

# Service Dominant Logic as A New Emerging Mindset In Marketing And Brand Management

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## Abstract

In today's business landscape competition has reached an outstanding level. Given this, businesses tend to combine, and compete with their strategic competitive strengths package (i.e. suppliers, technology, reputation). It is then obvious the need to focus in the whole picture where both business-to-business and business-to-customer entities are part of the same marketing context and not two different realities. In this dynamic business landscape, the control shifted from the company towards other actors and they act all together part of ecosystem. Even though it is important to know the degree of engagement of customer in this complex and dynamic reality, it can be said that customer gained an active role in this process and turned into an essential actor for enabling a mutual creation of value. Not only the role of customer; the role of employees too has undergone changes in today's business landscape. It can be said that one major change occurred in the perspective on innovation. There is a need to reconsider innovation in all levels (i.e. market innovation, strategy, market offering) from the perspective and within a dynamic, systemic, and complex context.

This study aims to bring to attention the evolving dominant logic in marketing that can be suitable to reconsider marketing from a Service Dominant Logic perspective.

**Keywords:** Context, Change, Service Dominant Logic

## Introduction

Changes and complexity brought the need for new mechanisms to addressing them. Following this, the need for methodologies which aim to assist businesses in navigating in complexity became evident. According to Gummesson (2012, 10) Service Science, Service Dominant Logic, Viable Systems Approach stand at the front as new tools or methodologies for addressing the new emerging reality. These can help in digging in relationships, thus supporting business activities in general and its departments (i.e., marketing) in specific activities (i.e. brand management). Today's markets are 'hypercompetitive and dynamic' (Botti et al., 2017, 63) and the business

landscape experiences turbulences. Industries such higher education is at the paramount of these turbulences due to rapid changes. Given this, it is important to anticipate changes and to consider them as routine of business activities rather than seeing them as emergency disrupting the establishment. For instance, any existing system/ecosystem should be seen systemically in order to embrace and anticipate emergence. Retail industry too needs to address serious concerns related to the efficiency of their activities. Both traditional retail, and electronic commerce must obey to the new reality for improving customer experience (Demirkan and Spohrer, 2014,8). Powerful companies such IBM realized the need to shift towards a new mindset which considers other actors besides the organization itself, and focusses not solely on the product (Spohrer, 2017). However, this is a process that requires digitalization and implementation of technology which at the same time brings the need for smarter customers. As it can be understood, one-sided steps which come for the companies only are not efficient anymore.

Changes in information and communication technologies too acted as catalyzers of the merging reality. According to Gummesson (2017, 18) social media platforms and digital marketing have brought a new reality. Internet of Things (IoT) enables customers to be part of the process of creating something with companies rather than just become passive receivers (Lambert and Enz, 2012, 1603; Balaji and Roy, 2016).

The mindset implemented from the organization affects its journey in the market. The new emerging mindset which is present in today`s market landscape is necessary for organizations to exploit potential opportunities (Prahalad, 2004). Nowadays, according to Gronroos (2006a), focusing on service logic and going beyond the simple manufacturing logic is the principal indicator of the new mindset. This new mindset which has been labeled as Service Dominant Logic (see. Vargo and Lusch, 2004) urges to consider markets as macrostructures which emerge, and under this umbrella actors exchange service for service. Markets are macrostructures which are being cocreated from both sellers and buyers (Lusch, 2006, 241). Therefore, such mindset requires to focus on the big picture and implementing a systemic approach. In avantgarde countries like Japan for instance, the importance of service, and service economy has been brought to attention since early 2000s (Hidaka, 2006, 45)

### **The necessity for a new business mindset**

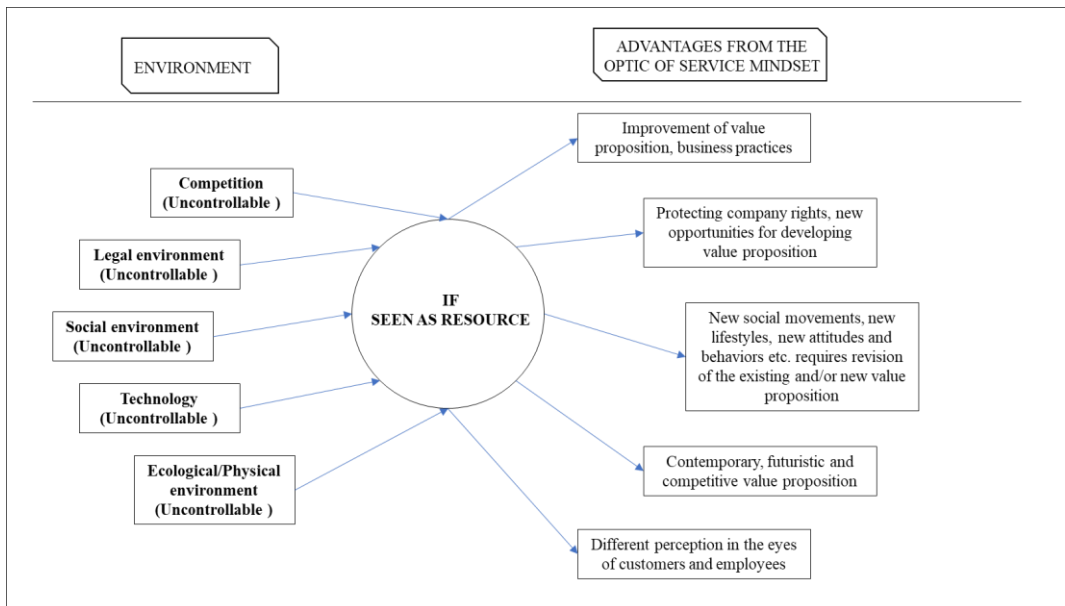
When discussing the new mindset is important to take in consideration the environment (context) too. Figure 1 represents the importance of environment for the new mindset. Sometimes the external environment is considered among the main obstacles for shifting towards a contemporary and futuristic mindset. In the new service mindset, a different approach takes place. Environment is seen as a river of possibilities and opportunities for creating and taking advantage of resources. The shift towards the new service mindset has been obvious in supply chain management. Changing practices, customer needs, and technology made businesses consider new approach for obtaining results. In this perspective, the need to work closely with

concerned actors has grown and new practices have emerged (Wu and Wu, 2015). The effect of Service Dominant Logic on supply chain management though and practice is noticeable (Vural, 2017, 1119)

Actors (customers, suppliers, etc.) undertake steps based on the context they percept. This affects, and defines their further moves (Chandler and Lusch, 2014,11). For businesses is important to offer solutions which stand in alignment with the context customers (Werner et al., 2017).

In each instant, actors bridge together by integrating resources and exchanging service. All these relationships, and dynamics that occur are unique. This means that integrated resources and relationships among actors are totally different from each other. This situation is labeled as context according to Chandler and Vargo (2011, 41). The relationship among two actors (i.e. company-supplier) forms a context. A direct service exchange in a dyadic relationship (Chandler and Vargo, 2011, 41) where both actors participate actively in the process of value co-creation establishes the *micro-context*. Once the relationship goes beyond a simple dyadic relation, thus including more actors (i.e. company-customer-supplier); two of which serve to each other directly, and together they serve directly to another third actor, then *meso-context* is established.

**Figure 1: Service Mindset and Environment**



**Source:** Based on Lusch and Vargo, 2006a, 414

*Macro-context* on the other hand, occurs when more complex relationships take place. Complex networks are formed with the combination of dyadic and triadic

relationships that occur simultaneously. Chandler and Vargo (2011, 44) conclude with *meta-context* which includes exchange among complex networks. It is important to highlight that ‘practices, routines, activities, or processes may be replicated at any of the three levels of context (Chandler and Vargo, 2011, 41).

One important derivate from the new mindset is the ability for adaptivity. Implementing adaptability practices (i.e. create symbiotic, mutual, and profitable relationships, observe the changes around) and create adaptable systems (i.e. evolve, expect change) (Lusch, et a., 2016, 86) is much easier when focusing on service mindset.

To understand the evolution of market landscape, and to embrace the new mindset is required to go backwards. In the past century, the market experienced a paradigm shift which was accompanied with new tools. These paradigms, and their respective tools forced the actors to behave in a certain way. Once change came, new actors replaced old ones. According to Gummesson and Gronroos (2012, 482) this evolution can be summarized in three paradigms (Table 1). It is obvious the shift from a philosophy based solely on production and manufacturing towards a mindset that takes in consideration relationships, collaboration with others, and implements a systemic approach.

**Table 1: Paradigm shift**

Paradigm	Period	Characteristics
Goods paradigm  <i>Services Are Not Recognized, All Is Goods and Manufacturing</i>	before 1970s	<ul style="list-style-type: none"> <li>○ Manufacturing oriented</li> <li>○ focus on product</li> <li>○ dominated by American marketing management and the marketing mix -4P</li> <li>○ standardized goods</li> <li>○ mass-manufacture</li> <li>○ services and relationships were neglected</li> <li>○ focus on the transactional relationships which create immediate cash flows.</li> </ul>
The services vs goods paradigm  <i>The Era of Goods-Service Differences</i>	1970s-2000s	<ul style="list-style-type: none"> <li>○ focus on differences between goods and services</li> <li>○ interaction between service providers and customers was introduced</li> <li>○ B2B and B2C marketing begun to be treated as separate</li> </ul>

		<ul style="list-style-type: none"> <li>○ customer relationship management (CRM) was introduced</li> <li>○ use of concepts such networks, one-to-one marketing, relationship, and interaction became obvious</li> <li>○ value and customer satisfaction came to focus.</li> </ul>
<p>Service paradigm</p> <p><i>The Era of Commonalities, Interdependencies and a Systemic Approach</i></p>	2000s-	<ul style="list-style-type: none"> <li>○ goods/services integration</li> <li>○ goods/services interdependency</li> <li>○ business and marketing complexity in its peak</li> <li>○ interdependencies and a systemic approach which considers all stakeholders (actors) emerged</li> <li>○ <i>Service-dominant (S-D) logic as theory</i> emerged; aiming to offering dynamic and viable solutions for complex and turbulent markets</li> <li>○ emphasis on many-to-many networks and systems theory</li> <li>○ the raise of science of service based on cocreation of value</li> </ul>

Source: Based on Gummesson, 2012; Gummesson and Gronroos, 2012, 482; Kuzgun and Asugman, 2015, 243; Gummesson, 2017, 17

### Emerging mindset in marketing

In the new emerging mindset relationships and networks gain an important role (Barile and Polese, 2009) and the old *goods-centered, manufacturing-based model of economic exchange* (Vargo and Lusch, 2004a) requires major revisions. The service logic fits a vast majority of companies in today's market (Gronroos, 2006a).

In this section we would like to highlight one indispensable and critical point. When referring to the terminology of Service Dominant Logic the reader (academic and practitioner) might find differences since she/he will realize differences in the lexicon implemented by SDL and practical lexicon (the one used in daily business routines). Nevertheless, it is important to understand the background of these differences. The differences do not stand at the concept itself, rather they represent the evolution towards a new mindset. In order to help the reader of the present work we are offering below a summary of these concepts, and how they evolve under the service mindset.

**Table 2: Conceptual shifting**

<b>Manufacturing mindset</b>	<b>Conceptual transition phase</b>	<b>Service Mindset</b>	<b>Dominant</b>
Goods	Services	<b>Service</b>	
Products	Market offering	Experiences	
Attributes	Benefits	Solutions	
Added value	Co-production	Cocreation of value	
Maximization of profits	Financial ‘engineering’	Financial ‘feedback’	
Pricing	Delivery of value	Value proposition	
Equilibrium	Dynamic	Complex and adaptive systems	
Supply chain	Value chain	Value creation network	
Promoting (to) market	Integrated marketing communication	Dialogue	
Orientation towards products	Market (to) Orientation towards market	Market (with)	<b>Service orientation</b>

**Source:** Lusch and Vargo, 2006, 286

What is also important to highlight is that conceptual shifting does not intend to replace the traditional marketing mix (Lusch and Vargo, 2006a, 413) which is one of the main frameworks in the business, rather it aims to reinforce the implementation of a strategic orientation for marketing. Goods still have a vital role in service provision (Vargo and Lusch, 2008, 255). Brand management process too stands in the forefront of the main activities and cannot be neglected (Williams and Aitken, 2008, 263). The need for the mindset and conceptual shifting on the other hand, is the hallmark of the new reality. It is seen as an important source for further academic research on business in general (Ostrom et al., 2010, 3) and a turning point for the marketing theory (Lobler, 2011, 63).

The new mindset for marketing is backed up by technological advancement which change the way how the message is being delivered thus influencing also brand management process (Fisher and Smith, 2011, 347).

The need for the implementation of a different mindset become evident since the importance of participation of customers in the improvement of processes has been acknowledged (Mahr et al., 2013, 601).

## **Service Dominant Logic as an emerging thought in marketing**

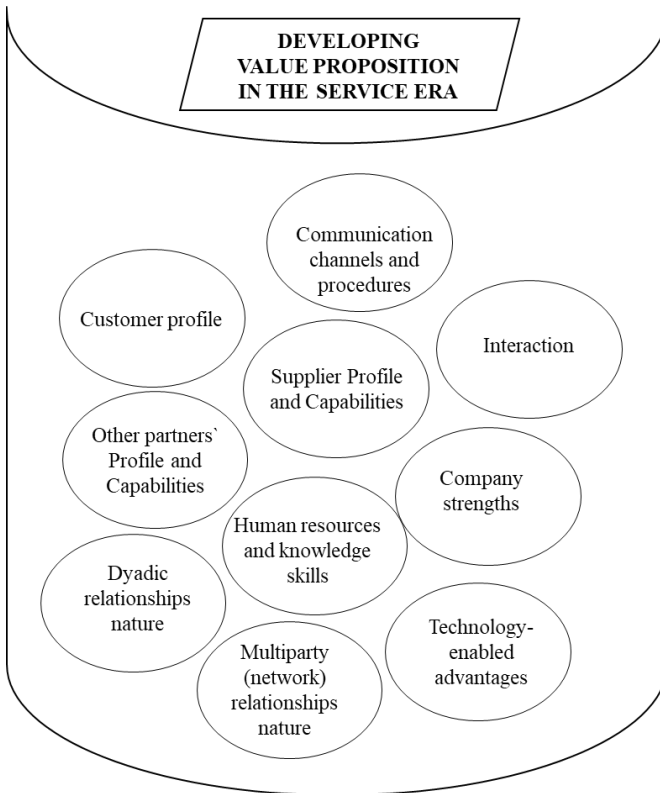
Service Dominant logic, is the suitable conceptual framework for value proposition in the new era of marketing (Randall et al., 2010, 36) which has in its center `the marketing of value propositions`.

Given the complexity, and turbulences, and difficulties of companies to navigate, the shift in the mindset has a strong influence on shaping value proposition. Implementing a view which considers other actors while developing value proposition provides opportunities for viewing things systemically. In this perspective, service logic is suitable since it has strategic influence on the value proposition of an organization (Figure 2).

Therefore, it is obvious that for value propositions in the new era is not enough anymore to deliver value. Value must bear a meaning to the receiver within his/her/its own context. Value-in context (Akaka et al., 2012, 15) is the new symbol of value proposition in the new era. Besides the obvious effect on value proposition developing effort, there is its evident effect on communication and brand management activities too.

Value proposition `connects actors with each other` (Jaakkola and Hakanen, 2013, 48-49). Engaging other actors in offering a contemporary value proposition makes them aware and responsible (Edvardsson et al., 2012, 91). Chandler and Lusch (2014, 3) has defined value proposition as an invitation that actors deliver to each other to engage. Actors evaluate the value proposition based on their own context (Chandler and Lusch, 2014, 4). For instance, lets take the example of a dealer selling electric cars in a developing country such as Albania. The dealer, as the seller of the cars, might develop astonishing marketing campaign and might find the most suitable ways to establish a dialogue with customers. Nevertheless, his contemporary brand management efforts implementing a new service mindset remain incomplete since for customers is essential to have charging points, spare parts, and suitable infrastructure to ride these sensitive cars. While there are problems due to very few charging points; unawareness of the market on spare parts, and missing expertise for any anomaly in the car; and problematic roads; the value in the context of Albanian customer for an electric car would be blurred.

**Figure 2: Developing value proposition in the service era**



Source: Author`s elaboration based on Maglio et al., 2010

In order to succeed in this business and to successfully deliver the value proposition in the market there are required efforts from a large set of actors (i.e. state, businesses, mechanics etc.). Hence, value proposition has to be seen by all relevant actors as ‘co-created, reciprocal and dynamic’ (Frow et al., 2014, 18).

According to Achrol and Kotler (2011, 50) marketing requires a wide and systemic implementation approach. Other actors and publics must be included in the short and long-term marketing interests of an organization. Having a new typology of customer requires businesses to adopt an inclusive approach.

For instance, Word of Mouth (WOM) has become more significant nowadays with the raise of social media platforms, and internet. Therefore, we experience a shift of communication power from company towards masses (Williams and Aitken, 2011, 452). Customers share their own experiences on internet and that makes obvious the need to reconsider many practices (Grissemann and Stokburger-Sauer, 2012, 1483-1484). Information which exists and is uploaded on internet stands among the



catalyzers of the power shifting that occurred (Achrol and Kotler, 2011, 43). It is then obvious the shift of power from companies towards customers. Marketing experienced a major shift in its mindset (Gronroos, 2006, 405). Brand choice, and value do not withstand apart, and critical elements such as relationships, and the cost of jumping in another relationship have to be taken in consideration too. Marketing has become complex (Möller, 2006a, 447). Marketing has the necessity to implement a mindset which considers customers as the cocreators of the value (Lusch, 2007, 265). Production companies need to include other actors (ex. buyers, suppliers) while defining their value propositions (Edvardsson et al., 2008, 339). It has become essential to consider marketing from a systemic and practical perspective (Gummesson, 2008, 17). Although the fear that marketing sub-disciplines (i.e. brand management) might show different attitude towards the new service mindset (Jacob and Ulaga, 2008, 248), the general tendency of marketing goes towards the implementation of a service dominant logic (Karpen and Bove, 2008, 214) which challenged traditional marketing and its status-quo (Lusch et al., 2008, 6). The shift of power from companies towards customers has become possible under the new dominant mindset which calls for focus on operant resources as the core of the competitiveness (Madhavaram and Hunt, 2008, 79). Focus from manufacturing mindset towards service mindset has facilitated the shifting of power. Marketing can benefit from this shift from several perspectives. These perspectives have implications for brand management too. Some of these perspectives have been listed below (Vargo and Lusch, 2008, 258).

- Customer becomes part of the process of value proposition offering, and active participant in the communication strategy.
- Instead of acquiring something owned by the company alone, customers acquire a value proposition which not only has been cocreated with them, but at the same time is valuable to them in their own context.
- Customers are seen as part of a bigger picture
- Focus on operant resources (i.e. brand, knowledge, skills) become obvious. Customers on the other hand, are not solely targets but are considered as resources at the same time.

Such new face for marketing requires strong decision-making and managerial will rather than investments and costs. The late ones are the main obstacles for implementing a new mindset due to the fear of managers that new practices bring out new costs. However, implementing service logic for marketing and brand management requires at first a managerial shift and avant-garde decision-making skills.

The exchange that occurs between actors (Vargo and Lusch, 2008b, 26) is at the core of marketing. The novelty is that what is exchanged in market is much more than market offering (products, etc.). Actors exchange and integrate their own resources. And this is the actual reason for the shifting of power. Nevertheless, the way how

companies engage with customers to establish last longing relationships is at the core of the value proposition (Brohman et al., 2009). Therefore, shifting the mindset contributes in changing the view on customers. This will create a domino effect and will have an impact on every business function; specifically, on marketing and branding.

While the mainstream marketing focuses on dyadic relationships, the new emerging landscape focuses on networks, and ecosystems (Mele et al., 2015, 107). Marketing need to be seen systemically as a system and even as a network of relationships (Gummesson and Polese, 2009, 337). Marketing is not anymore, a single function of the business. Activities covered by marketing department such creation of brand awareness has become much more sophisticated and go beyond borders of the brand (Gronroos and Gummerus, 2014). They represent the power and the ability of the organization to bond with other actors. One important aspect that need to be taken to consideration is the ability of different cultures to contribute to the refinement of marketing thought. There is no such thing as 'universal marketing'. For instance, marketing science has been influenced from USA marketing thought (Gummesson and Gronroos, 2012; Letaifa and Reynoso, 2015, 684) but that might not be the solution to every market. Different practices from different schools and countries can enrich marketing further and can contribute in developing new practices.

So far, we have talked about the shift of power from company towards customers (and other actors). Marketing itself on the other hand experienced a major shift. Probably the biggest shift is the one from a manufacturing mindset towards a service dominant logic. As it is a logical result, subdiscipline of marketing (i.e. brand management, consumer behavior, sales techniques) have experienced this transition too. Therefore, the question related to the essence of marketing and its evolution gain incremental importance.

According to Gronroos (2006, 407) marketing assist the whole organization to provide a contemporary value proposition by taking in consideration the inclusion of other actors in creating value. The science of marketing is rooted in the science of economics (Mele et al., 2015) and Adam Smith's matra on creating national wealth in an industrialization era has a profound effect in the raise of marketing (Vargo, 2007). Traditional marketing thought is largely focused on the exchange of manufacturing outputs (Vargo and Lusch, 2004). It has been recognized the need to discuss marketing again and to reposition it according to the new context (Ambler, 2005, 50). The new context requires marketing to consider customers not just as information providers (Mahr et al., 2013, 601) for the sake of developing innovative (but incomplete) solutions. In 80s it started the rise of service marketing as a need to break out a little from the good dominant logic. However, as years passed, and the context changed service marketing experienced an evolution by becoming a subdiscipline of marketing in late 80s (Baron et al., 2013, 5). In 2004 occurred the breaking point

where Vargo and Lusch (2004) initiated the discussion on Service Dominant Logic which gave to marketing a contemporary, competitive, and modern face.

The urge for a new mindset in marketing has a direct effect on every marketing effort. Brand management is one of the subdisciplines of marketing that has experienced a major shift. In the dialogue era is impossible to deliver the message and to wait for customer to answer the call. Neither one-sided message nor irrelevant ones have efficiency anymore. Furthermore, it is impossible to neglect voices which harm your brand, and as a result your organization. Consequently, the urgency for a shift in the managing mentality of brand management and the need for suitable methods and approaches is present more than ever.

Until 1990s, mainly, the market value of organization has been defined with strong reference to financial indicators. Tangible assets such manufacturing units, storages etc. did not show the whole assets of the company. One of the crucial assets which was missing was the value of the brand, as one of the main non-tangible assets. Including brand in the overall value assessment of the organization become critical for offering realistic information to stakeholders (Temporal, 2010, 294). Raising importance of branding saw a shift from 'a transactional perspective to a relational perspective' (Kapferer, 2008, 160) in alignment with the shifting view of marketing itself. With time, brand management started to take a crucial role and experienced major changes (Figure 3). Brand management started to implement a new and contemporary view. The focus unit and mindset of brand management began to take a new shape (Temporal, 2010). Brand value is cocreated with other stakeholders and this urges a new style of managing the brand (Balmer et al, 2017, 148)

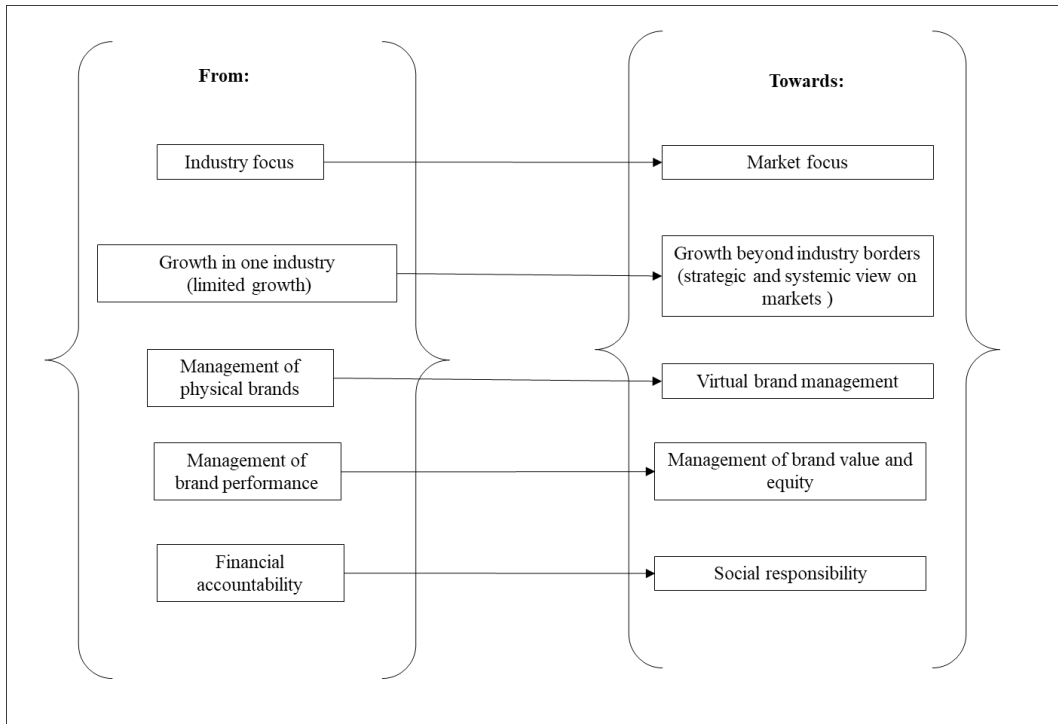
According to Heding et al. (2008, 3), the changing role of brand management is closely associated with the perspective from which brand is considered. Moreover, it is essential to highlight that the role of brand management changed in harmony with other environmental and mindset changes around. For instance, in a certain period brand was seen only as part of traditional mix.

Such an economic approach on branding is different from the identity approach where brand is seen as an element of organizational identity. The customer-based approach (brand associated to customer), personality approach (brand as a human) become different perspectives for considering brand management. The other 3 approaches (Heding et al., 2008); respectively, relational approach (the brand as a viable relationship partner), community approach (brand as point of social interaction) and cultural approach:(brand as part of a broader cultural mindset) seems to be more contemporary approaches that fit with the service dominant logic. At the same time these approaches clearly indicate the necessity for consideration of a large variety of actors in brand management. Brand management, especially between 1985-2006, has been influenced by a powerful 'positivistic paradigm' (Heding et al., 2008, 21) which considered brand as orchestrated exclusively by the company. Throughout this discussion is essential to understand that importance of traditional brand management will not disappear at a glance (Temporal, 2010, 234). What the present work has tried to reflect, is the necessity to shift towards a different

approach in brand management. This approach fortunately is backed up by a suitable framework such Service Dominant Logic. Moreover, nowadays there have augmented the challenges to properly manage brand. According to Keller (2013) there are a set of factors which are serious obstacles to overcome, and real problems to be addressed. Today's customers have become smarter.

They want and ask for more but seek to pay less. Challenges such as changes in lifestyle, competition, difficulties in differentiating value propositions within one industry, communication tools, economic cycle (Keller, 2013, 53) enhance complexity and turbulences in managing the brand. That is why the paradigmatic shift of marketing and as a result of brand management is the adequate solution. Brands are not owned by companies anymore. Some go too far by stating that brands are owned by customers who 'own and build them' (Temporal, 2010, 17). Brands affect and transform the whole organization (Kornberger, 2010) and brand management is a dynamic process (Kapferer, 2008, 52) where relationships are essential (Heding et al., 2008). In fact, it is exactly the dynamic nature of brand that brings the necessity for reconsidering actual practices from a contemporary perspective. The involvement of other actors gives birth to brand value. In this perspective, brand value is cocreated by other actors, and their involvement.

Figure 3: Changing role of brand management



Source: Author's elaboration based on Temporal, 2010

This situation urges consideration of brand equity from a different viewpoint (Balmer et al., 2017, 125).

It is not easy however to pretend to start addressing brand management from the perspective of service dominant logic. Conducting brand management process with an ecosystem perspective too is a serious task. Despite these difficulties and challenges addressing each activity as an ecosystem itself would be

a good starting point. There is a set of elements as shown below (but not limited to these) which requires a systemic consideration, and engagement of other relevant actors found within the ecosystem. These elements are (Temporal, 2010, 244):

- Word of mouth
- Employees
- Brand culture
- Organizational standards
- Value proposition development
- Public relations
- Sponsorship and promotions
- Advertising

These elements are the inception point for starting something new concerning the brand management in the new era. There is always the pressure to grow the brand (Kapferer, 2008, 269), to find ways for creating the value of a brand, proper ways of evaluating it, and approaches on how to sustain the value of a brand (Keller, 2013, 21). On the other hand, brand cocreation and considering other actors, mirrors the new reality in brand management.

New communication technologies made possible for customers, one of the main actors in brand management process, to influence brand value via their shared content. Thanks to the new communication technologies, customers take in charge the orchestration of the brand themselves (Heding et al., 2008, 17). Sometimes brand communities affect the brand, and brand value (Kapferer, 2008, 215). Brand value is influenced by the quality of relationships with stakeholders, and is created together with them (Balmer et al., 2017, 135-136).

The question that rises is on how value comes out to surface. According to Balmer et al. (2017, 138) brand value cocreation has its inception in the interaction among actors (brand and stakeholders). One incremental aspect in succeeding in brand value cocreation, is the fulfillment of the promise from the brand to meet the expectations of relevant actors. Therefore, identifying relevant actors and the relationship nature with them supports cocreation of brand value.

As it has previously discussed; the set of skills and knowledge level is the ultimate competitive 'weapon' (Aaker, 1991). Such dependency on operant resources rather than operand ones brings out the necessity to address brand management from a

different perspective in order to maintain a sustainable brand performance. As it is an operant resource brand must be taken in consideration carefully because operant resources have become the key stone of competitiveness.

## **Conclusion**

Service Dominant Logic as a new emerging mindset brought changes in different fields.

Marketing started to experience some transitions since 80s (Brodie, Coviello and Winklhofer, 2008, 84) and today's need for practices compatible with service logic (Karpen and Bove, 2008, 214), besides the attention and interest (Purvis and Long, 2008), reflects the evolvement of marketing as a discipline.

Marketing is being enriched by avantgarde thoughts such 'many-to-many marketing, S-D logic, and 'service science' (Gummesson and Polese, 2009, 340). Traditional practices unfortunately tend to provide full power for companies, and neglect customers a lot. One sided message becomes risky because it constantly seeks to support the view of the company. To some extent this is seen as 'propagandistic' (Lusch and Vargo, 2009, 9)

Not only marketing; the business thought is experiencing a deep change (Maglio et al., 2009, 396). Marketing science (Vargo, 2007; Read et al., 2009, 16; Rust and Huang, 2014) is experiencing major shift from an approach where transaction is the main motivator, towards relational approaches (Crowther and Donlan, 2011, 1444). The late contains by default transactions and offers the opportunity to view the big picture.

Marketing is experiencing deep changes due to big data and information technology (Rust and Huang, 2014). Businesses have new gates to retrieve information from customers and other actors (i.e. competitors, government, NGOs etc.). Such information supports them in shaping value propositions according to the new reality. In this context, the shift towards service logic become mandatory. For instance, social marketing is an example how sub-disciplines of marketing tend to shift towards service logic (Luca et al., 2015, 17). What has been discussed so far does not mean that manufacturing mindset, and transactional approach stands out of the new logic. Indeed, with the new service mindset they preserve their importance and become robust. Today's landscape 'represents a blend of Fordist and post-Fordist technologies' (Awa and Ukoha, 2016, 143).

Manufacturing orientation and goods dominant logic seems to be left behind as new research streams emerge. These new research streams are defining the dynamics for the whole market. Considering practices systemically, shaping value propositions according to dialogue and cocreation principles offers a new window for considering the market.

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