

## THE EXECUTIVE SUMMARY

### EXAMPLES

#### EXECUTIVE SUMMARY 1

**Webster F.E., Jr. (1992). The changing role of marketing in corporation. Journal of Marketing 56 (4): 1-17.**

*The purpose of this article is to outline both the intellectual and pragmatic roots of changes that are occurring in marketing, especially marketing management, as a body of knowledge, theory, and practice and to suggest the need for a new paradigm of the marketing function within the firm. First, the origins of the marketing management framework, the generally accepted paradigm of the marketing discipline for the past three decades, are considered. Then shifting managerial practice is examined, especially the dissolution of hierarchical bureaucratic structures in favor of networks of buyer-seller relationships and strategic alliances. Within those new forms of organization, the changing role of marketing is discussed and reconceptualization of marketing as a field of study and practice is outlined. This publication can provide a foundation for further analysis of ...*

#### EXECUTIVE SUMMARY 2

**Hakansson H., Snehota I. (1994). No business is an Island: The Network Concept of Business Strategy / Marketing Perspective.**

*The aim of this article is to explore the contributions that could be made to the conceptual frame of reference for business strategy management by one of the research programs which focuses on the organization-environment interface, and to which a network approach has been applied. We start by examining some of the assumptions underlying the current "strategy management doctrine". The network model of the organization-environment interface is then reviewed and three central issues of the strategy management doctrine are discussed from the viewpoint of the network model: (1) organizational boundaries, (2) determinants of organizational effectiveness, and (3) the process of managing business strategy.*

*The conclusion reached is that in all three are changes are required in the assumptions of the business strategy model. Our arguments stem from a basic proposition about situations described by the network model: continuous interaction with other parties constituting the context with which the organization interacts endows the organization with meaning and a role. When this proposition applies, any attempt to manage the behavior allocates and structures its internal resources and towards the way it relates its own activities and resources to those of the other parties constituting its context. Such a shift in focus entails a somewhat different view of the meaning of organizational effectiveness: what does it depend on and how can it be managed? This paper can give rise to further research in ...*

### EXECUTIVE SUMMARY 3

**Hakansson H., David Ford (2002). How should companies interact in business network?  
Journal of Business Research 55 (2002) 133-139.**

*The terms 'relationship' and 'networks' are widely used in academic discussion of business practice and have become increasingly common in the conversations between managers themselves. This paper starts with a description of some aspects of business networks and relationships and highlights the questions that they pose for practitioners. The paper suggests that an understanding of these questions require an appreciation of a number of paradoxes that are intrinsic to the nature of business networks. The paper explores each of these paradoxes to provide an answer to the question: "How should companies interact in business networks?" This work can give an impetus to a more profound research of ...*

### EXECUTIVE SUMMARY 4

**Rodney E. Smith (University of Arkansas), William F. Wright (University of Waterloo).  
Determinants of Customer Loyalty and Financial Performance. Journal of Management  
Accounting Research 16 (2004) 183-205.**

*Recent research in accounting advocates nonfictional measures of company performance, such as customer satisfaction and loyalty, as useful indicators of aspects of firm performance. But what are the drivers of customer satisfaction and loyalty? We provide an integrated causal model of company performance in the personal computer (PC) industry that simultaneously tests links between product value attributes resulting from business process performance, customer loyalty, and financial outcomes. Our results extend prior accounting research (e.g. Banker et.al. 2000; Ittner and Larcker 1998) in two directions: (1) by explaining the determinants of customer loyalty, and (2) by clarifying the relation between customer loyalty and measures of financial performance. We report that product value attributes directly and differentially impact levels of customer loyalty as well as prevailing average selling prices. Furthermore, measures of customer loyalty explain levels of relative revenue growth and profitability, and relatively high customer loyalty engenders a competitive advantage in the PC industry. This work can be used as a basis for further elaboration of ...*

### EXECUTIVE SUMMARY 5

**Byron Sharp, Anne Sharp (Marketing Science Center, University of South Australia, City West,  
North Terrace, Adelaide 5000, Australia). Loyalty programs and their impact on repeat-purchase  
loyalty patterns. International Journal of Research in Marketing 14 (1997) 473-486.**

*Loyalty programs are currently increasing in popularity around the world. This paper discusses the potential of loyalty programs to alter the normal market patterns of repeat-purchase behavior which characterize competitive repeat-purchase markets. In line with this thinking, a large scale*

*loyalty program is evaluated in terms of its ability to change normal repeat-purchase patterns by generating 'excess loyalty' for brands in the program. Panel data were used to develop Dirichlet estimates of expected repeat-purchase loyalty statistics by brand. These estimates were compared with the observed market repeat-purchase behavior. Overall a trend towards a weak level of excess loyalty was observed, although the expected deviation was not consistently observed for all the loyalty program brands. Only two of the six loyalty program participant brands showed substantial excess loyalty deviation. However, these deviations in repeat-purchase loyalty were observed for non-members of the loyalty program as well as members and appear likely to be at least partially the result of other loyalty efforts particular to these brands. This publication can stimulate further analysis of ... on the basis of the results achieved by the Center.*