007).

### **3.2. Case selection strategy and procedures**

Here, I further specify what I intend for case as an episode and I provide a definition. The episode is an engineering workshop in which service providers (engineering firm consultants) interact with their customers (who buy projects), and/or third parties (other types of stakeholders, e.g. public administrations) within the boundaries of an engineering project (Lombardo and Cabiddu, 2016).

I applied the following strategies and procedures to select the episodes among the proceeding projects. My external supervisor was a privileged observer because of his long-term access to the

projects and relevant information from the top and middle management, while I had a three-month period of participant observation (Spradley, 2016). Everyone got the access to multidisciplinary engineering projects and we had a very good knowledge about the project itself, its objective and the consultant-customer relational history. This study started considering 50 available cases. Then, the authors reduced the number of projects through a four-step procedure.

During the first step, the I checked whether the projects involve an engineering design workshop and whether they had access to secondary data such as strategic and background information. This step reduced the total number of cases to 30.

In the second step, I chose five test projects between those that produced value to increase transparency (Pettigrew, 1990) and insights (Eisenhardt and Graebner, 2007). In this smaller group, the project manager (PM) judged the project so important to invite experienced employees from the company and from the customer to participate in the workshops. The interactions among these actors play an important role. When the project has such importance, PM engages key consultants in a motivational meeting to encourage performance at the best of their capabilities.

As a third step, I created another small group of four test cases. Here the PMs suggested they have opposite features compared to the previous test group (e.g., no formal expectations of top performance, little attention paid to customer interaction, low importance of the project for both parties, and no executives attending the workshops) to provide the study with polar data (Pettigrew, 1990). The residual twenty-one cases belong to a category between the two previous ones. Therefore, the I created this third group with the aim to monitor the first bulk of findings (Lombardo and Cabiddu, 2016).

As the final step, I establish another discerning criterion which considers only the projects where PM-s were volunteers for an in-depth face-to-face interview (Fontana and Frey, 2000). These informants are important because they have an overall point of view (Eisenhardt and Graebner, 2007). Through them, I can gain access to the knowledge of the phenomenon. For the same reason, I decided to engage customers and other stakeholders because choosing different informants with different roles allowed to reduce the mono-method bias, since the interviewees expressed their opinion on the same subject from different perspectives. Applying the last criterion, I got: eight volunteer project managers from the engineering services company; two volunteer process managers from the engineering services company; two engineering services company directors; six volunteer project managers from the customers; and three from the public administration (Table 2). I conducted further analyses on the eight sampled projects where the eight related project managers volunteered for the interviews, while I eliminated the other projects at this stage.



*Table 2. Summary of the interviewees*

<b>Data source</b>	<b>Position</b>	<b>Interview (minute)</b>
Semi-structured interview	Service Provider Project Manager A	84
Semi-structured interview	Service Provider Project Manager B	70
Semi-structured interview	Service Provider Project Manager C	95
Semi-structured interview	Service Provider Project Manager D	36
Semi-structured interview	Service Provider Project Manager E	49
Semi-structured interview	Service Provider Project Manager F	58
Semi-structured interview	Service Provider Project Manager G	47
Semi-structured interview	Service Provider Project Manager H	35
Semi-structured interview	Service Provider Process Manager I	40
Semi-structured interview	Service Provider Process Manager L	60
Semi-structured interview	Service Provider Director A	49
Semi-structured interview	Service Provider Director B	48
Semi-structured interview	Customer Project Manager A	45
Semi-structured interview	Customer Project Manager B	54
Semi-structured interview	Customer Project Manager C	67
Semi-structured interview	Customer Project Manager D	51
Semi-structured interview	Customer Project Manager E	57
Semi-structured interview	Customer Project Manager F	96
Semi-structured interview	Public Administration Project Manager A	38
Semi-structured interview	Public Administration Project Manager B	42
Semi-structured interview	Public Administration Project Manager C	73

### **3.3. Data collection**

I collected data from ongoing multiple case studies in a Scandinavian service provider firm. I gathered primary and secondary data from different sources. On one hand, I have primary data from the participant and non-participant observations in all the phases of the workshop: problem definition, problem solution, solution assessment choice, and execution (Stabell and Fjeldstad, 1998). In addition, I performed from two to four in-depth face-to-face semi-structured interviews per case for a total of 21 interviews (Table 2). To enrich the dataset with primary data, I had informal conversations with workshop participants, and I asked the eight PMs from the engineering services company to write a self-report to gather their consideration about their own practices (Dubé and Paré, 2003). The whole written primary data were uploaded in Nvivo 10 and then coded. On the other hand, I also included secondary data such as background information for the projects, the drafts and final versions of the workshop chose to differentiate my data sources to triangulate them and generate better and more robust conclusions through the analysis (Benbasat, Goldstein, and Mead, 1987; Dubé and Paré, 2003; Eisenhardt, 1989; R. Yin, 1994). As regards the semi-structured interviews, since “asking questions and getting answers is a task more complex than what may seem” (Fontana and Frey, 2000) I decided to use an interview protocol. The protocol is structured as follows: introduction,

twelve open-ended questions plus seven bullet questions, and a conclusion. In order to link the primary data collection with the theory, I decided to ask three questions per forms of capital (cultural, economic, social and symbolic). As mentioned above, cultural, economic, social and symbolic capital are complementary parts of the value definition I decided to adopt (Lombardo and Cabiddu, 2016). I shaped the questions to get specific information on negative service provider–customer interaction (SPCI) that affect the four forms of capital (see the questions in Appendix A). I tested the protocol on a PM of a project not included in the sample to establish whether the questions were clear and understandable (Yin, 2008). Feedbacks on ambiguities and difficult questions let to refine the protocol before full-scale utilization (Teijlingen et al., 2001). Afterward, I was ready to conduct the interviews. No more than two weeks after each workshop, I interviewed from two to four key people from the customer and consultant organizations to query the interactions, practices, and processes of the workshop. Though this step I could examine the practice of value co-destruction from the customers and consultants' point of view. The interviews took from 35 to 96 minutes and they have been recorded, transcribed and coded with the software Nvivo 10 as well as the other primary data sources. After the interview analysis, I sent an e-mail with additional questions to clarify some points and collect additional information.

Whereas, in the case of the participant observations, the external supervisor and I met project members while they engaged in intensive collaboration and I observed consultant-customer interactions during formal (group work) and informal (breaks) sessions. Because of the confidential nature of the content, I chose do not tape-record any workshop phases (Laurila, 1997). However, I did very few exceptions when the ideas contained in the dialogues were important for my goals. Moreover, I took extensive note during the workshops, including verbal quotes and notes on expressions and body language to register informal and non-verbal communication. In the bounds of twenty-four hours, I wrote up the observations and combined them when they differed (Yin, 2009). The whole field research reports were uploaded in Nvivo 10 and coded. When I transcribed the hand notes, I used the thick description to enrich the contents (Geertz, 1973). Thick description consists of a detailed illustration of field observations in which the researcher starts to pinpoint cultural and social patterns and contextualize them (Holloway, 1997). In other words, the thick description provides context and meaning to observed practice, rather than merely locate the event in an isolated context. Therefore, it may be considered as the story of an occurrence, rather than the occurrence itself. However, the description of a phenomenon in detail, I can start to evaluate whether the conclusions are transferable to other settings, situations, people, and organizations.

In addition to field notes, through informal onsite interactions with workshop members I obtained secondary data about cultural settings, biographical background of key workshop participants, and

previous project experiences. I also had access to corporate databases and collected secondary written data such as project documentation, e-mails, meeting minutes, and strategy reports. Finally, I obtained an overall picture of the recent firm's history studying the budget, schedule, scope, mission, participants, stakeholders, etc. of each selected case.

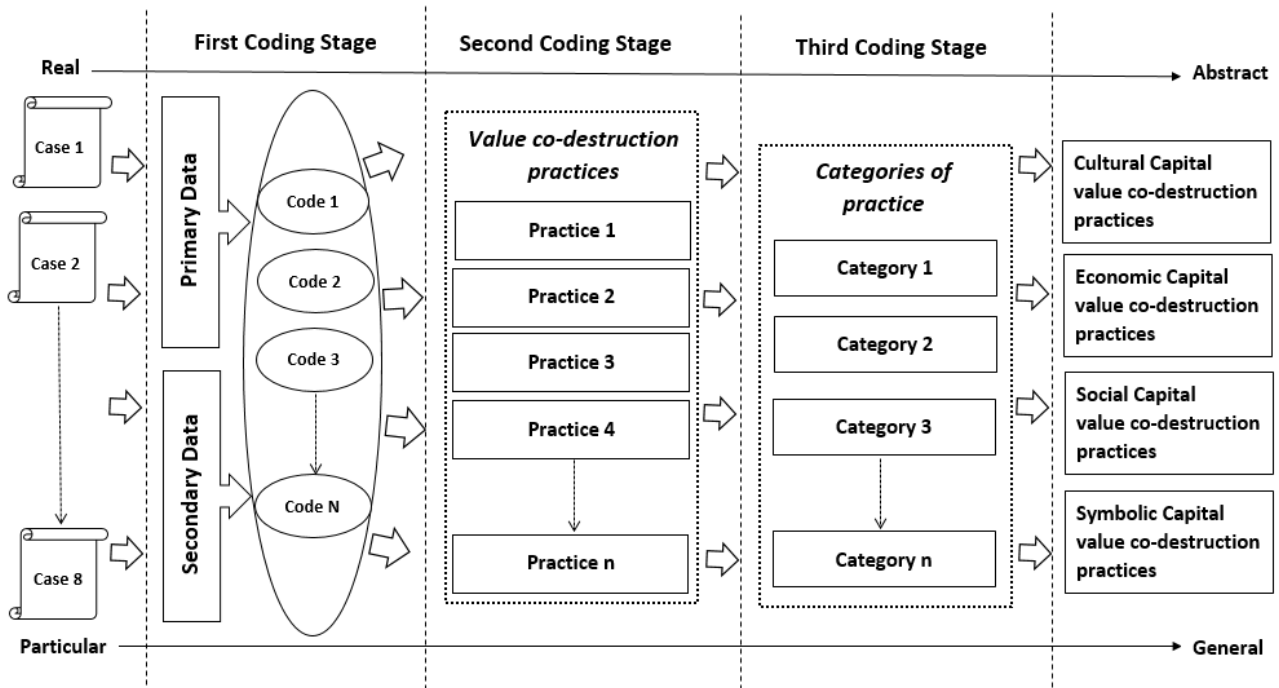
### 3.4. Data analysis

Consistently with the purpose of this paper to identify the value co-destruction practice related to the forms of capital during SPCI, I chose the practice as the unit of analysis. While, the level of analysis is the value shop phases context (Stabell and Fjeldstad, 1998) in which the interaction between service providers and customers takes place.

#### 3.4.1. Data analysis strategy

Before starting the data analyses, I had taken the time to discuss and find a strategy which leads from the eight cases to the Practice Theory generation passing through the coding process. I decided to apply a framework that suggests structuring the data analysis beginning from the cases and going to an abstract level of analysis, from the particular case to the general phenomenon (Saldaña, 2009). With this goal in mind, I study a data analysis process divided into three rounds of coding (Figure 1). Throughout the whole process, I used Nvivo 10 tools.

Figure 1. *Data analysis process structure.*



*Adapted from Saldaña (2009).*

The first coding round started from the eight cases from the engineering services company in Scandinavia where I collected the raw data (primary and secondary data sources). While I was studying the cases and its peculiarities, I looked for descriptive codes (Miles and Huberman, 1994). The outcome of the first stage is a list of value co-destruction practices mutually disconnected and detached of the four forms of capitals.

During the second stage of coding, I started the abstraction and generalization process segmenting and grouping data following a data-driven coding scheme (Gibbs, 2007). In this stage, I reanalyzed the first bulk of descriptive codes looking for interpretative codes (Miles and Huberman, 1994). Here, the outcome is a set of value co-destruction category which contains several homogenous practices. In this phase, the categories are steel disconnected to the four forms of capital.

Finally, I conducted a third coding round which led the analysis to a further level of abstraction and generalization. To do so, I reanalyzed the third round codes starting from interpretative codes and seeking pattern codes (Miles and Huberman, 1994). Through the third coding round, I identified the value co-destruction practices put in place during SPCI and related to cultural capital, economic capital, social capital and symbolic capital.

### **3.4.2. Data analysis process**

As mentioned above, I carry out three coding rounds. In this paragraph, I describe in more details the whole process which has led me from raw data to the identification of the value co-destruction practices connected with cultural, economic, social and symbolic capital.

Starting from the very beginning, I uploaded the primary and secondary data in Nvivo 10 and began to code the data looking for descriptive codes which need little or no data interpretation (Miles and Huberman, 1994). Using Nvivo 10 tools, I conducted a process in which I segmented data into units called codes or coding units. The segmenting criteria to decide how data should be divided depends on the study design and the qualitative data analysis method (Weaver and Atkinson, 1994). In this study, I opted for meaning coding units (Miles and Huberman, 1994), in particular, I preferred a concept coding unit which allowed to range from the sentence, the speech turn, or the idea regardless of the length of it. Therefore, in this study, the coding unit is a portion of data that is being segmented coherently with the meaning it represents that in this study correspond with the practices. Thanks to the segmentation process, I decontextualized each unit by stripping from its initial context. Although decontextualization, I was careful to keep coding units' information even when they are read out of their context. For this reason, each unit is understandable by itself and large enough to be eloquent. At this point, it is clear that data segmentation process consistency is of prime importance for coding trustworthy (Tesch, 2013), and a code has to be as close as possible to the practice it represents. Even

if coding data is sometimes considered unproblematic, deciding the coding types and their generality might be complicated. For this reason, I matched the codes with the meanings and I decided, case by case, whether a code matched a practice rather than another one. I applied this process throughout the whole dataset. During the first coding round, I carefully read the interviews, trying to contextualize the phrases in the workshop with the aim to get more robust pieces of information. I paid equal attention to the field research reports coding process with the purpose of considering the behaviors observed when the workshops took place. I also followed the same process to contextualize the practice I found in the secondary data sources. The first coding round was conducted separately and simultaneously by me and my tutor and, at the end of this stage, I run a *coding comparison query* by Nvivo 10. All together, we discussed the inconsistencies and found a common solution until the value of Kappa coefficient was above 0.75.

At the end of the first stage, I obtained a former collection of descriptive codes which was the base for the second coding round. During this round, I focused my attention on interpretative codes which reflect the researcher's understanding of the data (Miles and Huberman, 1994). Although thanks to the second stage of coding I could group practices with similar characteristics in homogeneous categories, I couldn't link them to the forms of capital they affect. Linking the practice categories with the four form of capitals is important because it allow to understand with part of the overall value is decreasing. I identified the connections between value co-destruction practice category and the four capitals through the third stage of coding. The second coding round too was conducted separately and simultaneously by me and my tutor and a *coding comparison query* by Nvivo 10 was run. We discussed the inconsistencies and found a common solution until the value of Kappa coefficient was above 0.75.

Finally, I reanalyzed the codes from the second coding round seeking pattern codes (Miles and Huberman, 1994). A pattern "is an arrangement of repeated parts" (Bernard, 2000), while a pattern code is a piece of data which is repeated over the dataset. Thanks to the third coding round I identified the connection that I couldn't recognize in the second stage. Also at the last stage, I checked the robustness of the codes running a *coding comparison query* and discussed with my tutor the inconsistencies until the value of Kappa coefficient was above 0.75.

#### **4 Findings**

The findings of this paper show that value co-destruction practices are strictly related with SPCI that negatively affect the four forms of capitals: cultural, economic, social and symbolic. Savings, in terms of value and in terms of the four forms of capital which the value is composed, can be

engendered from knowing what SPCI value co-destruction practices avoid when the actors are operating in one or more of the four capitals context.

Before to provide the findings, I need to highlight that the value is a continuum and the capitals are a way to frame and simplify this phenomenon. There are malleable borders among capitals, such as between social capital and symbolic capital, and between the economic and cultural once (especially for an industry such as engineering consultancy). For this reason, I am aware that a practice could lay between two capitals, as well as, a practice could affect more capitals at the same time. In this continuum, I have made choices that are based on discrimination criteria and on my knowledge about the eight cases study. For example, arguing among consultants wor between consultant and customer may have impacts, according to the intensity of the argument, on different forms of capital: on social capital, due to the reduction of a collaborative relationship, but also on symbolic capital (because the consultant could lose respectability).

In the following paragraphs, I list and describe, capital by capital, which practice arose from the data analysis process and in which category the practice belongs to.

#### **4.1. Cultural Capital value co-destruction practices**

The Cultural capital is one of the four forms of capital that put together depict the overall value (Lombardo and Cabiddu, 2016). Cultural capital is defined in terms of know-how, scholastic knowledge, and the ways in which people would use this knowledge to undergird their place in the social hierarchy (Bourdieu, 1986). While, a practice is a routinized behavior which involves several elements such as bodily and mental activities, background knowledge and emotional states (Reckwitz, 2002, p. 249).

Starting from the eight cases and their related data and following the process described in the data analysis section, I identify sixteen cultural capital value co-destruction practices (Table 3). For the sake of brevity, I provide one cultural capital value co-destruction practice per category.

**Omit intentionally or unintentionally information** is a quite common cultural capital value co-destruction practice. It affects the cultural capital because it impedes the information flow among the working group members. For example, a Project Manager (PM) complained: *“I wish they work together but sometimes could happen that [...] they don't say anything because is not their turn, or it wasn't asked the question, so they're not saying anything. Then, you miss valuable information.”* This practice is one of the four that are clustered in the category **Knowledge/information non-integration value co-destruction practices**. Even if the four practices show differences, they have in common that foster non-integration between resources, in this case, an intangible resource: knowledge.

Similarly, **Postpone discussion of important issues** is a cultural capital value co-destruction practice since the knowledge is not used when is needed. An environmental engineer explained the reaction of the other working group members when she tried to raise a problem: “*we get it [the environmental issue] later in the process. I’m not sure if I have done the right thing but due to this behavior, I don’t know if I want to tell them later. Definitely, they were not ready to talk about the subject even though I tried to pick it up.*” This practice jointly with **Reduce the consultant’s ambitions** belongs to **Knowledge misuse value co-destruction practices** category because these practices lead to an improper use of the knowledge.

On the other hand, **Compose working groups with homogeneous knowledge** is another way to lose cultural capital. When the working group members have the same scholastic background and almost the same work experience, it’s difficult that some of them could bring new useful knowledge into the group, so the working group may lack valuable knowledge. Talking with a PM in an informal conversation during a workshop break, he started to list his ideas about the company’s weak points. He thinks that “*the company does not devote much attention to the working group formation process.*” In addition, the PM claimed: “*people who have a similar background also have a very similar way of thinking.*” According to him, “*this similarity hinders the production of innovative ideas.*” **Compose working groups with homogeneous knowledge** and other four practices are grouped in **Knowledge/information deficiencies value co-destruction practices** category. The five practices have in common that generate a lack of knowledge or information.

Another common cultural capital value co-destruction practice is **Resist to change**. This practice may lead to divergent opinions about the customer needs: “*They think [her colleagues] that they are doing a favor the client by resisting to the changes, by resisting to do something different.*” Resist to change means that the working group members concentrate their knowledge towards different aims. **Knowledge misalignment value co-destruction practices** is the category which contains **Resist to change** and two more practices. This practices category involves incorrect arrangement or position of resources in relation to other resources.

**Wasting time on little common interest topics** is cultural capital value co-destruction practice too. This practice has a negative impact on the cultural capital because the working group is forced to focus on a piece of information which is valuable just for one or few people: “*In meetings where you have people very good in something, they try to make their little agenda to be the most important and it would take the whole day.*” **Wasting time on little common interest topics** and **Use information coding schemes unintelligible to other members** are the practices related to **Knowledge misintegration value co-destruction practices**. Through this practices category, the

systems or actors use resources in a way which is incongruent with another system of actors' expectations.



*Table 3. Cultural Capital value co-destruction practices grouped in categories*

<b>Categories</b>	<b>Co-destruction practices</b>	<b>Illustrative example</b>
Knowledge/information non-integration value co-destruction practices	Omit intentionally or unintentionally information	"It's a bit of strategy. Sometimes you wait to tell about things. You know a problem, but you wait to have more information"
	Oust an actor from the project	"the situation where [a colleague] doesn't really want to do the environmental things and want to cut me off playing the card of the cost that could be saved for the client."
	Refuse to integrate knowledge with the other (and vice versa)	"Sometimes you got knowledge that you don't share with the other because you want to delay the conversation for further meetings or to learn more about it..."
	Developing solutions focusing only on the needs/ambitions of customer/consultant	"The customer has a very strong man sitting in the control of the pipelines that said: no, I'm gonna do it in my way and not following your drawing and advise"
Knowledge misuse value co-destruction practices	Postpone discussion of important issues	"[...] due to their behavior, I don't know if I want to tell them later. Definitely, they were not ready to talk about the subject even though I tried to pick it up."
	Reduce the consultant's ambitions	"It's a railway station not far from here. I believe that our project should do more than what we were asked to do. So, we [consultant and customer] disagree"
Knowledge/information deficiencies value co-destruction practices	Send/invite inexperienced people with no information to actively participate in the workshop	"we send people not been here more than a couple of months and they don't know even why they are in the meeting and what they are supposed to ask, and what they are supposed to get from the meeting"
	Underestimate the problem complexity	"you or the team started thinking that the problem was quite easy and then, when you have analyzed, it was more complicated than you have thought before"
	Give access or to access to inaccurate or incorrect information	"he said that the metal I wanted to use was more expensive than that he wanted to use. But, I had the feeling that it was just something he said with no knowledge of it. I just asked him why? And he didn't have any answer for me."

	Ignore or partially know the proposal offered to the customer	"I think we have more problems with projects where people forget what we offered. Then, the client goes into the details of the project and sees a lot of things different compared with the proposal."
	Compose working groups with homogeneous knowledge	"The company does not give much attention to the working group formation process. People who have a similar background also have a very similar way of thinking. This similarity hinders the production of innovative ideas."
	Resist to change	"a lot of people resist to the changings... So, in those cases, I can feel coldness and resentment from people because [they say:] we always made like this... why we should change."
Knowledge misalignment value co-destruction practices	Embrace contrasting theoretical perspectives or schools of thought	"The old director and the advisor both are very good, but they had two very different points of view and I think there was a little crash with their ideas"
	Present in a confused way the solution to customer	"They made all their example in one drawing. [...] It was difficult to understand what this group had in mind when they draw all the alternative in one drawing."
Knowledge misintegration value co-destruction practices	Wasting time on little common interest topics	"we have ten points, ten issue we need to discuss during two hours, and we see that we are still discussing the second point after one hour"
	Use information coding schemes unintelligible to other members	"[...] a young person, I remember, he spoke with a very soft voice and, moreover, in an incomprehensible dialect. I had to scold a couple of times to let him know that if he speaks like this, I can't hear and if I hear I can't understand."

## 4.2. Economic Capital value co-destruction practices

Economic capital is defined as in classic economics, in financial and monetary terms. For the economic capital, I identified fourteen value co-destruction practices (Table 4). For the sake of brevity, I provide one economic capital value co-destruction practice per category.

**Reduce the investment planned for the project** means to decrease the monetary resources and prevent the integration with other kinds resources: *“In a very big project, we had at first a budget that has been checked by the client and then, the client asked to bring it down 30-40%. We had to cut or reduce a lot of solutions and things we had to deliver.”* Together with **Reject totally or partially a budget increment to the consultant**, they belong to the **Economic resources non-integration value co-destruction practices** category.

**Refuse the method suggested to perform** a task is an economic capital value co-destruction practice because it reduces the productivity of the working group preventing the productivity of the working group. This practice is well described by a PM after the solution assessment workshop phase has finished: *“We came back two weeks later, we were 12 people seating here spending almost one extra hour because we didn't understand the solution they drew. If you think the money that 12 people gather in one hour... eh... it's actually some money... because they didn't follow the instruction of [the process manager] the first day.”* This and other four practices are related to **Economic resources misuse value co-destruction practices**. In this case, the monetary or financial resources can't be used in an efficient way.

Another economic capital value co-destruction practice is **Develop a project more expensive than the customer's investment capabilities**. Here, a project more expensive than the customer's investment capabilities could generate a shortage of resources. A PM dealing with this practice claimed *“we estimated the cost, then we've gone into more details and we realized that the cost has increased dramatically. When we presented that to the client, they have started to ask a question and the trust fall definitely.”* **Develop a project more expensive than the customer's investment capabilities** and **Conduct a meeting in an insufficiently equipped meeting room** are the practices related with **Economic resources deficiencies value co-destruction practices** category.

**Forcing people to work on projects that are not interested in** is one more economic capital value co-destruction practice because the economic capital is reduced by using the money to pay people who are not engaged in the project. The monetary resource is incongruently allocated compared with the employee ambitions. One of the workshop members expressed his opinion about this practice: *“I can tell that people are in this meeting because they were told to and not because they were interested in, and for me, they could be have been in another place. If they don't contribute or show any interest in been there, they can just walk away and do something else.”* This practice is

one of the two practices in **Economic resources misalignment value co-destruction practices** category.

Lastly, **Refuse to pay for the consultant's services** is an economic capital value co-destruction practices because the customer had an inconsistent behavior compared with the consultant expectations. Talking about his experience, a PM said: *"the client asked me if I could help him for a small project if he could pay later, and we said ok! We check the person... he had a track record not good, so we took a risk. We did the project for him and we didn't get pay."* **Economic resources misintegration value co-destruction practices** category includes the previous practice, **Ask the customer for a payment higher than the price agreed** and **Require the consultant for further unpaid work**.

Table 4. Economic Capital value co-destruction practices grouped in categories

Categories	Co-destruction practices	Illustrative example
Economic resources non-integration value co-destruction practices	Reject totally or partially a budget increment to the consultant	"The governmental bodies get funds year by year and suddenly they didn't get the same of the last year. So, they come back to us and ask to renegotiate. If you take out some activities, the project gets less money."
	Reduce the investment planned for the project	"we often try to make the client aware that safety is so important. Mostly we get an agreement with the client and we get pay for it. Sometimes they tell: you should have started with this [safety] when we did the contract. So, we start a negotiation about what is necessary to do and we get pay for it and, maybe, we took [the cost of] some of the extra hours."
Economic resources misuse value co-destruction practices	Do not allow the consultant to suggest cost cuts in case of too costly projects	"we have to reduce the cost [of the project], how we can do it? But the project ended before this step"
	Refuse the method suggested to perform a task	"If you think the money that 12 people gather in one hour... eh... it's actually some money... because they didn't follow the instruction of [the process manager] gave the first day"
	Increase the project quality beyond the customer's expectations (excess of perfectionism)	"we should think about our economy in the limits of an as good as possible project for the client and for the society. We go too far [on technical issues], we give the right advice but in this project, we should do just a little to satisfy the client."
	Engage more people than necessary or schedule unnecessary meetings	"Many people and meetings were unnecessary. I think they were a bunch of people put together to discuss one subject that maybe did not affect more than a half of the participants."
	Mismanage the time devoted to the project	"Consultants can be very overloaded sometimes [...] now for me it's impossible to finish this work within this time, probably we have to set another deadline"
Economic resources deficiencies value co-destruction practices	Conduct a meeting in an insufficiently equipped meeting room	The PM should have already prepared the tools such as city maps and transparent paper on which participants can draw their solutions, but they are not ready yet

	Develop a project more expensive than the customer's investment capabilities	"We had an idea how to increase the extension of the bridge, we ended up proposing a timber bridge across to the main bridge and it was approximately one million more expensive. But the client said no, they didn't want to do that."
Economic resources misalignment value co-destruction practices	Determine the investment (or working hours) budget prematurely	"I think one of the problems was that he established the budget quite early and convinced the politicians that it was more the sufficient. When he got the final figure... it was not."
	Forcing people to work on projects that are not interested in	"I think that there have been some meetings where I have been invited to and the others have definitely told that I didn't show any interest"
Economic resources misintegration value co-destruction practices	Refuse to pay for the consultant's services	"the client asked me if I could help him for a small project if he could pay later, and we said ok! [...] We did the project for him and we didn't get pay"
	Ask the customer for a payment higher than the price agreed	"we have 200 hours in this contract, the client is paying this, and we have to deliver these outcomes but we want to make it a bit better. So, we try to make the client pay for the extra hours"
	Require the consultant for further unpaid work	"The people we met [clients] said that we had to deliver more [...] and if we don't do that, they could be unsatisfied regardless what the contract says."

### 4.3. Social Capital value co-destruction practices

Social capital is “the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition” (Bourdieu and Wacquant, 1992, p. 119). I pinpointed fifteen practices which have a negative effect on the social capital (Table 5).

**Remove an actor from the project due to an argument** and **Deteriorate a relationship because of a disagreement** are two practices which go to **Conflictual social interaction value co-destruction practices** category. Arguments and disagreements are two faces of conflictual social interaction and conflicts could erode the social capital. When I asked about complicated relationships to a PM, he replayed *“I crashed with the director [of the customer company]. I went to my boss and said that I can not accept this behavior and asked to talk to him because if he is not changing I will not work for this project any longer. Before my boss manages to talk with him, I was kicked out by him.”*

Moreover, **Ignore long-standing problems** and **Neglecting the customer to focus on technical issues** are two practices which fit with the more general **Negative social interaction value co-destruction practices** category. As regards Neglecting the customer to focus on technical issues a member of the workshop admitted: *“too many times we don’t put the client in the first row because we are more focused on the project, the topics or maybe sometimes we are focused on the technical issues.”*

On the other hand, misbehaviors may have the effect to reduce social capital. Misbehavior is also a wide category, one of the three social capital value co-destruction practices is **Be rude or out of the codes of conduct**. A PM described a situation in which he scolded one of his coworkers: *“I’ve been in a meeting where I’ve found that one of my colleagues was almost nasty to someone else. I mean, he was beyond the normal behavior and I said to that person: “listen, this is not acceptable”.”*

Another practice of social capital value co-destruction is **Marginalize one or more members because of divergent ideas (Discrimination)**. This practice together with **Generate frustration or resentment discussing topics not in the meeting agenda** are in the **Contradictory social interaction value co-destruction practices** category. Concerning to the first practice, a PM explained how is subject is viewed by the others: *“They [the colleagues] don’t even look at our subjects as a real subject, they think we are a soft subject that they have to listen sometimes.”*

**Avoid to socialize because of shyness or arrogance (Self-isolation)** whit other five practices are grouped in the **Obstructive social interaction value co-destruction practices** category. All of these six practices may reduce the social capital. Regarding the Self-isolation one engineer described

is colleagues as *“quite shy people... so, in big workshops, they can have the best ideas and not tell to the others about their ideas...”*



Table 5. Social Capital value co-destruction practices grouped in categories

Categories	Co-destruction practices	Illustrative example
Conflictual social interaction value co-destruction practices	Deteriorate a relationship because of a disagreement	"we can disagree and then they [customer] can make a decision. If I go and tell them after they've made the decision that I disagree and they make the decision again and after that I say: well, I still disagree. Then... you can arrive at troubles, right?"
	Remove an actor from the project due to an argument	"I was kicked out. I had a complete crashed with the director"
Negative social interaction value co-destruction practices	Ignore long-standing problems	"sometimes we succeed to tone the needs towards a common solution. But when we don't manage that, it would lead to problems. [...] In these cases, it emerges problems in how we see the contract and the work we have to deliver, it could be the start of an escalating process towards a bigger problem."
	Neglecting the customer to focus on technical issues	"too many times we don't put the client in the first row because we are more focused on the project"
Social misbehavior value co-destruction practices	Blame another consultant of something that is not his/her fault	"If you've done a mistake you probably can not ask [the client] for more money, you can try to find a way. You can blame someone else and ask for more money"
	Betray the customer or consultant's trust	We talked after the meeting because I wasn't there, but there were the experts of my team... and... I felt betrayed, literally betrayed [...]. So, first I had to talk with him. I think that this kind of problems needs to be solved right away"
	Be rude or out of the codes of conduct	"we were in a meeting and a lady was showing a good solution for a problem and a guy fell asleep. [...] He was an old person, he fell asleep and then energetically [woke up and] hold the meeting like the idea was his own."
Contradictory social interaction value co-destruction practices	Marginalize one or more members because of divergent ideas (Discrimination)	"[...] planners are very often afraid of politicians' decisions, they think that their values are wrong. So, I have experienced that the planners very often want to narrow down the politicians."
	Generate frustration or resentment discussing topics not in the meeting agenda	"[The PM] hold the meetings and she has an agenda, there is always at least one person that try to get the leadership of the

		meeting. Often this brings negative effects to the discussion. It takes simply the energies out of the meeting.”
Obstructive social interaction value co-destruction practices	Avoid to socialize because of shyness or arrogance (Self-isolation)	“engineers are quite shy people... so, in big workshops, they can have the best ideas and not tell to the others...”
	Attend through IT support to meetings (e.g. Skype)	“when we have Skype meeting, we are, for example, 8 people around a table and 3 on Skype. There is always one on Skype that talk and keeps going. You look around the table and you see people looking at their phones, drawing, looking outside the window”
	Preclude access to the debate to a category of actors	“we also had a discussion with the client, if we were going to invite politicians or not. I think that they had nothing in this workshop to do.”
	Leave prematurely the meeting or be intermittently present	The PM leaves the meeting room for the second time. The first time to answer a phone call
	Obstructing the entry of a new member in the workgroup	“Usually when a project is finished we go to the next project as a team [...] and when there are new people that we don’t know... this person must be good in his marketing activities, of himself I mean. That happens, it’s always hard to be the new one.”

#### 4.4. Symbolic Capital value co-destruction practices

Symbolic capital is an expression of authority and legitimacy provided by owning the other three forms of capital. It is the key to the deployment of any form of capital in the field. Thirteen practices were identified after the data analysis process (Table 6).

The first symbolic capital value co-destruction practices category is related to contradictory interaction. One of the two practice is **Reconsider decision that has been already taken**. This practice, when repeated during the time, may lead to symbolic capital value co-destruction because it could reduce authority and legitimacy, for example: *“we have a client, he knows more than a bit, but he comes to meetings, he listens what we say and agree with our solutions. Afterward, he always writes a long memo saying what he wants to be been done. So, what have we done to change that? Well, in the beginning, we only met with him, now we hardly have a meeting with this person.”*

Five practice fit with the **Symbolic capital misbehavior value co-destruction practices** category. **Belittle or overshadow a colleague** is a common practice that may affect an actor's authority in the eyes of another actor: *“As a PM I have brought with me a colleague expert in another subject. I brought him into the meeting with the client because I needed his knowledge. He totally pushed me in his shadows... literally all the meeting. He took a step in front of me taking over the meeting with the client. Then, we had a discussion in the car back home.”*

Also in the symbolic capital, I created a more general category: **Symbolic capital negative interaction value co-destruction practices**. Three practices belong to negative interaction value co-destruction practices category and one of them is **Deny the second chance to those who have made a mistake**. This practice might have a negative consequence to a working group member legitimacy. About this practice, one of the eight volunteer PM claimed *“I had a person that he told a client in a previous meeting that we don't do this kind of safety assessment. I knew we can perfectly do well this, so he told the client that we couldn't provide a service that we were perfectly well willing or able to do. Next time I didn't what him and I told him why. If you don't know what we can do, our competencies, don't say we can't do. You must say I go home and I check! You don't tell we can not do this if you are not sure. He didn't come with me the next time.”*

The last category of the symbolic capital value co-destruction practices is **Symbolic capital disappointing interaction value co-destruction practices**. This category is composed of four practices and **Lose the meeting leadership by not enforcing the meeting agenda** is one of them. When a facilitator loses the leadership during a meeting or a workshop could cause disappointing interactions within the members. This practice could undermine the authority. Concerning Lose the meeting leadership by not enforcing the meeting agenda practice, a member of a workshop said *“[The PM] hold the meetings and she has an agenda, there is always at least one person that try to get the*

*leadership of the meeting. Often this brings negative effects to the discussion. It takes simply the energies out of the meeting. We should have been doing other important stuff instead this person has driven the attention to other issues.”*

*Table 6. Symbolic Capital value co-destruction practices grouped in categories*

<b>Categories</b>	<b>Co-destruction practices</b>	<b>Illustrative example</b>
Symbolic capital contradictory interaction value co-destruction practices	Disappoint customer's expectation with immature project solutions	"I have been in projects when you are not on time or in the quality standards. Of course, there you are in a situation where the trust relation [with customers] goes down"
	Reconsider decision that has been already taken	"Building phase is even worse because you said it should be done like this and the entrepreneur or our people at the building site told us: it can't be done like that, you have to change it. But, this is how we see it have to be done [...]. Then we have to go into a process wondering: can we change it?"
Symbolic capital misbehavior value co-destruction practices	Abusing the hierarchical power	"I have never been that treatment in my position: we are the ministry of finance and we do exactly what we want, they said."
	Monopolize the time spent on meetings	"Sometimes could happen that someone dominates a meeting just because they like to speak, which is tiring..."
	Doubt publicly the consultant's capacity	"If someone read these papers think: what is [the consultant] doing? In a part of the project you told us that the solution is good and in another one you told us that is bad."
	Belittle or overshadow a colleague	"I had meetings where I tried to come up with my point of view and a colleague of mine did a step in front of me... the client was at the meeting... and said: this is too much, let's go now. He does not recognize the value of my subject"
Symbolic capital negative interaction value co-destruction practices	Deny the second chance to those who have made a mistake	"We used sub-supplier in this project and they didn't give as the right price at the first time. So... we were not asked to... they went to the next phase and they went to a different company to ask for support."
	Boycott solutions with futile arguments	"The old boss is well spoken and he's good in convincing the new director. So, he managed to convince the new director to do it in the old way, no innovations, nothing, just do it in the same way"

	Execute uncritically the customer's willingness	"Usually also the client is working on the project and often is the decision maker and this is the reason we often give him what he wants and we don't push too hard"
Symbolic capital disappointing interaction value co-destruction practices	Lose the meeting leadership by not enforcing the meeting agenda	"typically, they don't lead the meeting good enough and the meeting starts to be developed in a lot of different directions. It could be messy"
	Deliver a project under the customer's expected value	"I gave them a report [investment budget for the client] a month ago. Yesterday, I presented a project where the price has increased by 15%"
	Anticipate operating activities before taking the related decisions	"If my colleague begins to work before me, I have to say: calm down! Because, if he is in a hurry and starts to work, then he will ruin the whole process I have presented today."
	Reduce the customer's expectations	"they need energy and they couldn't find a way to solve it in a cost-efficient way. Suddenly they saw a person that presented an energy price they could afford. They were happy and they put a lot of trust on me [...] three months later I come with another presentation with a quite different price and... all fall down"

## 5 Discussion and theoretical contribution

The findings show that the interpretation of the interactions and the resource integration between service providers and their customers provides a richer view of the social mechanisms that underpin value co-destruction practices.

As showed in the literature review, the study highlights the relation between interactional process, resource integration and value in which interactional process and resource integration are independent variables and the value is the dependent one. Furthermore, the literature review points out that the scientific debate needs a definition of value capable to be the base for value assessment. A contribution of this study is to suggest using the definition of value as the coexistence of four forms of capital (economic, cultural, social, and symbolic) (Bourdieu, 1986).

Another gap which arise from the literature review regards the lack of a deliberate use of Practice Theory (Bourdieu, 1986; Reckwitz, 2002) in the study of value co-destruction. I drew on recent practice-focused studies (Echeverri et al., 2012; Echeverri and Skålén, 2011a; Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014) and applied the Practice Theory to provide deeper insights about value co-destruction practices and how they affect the four forms of capitals and, consequently, the overall value. Through this study, I identified fifty-eight practices putting further our knowledge about this phenomenon. This study also stepped forward in the knowledge of practices grouping them in homogeneous categories. I pinpointed a total of nineteen categories which could have negative affect the four forms of capital. Even more, after the data analysis prosses, I figured out that the value co-destruction practice categories could be seen in the light of interaction process and integration of resources because the categories have the same determinants. The determinants related to interaction process are: misbehavior, contradictory, conflictual and negative interaction. The categories linked to these determinants could also be called *interaction process value co-destruction practices*. While the integration of resources determinants are: deficiencies, misuse, misalignment, non-integration, misintegration of resources. In this case, the categories connected to these determinants could be named *integration of resources value co-destruction practices*.

Considering this alternative classification of the value co-destruction practice categories, I noticed that interaction process value co-destruction practices affects the social and the symbolic capital, while integration of resources value co-destruction practices have an impact on cultural and economic capital (see Table 6). Consequently, this research connects the definition of value as the coexistence of four forms of capital with the current value co-destruction literature through the practices. In doing so, the study addresses a resonant theme within marketing theory, showing which practices the systems or actors perform when they are involved in a value co-creation process.

Table 6. Value co-destruction practices grouped following the two different definitions of value

Value co-destruction practices grouped following the definition of value as coexistence of 4 capitals	Value co-destruction practices grouped in categories	Value co-destruction practices grouped following the definition of value as well being
<i>Cultural Capital value co-destruction practices</i>	Knowledge/information non-integration value co-destruction practices	<i>Integration of resources value co-destruction practices</i>
	Knowledge misuse value co-destruction practices	
	Knowledge/information deficiencies value co-destruction practices	
	Knowledge misalignment value co-destruction practices	
	Knowledge misintegration value co-destruction practices	
<i>Economic Capital value co-destruction practices</i>	Economic resources non-integration value co-destruction practices	
	Economic resources misuse value co-destruction practices	
	Economic resources deficiencies value co-destruction practices	
	Economic resources misalignment value co-destruction practices	
	Economic resources misintegration value co-destruction practices	
<i>Social Capital value co-destruction practices</i>	Conflictual social interaction value co-destruction practices	<i>Interaction process value co-destruction practices</i>
	Negative social interaction value co-destruction practices	
	Social misbehavior value co-destruction practices	
	Contradictory social interaction value co-destruction practices	
	Obstructive social interaction value co-destruction practices	
<i>Symbolic Capital value co-destruction practices</i>	Symbolic capital contradictory interaction value co-destruction practices	
	Symbolic capital misbehavior value co-destruction practices	
	Symbolic capital negative interaction value co-destruction practices	
	Symbolic capital disappointing interaction value co-destruction practices	

### 5.1. Managerial implications

This study shows which value co-destruction practices service providers and their customers perform when they interact and integrate resources. Managers engaged in B2B interactions are in general



aware of the destructive potential of their professional practices. This study invites managers to pay attention to the categories of SPCI practices that may induce value co-destruction in one or more of the four forms of their capital. The findings showed fifty-eight different value co-destruction practices. Some destructive SPCI practices are enacted by service providers. Some by their customers. While other SPCI practices involve both actors. Projects managers and their co-workers from both service providers and customer organizations could be trained to recognize when a value co-destruction practice is taking place and to intervene to minimize its negative impacts. Being able to detect and recognize value co-destruction practices, PMs could enable appropriate preventive actions. This study grouped value co-destruction practices in categories and divided by form of capital. Practitioners might find this classification useful as a diagnostic tool to understand where and when value was co-destroyed and through which SPCI practices. Service providers may be more aware of how they manage their interaction and resource integration with their customers and use this awareness to avoid value co-destruction.

## **5.2. Limitation and future research**

These insights are valuable, but this study is only the first step in the direction of giving practices their rightful place in the study of marketing. This study is based on a limited number of case studies, and case study research design sets clear limitations on the degree to which the findings can be generalized beyond the studied context (R. K. Yin, 2009). Future studies should further explore the categories of value co-destruction practices by following the procedures used in this study in different settings.

The cases in this study are chosen from the realm of advanced and bespoke professional services, where the customers' professional profiles are comparable with those of their service providers (both are engineers). An implicit limitation in the choice of engineering design workshops as the empirical setting is that these cases provide a partial and episodic view of the value creation process in the broader social field of service provider–customer relations. The field of marketing of professional services needs attention that is more empirical.

Another limit of this research is connected with the nature of the value. Value is a continuum and the capitals are a way to frame and simplify this phenomenon. There are malleable borders among capitals, such as between social capital and symbolic capital, and between the economic and cultural one (especially for an industry such as engineering consultancy). For this reason, I am aware that a practice could lay between two capitals, as well as, a practice could affect more capitals at the same time.

Future research could further develop the model, approach, and results of this study, testing the model against different types of professional services.

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## **Appendix A: Semi-structured Interview Protocol**

### **1. Economic Capital:**

- a. Which criteria do you use to establish the budget for the projects?
  - How do they handle unexpected events that require a budget increment?
- b. Could you describe a circumstance where you were not able to use the budget to do something you thought could improve the workshop efficiency?
- c. Could you give me an example in which a budget has been agreed and during the project development has been reduced?
  - Why has the budget been reduced?

### **2. Social Capital:**

- a. Which criteria do you use to select people who participate in the workshops?
  - What kind of person would you never invite to a workshop?
  - Could you please tell me about a situation when you decided not to invite a person to a workshop?
- b. Could you illustrate a situation in which one or more workshop participants maintained a distant and formal relationship with the other members of the group?
  - Could you tell me a situation in which you had difficulties in socializing during a workshop?
- c. Could you describe a situation where during a workshop something happened that damaged the trust relationship with the customer?
  - What happened?

### **3. Cultural Capital:**

- a. Could you describe a workshop, where a member had useful knowledge in developing the project, but s/he didn't share it during the debate?
  - Could you provide me an example where, intentionally or inadvertently, you had knowledge that you have not shared with workshop members?
- b. Could you give me an example where a workshop member's knowledge and expertise was not utilized even if it was useful for the project?
  - Could you tell me an example when your knowledge was not utilized on the workshop?
- c. Could you describe a workshop in which at the end you felt to know less about the problem than before?

### **4. Symbolic Capital:**



- a. Could you tell an episode in which one or more workshop participants have challenged your project manager position?
  - Could you give me an example where you questioned the role of a workshop member?
- b. Could you tell me an occurrence in which a workshop member, while not having a formal hierarchical position, gained the meeting leadership?
- c. Could you give me an example where you felt that another workshop member eclipsed your project manager position?



## Paper 3

# The extended Pra.v.d.a. model: a cross-case study

**Keywords:** value co-creation, value co-destruction, value assessment model, practice, marketing strategy.

## 1. Introduction

Service provider-customer interactions (SPCI) support the economic exchanges (Lusch and Vargo, 2014; Vargo and Lusch, 2016) within a service provider's setting. For instance, in the engineering consultancy industry, when the customer decides to buy services from a company that provides engineering services, he/she implicitly accepts to cooperate with the engineers because of the projects' complexity. According to the supplier's perspective, the cooperation with customers is very important because it allows delivering better and tailor-made projects. Following this example, service provider-customer interactions require collaborative efforts in order to realize complementary benefits; on the one hand, the customer gets a project which meets its personal needs and expectations, on the other hand, the company gains its financial return. In the literature of interactive value creation, the above-mentioned phenomenon is called *value co-creation*. Scholars define value co-creation as an exchange during which service providers and customers perceive that potential benefits overcome the incurred costs (Lusch and Vargo, 2014; Payne et al., 2008). The perceived benefit could not have been preserved if the interaction would not had taken place. In contrast, some other authors assess that "not everyone enjoys such an interactive co-creation process." (Prahalad and Ramaswamy, 2000). This is the reason which explains why this collaborative process does not always provide positive outcomes. More recently, some scholars have called this phenomenon *value co-destruction*, and they define it as "an interactional process between service systems that results in a decline in at least one of the systems' well-being" (Plé and Chumpitaz Cáceres, 2010, p. 431). The feature that distinguishes value co-creation from value co-destruction is the interaction between the firm and its customers. Indeed, value co-creation and co-destruction lead to bidirectional interactions rather than unidirectional ones.

In this theoretical setting, the attention on interactions plays an important role in order to understand whether these interactions produce value co-creation or value co-destruction. Even if several contributions have already studied the phenomenon of value co-creation (Fischer et al., 2014; Grönroos, 2011; Mikolon et al., 2015; Schau et al., 2009) and value co-destruction interaction (Echeverri, Salomonson, and Aberg, 2012; Echeverri and Skålén, 2011a; Kashif and Zarkada, 2015; M. Smith, 2013; Vafeas, Hughes, and Hilton, 2016; Worthington and Durkin, 2012), they did not completely dealt with the practices put in place by service providers and customers during the interactive process of value creation (Echeverri and Skålén, 2011b; Lombardo and Cabiddu, 2016). Another relevant issue concerns the value assessment since it allows to recognize the stage of the interactive process of value co-creation in which the actors are co-creating or, conversely, co-distracting value. The literature analysis reveals a lack of models which fulfill the need of assessing value. The Pra.v.d.a. model (Lombardo and Cabiddu, 2016), an acronym which stands for "practice-

based model for value definition and assessment”, tried to fill this gap. Although the Pra.v.d.a. model considerably provided further comprehension of this field, it suffers from some limits. For example, despite the Pra.v.d.a. model was thought to assess value creation and value co-destruction ( $V_{tot.} \leq 0$ ), it lacks of value co-destruction practices. In addition, the Pra.v.d.a. model has never been applied to a value co-destruction case. The previous version of Pra.v.d.a. model could also be enriched with new value co-creation and co-destruction practices, and also tested for new validations. For all these reasons, this study is aimed at proposing an extended Pra.v.d.a. model which improves the previous one by building a structure of value co-destruction practices needed to assess the value co-destruction. Contemporary, this study refines the previous Pra.v.d.a. model with new practices of value co-creation. Finally, the former Pra.v.d.a. model is tested for validation through a cross-case study (Eisenhardt and Graebner, 2007; Miles and Huberman, 1994; R. K. Yin, 2009). The cross-case study tests the former Pra.v.d.a. model within a setting of value co-creation and, for the first time, also within a context of value co-destruction. To do so, I studied a data analysis process divided into two steps. Throughout the whole process, I used the Nvivo 10 software. The first step consists of a two-rounds of coding. The first one started from the raw data collected from the case studies. In this step, I adopted a concept-driven coding scheme built by following the theoretical constructs of the first Pra.v.d.a. model. The concept-driven coding scheme allowed to match the theory with the empirical data. The results of the first round of coding are the practices of value co-creation and value co-destruction. The second step of coding grouped the practices according to the typology and showed two new typologies that were absent in the former Pra.v.d.a. model: facilitating and obstructing misintegration. Finally, in the second step of the analysis, I applied the extended Pra.v.d.a. model in order to assess the value co-created and co-destroyed through the phases of the workshop framework by the two cases involved in the cross-case study. I selected two case studies from a company of engineering services based in Scandinavia: a successful multidisciplinary project which provided value for both the firm and its customers and a ruinous multidisciplinary project which conversely destroyed value for both the firm and its customers. This step strengthened the validity of the extended Pra.v.d.a. model in the context of value co-creation and value co-destruction.

To conclude, this article is structured as follows: firstly, I provide the theoretical background needed to better understand the interactions’ role in a context of value co-creation and co-destruction and the related literature gaps. The theoretical background provides an overview of the Pra.v.d.a. model. Secondly, I describe the methodology by focusing the attention on the process of data analysis. Thus, I highlight the findings by dividing the paragraph according to the type of case study. Finally, I explain the dissertation and conclusions of my study.

## **2. Theoretical background**

Research in marketing field is increasingly concerned with the practices through which service providers and their customers interact, and also the way in which these practices may lead to interactive value creation or destruction (Echeverri and Skålén, 2011; Korkman, et al., 2010).

Service providers interact with their customers with the aim of enhancing their value proposition. Moreover, they also try to involve the customer in the process of interactive value creation (Skålén, et al., 2015). Therefore, a value proposition becomes the tool through which service providers try to stimulate customers to assess their offerings, and to engage them in value co-creation (Ballantyne, et al., 2011; Chandler and Lusch, 2014). Moreover, customers do not assess value propositions only because of the evaluation of the service providers' offering. Indeed, more recent research highlights that customers' decision to engage in value co-creation also depends on their practical interactions with their service providers (Aarikka-Stenroos and Jaakkola, 2012; Cabiddu, et al., 2013; Grönroos and Voima, 2013; Lindgreen, et al., 2012). For this reason, according to recent marketing literature, the notion of "practice" (Echeverri and Skålén, 2011; Yngfalk, 2013; Schau, et al, 2009) has been introduced to suggest that interactive value creation should be studied by taking into account the practices through which service providers interact with their customers (Aarikka-Stenroos and Jaakkola, 2012; Grönroos, 2011; Grönroos and Voima, 2013; A. Payne and Holt, 2001).

In the following sections, it is presented a brief review of previous research which analyzed the role of practices in value co-creation and co-destruction, as theoretical background through which we can develop the main proposition: the improvement of a Practice-based model for value definition and assessment (Pra.v.d.a.) in a context of value co-creation, and even its additional extension to a value co-destruction setting. In the last paragraph of this section, I also introduced the main features which constitute the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016).

### **2.1. Value co-creation interactions**

Interaction can be defined as a process in which two or more actors take reciprocal actions and influence each other during a particular timeframe. Interaction between actors represents the core of value co-creation process and, in turn, also of value co-destruction. Consequently, firms have to be careful when implementing the practices through which actors interact in a specific context, in order to co-create value in the design and market of their value proposition (Fischer, et al., 2014; Mikolon, et al., 2015). According to a setting of collective value creation, some scholars analyzed a brand community to identify the process through which a common set of practices was established (Schau et al., 2009). Other sets of practices have been identified to explain how service providers and customers interact to co-create value (Grönroos, 2011). On the basis of theories of practice, some

researchers have also studied the marketing practices in order to show how markets are built (Kjellberg and Helgesson, 2007). Similarly, other researchers have explored the social context in which service provider–customer interactions (SPCI) occur (Edvardsson, Tronvoll, and Gruber, 2011). These authors contribute to acknowledge that value co-creation can be interpreted as a set of social practices. Because of the increasing importance of the role of practices in the literature and even in the assessment of interactive value creation (Ballantyne et al., 2011; Skålén et al., 2015), several contributions have been provided to explain and conceptualize the practices of service provider–customer interaction. Other studies have explained how customers can actively contribute to service provision and interactive value creation within service-dominant logic (Ordanini and Pasini, 2008). Finally, other theoretical frameworks depict how value co-creation occurs through a dyadic process of problem-solving (Payne, et al., 2008), and identify which are the critical processes, resources, and roles of service providers and customers in their joint activities (Aarikka-Stenroos and Jaakkola, 2012).

The above-mentioned studies have highlighted how theories about practice can be useful to better understand the phenomenon of value co-creation. However, it must be recognized that previous research does not explain how to exploit value co-creation practices in order to define and assess value. To give an appropriate contribute to these theoretical gaps, this study provides a reviewed and extended version of the Pra.v.d.a. model to give a definition and assessment of value. Therefore, I reviewed the part concerning the value co-creation of the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016) by testing one more time the previous practices of value co-creation, and also by adding new ones.

## **2.2. Value co-destruction interaction**

Value co-destruction is a new branch of the field about interactive value creation. For this reason, there are very few works which study the phenomenon of value co-destruction. Despite the lack of studies, scholars recognize that the interaction between actors and the related process of resources' integration imply the cooperation among these actors (Plé and Chumpitaz, 2010). Cooperation takes negative connotations in value co-destruction literature (Echeverri and Skålén, 2011b; Plé, 2016). Indeed, there are three kinds of negative interactions: misbehavior, contradiction, and conflict. These three negative types of interactions have triggered a very thought-provoking debate. Recently, an empirical study based on four industries has explained how and what resources the employees may use to manage customer misbehavior (Echeverri, Salomonson, and Aberg, 2012). This study showed that the causes of value co-destruction were the customer misbehavior and the related non-integration of resources. Some other scholars agreed with the previous study, and added that also contradictory

and conflicting interactions can lead to value co-destruction (Echeverri et al., 2012; Echeverri and Skålén, 2011a; Kashif and Zarkada, 2015; M. Smith, 2013; Vafeas et al., 2016; Worthington and Durkin, 2012) or value decreasing (Vafeas et al., 2016). Instead, other scholars disagree with this view and rather state that misbehaviors, contradictions, and conflicts may produce value co-creation (Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014). Scholars who assert that negative interactions generate value co-destruction argue that non-integration (Echeverri et al., 2012) or misuse of resources (Kashif and Zarkada, 2015; M. Smith, 2013) represent inputs for value co-destruction. Although, when conflict occurs, the value co-produced may be reduced (Vafeas et al., 2016), the opposite school of thought suggests that “contradictory resource integrations and interactions are fundamental for value to be co-created” because they start a process of “new interpretations and meaning creations” for innovative solutions (Fyrberg Yngfalk, 2013). Finally, another study suggested that conflicts are inherent characteristics of human interactions, and they are “neither positive nor negative”, but conflict can promote and stimulate innovation and creativity (Laamanen and Skålén, 2014).

Within the few works about value co-destruction, there are even fewer studies which adopt a point of view based on practice. Nevertheless, some studies pioneered in the use of Practice Theory (Echeverri and Skålén, 2011b; Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014; Lombardo and Cabiddu, 2016). Drawing on an empirical study of public transport, some authors studied the formation practices of service provider-customer interactive value (Echeverri and Skålén, 2011). This study identified five interactive value practices: informing, greeting, delivering, charging and helping. Depending on these elements of practices, they can be identified as value co-creation or, conversely, co-destruction practices. These authors also argued that when actors enact practices incongruently, value co-destruction follows a meaning according to which the value-in-use diminishes for the actors who interact. Within a setting of service provider-customer interaction, some scholars identified three value co-destruction categories: denying access, disabling exploitation, and promoting attrition (Lombardo and Cabiddu, 2016). These authors adopted a definition of value as the coexistence of four forms of capital (economic, social, cultural, and symbolic). The three value co-destruction categories generically refer to practices which reduce the amount of the capital’s forms. Other studies focused on a setting of multiple actors (Fyrberg Yngfalk, 2013; Laamanen and Skålén, 2014). Even if they adopted the Practice Theory, they neither pinpoint nor define properly the concept of practice. Therefore, just two of the four studies which used Practice Theory succeeded in identifying genuine practices (Echeverri and Skålén, 2011b; Lombardo and Cabiddu, 2016).

Despite these research contributions on value co-destruction has put further knowledge towards this phenomenon, there are still several gaps to be filled. For example, taken all together, these studies

reveal that a deliberate use of Practice Theory (Bourdieu, 1986; Reckwitz, 2002b) may provide deeper insights about how practices of service provider-customer interaction can be exploited to assess value in a setting of value co-destruction. Moreover, some of the existing theoretical frameworks are only conceptual (Plé, 2016; Plé and Chumpitaz Cáceres, 2010), and do not capitalize on the methodological and empirical resources of Practice Theory (Bourdieu, 1990; Reckwitz, 2002). Furthermore, empirical research which develops value co-destruction frameworks is mainly focused on business-to-consumer (B2C) contexts (Fyrberg Yngfalk, 2013; Prior and Marcos-Cuevas, 2016; Vafeas et al., 2016; Zhu and Zolkiewski, 2015). Consequently, even if the relationship between actors' interactions and resources' integration is acknowledged on a more detailed level of practice, it still remains largely unexplained.

Finally, this study agrees with the view of value as a bidirectional construct (Echeverri and Skålén, 2011), and provides an operational way to assess the value produced by service providers and customers at different steps during their interaction.

### **2.3. Pra.v.d.a. model**

The Pra.v.d.a. model, or Practice-based model for value definition and assessment, provides a more specific definition of value, and even a mathematical model to measure value co-creation (Lombardo and Cabiddu, 2016).

In the literature about interactive value creation, scholars usually adopt the definition of value provided by Vargo and other coauthors: value as well-being (Fyrberg Yngfalk, 2013; Kashif and Zarkada, 2015; Laamanen and Skålén, 2014; M. Smith, 2013; Plé, 2016; Robertson, Polonsky, and McQuilken, 2014; Vafeas et al., 2016). This definition, describes value “simply in terms of an improvement in system well-being”, where the driver of the well-being is “system’s adaptiveness” or “ability to fit in its environment” (Vargo, Maglio, and Akaka, 2008). Other scholars did not explicitly mentioned the concept of value they used in their studies (Echeverri et al., 2012; Echeverri and Skålén, 2011a; Worthington and Durkin, 2012; Zhu and Zolkiewski, 2015). Despite some other authors doubted the definition of value as well-being (Prior and Marcos-Cuevas, 2016) and they also highlighted the need for metrics to measure the value (Reikli, 2013), they did not provide any alternative definition. I agree with researchers who claimed that customer’s well-being “is not a particular clear way of expressing value” (Prior and Marcos-Cuevas, 2016). For these reasons, the Pra.v.d.a. model is based on the definition of value as the coexistence of four forms of capital and the related currencies (Lombardo and Cabiddu, 2016). The four forms of capital which compose the overall concept of value are: economic, cultural, social, and symbolic (Bourdieu, 1986). Economic capital, following the traditional definition of economics, is defined in financial and monetary terms.



Cultural capital is linked (Bourdieu, 1986) to know-how, scholastic knowledge, etc. Social capital is “the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition” (Bourdieu and Wacquant, 1992, p. 119). Symbolic capital is an expression of authority and legitimacy as consequence of the owning of the other three forms of capital. By considering them together, the four forms of capital determine a multidimensional definition of value in which each type of capital represents the sum of its currencies. In turn, currencies are composed by currency components (see Equation 1):

$$\text{Capital}_k = f(\text{Currency}_n) \sum_{n=1}^i (\text{Currency component}_n) \quad (1)$$

This equation means that capital “k” (one of the four considered by the model) is the sum of “n” currency’s components. For instance, a component could be: cost savings, knowledge of social codes, available social networks, hierarchical positions, etc.

These components are connected with one or more forms of capital. Therefore, variations in any of the currencies’ components cause variation in the related form of capital, as showed in Equation 2:

$$\Delta \text{Capital}_k = \sum_{n=1}^i \Delta (\text{Currency component}_n) \quad (2)$$

Symbol “Δ” means variation in currency’ components and capital. More specifically, Equation 2 means that variation in the capital form k is the sum of the variations in each of the n components of its currency.

There are four kinds of variation: degrees of liquidity (speed of capital to be transformed into another form), convertibility (the extent to which capital can be transformed into another form); susceptibility to attrition, caused by loss, flight, or inflation (Oakes, et al., 1998); and access to the capitals (Lombardo and Cabiddu, 2016). They are also called variation factors. Two factors can be deemed as positive: access and exploitation (the last factor includes the degree of liquidity and convertibility). The other one is considered negative: attrition. Variation in any of the n components of any currencies is defined as in Equation 3:

$$\Delta \text{Currency component}_k = (\Delta \text{access}_n + \Delta \text{liquidity}_n + \Delta \text{convertibility}_n + \Delta \text{attrition}_n) \quad (3)$$

It is possible to compute the total variation in any n currencies connected with the form of capital k (Currency k) by adding the variation in each of the n components of the currencies (see Equation 4):

$$\Delta \text{Currency}_k = \sum_{n=1}^i (\Delta \text{access}_n + \Delta \text{liquidity}_n + \Delta \text{convertibility}_n + \Delta \text{attrition}_n) \quad (4)$$

Access, degrees of liquidity, convertibility, and attrition produce variations in the components of the currency, in turn, in the currency itself, and, by extension, from the currency to the form of capital k (see Equation 5):

$$\Delta \text{Capital}_k = \sum_{n=1}^i (\Delta \text{access}_n + \Delta \text{liquidity}_n + \Delta \text{convertibility}_n + \Delta \text{attrition}_n) \quad (5)$$

Because of the different nature of the four forms of capital, they can not be considered addends, consequently, they can not be summed. For this reason, the variations in currencies in each of the four forms of capital (total capital) is considered as independent sets of objects and combined into one union set ( $\cup_{k=1}^4$ , see Equation 6):

$$\Delta \text{Capital}_{\text{total}} = \bigcup_{k=1}^4 \Delta \text{Capital}_k \quad (6)$$

In the interactive value creation process, the total variation of the total capital in circulation indicates the overall value. Therefore, the total value,  $V_{\text{tot}}$ , created through the interaction between service provider and the customer is defined as in Equation 7:

$$V_{\text{tot}} = \Delta \text{Capital}_{\text{total}} = \bigcup_{k=1}^4 \Delta \text{Capital}_k * W_k \quad (7)$$

In the Equation 7,  $W_k$  is the weight that the capital form k has compared with the other three forms of capital. Thanks to the weight  $W_k$ , the service provider or the customer can specify whether one of the four forms of capital should be predominant in the value assessment. Therefore, giving equal weight to the four forms of capital means to consider them as equal contributors to the total value. On the other hand, if the weight of any forms of capital is zero, it eliminates its contribution to  $V_{\text{tot}}$ .

The Equation 7 also suggests that a positive score of the total value requires a positive sum of variation in each type of capital. Nevertheless, it is a sufficient but not necessary condition to obtain

a positive total value. It means, for example, that an increment of value caused by the “access” variation factor might be compensated (or even outweighed) by a rise in the “attrition” variation factor. Cases with no value creation or value destruction yield scores in the range  $V_{tot.} \leq 0$ .

Concluding, the Pra.v.d.a. model “matched the descriptions of the value components with those of the work practices” to figure out the connections between value co-created and co-creation practices (Lombardo and Cabiddu, 2016).

Even though the Pra.v.d.a. model has pushed further knowledge on how to define and assess value, and pinpoint some of the related value co-creation practices, it suffers from some weaknesses. For instance, even if the Pra.v.d.a. model has the potential to assess also value co-destruction, its authors limited its implementation and application to a context of value co-creation. Despite these scholars claimed that the Pra.v.d.a. model “supports the view of value as a bidirectional construct” (Lombardo and Cabiddu, 2016, p. 2), and envisaged cases of no value creation or value destruction ( $V_{tot.} \leq 0$ ), they never applied the model in a value co-destruction environment. In fact, the Pra.v.d.a. model was employed in three cases which showed some negative scores of value (see Table 7 in Lombardo and Cabiddu, 2016, p. 7), but they were outweighed by the positive ones. At the end, all the three cases co-created “high”, “neither very high nor very low” and “very low” (but still positive) value. Another weakness of the model concerns the practices of value co-creation and the related three categories (access to capital, capital exploitation and capital attrition). The authors of the Pra.v.d.a. model acknowledged that “future studies should further explore the three general categories of value co-creation practices” (Lombardo and Cabiddu, 2016, p. 13).

For these reasons, this study proposes an extended Pra.v.d.a. model, which is enriched with new value co-creation and co-destruction practices. For the first time, the extended Pra.v.d.a. model is also applied to a case of failure of value co-creation in order to assess value co-destruction.

### **3. Methodology**

Since the purpose of this paper is to propose an extend and reviewed version of the Pra.v.d.a. model, and because comparing cases of value co-creation and value co-destruction may provide deeper insights in the field of interactive value creation, I adopted a cross-case analysis method (Eisenhardt and Graebner, 2007; Miles and Huberman, 1994; R. K. Yin, 2009). In the attempt to study both value co-creation and co-destruction practices, the cross-case analysis was an appropriate and illuminating method of examination. It allowed comparisons between cases so that themes or generalities related to the research may be discerned.

Practice Theory also plays a key role in the research design. For this reason, I based the search for practices on the following definition: the practice is a routinized type of behavior, which consists

of several elements, interconnected each other: forms of bodily activities, forms of mental activities, 'things' and their use, a background knowledge in the form of understanding, know-how, and states of emotion (Reckwitz, 2002b, p. 249). Therefore, I met practitioners and customer in their environment and used fieldwork research (Ian Alam, 2005), face-to-face in-depth interviews, and follow-up interviews to collect data about their experiences and their subjective interpretations of the value creation process.

### **3.1. Theoretical sampling**

I carried out the theoretical sampling by considering the following criteria: transparency; access to key informants (Pettigrew, 1990; Tsoukas, 2010); a good background knowledge of the firm and its environment (its history, competitors, customers, work habits and routines, way of organizing projects, and standards of excellence) (Bourdieu, 1990; Sandberg and Tsoukas, 2011). Applying these three criteria, I chose to collect cases from an engineering services company based in Scandinavia.

I preferred the engineering consultancy industry because it is quite common that these firms engage customers during the project fulfillments. Among the engineering projects, I favored the multidisciplinary ones. Because of their complexity, multidisciplinary projects usually employ a considerable amount of resources. This kind of projects is frequently divided into workshops during which engineer consultant and customers interact to develop the project. Moreover, in multidisciplinary projects, consultant and customers often have equivalent education and professionalism. According to this setting, economic, cultural, social, and symbolic capital are all involved in the interactive process of value creation. Because of these reasons, the multidisciplinary project represents a very good social field (Bourdieu, 1985, 1986) in order to observe and gather data about practices of value co-creation and co-destruction. Although the literature suggests multiple frameworks to study value formation in practice (Bettencourt et al., 2002; Hendry and Seidl, 2003; Stabell and Fjeldstad, 1998), I opted for the value shop framework. Value shop consists of the following typical steps: problem definition, problem-solving, and solution assessment choice (Stabell and Fjeldstad, 1998). This framework separates service provider-customer interaction into stages where value co-creation and value co-destruction can be studied stage by stage. Finally, my external supervisor was a privileged observer because of his long-term access and experience to these projects and relevant information from the top and middle management, whereas I personally experienced a period as participant observer (Spradley, 2016). Both got the access to multidisciplinary engineering projects and they had a very good knowledge about the project itself, its objective and the consultant-customer relational history.

### **3.2. Case selection strategy and procedures**

In this section, I better specify what I mean for a case study. The case study is a social field in which service providers (consultants) interact with their customers (who buy multidisciplinary projects), and/or third parties (like public administrations) within the boundaries of an engineering multidisciplinary project. Therefore, this research considers the engineering multidisciplinary project as a case study, while the workshops correspond to the three steps of the value shop framework (problem definition, problem-solving, and solution assessment choice) (Stabell and Fjeldstad, 1998). Therefore, I applied the following strategy of case selection in order to pinpoint the cases among the available projects within the Scandinavian company of engineering services. This study started with the analysis of 50 available projects. Then, I limited the number of potential case studies through a four-step procedure. Firstly, I checked whether a project was multidisciplinary or not. This first selection reduced the number of potential cases to 20. Secondly, I also checked if the multidisciplinary projects were divided into workshops and whether I could access to secondary data such as strategic and background information. The second step reduced the total number of cases to 9. Thirdly, I decided to consider only the multidisciplinary projects in which project managers (PM) volunteered for in-depth face-to-face interviews (Fontana and Frey, 2000) and for following-up interviews. This third step led to a total of 6 available cases. Finally, as fourth step, I decided to analyze all the six cases and to assess the value co-created or co-destructed. Once I went through the evaluation process of all the six cases, I found out that just one case presented features of value co-destruction. So, I selected the project of value co-destruction as the best case to perform the cross-case study. Meanwhile, I compared the five multidisciplinary projects which produced value co-creation with the case of value co-destruction. After the comparison process, I selected a case of value co-creation which had similar characteristics with the value co-destruction one. Similar characteristics were defined by resources employed, the number of people involved, experience and professionalism, the level of expectation, and so on. Afterward the four-step procedure, I chose from the group of the 50 projects available the two cases which are actually studied in the cross-case study.

### **3.3. Data collection**

I decided to adopt an interview protocol to carry out the semi-structured interviews (Fontana and Frey, 2000). The protocol presents an introduction followed by twelve open-ended questions and seven bullet questions, and finally a conclusion. Because one of the aims of this paper was to test the Pra.v.d.a. model for validation, I decided to ask three questions for each kind of capital (cultural, economic, social and symbolic). I asked three questions for each type of capital because each one was related to a capital variation factor (access, exploitation, attrition). The factors of capital variation

might have positive or negative effects on the four types of capital. I shaped the questions to investigate on both positive and negative capital variation factors effects on the four capitals. I tested the protocol on a PM of a project not included in the sample to establish whether the questions were clear and understandable (Yin, 2008). I refined the questionnaire thanks to the feedbacks I got from the test, then I could improve the protocol understandability before a full-scale utilization (Teijlingen et al., 2001). Afterward, I was ready to perform the interviews. No more than two weeks after each workshop, I interviewed four key informants from the engineering services company and from the customer too. The interviews were essential to gather information about: interactions, practices, and processes put in place during the workshops. Through this step, I could examine the practices of value co-creation and co-destruction from the customer and consultants' sides. The interviews took from 58 to 66 minutes, and they have been recorded, transcribed and coded with the software Nvivo 10 as well as the other primary data sources.

In the meantime, I conducted the participant observations about consultant-customer interactions during proper work activities (group work) and informal interaction, for example, break time. Therefore, I met project members while engaging with their customers in intensive collaboration activities. I decided not to use any record devices during the workshop phases, due to the confidential relationship with consultants and customers (Laurila, 1997). However, during the workshops, I did an extensive use of hand notes writing down salient points of the speeches and important expressions of the body language to collect information about non-verbal communication. The day after the workshop, I transcribed the hand notes. In doing so, I used the thick description to enrich the contents (Geertz, 1973) and combined the observations when they diverged (Yin, 2009).

The thick description is a detailed field observations report. In this report, the researcher begins to identify cultural and social patterns and contextualize them in the phenomenon setting (Holloway, 1997). Rather than merely locating the observations within an isolated context, the thick description provides context and meaning to the practices. Therefore, it may be considered as the story of an occurrence, rather than the occurrence itself.

In addition to the field notes, I gathered secondary data like cultural background, biographical information, and previous project experiences about key workshop participants. I managed to collect these kinds of secondary data through informal onsite conversations with the workshop members. Furthermore, I had access to corporate databases and, in turn, I also had access to secondary written data, such as project documentation, e-mails, meeting minutes, and strategy reports.

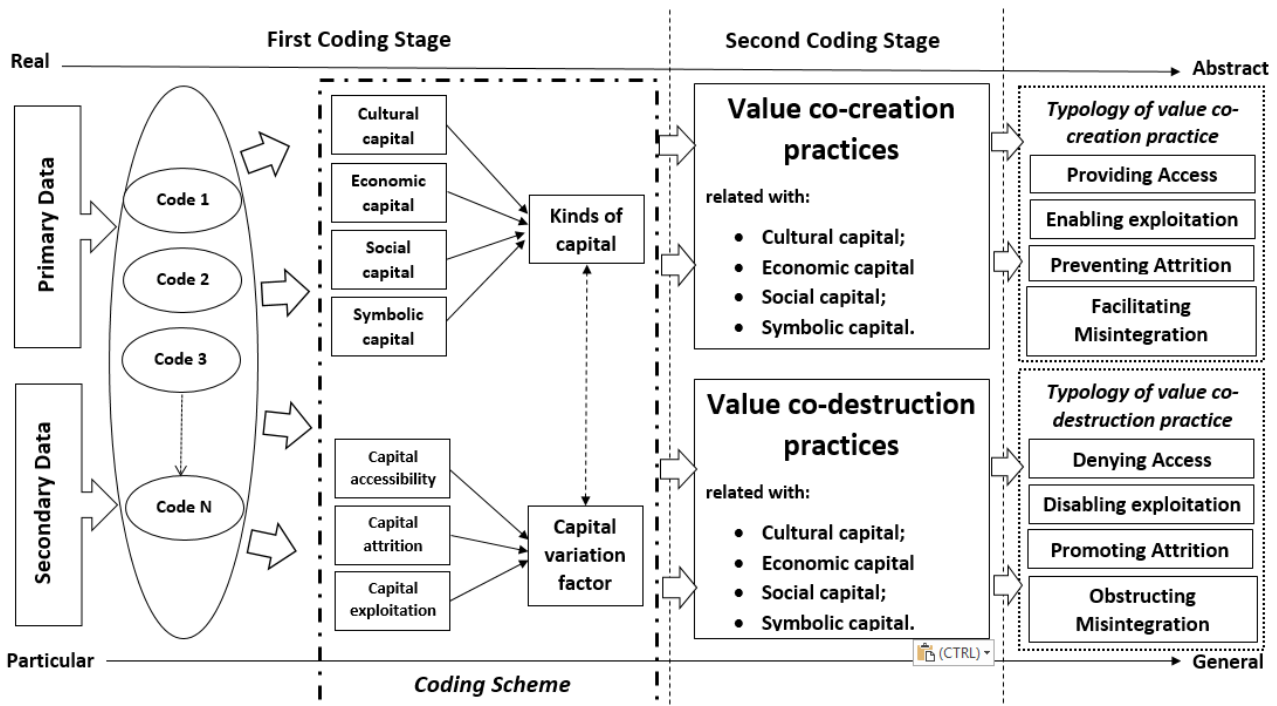
### 3.4. Data analysis

This study considers the practice as a unit of analysis. The unit of analysis is coherent with the purpose of this paper: to propose a reviewed version of the Pra.v.d.a. model enriched with new value co-creation practices and to extend the model to a value co-destruction context through the integration of value co-destruction practices. Furthermore, the level of analysis is the value shop phases context (Stabell and Fjeldstad, 1998) in which the interaction between service providers and customers takes place.

#### 3.4.1. Data analysis strategy

I developed a data analysis strategy which started from the raw data, passed through the coding process and ended with the theory generation. To do so, I applied a framework that suggests to structure the data analysis starting from the case reality and moving to an abstract level of analysis: from the particular case to the general phenomenon (Saldaña, 2009). Therefore, I performed a data analysis process divided into two rounds of coding (Figure 1). Throughout the whole process, I used Nvivo 10.

Figure 1. Data analysis process structure.



Adapted from Saldaña (2009).

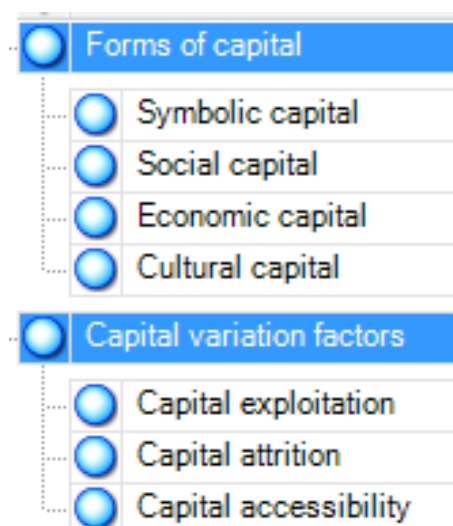
The first coding round started from the raw data (primary and secondary data sources) collected from the case of value co-creation and co-destruction in the engineering services company. In this

step, I looked for descriptive and interpretative codes (Miles and Huberman, 1994). Then, I began the abstraction and generalization process by segmenting and grouping data following a concept-driven coding scheme (Gibbs, 2007). The result of the first coding stage is a set of value co-creation practices that I used to review and test the value co-creation side of Pra.v.d.a. model. Moreover, I also identified the value co-destruction practices I needed to extend the Pra.v.d.a. model to a value co-destruction environment. Finally, I conducted a second coding round, which led the analysis to a further level of abstraction and generalization (Figure 1). In this stage, I reanalyzed again the first round codes by considering pattern's codes (Miles and Huberman, 1994). The outcomes of the second coding round are eight nodes: providing access; denying access; enabling exploitation; disabling exploitation; preventing attrition; promoting attrition; obstructing misintegration; and facilitating misintegration.

### 3.4.2. Coding scheme

I started the dataset analysis creating a coding scheme that I applied throughout the first coding round. In other words, I structured the codes in clusters and sub-clusters according to a concept-driven scheme (Figure 2) based on themes (Gibbs, 2007). A concept-driven scheme is a priori coding structure developed from the theory (Dey, 1993). In my case, I took the themes from the Pra.v.d.a. model (Lombardo and Cabiddu, 2016). I used the different forms of capital (economic, social, cultural and symbolic) and capital variation factors (access, exploitation, and attrition) to group codes in families, also called categories (Saldaña, 2015). I used the same theoretical framework of the former Pra.v.d.a. model because I wanted to pinpoint new practices which could fit into the model. In the meantime, I also wanted to test and validate the former Pra.v.d.a. model in its cornerstone concepts.

Figure 2. *Concept-driven coding scheme based on the former Pra.v.d.a. model themes* (Lombardo and Cabiddu, 2016).





Regarding the coding scheme (Figure 1.), clusters and sub-clusters are nodes and child-nodes, using NVivo terminology. Nodes allow organizing data into coherent concept containers and group connected data. I have identified two main nodes corresponding to the value components (the four forms of capital) (Bourdieu, 1986) and the variables which can positively or negatively modify the capitals and, consequently, the value. I labeled the first node “Capital variation factors”, while its child-nodes are Capital accessibility; Capital attrition; Capital exploitation. To consider the fact that the variation factors can be positive or negative, thanks to NVivo I added an attribute to these nodes. Therefore, the attribute could take a positive or negative meaning. Moreover, I could keep a record of whether the practices concerned value co-creation or co-destruction. Finally, I named the second node “Forms of capital”, and its child nodes were Cultural, Economic, Social, and Symbolic capital. I created these two node families to consider the main Pra.v.d.a. model themes.

### **3.4.3. First coding round, looking for descriptive and interpretative codes**

As mentioned above, I carry out two coding rounds. In this paragraph, I describe the first coding round, which allowed me the first understanding of value co-creation and co-destruction practices from raw data. Starting from the very beginning, I looked for descriptive and interpretative codes. Descriptive codes need little or no data interpretation, while interpretative ones reflect the researcher’s understanding of the data (Miles and Huberman, 1994). Then, I uploaded and coded the primary and secondary data by using Nvivo 10 tools. Afterward, I performed a process in which I segmented data into units called codes or coding units. The segmenting criteria to decide how data should be divided depends on the study design and on the qualitative data analysis method (Weaver and Atkinson, 1994). In my case, because I wanted to test the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016), and because I chose to screen data by considering this specific reference, I avoided to opt for meaning coding units (Miles and Huberman, 1994). Indeed, I preferred a concept-coding unit, which allowed to range from the sentence, the speech turn, or the idea regardless of its length. Therefore, in this study, the coding unit is a portion of data that is being segmented coherently with reference to the concept it represents. Even if I segmented data, I was careful to keep coding units’ information even when they were red out of their context. For this reason, each code is understandable by itself and large enough to be eloquent. At this point, it is clear that data segmentation process consistency is of extreme importance for coding trustworthy (Tesch, 2013), and a code has to be as close as possible to the concept it represents. Even if coding data is sometimes considered as unproblematic, the decision of coding types and their generality might be complicated. Consequently, I labeled each node and provided a definition, a description, and a (positive and negative) example of them (see Table 4) (Boyatzis, 1998). I provide sample quotes to support data in the interests of establishing

trustworthiness (Pratt, 2008, p. 501). These are additional to the quotations included in the findings section.

In the first coding round, I compared each code with the Pra.v.d.a. model's definitions I reported in Table 1 to verify the correspondence between theory and practices.

I matched the codes and the definitions and I decided, case by case, whether a code matched a definition rather than another one. I applied this process throughout the whole dataset. During the first coding round, I carefully read the interviews, trying to contextualize the sentences in the workshop with the aim of getting more robust pieces of information. I paid equal attention to the field research reports coding process with the purpose of considering the behaviors observed when the workshops took place. I also followed the same process to contextualize the contents I found in the secondary data sources. The first coding round was conducted separately and simultaneously by me and my tutor and, at the end of this stage, I run a *coding comparison query* by Nvivo 10, we discussed the inconsistencies and found a common solution until the value of Kappa coefficient was above 0.75.

Table 1. Summary of the first coding round: concepts with their labels, definitions, descriptions, and positive and negative examples.				
Concept label	Concept definition	Concept description	Concept example (positive)	Concept example (negative)
<b>Capital variation factors</b>	Factors that can positively or negatively modify the capitals and, consequently, the value. Changes in any of these factors entail changes in capitals.	Three kinds of variation factors: access; exploit; and attrition.		
<b>Capital accessibility</b>	The characteristic of the capital to be easy to obtain.	Passages in which an actor gain (lose) access to one of the four capitals.	"We have done a meticulous work to make it an innovative project. We also got experts from [another county]. We brought in the project the best experts we have in the company."	"All the times that have been a conflict it was better not to bring the person who had the conflict with the client"
<b>Capital attrition</b>	The process of reducing an actor's capitals strength or effectiveness through sustained attack or pressure from another actor.	Passages in which an actor gain (lose) capital after a competition with another actor.	"I guess it would happen if you know your team... we work together for some years, we know each other and our ways, we know our competencies, I know where I can get the good solution."	"They tried to get... to put the price as far as possible down and when they can't squeeze me more they ask to call my boss. They thought that he could give more discount, then you fell that your position is degraded"
<b>Capital exploitation</b>	The characteristic of the capital to be transformed into another usable kind of capital.	Passages in which is described a successful (failed) exchange between capitals.	"we are willing to lose money just to get the job just because it has something that we really want to do because it's related to how we want to develop ourselves."	"I've been in meetings where I have been told quite blinded that we take this out of the meeting. Both from my own project manager and by the client, because it cost money? Yes!"
<b>Forms of capital</b>	Capital appears in four different kinds: cultural, economic, social, and symbolic.	The four kinds of capital taken together to assess whether the value is co-created or co-destructed.		
<b>Cultural capital</b>	Know-how and scholastic knowledge, which people would use to undergird their place in the social hierarchy.	Passages in which an actor's knowledge and know-how were used (ignored).	"I can really just get into a discussion and afterward it's hard to know who came out with that idea because it somebody started and somebody else toke and run it a little bit longer and we came back with another different. It's a good process if it ends like this, where people participate and not are just sit and watch."	"I think that a lot of meetings were a bunch of people put together to discuss one subject that maybe did not affect more than a half of the participants"
<b>Economic capital</b>	Defined as in classic economics in financial and monetary terms.	Passages that illustrate unexpected decrease (increase) of costs or increase (decrease) of economic and financial resources.	"We are going to finish our project under the budget, I have a proposal for you for [the money] you didn't spend. We have a really really cool project that we can do for you"	"We estimated the cost then we gone into more details and we realized that the cost has increased dramatically."
<b>Social capital</b>	"Sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition" (Bourdieu and Wacquant, 1992, p. 119).	Passages in which an actor describe good (difficult) social relationships with the working group and the customer.	"We [the project manager and the customer] are almost buddies, you know? If he goes hunting I'll go hunting, we have kids who compete in cross country sky and we talk about it, we have more than a couple of things in common, so it's a really strong trust relationship"	"I could tell that [the process manager] after telling them a couple of times [what they have to do] lost his temper with that group... Let's them just do what they want and let's focus on the other groups that produce us expected as I want to"
<b>Symbolic capital</b>	Expression of authority and legitimacy provided by owning the other three forms of capital.	Passages in which an actor gain (lose) his/her legitimacy or the hierarchical position.	"It's the first time I have brought an innovation workshop in my project. I've been taking part in the workshop before but I have never employed it in my own project. So, I definitely think that it will help me in my career."	"I have never been that treatment in my position... that way... those meeting it's not only because of the age and the experience but with also a class... for the hierarchical position. "We are the ministry of finance and we do exactly what we want" they sad."

### 3.4.4. Second coding round, looking for patterns

At the end of the first stage, I obtained a former collection of structured codes, which was the base for the second coding round. Indeed, I analyzed again the codes from the first coding round by seeking pattern codes (Miles and Huberman, 1994). A pattern “is an arrangement of repeated parts” (Bernard, 2000), while a pattern code is a piece of data which is repeated over the dataset. I carried out the second coding round by looking for these patterns. The results were eight nodes which are divided into two groups of typologies of practices. There are four nodes for the typology of value co-creation practices: providing access; enabling exploitation; preventing attrition; and obstructing misintegration (see Table 2). The nodes related to the typology of value co-destruction practices are: denying access; disabling exploitation; promoting attrition; and facilitating misintegration (see Table 3). Also in this stage, I provided a definition, a description, and an example of them (Boyatzis, 1998).

Table 2. Summary of the second coding round: typologies of value co-creation practice with their labels, definitions, descriptions, and examples.

Typology label	Typology definition	Typology description	Value co-creation practice example
<b>Providing access</b>	SPCI practices in which the consultant or the customer support the access to one or various forms of capital.	Passages in which an actor let the other actor accessing to any forms of capital.	“I try to give people [the employees] the respect during the meeting. The clients relate with them as people they should respect.”
<b>Enabling exploitation</b>	SPCI practices in which actors agreed in exploiting one or more forms of capital.	Passages in which an actor permit the other actor use any forms of capital to improve a better service.	“When we present a low energy price the client get optimistic: <<Yes, let’s go for that, we ask our manager more money to do that>>”.
<b>Preventing attrition</b>	SPCI practices in which an actor tries to avoid or minimize capitals attrition.	Passages in which an actor tries to avoid the process of reducing any forms of capital.	“It’s a railway station not far from here. I believe that our project should do more than what we were asked for to do. So, I’m telling the client that they need to review the scope of the job because they risk arriving at the end of they funds.”
<b>Obstructing misintegration</b>	SPCI practice in which an actor’s action hinders resource discrepancy	Passages in which is described a process of resources alignment.	“the question is to listen to the client and the client is always right, in many ways. We as consultants we can only advise doing stuff. In the end, they have to make their own decisions based on their need for the project. [...] we are just a part of the project and the client has to make their decision based on all sequence of events.”

Table 3. Summary of the second coding round: typologies of value co-destruction practice with their labels, definitions, descriptions, and examples.

Typology label	Typology definition	Typology description	Value co-destruction practice example
<b>Denying access</b>	SPCI practices in which the consultant or the customer impedes access to one or various forms of capital.	Passages in which an actor impedes the other actor accessing to any forms of capital.	“I was kicked out. I had a completely crashed with the director [the client]. I went to my boss and said that I can not accept this behavior and asked to talk to the client. If he is not changing I will not work for this project any longer. Before my boss talked with him I had been kicked out by the client.”
<b>Disabling exploitation</b>	SPCI practices in which actors are engaged in opposing or preventing exploitation of particular forms of capital.	Passages in which an actor blocks the access to the other actor to any forms of capital.	“Next time I didn't what him and I told him why. If you don't know what we can do, our competencies, don't say we can't do. You must say I go home and I check! Or you ask somebody else who knows more than you. You don't tell we can not do this if you are not sure. He didn't come with me the next time.”

<b>Promoting attrition</b>	SPCI opportunistic practices in which an actor tries to avoid or minimize the loss of his/her capitals promoting the attrition of the other actor's capitals.	Passages in which an actor helps the process of reducing the other actor's capitals with the aim to avoid its capitals reduction.	"The client said that we had to deliver more, but we needed more resources to do so. If we didn't do that, they could be unsatisfied regardless what the contract says."
<b>Facilitating misintegration</b>	SPCI practice in which an actor's action help resource discrepancy	Passages in which is described a process of resources misalignment.	"The client express that wanted to higher the ambitions and then it realized that << ops! No, I don't >>. Yes, that is a mismatch because the client comes down that it cost time and money. Environmental issue sound good and look really good on the website, but is not so easy to translate them into reality"

Even the second coding round was performed separately and simultaneously by me and my tutor, and a *coding comparison query* by Nvivo 10 was run. We discussed the inconsistencies and found a common solution until the value of Kappa coefficient was above 0.75.

#### 4. Findings

The following section is divided into two main paragraphs. In the first one, through a double stage of coding, I checked the theoretical concepts of the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016) with the empirical evidence of the cases. In doing so, I could validate the correspondence between theory and practice. In the meantime, I pinpointed new value co-creation practices and found the value co-destruction practices to extend the former Pra.v.d.a. model. Moreover, I linked these practices with the forms of capital they affect. Finally, I observed two new typologies of practices that were previously ignored by the former Pra.v.d.a. model: facilitating and obstructing misintegration. Later, I will explain that these typologies might be related with positive or negative resources integration. Thanks to the first set of findings is possible to observe how the practical interactions between service provider and its customers are positively or negatively connected with the four forms of capitals.

The second paragraph of the findings shows how the extended Pra.v.d.a. model is applied to a case of value co-creation and a value co-destruction. At this stage, I attributed a score to each value shop phases and calculated the overall value of two multidisciplinary projects. The assessments were performed by the consultant and customer's joint perspective. The cross-case study represents the last part of the validation process. It displays that the extend Pra.v.d.a. model could be successfully applied in both value co-creation and co-destruction setting.

##### 4.1. Interactional practices of value co-creation and value co-destruction

In this paragraph, I provide the findings about the interactional practices of value co-creation and value co-destruction. The practices are showed in matrixes in which the rows are the four forms of capital, while the columns are the variation factors (see Table 4 and Table 5). Although I show the

practices divided and classified by different criteria, I specify that value is a continuum and the four forms of capital are an effort to simplify this phenomenon. The four forms of capital have flexible borders. There are malleable borders also among the variation factors. For instance, a practice of co-destruction can be interpreted as denying accessibility or promoting attrition depends on its severity. For this reason, I recognize that a practice could lay between two capitals, as well as, a practice could affect more capitals at the same time. In this continuum, I have made choices based on discrimination criteria and on my knowledge about the phenomenon.

Then, I show the practices divided by value co-creation and co-destruction. For each group, I list and describe the practices I identified.

#### **4.1.1. Interactional practices of value co-creation**

The interaction is a process in which two or more actors have reciprocal actions and influences during a period. Thus, a practice is a routinized behavior which involves several elements such as bodily and mental activities, background knowledge and emotional states (Reckwitz, 2002b, p. 249). Starting from these definitions, my primary and secondary data, and following the process described in the data analysis section, I identify forty-three value co-creation practices (Table 4). For the sake of brevity, I provide one value co-creation practice for each category (forms of capital/variation factors).

From the match between **providing access and cultural capital** (Table 4), I identified five value co-creation practice. *Include experts in the project* is a recurrent practice in multidisciplinary projects. When a project needs a particular expertise, a project manager usually adds members from other teams or divisions: “We are free as a project manager to select other people and in those meetings [specifically designed for a purpose], I would select people like those from [head of innovation’s] department to assist me or people from 3D drawing, depending on what kind of a project it is.”.

On the other hand, when I met **providing access** with **economic capital** (Table 4), I found three practices. *Determine properly the investment (or working hours) budget* is another common value co-creation process. For some reasons the budget could not be estimated properly, so the interaction with the customers plays an important role: “My experience is if they [customers] are full aware of the number of hours we used and the reason are they used, then it’s easier to ask for more hours, they would understand that”.

**Providing access influences also the social capital** (Table 4). In this case, I pinpointed three more practice. *Solve the problems caused by an argument as soon as possible* is one of those. Talking with the first case study project manager, he said: “I’ve talked [with the customer] after the meeting because I wasn’t in the meeting, but there were the experts of my team... and... I felt betrayed...”

literally betrayed. So, first I had to talk with him, I think that this kind of problems needs to be solved right away”.

Lastly, the **providing access meets the symbolic capital** (Table 4). This pair too generated three value co-creation practices. *Make a proper use of hierarchical power* often implies interactions with customers: “when I am in a meeting with younger people who don’t get respect by the customer, I try to give them the respect in a positive way”.

The following variation factor and capital pair is **enabling exploitation and cultural capital** (Table 4). Four value co-creation practices refer to enabling exploitation and cultural capital. *Integrate knowledge with the others* is a practice which implies sharing knowledge through interaction: “Our company is very opened, you are allowed to share... and you’re encouraged to share knowledge too.”.

About **enabling exploitation and economic capital**, I also founded four more practices (Table 4). One of these is *Conduct a meeting in a comfortable and equipped meeting room*. This value co-creation practice makes the interactions between consultant and customer easier. According to my participant observation, I noted that “Get to the office, the room is ready well equipped. On the table, there are some coffee and chocolate biscuits for participants. The meeting is in the same room of the previous meeting: the large room with an oval large table at the center”.

Matching **enabling exploitation and social capital**, I pinpointed two more practices (Table 4). One of them is *Make easier the entry of a new member in the workgroup*. It needs a strong interaction between the members of the working group. Making jokes helps the new member or people that do not know each other to interact: “The process manager introduces the work, he looks at each member and a makes few jokes to get the ball rolling because most of the members met here for the first time.”.

Finally, **enabling exploitation and symbolic capital** (Table 4). Here, I identified two value co-creation practices. *Offer some constructive criticisms to customer’s willingness* helps to build value because it allows discarding inefficient solution proposed by customers: “There are some big companies really innovative. They want to be innovative but with unproven technologies. Then, they ask us to guarantee for these solutions. That is a difficult situation, in these cases, the consultant is also an advisor for the customers.”.

**Preventing attrition and cultural capital** are linked with three value co-creation practice (Table 4). *Estimate properly the problem complexity* is one of the three and it needs interactions to co-create value. In these cases, the consultant or the customer are interacting to estimate the project complexity. About the interactions, a participant of the first case study said: “during some meetings, we discuss the issue and we come into the meeting with an opinion about how to solve it, but during the meeting, more questions come up, more information come up. Because you get more information and you can

discuss with competent people, you realize that the solution you thought is not good, so you need to go back and find a new solution.”.

For the pair **preventing attrition and economic capital**, I found one practice: *Avoid to decrease the project quality under the customer's expectations* (Table 4). In doing so, the consultant needs an intense interaction activity, especially at the beginning. “I need to know what the client want when we are back to expectations... ahahhah... so, the client gets the right quality for the money he wants to put into the project if I found out what quality and amount of money he wants to spend. Then, [I need to] understand what I have to produce”.

**Preventing attrition and social capital** provided two practices: *Attend actively to meetings* and *Take the responsibility for the errors* (Table 4). Regarding the first one, during a participant observation I noted: “[The customer] is very participatory, he intervened during the presentation of [a team member] asking for more details about his background. Now he is talking about the company and about the projects he has in mind.”.

Lastly, I found two more value co-creation practices in **preventing attrition and social capital** pair: *Avoid to doubt publicly the consultant's capacity* and *Abstain from minimizing colleagues' work* (Table 4). These practices indicate that also avoid and abstain from interacting could lead to value co-creation. During an interview with the customer, he said: “back again to the project that we are working, sometimes I've been thinking “why you are in the position you are now?” but I would say that in a meeting”.

Even if fed with new value co-creation practices, the previous categories were already considered by the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016). On the contrary, the pairs composed by **obstructing misintegration** and one of the four forms of capital are new. Obstructing misintegration may positively affect the capitals like the other three ones, but it is related to resources integration between consultant and customer rather than interaction.

The first combination is **obstructing misintegration and cultural capital** which is connected with two practices. *Developing agreed solutions by the customer and the consultant* is one of them (Table 4). When the customer and the consultant have found an agreement about the solution of the problem, they also started to integrate, for instance, two kinds of intangible resource: know-how and know-what: “the question is to listen to the client [...]. We, as consultants, we can only advise doing stuff. In the end, they have to make their own decisions based on their need for the project. [...] we are just a part of the project and the client has to make their decision based on all sequence of events.”.

By matching **Obstructing misintegration and economic capital**, I identified one value co-creation practice: *Reduce the project investment budget to accommodate customer's investment capabilities* (Table 4). Here, the integration concerns tangible resources, money. Dealing with this



problem, the project manager of the value co-creation case said: “we have to have at list a portfolio of projects to manage the price fluctuation.”.

By analyzing **Obstructing misintegration and social capital**, I found three value co-creation practices (Table 4). For example, *Integrate members which have divergent ideas* allows to integrate several backgrounds, in turn, different know-how. During the interview with the customer project manager, he claimed that his wide background let him been integrated into different settings: “I have three educations and these educations are in three different professions. Inside of each profession there are rules and values. [...] I have experienced that the planners very often want to narrow down the politicians. One of my educations is connected to democracy, I have great respect for the political decision-making process.”.

**Obstructing misintegration and symbolic capital** are related to two practices (Table 4). *Be focused and discuss the topics in the meeting agenda* implies integration of intangible resource like leadership: “If I am in a meeting where I am the facilitator and I recognize that there is a person that knows everything about the meeting agenda and he is also good at keeping to the point of the agenda, I try to give him the informal leadership of the meeting especially if is a young person.”.

Table 4. Value co-creation practice classified by forms of capital and variation factors.

Variation factors Forms of capital	Providing Access	Enabling Exploitation	Preventing Attrition	Obstructing Misintegration
<b>Cultural Capital</b>	<ul style="list-style-type: none"> <li>• Include experts in the project;</li> <li>• Share information;</li> <li>• Make decision when problems occur;</li> <li>• Reduce communication complexity;</li> <li>• Promote change;</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate knowledge with the others;</li> <li>• Focus on common interest topics;</li> <li>• Compose working groups with heterogeneous knowledge;</li> <li>• Be clear presenting the solution to the customer;</li> </ul>	<ul style="list-style-type: none"> <li>• Estimate properly the problem complexity;</li> <li>• Respect the consultant's ambitions;</li> <li>• Find compromises between contrasting perspectives or schools of thought;</li> </ul>	<ul style="list-style-type: none"> <li>• Developing agreed solutions by the customer and the consultant;</li> <li>• Understand and know the proposal offered to the customer;</li> </ul>
<b>Economic Capital</b>	<ul style="list-style-type: none"> <li>• Determine properly the investment (or working hours) budget;</li> <li>• Allow the consultant to suggest cost cuts in case of too costly projects;</li> <li>• Evaluate a budget increment suggested by the consultant;</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a meeting in a comfortable and equipped meeting room;</li> <li>• Engage the proper number of people needed for the project;</li> <li>• Adopt the method suggested to perform a task;</li> <li>• Manage the time devoted to the project;</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid to decrease the project quality under the customer's expectations;</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the project investment budget to accommodate customer's investment capabilities;</li> </ul>
<b>Social Capital</b>	<ul style="list-style-type: none"> <li>• Solve the problems caused by an argument as soon as possible;</li> <li>• Develop social relationships with the other members;</li> <li>• Support the access to the debate to different categories of actor;</li> </ul>	<ul style="list-style-type: none"> <li>• Make easier the entry of a new member in the workgroup;</li> <li>• Support integration between members;</li> </ul>	<ul style="list-style-type: none"> <li>• Attend actively to meetings;</li> <li>• Take the responsibility for the errors;</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate members which have divergent ideas;</li> <li>• Solve long-standing problems;</li> <li>• Encourage people to work on projects that are interested in;</li> </ul>
<b>Symbolic Capital</b>	<ul style="list-style-type: none"> <li>• Make a proper use of hierarchical power;</li> <li>• Suit customer's expectation with suitable project solutions;</li> <li>• Give the second chance to those who have made a mistake;</li> </ul>	<ul style="list-style-type: none"> <li>• Offer some constructive criticisms to customer's willingness;</li> <li>• Manage the time spent on meeting talking about topics on its agenda;</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid to doubt publicly the consultant's capacity;</li> <li>• Abstain from minimizing colleagues' work;</li> </ul>	<ul style="list-style-type: none"> <li>• Be focused and discuss the topics on the meeting agenda;</li> <li>• Deliver a project suitable with the customer's expected value;</li> </ul>

#### 4.2.1. Interactional practices of value co-destruction

Value co-destruction is “an interactional process between service systems that results in a decline in at least one of the systems’ well-being” (Plé and Chumpitaz Cáceres, 2010, p. 431). Since I based my value co-destruction practices research on the definition of value co-destruction and on the definition of practice discussed above, I pinpointed fifty-eight value co-destruction practices (see Table 5).

From the first combination between variation factors and capitals (**denying access and cultural capital**), I observed five value co-destruction practices (Table 5). *Omit intentionally or unintentionally information* is strictly tied to interaction because it manages the flow of information between consultant and customers: “sometimes happens that you got the knowledge you don’t share with the other because you want to delay the conversation [with the customer] for further meetings”.

**Denying access and economic capital** provided four more practices (Table 5). In the case of too costly projects, *Do not allow the consultant to suggest cost cuts* could lead to an interruption of interaction. In the case study of value co-destruction, this practice has led to the project manager removal. During the interview, the PM said: “I had also prepared a cut list. We can cut off this, we can make this change... it has listed up and calculated ... it is the normal way we do... we have to reduce the cost, how we can do it? But the project ended before this step... he got completely crazy...”.

From **denying access and social capital**, I get five value co-destruction practice (Table 5). *Avoid to socialize because of shyness or arrogance (Self-isolation)* may reduce or even stop the interactions. Talking about a team member is turned out that “engineers are quite shy people... so, in big workshops, they can have the best ideas and not tell to the rest of people about them...”.

Finally, I matched **denying access and symbolic capital**. From the matching, I identified three value co-destruction practices (Table 5). One of those practices is *Disappoint customer’s expectation*. When describing a workshop, the project manager said: “I have given my presentation. Then, I felt like my position was a kind of degraded because they discussed: <<ok, what do we do now>> and they didn’t include me in the discussion. They actually don’t trust me anymore.”.

Studying the next variation factor **disabling exploitation with cultural capital**, I found five related value co-destruction practices (Table 5). *Wasting time on little common interest topics* also affects the interaction between consultant and customer. During a meeting, for instance: “we have ten points, ten issue we need to discuss during two hours, and we see that we are still discussing the second point after one hour and we ask the client: <<Are we going to discuss the other eight issues as well?>>”.

**Disabling exploitation and economic capital** are associated with four value co-destruction practices (Table 5). *Mismanage the time devoted to the project* could be easy in multidisciplinary projects due to their complexity. In these cases of interaction, the consultant tries to access customer's economic capital: "if we have used more hours we planned [to complete the project], we try to explain why and we ask for the money, [...] but they [the customers] can say no!".

**Disabling exploitation and social capital** have led to two value co-destruction practices: *Obstructing the entry of a new member in the workgroup* and *Isolate a group member (Insulation)* (Table 5). With reference to the first one, a member of the team said: "Usually when a project is finished we go to the next project as a team more or less, we worked well together and when there are new people that we don't know... this person has to be very clear, he has to be good in his marketing activities, of himself I mean. That happens, it's always hard to be the new one."

Lastly, **disabling exploitation and symbolic capital** are connected to three value co-destruction practices (Table 5). *Monopolize the time spent on meetings* has a negative consequence on the interaction between consultant and customer. In the following sample, the problem was within the team members: "[The head of the department] hold the meetings and she has an agenda, there is always at least one person that try to get the leadership of the meeting. Often this brings negative effects to the discussion. It takes simply the energies out of the meeting. We should have been talking about other staff. We should have been doing other important stuff instead this person has driven the attention to other issues."

The combination between **promoting attrition and cultural capital** are linked with four practices (Table 5). One of these practices is *Embrace contrasting perspectives or schools of thought*. It could compromise the interaction between consultant and customers: "The old director and the [external] advisor both are very good, but they had two very different points of view and I think there was a little crash with their theories".

**Promoting attrition and economic capital** led to four more value co-destruction practices (Table 5). *Among these, Increase the project quality beyond the customer's expectations (excess of perfectionism)* could unexpectedly cause problems in interaction. From the interview with the project manager of the value co-destruction case study, we can learn: "They [the customers] had a budget of 3.000 million and we ended up with 4.000 million [due to the innovations] or something like that and he [the customer project manager] went completely crazy."

Five value co-destruction practices are connected with **promoting attrition and social capital**. *Leave prematurely the meeting or be intermittently present* may obstacle the interaction simply because one of the actors does not interact at all. During the interview with the process manager of the value co-destruction case study, he described the customer project manager attitude to interact as

follow: “At this meeting, the general manager has just come a few minutes then he has gone. After, he came back was some other minutes, he made a joke and went back again, etc.”.

**Promoting attrition and symbolic capital** are the last two variation factor and capital. It concerns four value co-destruction practices (Table 5). *Belittle or overshadow a colleague* has negative implications in the interaction among consultant and its colleagues: “As a PM I have brought with me a colleague expert in another subject. I brought him into the meeting with the client because I needed his knowledge. He totally pushed me in his shadows... literally all the meeting. He took a step in front of me taking over the meeting with the client. Then, we had a discussion in the car back home.”

Denying access, disabling exploitation and promoting attrition were already considered by the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016). Nevertheless, the former Pra.v.d.a. model did not go deeper in the definition of the value co-destruction practices. Moreover, it did not consider *facilitating misintegration* as one of the variation factors. Contrary to obstructing misintegration, facilitating misintegration might negatively affect the four forms of capital. Also, facilitating misintegration might affect the resources integration between consultant and customer.

**Facilitating misintegration and cultural capital** involve *Developing solutions focusing only on the needs/ambitions of customer/consultant* and *Ignore or partially know the proposal offered to the customer* (Table 5). These two value co-destruction practices may reduce the resources integration because of the attention or negligence on one of the consultant or the customer: “I had a person that he told a client in a previous meeting you don't need this... we don't do this kind of safety assessment for example. I knew we can perfectly do well this”.

In the **facilitating misintegration and economic capital** pair, I found two other value co-destruction practices: *Forcing people to work on projects that are not interested in* and *Develop a project more expensive than the customer's investment capabilities* (Table 5). Both practices may obstacle the resource integration, in particular, financial resources. A member of the team in the value co-destruction case study explained: “I think that it's a total waste of money to force people into meetings that don't want, they are not going to contribute in a positive way.”.

The following variation factor and the capital pair is **facilitating misintegration and social capital**. From this matching, I pinpointed three value co-destruction practices (Table 5). All these three practices may reduce or stop the integration of intangible resource like social relationships.

To conclude, I observed three further value co-destruction practices from **facilitating misintegration and symbolic capital** (Table 5). One of them is *Anticipate operating activities before taking the related decisions*. During an interview, the process manager said: “If my colleague begins

to work before me, I have to say: calm down! Because, if he is in a hurry and starts to work, then he will ruin the whole process I have presented today.”

Table 5. Value co-destruction practice classified by forms of capital and variation factors.

Variation factors Forms of capital	Denying Access	Disabling Exploitation	Promoting Attrition	Facilitating Misintegration
<b>Cultural Capital</b>	<ul style="list-style-type: none"> <li>• Omit intentionally or unintentionally information;</li> <li>• Postpone discussion of important issues;</li> <li>• Use information coding schemes unintelligible to other members;</li> <li>• Oust an actor from the project;</li> <li>• Resist to change;</li> </ul>	<ul style="list-style-type: none"> <li>• Wasting time on little common interest topics;</li> <li>• Compose working groups with homogeneous knowledge;</li> <li>• Present in a confused way the solution to customer;</li> <li>• Refuse to integrate knowledge with the other (and vice versa);</li> <li>• Send/invite inexperienced people with no information to actively participate in the workshop;</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace contrasting perspectives or schools of thought;</li> <li>• Reduce the consultant's ambitions;</li> <li>• Give access or to access to inaccurate or incorrect information;</li> <li>• Underestimate the problem complexity;</li> </ul>	<ul style="list-style-type: none"> <li>• Developing solutions focusing only on the needs/ambitions of customer/consultant;</li> <li>• Ignore or partially know the proposal offered to the customer;</li> </ul>
<b>Economic Capital</b>	<ul style="list-style-type: none"> <li>• Do not allow the consultant to suggest cost cuts;</li> <li>• Reject totally or partially a budget increment to the consultant;</li> <li>• Determine the investment (or working hours) budget prematurely;</li> <li>• Refuse to pay for the consultant's services;</li> </ul>	<ul style="list-style-type: none"> <li>• Mismanage the time devoted to the project;</li> <li>• Engage more people than necessary or schedule unnecessary meetings;</li> <li>• Conduct a meeting in an insufficiently equipped meeting room;</li> <li>• Refuse the method suggested to perform a task;</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the project quality beyond the customer's expectations (excess of perfectionism);</li> <li>• Ask the customer for a payment higher than the price agreed;</li> <li>• Require the consultant for further unpaid work;</li> <li>• Reduce the investment planned for the project;</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a project more expensive than the customer's investment capabilities;</li> <li>• Forcing people to work on projects that are not interested in;</li> </ul>
<b>Social Capital</b>	<ul style="list-style-type: none"> <li>• Avoid to socialize because of shyness or arrogance (Self-isolation);</li> <li>• Attend through IT support to meetings (e.g. Skype);</li> <li>• Remove an actor from the project due to an argument;</li> <li>• Betray the customer or consultant's trust;</li> <li>• Preclude access to the debate to categories of actor;</li> </ul>	<ul style="list-style-type: none"> <li>• Obstructing the entry of a new member in the workgroup;</li> <li>• Isolate a group member (Insulation);</li> </ul>	<ul style="list-style-type: none"> <li>• Leave prematurely the meeting or be intermittently present;</li> <li>• Neglecting the customer to focus on technical issues;</li> <li>• Blame another consultant of something that is not his/her fault;</li> <li>• Be rude or out of the codes of conduct;</li> <li>• Deteriorate a relationship because of a disagreement;</li> </ul>	<ul style="list-style-type: none"> <li>• Marginalize one or more members because of divergent ideas (Discrimination);</li> <li>• Generate frustration or resentment discussing topics, not in the meeting agenda;</li> <li>• Ignore long-standing problems;</li> </ul>
<b>Symbolic Capital</b>	<ul style="list-style-type: none"> <li>• Disappoint customer's expectation;</li> <li>• Abusing the hierarchical power;</li> <li>• Deny the second chance to those who have made a mistake;</li> </ul>	<ul style="list-style-type: none"> <li>• Monopolize the time spent on meetings;</li> <li>• Boycott solutions with futile arguments;</li> <li>• Execute uncritically the customer's willingness;</li> </ul>	<ul style="list-style-type: none"> <li>• Belittle or overshadow a colleague;</li> <li>• Reduce the customer's expectations;</li> <li>• Doubt publicly the consultant's capacity;</li> <li>• Lose the meeting leadership by not enforcing the meeting agenda;</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipate operating activities before taking the related decisions;</li> <li>• Deliver a project under the customer's expected value;</li> <li>• Reconsider decision that has been already taken;</li> </ul>

## **4.2. The extended Pra.v.d.a. model applied to a value co-creation and a value co-destruction case**

As mentioned above, I applied the extended Pra.v.d.a. model to a value co-creation and a value co-destruction case. Value assessment can be performed by the consultant or customer point of view, both separately or conjunctly (through negotiations). In this study, all estimations were first performed subjectively by me on the basis of primary and secondary data. I double-checked my estimations through follow-up interviews with key informants (projects managers and customers' representatives).

### **4.2.1. Case 1: value co-created in a road-railway engineering multidisciplinary project**

The first case study in which the extended Model Pra.v.d.a. was applied is a civil multidisciplinary project. The project, called *barriers free*, was commissioned by the municipality of the city (the consumer). The barriers free project was part of a larger project which involved the railway connection between two Scandinavian capitals. This part of the railway had to be upgraded to a high-speed line. The free barriers project included the removal of road crossings perpendicular to the railroad; it had also to provide alternative solutions for crossing. Moreover, the barriers free project had to avoid the separation of the city into two parts by the railway line. This project was multidisciplinary because it contemporary involved urban, road and railway planning. The analysis of this case was possible thanks to its division into workshops. The workshops coincided with the value shop steps: problem definition (PD), problem-solving (PS), and solution assessment choice (SA) (Stabell and Fjeldstad, 1998). At the same time, this division, well-defined in time and space, allowed a better identification of the practices, their connection with the capital, and the currency's components. Moreover, the division of the project in PD, PS, SA, and the assessment of value step by step, allowed to simplify the evaluation process of the total value.

After the explanation of the case study background, I showed the last part of the validation process. In doing so, I applied the extended Pra.v.d.a. model to the barriers free project. At this stage, I attributed a score to each value shop steps and calculated the overall value by using the scoring system provided by the former Pra.v.d.a. model (see Table 6 in Lombardo and Cabiddu, 2016, p. 7). To assess also the additional variation factor (misintegration) identified in this work, I adopted the same range of score used in the former Pra.v.d.a. model (from -3 to 3). I evaluated -3 when the resource integration was obstructed, while I gave 3 when the resource integration was fluent. Assessments were performed from the consultant and customer conjunct perspective. To conclude, Table 6 displays that the extended Pra.v.d.a. model could be successfully applied to a value co-creation setting.



Table 6. *Extended Pra.v.d.a. model template and value assessment – Case study 1 value co-creation-*

Practice	Capital	Value shop phase	Problem Solution				Problem solving				Choice of solution				Score
		Currency component	Acc	Exp	Att	Mis	Acc	Exp	Att	Mis	Acc	Exp	Att	Mis	
Include experts in the project	Cultural capital	Know what	1	-1			1	2			1	0			11
Integrate knowledge with the others															
Estimate properly the problem complexity		Know how			3	0			1	2			1	0	
Developing agreed solutions by the customer and the consultant															
Evaluate a budget increment suggested by the consultant	Economic capital	Cost saving	2	0			0	2			0	1			9
Engage the proper number of people needed for the project															
Avoid decreasing the project quality under the customer's expectations		Allocated resources			0	0			1	1			2	0	
Reduce the project investment budget to accommodate customer's investment capabilities															
Develop social relationships whit the other members	Social capital	Personal relationship building	0	0			1	2			1	1			8
Support integration between members															
Attend actively to meetings		Teamwork efficiency			1	0			2	-1			2	-1	
Integrate members which have divergent ideas															
Make a proper use of hierarchical power	Symbolic capital	Formal hierarchical position	-1	0			-2	3			1	2			8
Manage the time spent on meeting talking about topics in its agenda															
Avoid doubting publicly the consultant's capacity		Informal hierarchical position			0	0			1	2			0	2	
Be focused and discuss the topics on the meeting agenda															

#### **4.2.2. Case 2: value co-distracted in a sewage treatment engineering multidisciplinary project**

The second case study used to apply the extended Pra.v.d.a. model was another civil multidisciplinary project. In this case, the project concerned the conversion of a sewage treatment from phosphorus removal to bacteriological removal. The sewage treatment was owned by three municipalities (the customers). One of them owns the 70%, while the other two have 15% each. The sewage treatment is composed by eight cabins. Six of them had been already converted to bacteriologic treatment twenty years before the project started. Therefore, the project concerned the reconstruction of the two remaining cabins. The purpose of the project was twofold: improve the cabins efficacy in terms of reducing pollution, and to double extend their capacity. Since the project of the six cabins was more than 20 years old, the consultants suggested having an innovation session to see whether they could do something smarter. So, they were involved in making a completely new treatment plan. To do so, also in this case, the project was divided into workshops. This project was multidisciplinary because it needed the effort by civil and environmental engineers, chemists, etc. Finally, the project was organized following the value shop steps too. Consequently, I could assess the value in the PD, PS, SA phase, then I simply added to obtain the total value.

Also for the value co-destruction case, I showed the last part of the validation process by applying the extended Pra.v.d.a. model to the sewage treatment multidisciplinary project. I used the same system of score explained in the section above, misintegration scores included. Lastly, Table 7 shows that the extended Pra.v.d.a. model could be successfully applied to a value co-destruction setting too.

Table 7. *Extended Pra.v.d.a. model template and value assessment – Case study 2 value co-destruction -*

Practice	Capital	Value shop phase	Problem Solution				Problem solving				Choice of solution				Score
		Currency component	Acc	Exp	Att	Mis	Acc	Exp	Att	Mis	Acc	Exp	Att	Mis	
Postpone discussion of important issues	Cultural capital	Know what	-3	0			-2	2			0	3			-6
Compose working groups with homogeneous knowledge															
Embrace contrasting perspectives or schools of thought		Know how			0	-3			0	-1			-2	0	
Developing solutions focusing only on the needs/ambitions of customer/consultant															
Do not allow the consultant to suggest cost cuts	Economic capital	Cost saving	0	2			0	2			-3	1		-10	
Mismanage the time devoted to the project															
Increase the project quality beyond the customer's expectations (excess of perfectionism)		Allocated resources			0	0			-3	-3			-3		-3
Develop a project more expensive than the customer's investment capabilities															
Remove an actor from the project due to an argument	Social capital	Personal relationship building	0	-1			0	-2			-3	-2		-8	
Isolate a group member (Insulation)															
Leave prematurely the meeting or be intermittently present		Teamwork efficiency			-1	0			3	-2			3		-3
Ignore long-standing problems															
Disappoint customer's expectation	Symbolic capital	Formal hierarchical position	1	1			1	-1			-3	-2		-9	
Boycott solutions with futile arguments															
Doubt publicly the consultant's capacity		Informal hierarchical position			0	0			-1	-1			-3		-1
Anticipate operating activities before taking the related decisions															

## 5. Discussion and theoretical contribution

When customers are involved in the development of services, the understanding of which practices are associated with value co-creation or co-destruction becomes extremely important. Nonetheless, very few works have empirically studied the relationship between value and practices during the interactional and resource integration processes. Focusing on two antithetical multidisciplinary engineering projects, the findings provide empirical evidence towards the connection between SPCI and resource integration practices and value co-creation or co-destruction, after having defined value through the coexistence of four forms of capital (Bourdieu, 1986).

Starting from the need to better understand the interaction in the process of value creation and to assess its positive or negative outcome, this paper aims to check the theoretical concepts of the former Pra.v.d.a. model (Lombardo and Cabiddu, 2016) with the empirical evidence provided by the cross-case study. In doing so, findings validate the correspondence between theory and practice and, in the meantime, also show new practices of value co-creation and value co-destruction which have been previously ignored in the former Pra.v.d.a. model. Although the former Pra.v.d.a. model is strongly grounded in the theory and represents the first step towards a relevant value assessment, the current study contributes to test the former Pra.v.d.a. model's concepts, and extends it by providing additional practices of value co-creation and new value co-destruction practices.

During this effort, I also identified two additional categories of practices related to resource integration: facilitating and obstructing (resource) misintegration. In contrast to the prior Pra.v.d.a. model which defined and assessed value only in terms of interactional process, the extended Pra.v.d.a. model introduces the concept of resource integration within its theoretical structure.

The second paragraph of the findings shows how the extended Pra.v.d.a. model has been applied to a case of value co-creation and a value co-destruction. At this stage, the cross-case study represents the last part of the overall validation process. Compared with the former Pra.v.d.a. model which was only applied in a value co-creation context, the findings display that the extended Pra.v.d.a. model could be successfully applied in both settings of value co-creation and co-destruction.

To conclude, the study highlights the capacity of the extended Pra.v.d.a. model to measure both the value co-created as well as the value co-destroyed during service provider-customer interactions (SPCI), and during the resource integration too. In doing so, the most important contribution is represented by a model which has theoretical and empirical foundations and could assess value co-created and co-destroyed in an indiscriminate manner.

## 5.1. Managerial implications

This study has practical implications for both service providers and customers who wish to manage their interactions and resource integration process to raise value co-creation. Through the use of the extended Pra.v.d.a. model, the actors can perform an *ex-ante*, *ex-post* and even an *in itinere* assessment.

Service providers and customers may use the extended Pra.v.d.a. model before they start the project in order to estimate their initial amount of economic, cultural, social and symbolic capital. The estimation may increase the awareness about their mutual capitals endowment, which in turn may affect their SPCI or resource integration practices in a way that the actors become focused on the capital they need. For example, a customer could start the project with a low endowment of economic capital, whereas the service provider could begin with a low level of social capital. In that condition, the service provider is aware about the fact that the customer would appreciate a project able to saving money for the customer. At the same time, the customer would know that the service provider needs to tie strong social relationships to develop a better project. This means that the process of value co-creation may be facilitated by using the extended Pra.v.d.a. model for an *ex-ante* assessment.

Once the project is developed, the extended Pra.v.d.a. model allows practitioners to assess positive or negative value from both service provider and customer points of view, separately and conjunctively. In this case, the actors can perform an overall *ex-post* evaluation and understand whether the interactional process and the resource integration practices have created or destroyed value. In the case of positive value production, they can also realize if the value co-created is satisfactory or not. Whether the value is negative or unsatisfactory, the extended Pra.v.d.a. model could be used as a diagnostic tool to analyze the currencies, capitals and the practices performed during the project development's steps, and understand the causes.

In the effort to avoid unsatisfactory value co-creation or value co-destruction, the model allows to monitor the value formation during the three steps of the value shop (problem finding, problem solution, and solution assessment) (Stabell and Fjeldstad, 1998). When the Pra.v.d.a. model is used in the *in itinere* setting, it unlocks its potential because the model can precisely evaluate practices, capitals, and currencies in each step of the project development. Therefore, practitioners are able to detect the moment in which the value starts to decrease, and they can immediately activate the corrective actions.

## **5.2. Limitation and future research**

In this work, I have highlighted how the interactional process and resource integration among service providers and their customers may lead to value co-destruction as well as value co-creation depending on the practices they put in place. In this theoretical context, I suggested an extended version of the Pra.v.d.a. model which explains both the positive and negative sides of the value formation process through the same theoretical framework. Nevertheless, the former Pra.v.d.a. model was tested and extended based on a two-cases-study research in a single industry. Therefore, it is appropriate to take care in generalizing the findings to other contexts. A possible direction of research, especially from a methodological standpoint, should investigate companies from different countries. Such a comparative study would examine in depth whether and to what extent the practices at the base of the theoretical model may change in different companies and countries. In addition, future research could further develop the model, approach, and results of this study, testing the extended Pra.v.d.a. model against different types of professional services.

The two cases in this study are chosen from the field of advanced and customer-made professional services, where the service providers and customers' backgrounds are almost equivalent, both are engineers. Scholars should focus on industries where the knowledge disparity between the service provider and the customer is significant and they should observe the role play by variables such as trust in the process of value co-creation/co-destruction.

Another limit of this research is represented by the attempt to study the overall phenomenon by separating it into sections. For example, the choice of engineering design workshops as the empirical setting is that it provides a segmented view of positive or negative value formation process in a wider social field like service provider–customer relationships. Furthermore, another limit concerns the concept of the value. Value is a continuum, and the four forms of capital are a way to frame and simplify this phenomenon. There are thin boundaries among capitals, for instance between cultural and economic capital, particularly in the engineering consultancy industry. This is why a practice could lay between two capitals, that is, a practice could touch more than one capital at once. Future research should investigate the phenomenon through a more holistic approach.

Finally, this study did the first attempt to integrate the resource integration concept in the Pra.v.d.a. model by identifying two new typologies of practices which were previously ignored by the former Pra.v.d.a. model: facilitating and obstructing misintegration. These two categories of practices could be considered as a new capital variation factor. Although this finding represents the first step towards the above-mentioned integration, more research is needed to further develop the incorporation of the resource integration concept into the extended Pra.v.d.a. model.

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