

Addressing service complexity and
value through network theory:
**MANY-TO-MANY
MARKETING**



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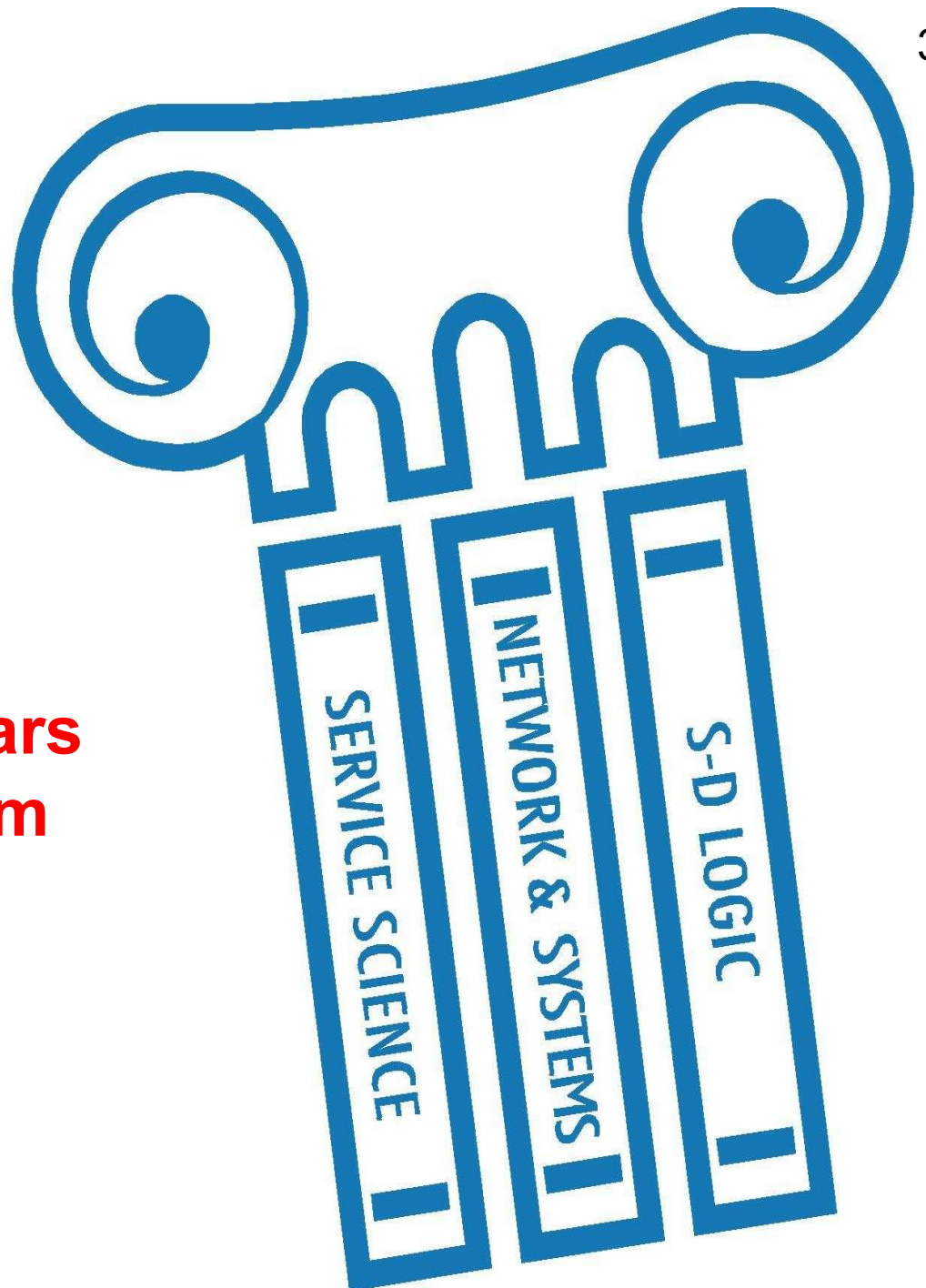
**The opening slide shows that
life is**

dynamic interaction

in complex networks

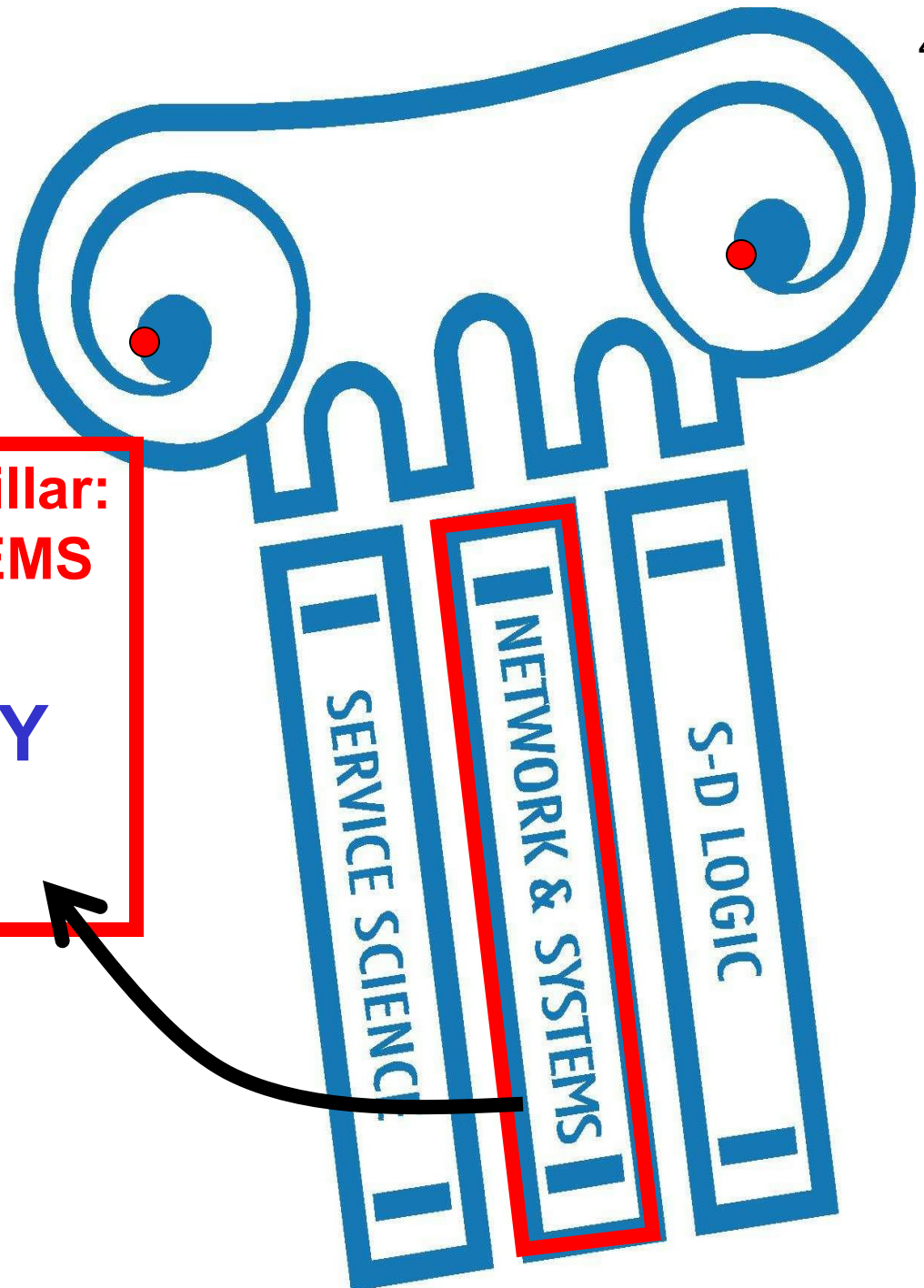
of relationships

The 3 Research Pillars of the Naples Forum



**My special research pillar:
NETWORKS & SYSTEMS
conceptualized as**

**MANY-TO-MANY
MARKETING**

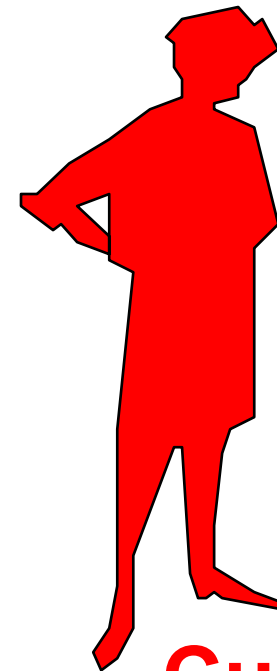


THE DEVELOPMENT OF NETWORKS IN MARKETING & SERVICE

1960s - present

The marketing concept, traditional American marketing management & the marketing mix

**Customer oriented:
centered on one party**



Customer

FREQUENTLY ASKED QUESTION:

What happened to the marketing mix and the [in]famous 4Ps?

MY ANSWER:

They will still be around but ...

...THE 4Ps ARE NEITHER 4 NOR Ps ANY MORE AND THEY APPEAR IN A SERVICE CONTEXT OF COMPLEX RELATIONSHIPS, NETWORKS, AND INTERACTION

THE MARKETING MIX OF THE 2000s:



product: goods/services

price

promotion:

personal selling, advertising, SP

place: distribution



Legal aspects:

contracts

corruption

organized crime

lawyers

courts



scientific research

education



experiences

lifestyles

dreams

events

storytelling

information



public relations, PR

branding

sponsoring



political influence

public opinion

lobbying



RALPH NADER at
Stockholm University,
September 23, 2010

CSR, Corporate Social Responsibility:

ethical behavior

charity

commitment to a cause

"green": environment and health



call centers

telemarketing

TV

email

Internet

mobile phones

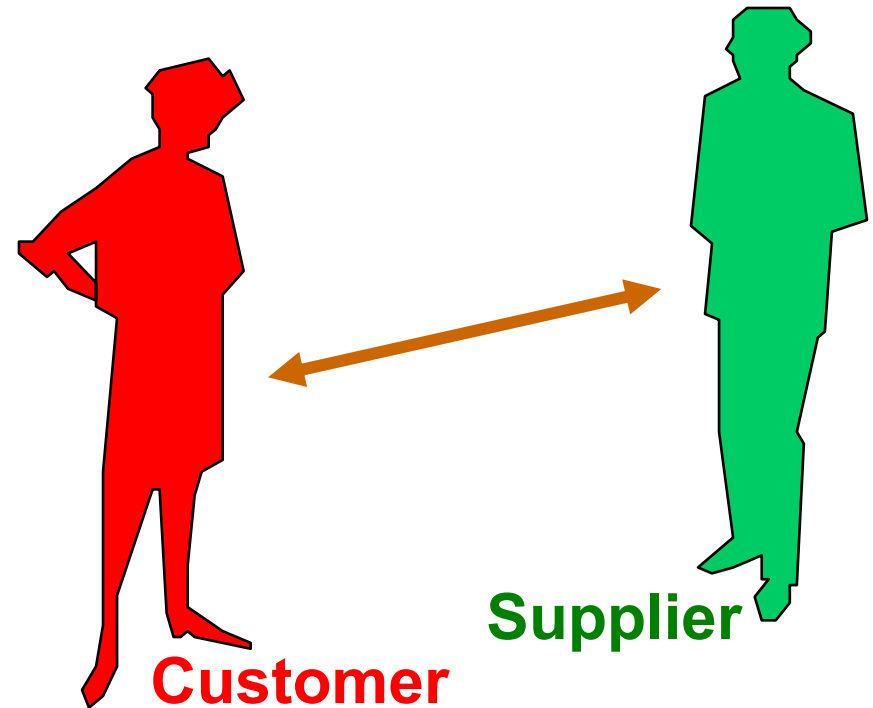
text messaging

1990s - present

9

**Relationship marketing (RM),
CRM (customer relationship management),
and one-to-one marketing**

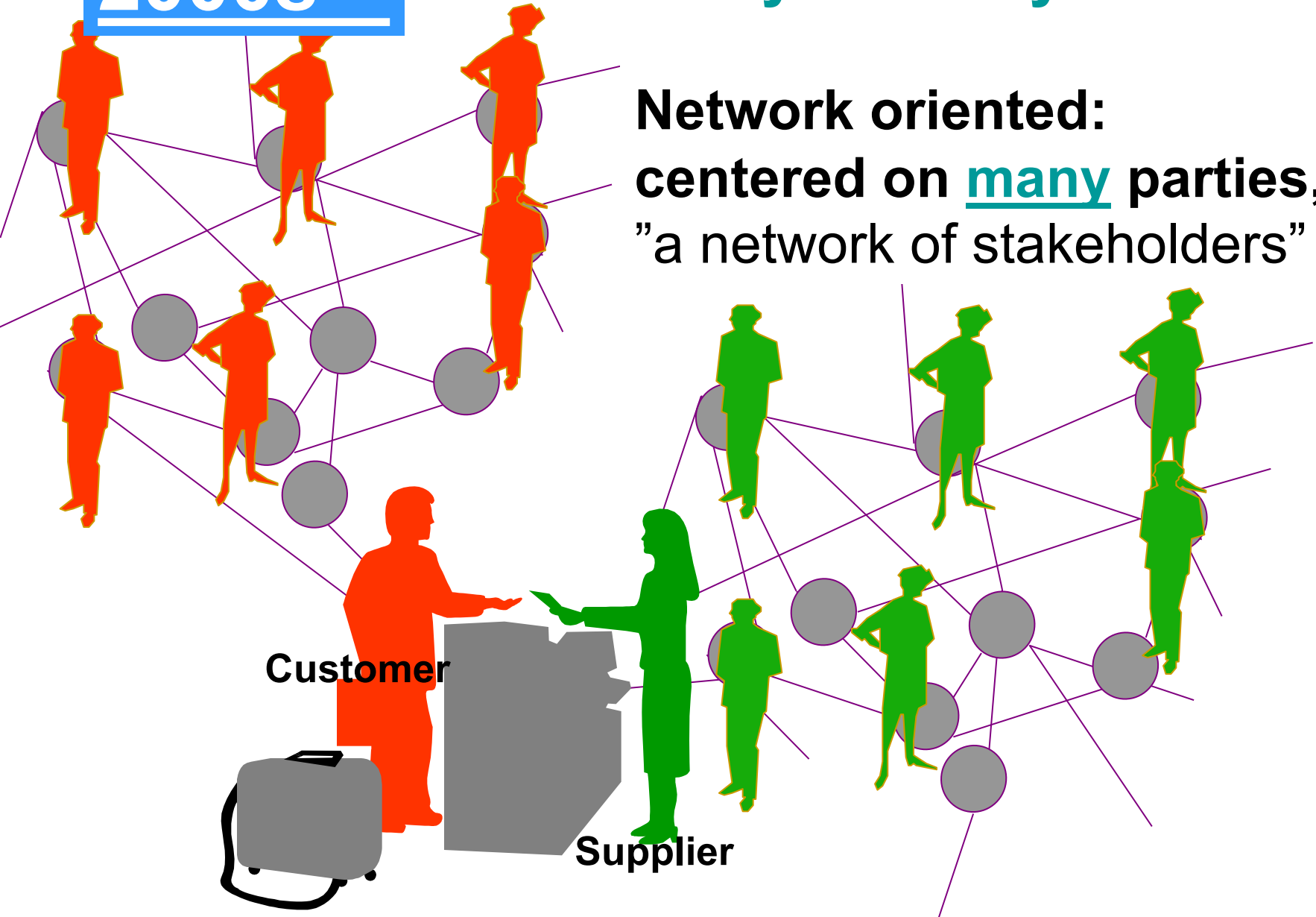
**Relationship oriented:
centered on two parties**



2000s -

Many-to-many marketing

**Network oriented:
centered on many parties,
"a network of stakeholders"**



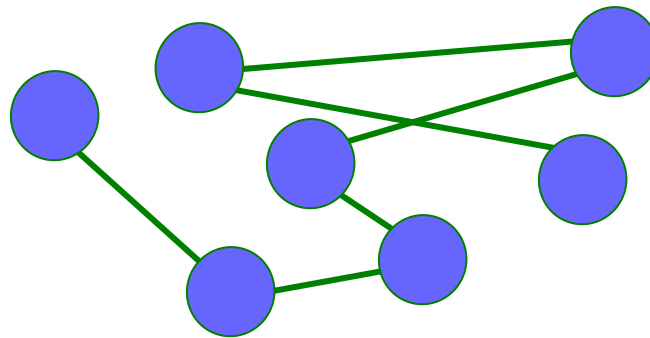
Definition:

***“MANY-TO-MANY MARKETING*
describes, analyzes and utilizes
the network properties of marketing.”**

CONTRIBUTION TO A NEW SCIENCE OF MARKETING, SERVICE & VALUE:

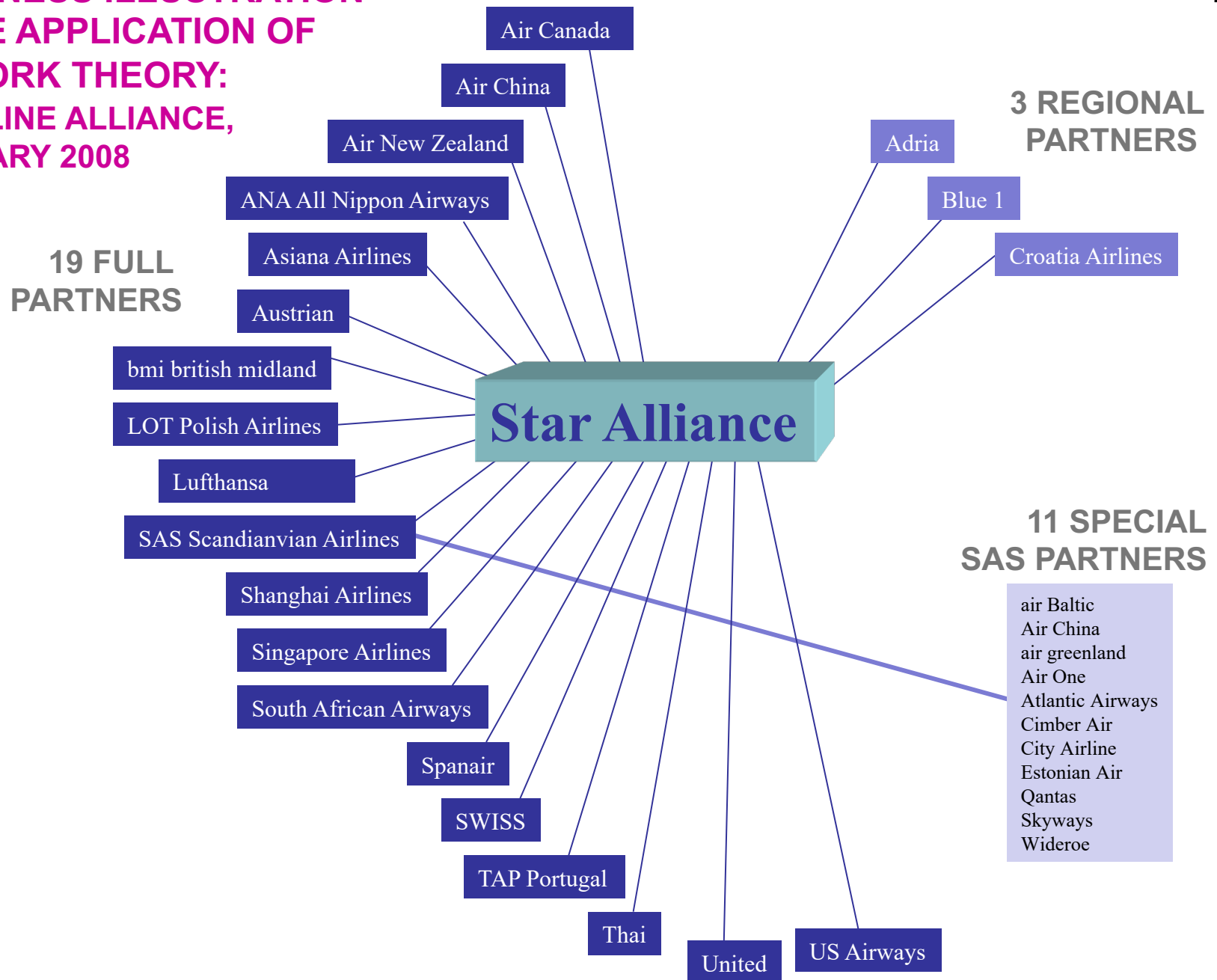
**Network theory and
systems theory consider the
complexity and context
of marketing and service
as well as the
parts and their place in the whole.**

The basic elements of network theory are nodes (people, organizations, machines and what have you) and links between these in a limitless number of patterns:



Marketing, service and life as a whole can
be described and analyzed as
**interaction in networks of
relationships**

A BUSINESS ILLUSTRATION TO THE APPLICATION OF NETWORK THEORY: AN AIRLINE ALLIANCE, FEBRUARY 2008



Summing up:



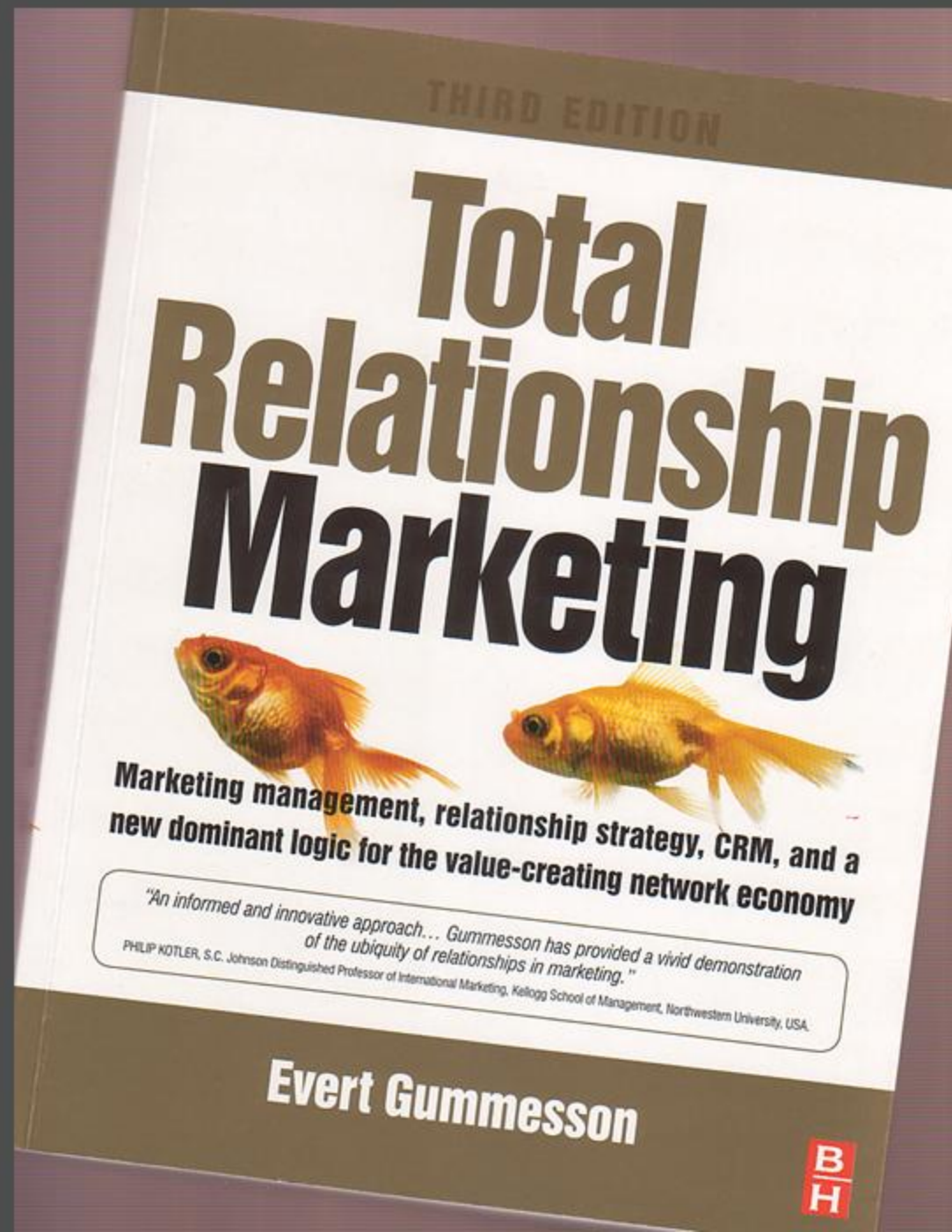
**put the network eye-glasses
on your noses**

SELECTED BIBLIOGRAPHY

Evert Gummesson and closely related literature

3rd, revised edition (2008)

Broadens the scope of RM from the customer-supplier dyad toward a network and many-to-many view, and integrates with service-dominant (S-D) logic.





Many-to-Many Marketing in
Swedish (2004),
Finnish (2005) and
Norwegian (2006)



An English and thoroughly updated version planned for 2011.

It will treat many-to-many marketing in the light of network theory, S-D logic, and service science



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Enjoy the Naples Forum on Service!
Evert Gummesson

