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SERVICE MARKETING CASE STUDY RESEARCH

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Associate Editor (Consumer Behavior), Journal of Global Scholar of Marketing Science
Co-Editor-in-Chief, International Interdisciplinary Business-Economics Advancement Journal (IIBA Journal)
2018-2022 Co-Editor-In-Chief, Journal of Hospitality and Tourism Cases (JHTC)

University of Central Florida, USA

October 4, 2017

A scientific discipline without a large number of thoroughly executed case studies is a discipline without systematic production of exemplars.

A discipline without exemplars is an ineffective one.

Social science may be strengthened by the execution of more good case studies.

(Kuhn, 1962)

TWO GENERAL CATEGORIES OF CASE STUDIES

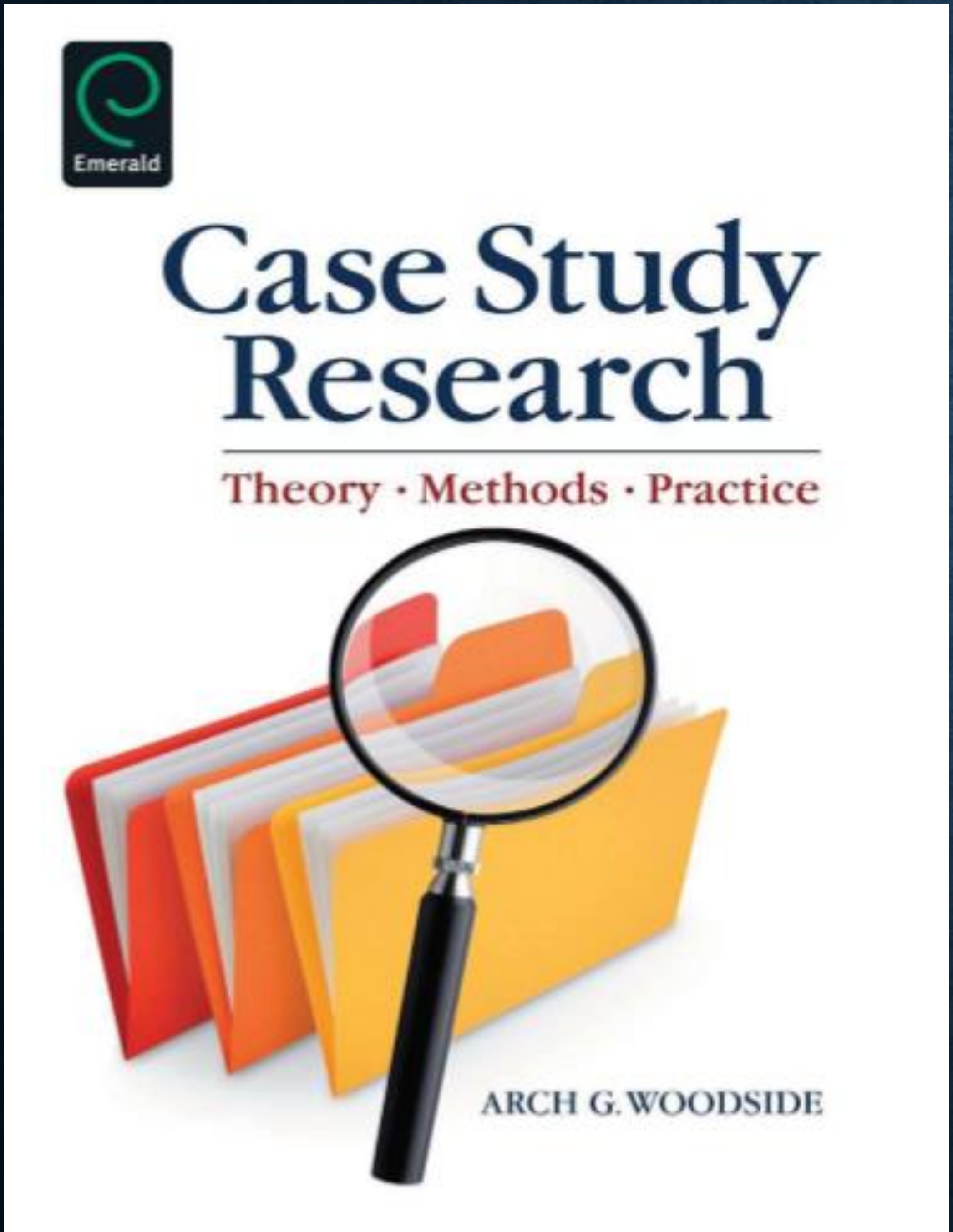
I. Case Study Research

II. Practical/Teaching Cases

I. CASE STUDY RESEARCH

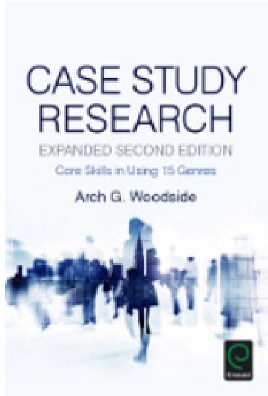
LET'S LOOK AT THE LIST OF CASE STUDY RESEARCH TYPES (WOODSIDE, 2010)

Share with us, if feasible, your research fits into one of these categories of case study research


Emerald
Case Study Research
Theory · Methods · Practice
ARCH G. WOODSIDE

Case Study Research: Core Skill Sets Using 15 Genres (2nd Edition)

Go back



Author:

Arch G. Woodside

Synopsis:

Case Study Research looks at the research processes involved in conducting methods including participant observation, fuzzy set social science, system dynamics, decision systems analysis, forced metaphor elicitation technique, ethnographic decision tree modelling, mapping strategic thinking, the historical method, storytelling research and conversational analysis.

The book reviews and applies the best literature on case study methods from several disciplines, providing strong rationales for adopting case study research methods alone or in mixed-methods. This second edition uses a combination of broad and deep coverage of multiple case study research genres to comprehensively explore the topic.

Book Information

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About the Author

Education
Ph.D., Pennsylvania State University
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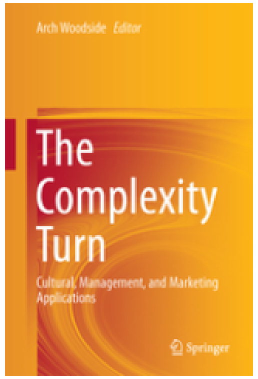
Professional Biography
Professor Arch G. Woodside is a member and Fellow of the Royal Society of Canada, American Psychological Association, Association for Psychological Science, Society for Marketing Advances, the International Academy for the Study of Tourism, and the Global Academy of Innovation and Knowledge. He is the author of the first edition of *Case Study Research* (Emerald Publishing, 2010) and the author and editor of 41 additional monographs and textbooks relating to psychology, business and industrial marketing, and tourism. His 200+ research journal articles



The Complexity Turn

Cultural, Management, and Marketing Applications

Editors: **Woodside**, Arch (Ed.)

Shows how-to go-beyond symmetric thinking and statistical-testing to think and test using recipes and algorithms

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This book takes the reader beyond net effects and main and interaction effects thinking and methods. Complexity theory includes the tenet that recipes are more important than ingredients—any one

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The . . . case-oriented approach places cases, not variables, center stage. But what is a case? Comparative social science has a ready-made, conventionalized answer to this question: Boundaries around places and time periods define cases (e.g., Italy after World War II). [Ragin, 1989, p. 5]

© Academy of Management Review, 1989, Vol. 14, No. 4, 532–550

Building Theories from Case Study Research

KATHLEEN M. EISENHARDT
Stanford University

This paper describes the process of inducting theory using case studies—from specifying the research questions to reaching closure. Some features of the process, such as problem definition and construct validation, are similar to hypothesis-testing research. Others, such as within-case analysis and replication logic, are unique to the inductive, case-oriented process. Overall, the process described here is highly iterative and tightly linked to data. This research approach is especially appropriate in new topic areas. The resultant theory is often novel, testable, and empirically valid. Finally, framebreaking insights, the tests of good theory (e.g., parsimony, logical coherence), and convincing grounding in the evidence are the key criteria for evaluating this type of research.

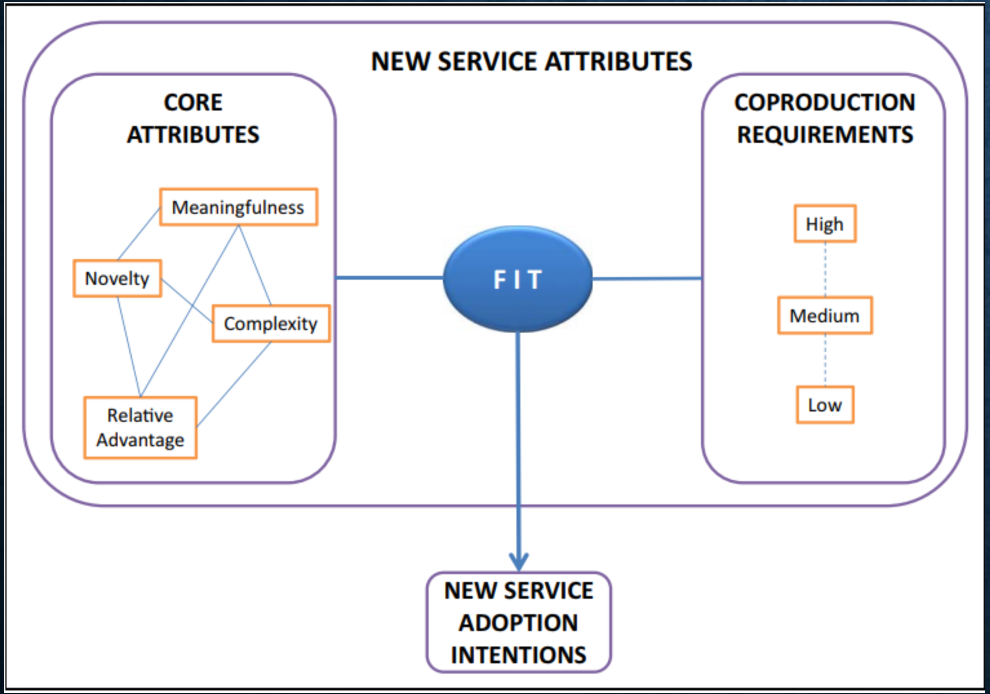
KINDS OF CASE STUDIES, AS ENUMERATED BY DIFFERENT ANALYSTS

(Thomas, 2011)

George and Bennett (2005, drawing on Eckstein, 1975)	Merriam (1988)	Stake (1995)	Bassey (1999)	de Vaus (2001)	Mitchell (2006) (drawing on Eckstein, 1975)	Yin (2009)
Theory testing	Descriptive	Intrinsic	Theory seeking	Descriptive/ explanatory	Illustrative	Critical
Atheoretical/ configurative-idiographic	Interpretative	Instrumental	Theory testing	Theory testing/ theory building	Social analytic	Extreme/ unique
Disciplined configurative	Evaluative	Single/ collective	Storytelling	Single/multiple case	Extended (over time)	Longitudinal
Heuristic	—	—	Picture drawing	Holistic/embedded	Configurative-idiographic	Representative
Plausibility probes	—	—	Evaluative	Parallel/sequential	Disciplined-configurative	Revelatory
"Building block" studies	—	—	—	Retrospective/ prospective	Heuristic Plausibility probes	—

EXAMPLES OF CASE-BASED THEORY MATCHED WITH CASE-IDENTIFICATION HYPOTHESES TESTING

- Ordanini et al. (2014, p. 134) demonstrate that recipes "are more important than the ingredients" in their "Qualitative Comparative Analysis (QCA) of Service Innovation Configurations."



Journal of Service Research
2014, Vol. 17(2) 134-149

DOI: 10.1177/1094670513513337
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When the Recipe Is More Important Than the Ingredients: A Qualitative Comparative Analysis (QCA) of Service Innovation Configurations

Andrea Ordanini[1], A. Parasuraman[2], and Gaia Rubera[1]

Abstract

Service innovation is a primary source of competitive advantage and a research priority. However, empirical evidence about the impact of innovativeness on new service adoption is inconclusive. A plausible explanation is that service innovation has thus far been studied using new product frameworks that do not fully capture the complexity of new service assessments by customers. We propose a different, holistic framework, which posits that new service adoption does not depend on individual service attributes, but on specific configurations of such attributes. We investigate this framework in a luxury hotel service context, using qualitative comparative analysis, a set-membership technique that is new to service research and suitable for configuration analyses. Results confirm that individual service attributes have complex trade-off effects and that only specific combinations of attributes act as sufficient conditions for new service adoption. Moreover, the composition of such combinations differs according to the different coproduction requirements. Our findings contribute to managerial practice by providing new insights for improving the service-development process and the launch strategy for new services. They also augment extant service knowledge by demonstrating why interdependencies among various innovation attributes are important to consider for gaining an accurate understanding of new service adoption.

Keywords

new service, configuration, QCA, service adoption

Service innovation is a primary source of competitive advantage (Lusch, Vargo, and O'Brien 2007) and a research priority in the service field (Ostrom et al. 2010). Despite the importance of service innovation phenomena, and the complexity of new services (Hauser, Tellis, and Griffin 2006), research to date on new service adoption has been guided primarily by simple frameworks borrowed from the new product literature (Menor, Tatikonda, and Sampson 2002). However, findings from such research have been unable to pinpoint the determinants of effective new service adoption. Individual-established drivers of new product adoption (e.g., perceived novelty) have been found to have ambiguous and inconsistent effects in the context of new service adoption (Szymanski, Kroff, and Troy 2007).

Against this backdrop, we propose a different, holistic approach for investigating new service adoption phenomena. Invoking insights from service marketing theory (Murray 1991) and the literature on attribute information processing (Veryzer and Hutchinson 1998), we propose that new service adoption does not depend on *individual* service attributes but on specific *configurations* of attributes—that is, a new service represents a bundle of interlinked attributes, and its value derives from the perceived appeal of the "gestalt" of attribute levels present in the bundle. Drawing on the literature on service design (Bitner 1992; Zomerdijk and Voss 2010) and customer participation (Bendapudi and Leone 2003; Lengnick-Hall 1996), we also posit that *coproduction* requirements influence customers' adoption intentions (Xie, Bagozzi, and Troye 2008). Therefore, new service adoption decisions are informed by not only the bundle of interconnected attributes but also the extent to which the bundle *fits* the coproduction requirements of the context in which the new service is offered. This raises the research question:

> **Research Question:** Which configurations of new service attributes—and coproduction requirements—lead to new service adoption?

We address this question in the context of luxury hotel services using qualitative comparative analysis (hereafter QCA), a

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VISUAL METAPHORS/MEANS-END CHAIN

Contents lists available at ScienceDirect

Journal of Business Research

From fantasy to reality: Transformation of native visitor experiences☆

Po-Ju Chen

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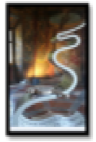
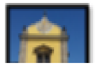
ARTICLE INFO ABSTRACT

Fig. 1. Collage: the summary metaphor of a native visitor experience.

Salient Attributes and Associated Deep Metaphors of a Native Visitor.

Conceptual metaphor	Image metaphor	Description	Deep metaphor
1. Appreciation		The appreciation of learning local culture as an outsider by viewing a landmark	-Transformation
2. Fantasy		The *Sound of Music* film site as the fantasy of living in Salzburg formed from literature, media, film, etc.	-Container -Resources
3. Involvement -based on indigenous host's view of RI		An indigenous resident's view of my learning about Austrian culture	-Connection -Transformation -Balance
4. Cultural exchange		The arts, literature, and music representing the depth of cultural exchange fostered by the Fulbright program	-Journey -Transformation -Resources -Connection
5. Realization		The fish tank in an Asia restaurant representing a new interpretation of culture from a non-local's point of view	-Container -Transformation
6. Life time relationship		The sundial on a 14th century building representing the formation of a long-term relationship with the host	-Transformation -Connection -System

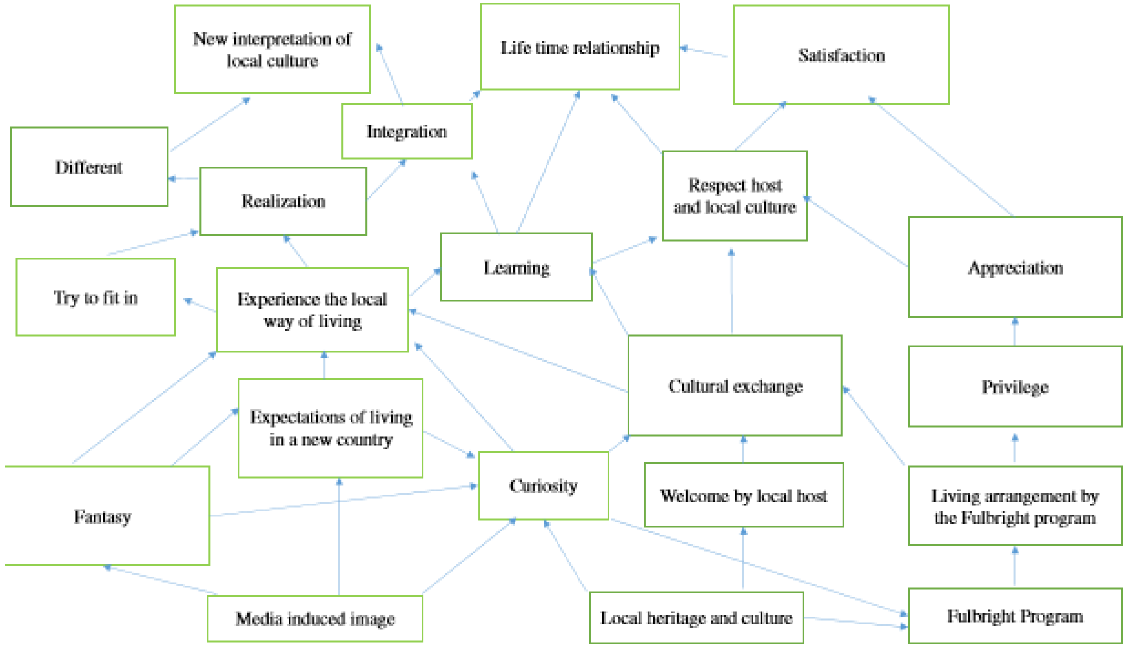


Fig. 2. Native visitor mental model.

STORYTELLING AND CASE STUDY RESEARCH

International Interdisciplinary Business-Economics Advancement Journal

(IIBA Journal)

VOLUME: 1 ISSUE: 2 ISSN 2375-9615

IIBA Journal, vol. 1, no. 2, pp. 63-72, October 2016

Storytelling in Destination Brand Communication: A Qualitative Analysis

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Storytelling in Destination Brand Communication: A Qualitative Analysis

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Abstract

Stories help consumers to make sense of the product and/or services in marketing and branding. Especially in tourism, storytelling is an effective channel for destination brand communication. Stories are powerful because they turn myths into tangible consumer experience creators; they provide insights and encourage learning. Tourists have always needed myths-stories with attractive plots and characters to make sense of the tourism destination. So it's important to have portfolio of attractive, positive stories and effective storytelling channels in destination brand communication for any destination brand. In this paper, certain stories derived from a formerly conducted research about a city destination were investigated. Data were derived from the stories by using qualitative approach based on content analysis. Word counting, classification and labeling techniques were utilized. The analyses yielded plots, themes that were connected with the destination brand. The plots/themes included wide range of linkages reflects positive and/or negative sentiments. Also various attractive characters, places, beliefs, phenomenon, experience etc. were raised related with the destination brand as a result of analyses. After all, "Objects" and

CASE STUDY RESEARCH DESIGN AND METHODS

(1994, Second edition. Thousand Oaks: Sage)

By Robert K. Yin

GENERAL CHARACTERISTICS
WHEN TO USE CASE STUDY METHOD?

1) The type of research question:
2) Extent of control over behavioral events:
3) General circumstances of the phenomenon to be studied:
   - contemporary phenomenon in a real-life context

GENERAL CHARACTERISTICS
WHEN TO USE CASE STUDY METHOD?

Case study is an empirical inquiry, in which:

- **Focus** is on a contemporary phenomenon within its real-life context & boundaries between phenomenon and its context are not clearly evident
  - **Suitable for studying complex social phenomena**
- **Procedural characteristics** in the situation include: Many variables of interest; multiple sources of evidence; theoretical propositions to guide the collection and analysis of data
- **Types of case studies** might be: explanatory; exploratory; descriptive
- **Designs** can be single- or multiple-case studies
- **Used methods** can be qualitative, quantitative, or both

CASE STUDY RESEARCH DESIGN

Central components of a case study design & their functions:

1) A study's questions
   - "how", "why"
2) Study's (theoretical) propositions
   - pointing attention, limiting scope, suggesting possible links between phenomena
3) Study's units of analysis
   - main units must be at the same level as the study questions & typically comparable to those previously studied
4) Logic linking the data to the propositions
   - matching pieces of information to rival patterns that can be derived from the propositions
5) Criteria for interpreting the findings
   - iteration between propositions and data, matching sufficiently contrasting rival patterns to data; there is no precise way of setting the criteria

(Yin, 2014)

ANALYSIS SHOULD SHOW…

- Relies on all the relevant evidence
- All major rival interpretations are dealt
- Most significant issue of the study is addressed
- Prior expert knowledge is brought to the study

ADOPTION OF GOOD SCIENCE GENERALIZING TO POPULATIONS OF CASES

- High quality research.
- Overcome bad practices of research
- Be "SPOT"!
- Bad to Good: Achieving High Quality and Impact in Your Research (2017).
- Diffusion and Adoption of Good Sciences

Contents lists available at ScienceDirect

Journal of Business Research

ELSEVIER

The good practices manifesto: Overcoming bad practices pervasive in current research in business☆

CrossMark

Arch G. Woodside *

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Keywords:
Bad
Competency
Complexity
Configuration
Good
Incompetency

ABSTRACT

Under the "Metrics" link, Google.com/scholar ranks the top twenty journals by impact in 16 subcategories of "business, economics, and management" (e.g., accounting and taxation, economics, finance, marketing, strategic management, tourism and hospitality). This editorial describes bad practices appearing in the majority of published articles in the twenty leading journals within all of these 16 subcategories. Unfortunately, bad practices appear in most articles in the *Journal of Business Research*—even though the *JBR* is first in marketing and seventh in strategic management in the Google journal h5 impact rankings. Most of the articles in most of the journals in finance, management, marketing, and organizational studies include empirical positivistic methods and findings—and each of these empirical articles likely includes three-to-ten or more bad practices that this editorial describes. The editorial includes how to design-in good practices in theory, data collection procedures, analysis, and interpretations to avoid these bad practices. Given that bad practices in research are ingrained in the career training of scholars in sub-disciplines of business/management (e.g., through reading articles exhibiting bad practices usually without discussions of the severe weaknesses in these studies and by research courses stressing the use of regression analysis and structural equation modeling), this editorial is likely to have little impact. However, scholars and executives supporting good practices should not lose hope. The relevant literature includes a few brilliant contributions that can serve as beacons for eliminating the current pervasive bad practices and for performing highly competent research.

ADOPTION OF GOOD SCIENCE GENERALIZING TO POPULATIONS OF CASES

Routledge
Taylor & Francis Group

Journal of Global Scholars of Marketing Science
Bridging Asia and the World

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Releasing the death-grip of null hypothesis statistical testing (p < .05): Applying complexity theory and somewhat precise outcome testing (SPOT)

Arch G. Woodside

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Published online: 13 Jan 2017.

ABSTRACT

Even though several scholars describe the telling weaknesses in such procedures, the dominating logic in research in the management sub-disciplines continues to rely on symmetric modeling using continuous variables and null hypothesis statistical testing (NHST). Though the term of reference is new, somewhat precise outcome testing (SPOT) procedures are available now and, along with asymmetric modeling, enable researchers to better match data analytics with their theories than the current pervasive theory–analysis mismatch. The majority (70%+) of articles in the leading journals of general management, marketing, finance, and the additional management sub-disciplines are examples of the mismatch. The mismatch may be a principal cause for the scant impact of the majority of articles. Asymmetric modeling and SPOT rests on the principal tenets of complexity theory rather than overly shallow and simplistic symmetric modeling and reporting of NHST findings. Though relatively rare, examples of asymmetric modeling and SPOT are available now in the management literature. The current lack of instructor knowledge and student training in MBA and PhD programs of asymmetric modeling and SPOT are the likely principal reasons for this scarcity.

零假设统计检验（$p < .05$）将被取代：应用复杂理论精准结果测试（SPOT）

即使一些学者描述了一些程序中的弱点，管理子学科研究中的主导逻辑仍然依赖于使用连续变量和零假设统计检验（NHST）的对称模型。虽然参考信息是新的，但现在已经有一些精准的结果测试（SPOT）程序，连同非对称建模一起，和i研究人员能够哼好地匹配数据分析与其理论，而不是当前普遍的理论——分析不匹配。管理、营销、金融和其他管理学子学科中绝大多数（70%+）主要领导期刊中的文章都是不匹配的例子。不匹配可能是大多数文章的缺乏影响力的主要原因（精英排名并不是精英期刊排名）。不对称建模和精准的结果测试（SPOT）取决于复杂理论的主要理论，而不是过于简单的对称建模和零假设统计检验(NHST)的发现报告。尽管相对少见，不对称建模和精准结果测试的例子在管理文献中可以找到。目前教师知识缺乏以及博士和硕士课程建设的不全面是不对称建模和精准结果测试稀缺的主要原因。现在可用基于布尔代数的计算式软件，新的理论倡导不对称建模和精准结果检测取代零假设统计检验将在2020年到来。

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KEYWORDS
Asymmetric; continuous; discretize; NHST; SPOT; symmetric

关键词
不对称; 連续; 离散化; 零假设统计检验; 精准结果测试; 对称

CASE STUDY RESEARCH ARTICLE GAINS RECOGNITIONS

1. WOODSIDE (2016) JBBM BEST PAPER AWARD

- CASE STUDY RESEARCH

JOURNAL OF BUSINESS-TO-BUSINESS MARKETING, 23:327–333, 2016

ISSN: 1051-712X print / 1547-0628 online
DOI: 10.1080/1051712X.2016.1258191

Routledge
Taylor & Francis Group

Research Note

Diffusion and Adoption of Good Science: Overcoming the Dominant Logic of NHST and the Reporting of Rubbish

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ABSTRACT *Purpose*: This article describes and explains the arrival of the current tipping-point in shifting from bad-to-good science. This article identifies Hubbard (2016a) as a major troublemaker in attacking the current dominant logic supporting bad science, that is, null hypothesis statistical testing (NHST) in management science.

Focus: Crossing the tipping-point is occurring now (2016–2017) from bad-to-good in the behavioral and management sciences. Because of the occurrence of supporting conditions, continuing to ignore the vast amount of criticism of bad science is no longer possible. Bad science includes the pervasive use of directional predictions (i.e., "as X increases, Y increases") and NHST. The time is at hand to replace both with a good science: computing with words (CWW) to predict outcomes accurately and consistently, constructing models on a foundation of complexity theory, and testing models using somewhat precise outcome testing.

Recommendations: Achieving parsimony does not equate with achieving simplicity and the shallow analysis of only predicting directional relationships. Researchers need to build the requisite variety into models and predict precise outcomes. Doing so requires recognizing the relevancy of equifinality (alternative configurations occur that indicate the same outcome), sign reversals, and causal asymmetry tenets of complexity theory.

CASE STUDY RESEARCH ARTICLES GAIN RECOGNITIONS

2.
WU ET. AL. (2014)

JBR
HIGH IMPACT AWARD

Contents lists available at ScienceDirect

Journal of Business Research

ELSEVIER

Applying complexity theory to deepen service dominant logic: Configural analysis of customer experience-and-outcome assessments of professional services for personal transformations☆

CrossMark

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A R T I C L E I N F O

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Beauty salon
Complexity
Configuration
Contrarian
Transformation

A B S T R A C T

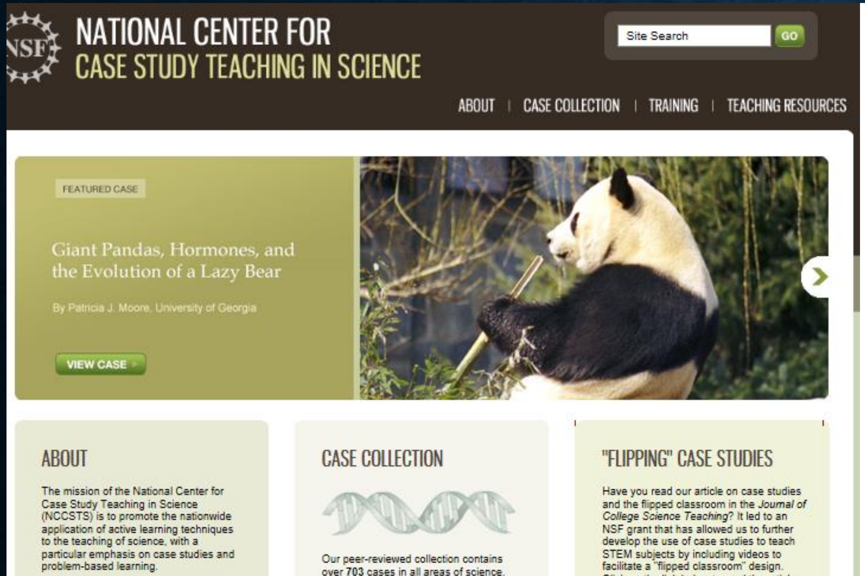
Recognizing Gigerenzer's (1991) dictum that scientists' tools are not neutral (tools-in-use influence theory formulation as well as data interpretation), this article reports theory and examines data in ways that transcend the dominant logics for variable-based and case-based analyses. The theory and data analysis tests key propositions in complexity theory: (1) no single antecedent condition is a sufficient or necessary indicator of a high score in an outcome condition; (2) a few of many available complex configurations of antecedent conditions are sufficient indicators of high scores in an outcome condition; (3) contrarian cases occur, that is, low scores in a single antecedent condition associates with both high and low scores for an outcome condition for different cases; (4) causal asymmetry occurs, that is, accurate causal models for high scores for an outcome condition are not the mirror opposites of causal models for low scores for the same outcome condition. The study tests and supports these propositions in the context of customer assessments ($n = 436$) of service facets and service outcome evaluations for assisted temporary-transformations of self via beauty salon and spa treatments. The findings contribute to advancing a nuanced theory of how customers' service evaluations relate to their assessments of overall service quality and intentions to use the service. The findings support the need for service managers to be vigilant in fine-tuning service facets and service enactment to achieve the objective of high customer retention.

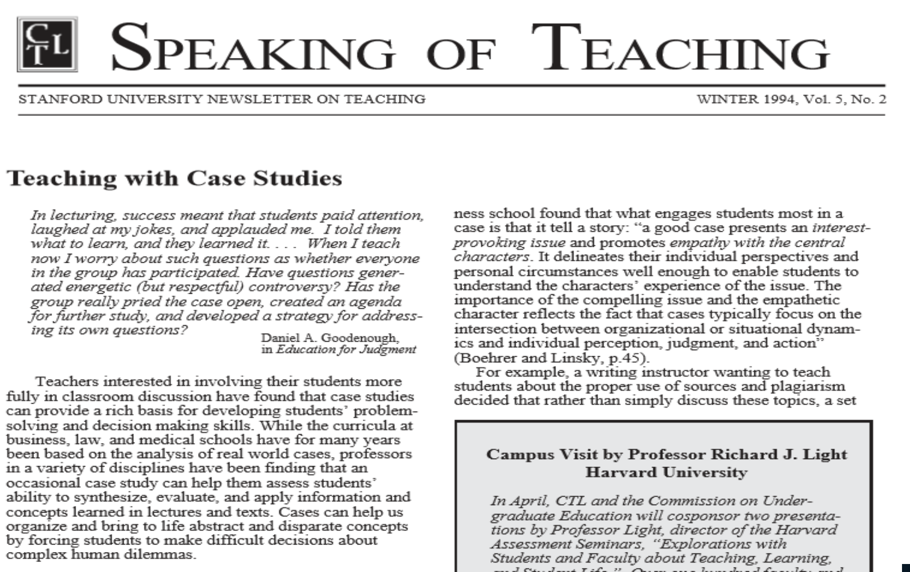
II. PRACTICAL CASE STUDIES

- Teaching Case Studies

CASE-BASED TEACHING AND PROBLEM-BASED LEARNING

- With case-based teaching, students develop skills in analytical thinking and reflective judgment by reading and discussing complex, real-life scenarios.
- The articles in this section explain how to use cases in teaching and provide case studies for the natural sciences, social sciences, and other disciplines.





SPEAKING OF TEACHING

STANFORD UNIVERSITY NEWSLETTER ON TEACHING — WINTER 1994, Vol. 5, No. 2

Teaching with Case Studies

In lecturing, success meant that students paid attention, laughed at my jokes, and applauded me. I told them what to learn, and they learned it. . . . When I teach now I worry about such questions as whether everyone in the group has participated. Have questions generated energetic (but respectful) controversy? Has the group really pried the case open, created an agenda for further study, and developed a strategy for addressing its own questions?

Daniel A. Goodenough, in *Education for Judgment*

Teachers interested in involving their students more fully in classroom discussion have found that case studies can provide a rich basis for developing students' problem-solving and decision making skills. While the curricula at business, law, and medical schools have for many years been based on the analysis of real world cases, professors in a variety of disciplines have been finding that an occasional case study can help them assess students' ability to synthesize, evaluate, and apply information and concepts learned in lectures and texts. Cases can help us organize and bring to life abstract and disparate concepts by forcing students to make difficult decisions about complex human dilemmas.

ness school found that what engages students most in a case is that it tell a story: "a good case presents an *interest-provoking issue* and promotes *empathy with the central characters*. It delineates their individual perspectives and personal circumstances well enough to enable students to understand the characters' experience of the issue. The importance of the compelling issue and the empathetic character reflects the fact that cases typically focus on the intersection between organizational or situational dynamics and individual perception, judgment, and action" (Boehrer and Linsky, p.45).

For example, a writing instructor wanting to teach students about the proper use of sources and plagiarism decided that rather than simply discuss these topics, a set

Campus Visit by Professor Richard J. Light
Harvard University

In April, CTL and the Commission on Undergraduate Education will cosponsor two presentations by Professor Light, director of the Harvard Assessment Seminars, "Explorations with Students and Faculty about Teaching, Learning,

CASE STUDIES IN PROBLEM-BASED LEARNING (PBL)

- A teaching method and an approach to the curriculum.
- It consists of carefully designed problems that challenge students to use problem solving techniques, self-directed learning strategies, team participation skills, and disciplinary knowledge.
- Problem-Based Learning (PBL)
  - Transforms learner to expert
  - Context dependent, yet, resulting in remarkable changes in student learning
  - New paradigm (Khun, 1969)

Harvard Business Review

WHEN IT'S TIME TO EXPAND BEYOND THE BASE! (HBR CASE STUDY)

- The new CMO of an extreme-race company is on the hook to come up with a way to further monetize the underexploited brand while also fixing customer pain points related to the registration process. She and the COO propose a premium membership that allows die-hard fans to buy early access to race registration, but tests on social media reveal strong animosity toward the program among some racers.
- Should the company pull the plug or move forward, potentially upsetting the company's most loyal customers? This fictional case study features expert commentary by Michael Bolingbroke and Huib van Bockel.

- For teaching purposes, this is the case-only version of the HBR case study.
- The commentary-only version is reprint R1705Z. The complete case study and commentary is reprint
- CUSTOMER SERVICE

PRODUCT #: R1705X-HCB-ENG PAGES: 4

HARVARD BUSINESS PUBLISHING FOR EDUCATORS

September 01, 2017

CASE OF THE COMPLAINING CUSTOMER (HBR CASE STUDY AND COMMENTARY)

Dan Finkelman; Tony Goland; Leonard A. Schlesinger; Dinah Nemeroff; Ron Zemke; Claus Moller

FORMAT: PDF

ALSO AVAILABLE IN: English Hardcopy Black & White

List Price: $7.46 **Source:** Harvard Business Review Case Discussion

Publication Date: May 1, 1990 **Product #:** 90304-PDF-ENG

Discipline: Service Management **Length:** 13 p, English PDF

DESCRIPTION

Description

Shortly after installing a new computer system designed to provide quick and accurate service, the president Presto Cleaner received an angry letter from a customer whose laundry had been lost by the system. The ca study looks at the questions: How much service does a company or store owe a customer? Is the customer always right? In 90304 and 90316, four authorities on customer service--Leonard A. Schlesinger, associate professor at the Harvard Business School; Dinah Nemeroff, corporate director of customer affairs at Citicorp/Citibank; Ron Zemke, president of Performance Research Associates; and Claus Moller, president c Time Management International--consider Presto Cleaner's customer complaint.

This HBR Case Study includes both the case and the commentary. For teaching purposes, this reprint is als available in two other versions: case study only, reprint 90315, and commentary only, reprint 90316.

Subjects Covered:

Computer systems; Customer relationship management; Customer service

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HOW DO YOU GROW A PREMIUM BRAND? (HBR CASE STUDY AND COMMENTARY)

Regina Fazio Maruca; William Campbell; Robert J. Dolan; Anita K. Hersh; Peter H. Farquhar; David A. Aaker; Mary

FORMAT: PDF

ALSO AVAILABLE IN: English Hardcopy Black & White

List Price: $7.46 **Source:** Harvard Business Review Case Discussion

Publication Date: Mar 1, 1995 **Product #:** 95205-PDF-ENG

Discipline: Service Management **Length:** 10 p, English PDF

DESCRIPTION

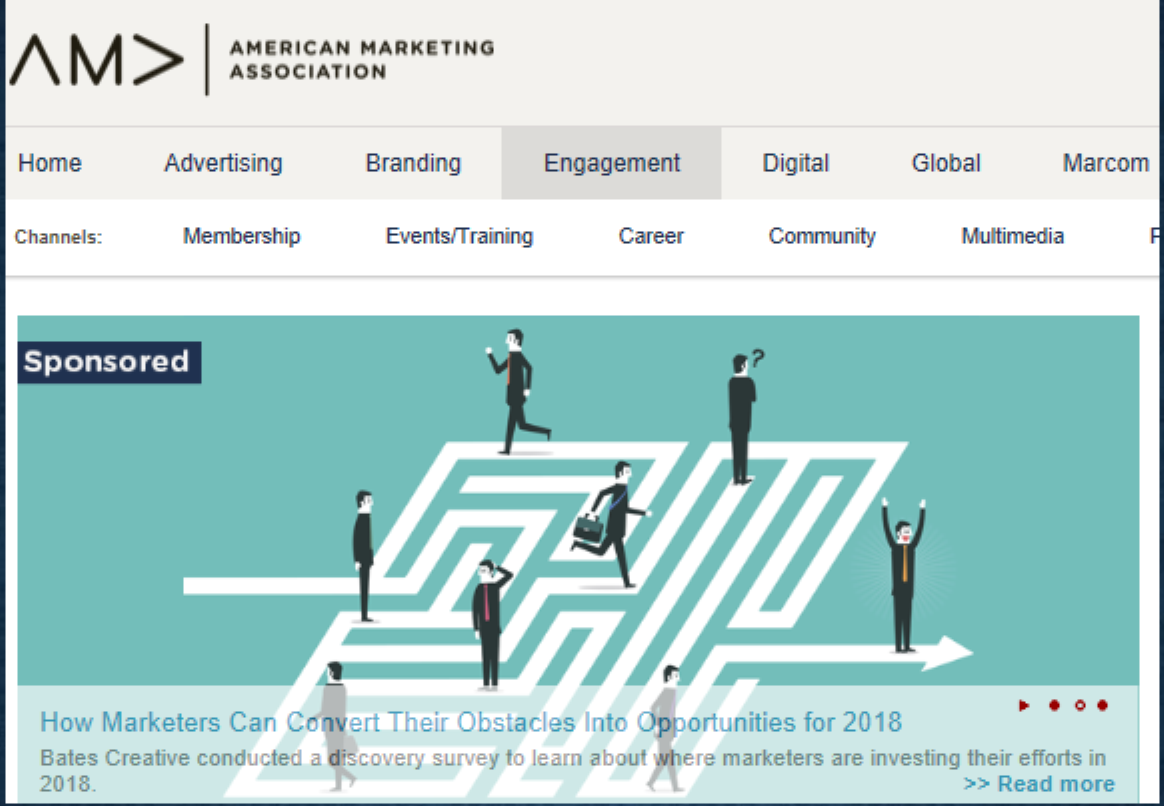
Description

Gordon Johnston has taken his elite health-club concept from the germ of an idea to the pinnacle of success. But the most difficult decision in managing his company lies ahead. Gordon must figure out how to lead Transition fitness clubs into the next phase. In each of the 15 years since Transition's flagship club opened in New York City, its sales have doubled. The company boasts fitness trainers handpicked by Olympic medalists, health-conscious cuisine by in-house chefs, huge facilities in prime locations, and reciprocal memberships at other Transition clubs worldwide. But recently, the company's margins have been shrinking. An aging membership could mean problems for future expansion. And new, upscale competitors are challenging Transition's flat-rate pricing policy. Will Gordon have to run fast to stay in one place? Should he change Transition's pricing policy? In 95205 and 95205Z, William Campbell, Robert J. Dolan, Anita K. Hersh, Peter H. Farquhar, David Aaker, and Mary Shelman offer advice on this fictional case study.

THIS CASE STUDY INCLUDES BOTH THE CASE AND THE COMMENTARY. FOR TEACHING PURPOSES, THE REPRINT IS ALSO AVAILABLE IN TWO OTHER VERSIONS: CASE STUDY ONLY, REPRINT 95205X, AND COMMENTARY ONLY, REPRINT 95205Z.

Subjects Covered:

Marketing strategy; Pricing strategy; Service management



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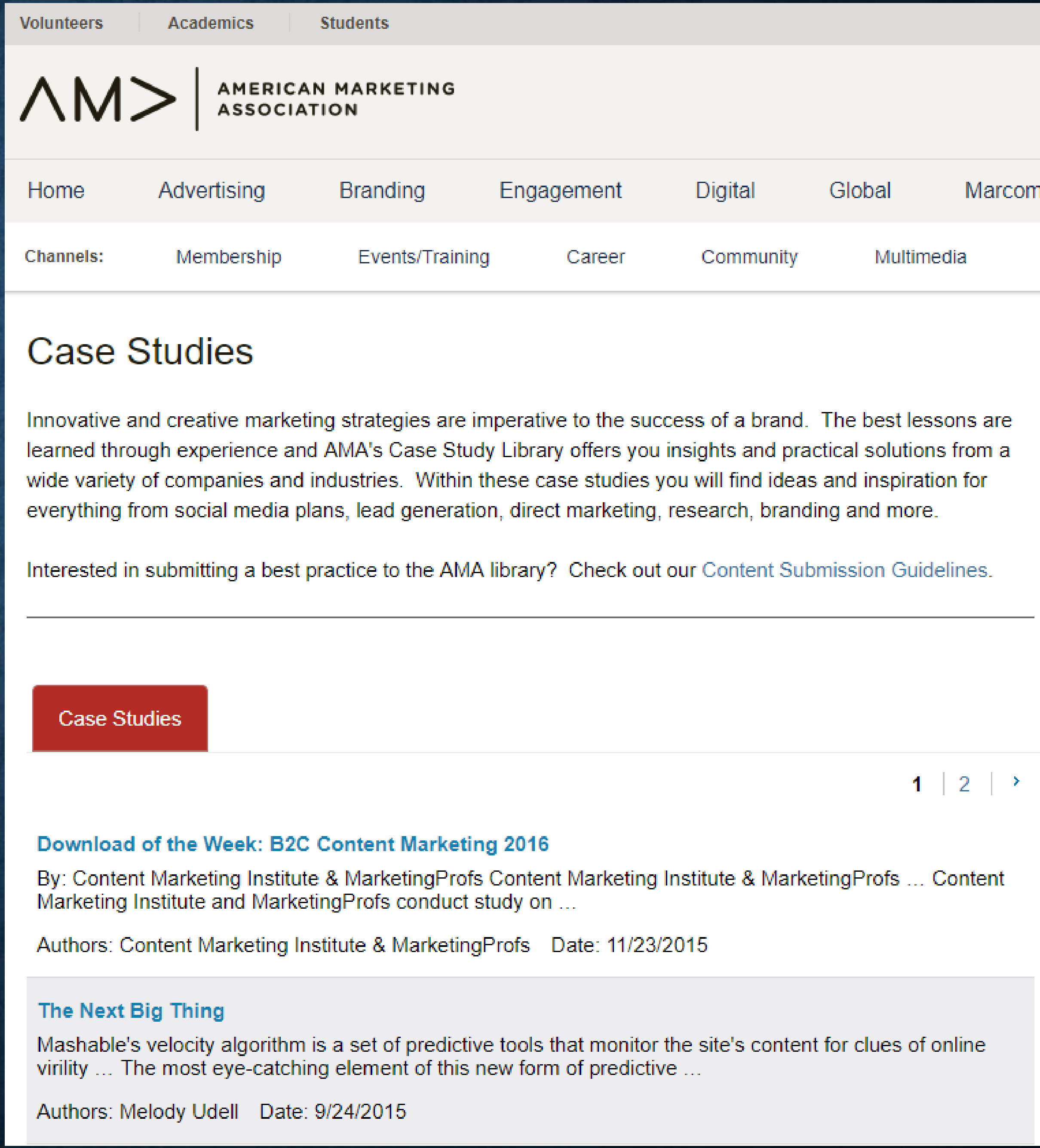
Within these case studies you will find ideas and inspiration for everything from social media plans, lead generation, direct marketing, research, branding and more.



https://www.ama.org/resources/Case%20Studies/Pages/default.aspx?k=contentsource:%22Main%22%20AND%20(AMAContentType:%22Case%20Study%22)

CHARITY- CAUSE MARKETING

Emotional Branding and Cause-Marketing: The Ideal Partnership

By: Amr Aly, Thomas Grandin, Sonja Hiemisch, Julia Savitch and Amit Sinha Roy
MBA Perspectives

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Key Takeaways

What? Cause-marketing partnerships have the potential to deepen a brand's relationship with its target customers.

So what? Cause-marketing partnerships can be used to help build a strong emotional connection with customers at a level that resonates with their values, making the brand an obligatory passage point on the journey towards the customer's "ideal self".

Now what? Design customer experiences in a way to make your customers feel they are truly engaged in supporting the cause when using your product, and don't forget to target their social network too.

***MBA Perspectives: 'Big Design'* is an exclusive AMA series examining customer experience design.**

It is that time of year again, and we are not talking about Christmas. First it was Breast Cancer Awareness month. Now the end of Movember is nearing, with thousands of men around the world growing moustaches to raise funds and awareness for men's health issues.

While cause-marketing (Varadarajan and Menon 1988) has been around for over 30 years, it has developed significantly over time. Today it ranges from one-off to long-term partnerships, and from product sales and promotions to program-driven collaborations. It seems though that companies struggle with using these partnerships to enhance the customer experience. In a recent survey among major companies and NGOs, the C&E Advisory (2014) found that only 17% of companies believe that customers are well engaged in their cause-related partnerships.

Wouldn't it be great if these partnerships could really enhance a brand's relationship with its target customers?

We see a lot of products today slapped with "pink ribbons" or logos, in the hopes that customers will be influenced to buy based on association. However, to fully utilize a cause-marketing partnership, companies need to think about connecting with the customers on a deeper level.

MBA Perspectives: 'Big Design'

MBA Perspectives: 'Big Design' is an exclusive AMA series examining customer experience design. Stay tuned for weekly installments on topics ranging from building retro brands and anti-hero brands to identifying what it takes to create a successful market-oriented organization.

Fixing the Quick-service Customer Experience: The Case of Chipotle

By dining out, millennials and foodies are exposed to a variety of different cuisines and gastronomic experiences. These individuals expect a personal and intimate dining experience and, as such, are changing the dining culture.

Redesigning Restaurants With the 5 Senses in Mind

The most successful restaurants market themselves by heightening the customer's sensory experience.

Why Buses Present Endless Opportunities for Marketers

From billboards to market research, municipal buses are an untapped medium for reaching a captive audience.

Disney and the Magic of Wearables

For wearable technology to go mainstream, companies will need to engage in dialogue with consumers and embrace innovation through experimentation within integrated ecosystems.

Should Watching TV Be a Social Experience?

Television media and the consumption of content have drastically changed, and cable TV providers are trying to stay ahead of the curve to remain relevant.

Is Artificial Intelligence the Customer of the Future?

The future poses an especially interesting challenge to brands delivering customer experiences. Are they ready to market themselves to artificial intelligence?

Spotify and the Algorithmic Customer Experience

The strategic use of big data to enhance customer experience through algorithms is a growing trend across multiple industries.

Redesigning Las Vegas: Attracting the Millennial Segment

In the luxury fashion industry, brands are struggling to create a customer experience that satisfies shifting consumers' demands. As Millennials become majority spenders in today's economy, their lack of interest in casinos can put the entire business at risk.

American Marketing AssociationCreating In-Game Customer Experiences

Key Takeaways

- **WHAT?**
  - FIFA 16 demonstrates three principals that marketers can use to be successful with in-game advertising: complementing and enhancing the game, moving beyond functional and expressive satisfactions, and co-creating the brand narrative.
- **SO WHAT?**
  - Understanding that players consume both the content and the experience of the in-game advertising, in-game advertising needs to both complement and enhance the overall game experience through meaningful integration.
- **NOW WHAT?**
  - As in-game advertising is only one manifestation of the brand, the advertising needs to be situated in a way that helps to shape the overall brand narrative the brand is wishing to convey through the players interactions with the product.

Creating In-Game Customer Experiences

By: Rafael Bifano, Danielle Fatt, Michela Marks, Sameer Rashid and Justin Su
MBA Perspectives

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Key Takeaways

WHAT? FIFA 16 demonstrates three principals that marketers can use to be successful with in-game advertising: complementing and enhancing the game, moving beyond functional and expressive satisfactions, and co-creating the brand narrative.

SO WHAT? Understanding that players consume both the content and the experience of the in-game advertising, in-game advertising needs to both complement and enhance the overall game experience through meaningful integration.

NOW WHAT? As in-game advertising is only one manifestation of the brand, the advertising needs to be situated in a way that helps to shape the overall brand

***MBA Perspectives: 'Big Design'* is an exclusive AMA series examining customer experience design.**

According to the Entertainment Software Association, here are the latest facts about in-game advertising:

- Over 155 million Americans play video games
- Americans, per capita spend 23.2 minutes playing video games daily
- In-game advertising has been found to increase purchase intent by 24%, brand recommendation by 23%, and overall brand rating by 31%

Video games are a growing source of entertainment, as they enable players to transport themselves into an alternate reality where they are able to construct their ideal selves. However, when products and marketing messages are blatantly placed in a game, it can easily drive players away from being immersed in the game, and compromises their customer experience.

How can marketers tap into the gaming industry and promote their products in a way that does not compromise the gaming experience?

FIFA 16, the latest in the FIFA series of video games, offers an excellent glimpse as to how in-game advertising can enhance the gaming customer experience:

1. Complementing and Enhancing the Game

According to a recent study in the *Journal of Marketing* by Nina Diamond, John F. Sherry Jr., Albert M. Muñiz Jr.,

JOURNAL OF HOSPITALITY AND TOURISM CASES

competition winner

Hotel General Manager Position in Dubai

By Fezvi Okumus

Introduction

This case study presents a scenario about a US born and educated HGM currently managing a hotel in England but receives a similar job offer for a larger property in Dubai within the same hotel group. The case study provides background information to the HGM, First Quality Hotels group, the hotel property in Dubai and the hospitality industry in Dubai. It ends by raising several questions about the HGM's options in response to the job offer.

Background to Mr. David Miller

After completing his undergraduate degree in Hospitality Management at a reputable university in the United States (US), Mr. David Miller joined First Quality Hotels group as a management trainee in 1995. He worked for this company at properties in New York, Las Vegas, Chicago, Miami and Houston. He held various managerial positions in food and beverage along with sales and marketing in the company's hotels in Chicago, Miami and Houston. As a result of his outstanding performance, he was promoted to Food and Beverage Manager at the Chicago property in 2000; Hotel Manager in Miami in 2002 and became Hotel General Manager at the 400-room property in Houston in 2004.

David completed his MBA in 2005 and was subsequently sent to Athens, Greece, where he worked as the HGM at the chain's 450-room hotel for three years. In 2008, he was promoted to a larger five star property (600 rooms) in London, England as the HGM. He has been responsible for implementing a turnaround strategy for the hotel, with impressive results in guest service metrics and overall profit margin.

expenses. He also thinks that it is a great exposure for their daughters to live in different countries and cultures, which can give them a competitive edge in the long term. On the other hand, Jennifer hopes that one day they can go back to the US and she can perhaps start building a career for herself as well. Jenifer also believes that David works for long hours and does not spend enough time with her and their daughters. In other words, due to his demanding position, David has not been very successful in managing work-life balance. In addition, because of their moves from one location to another one, they do not have many close family friends to socialize with.

First Quality Hotels Group

As of May 2011, First Quality Hotels group manages 164 hotels worldwide. The company has over 80,000 rooms and employs over 52,000 people globally. The properties are four and five star hotels targeting business travellers and upper class leisure travellers. Of the 164 properties, 12 of them are owned by the hotel chain, 91 have management contracts, and 61 operate as franchises. In terms of geographical locations, 122 hotels are located in the USA, 16 in Europe, 12 in the Middle East, 10 in Asia and four in Africa. The company plans to open at least another 20 hotels in the Middle East and Asia within the next 10 years believing that compared to other regions, there will be major growth opportunities in the Middle East and Asia.

Under First Quality Hotels Group, management practices developed and practiced in US properties are followed and implemented in all other properties in globally. In other words, First Quality Hotels has more an ethnocentric orientation (Roper, Brookes and Hampton, 1997)

teaching note

Introduction/Summary

This case study presents a scenario about Mr. David Miller, a US born and educated Hotel General Manager (HGM), receiving an offer to become a general manager of a luxury hotel in Dubai. Although it appears to be a good stepping stone for him, David has some concerns in relation to his career goals, the hotel in Dubai, the hotel industry in Dubai and the Middle East. The case study aims to generate discussions about how hotel companies can train their managers to develop and lead a cross-cultural teams and how they deal with cross-cultural challenges.

Learning Outcomes

This case study presents a scenario about a US born and educated Hotel General Manager (HGM) receiving a job offer to manage a hotel in Dubai. The case study aims to discuss issues about how a hotel general manager can be trained to lead cross-cultural teams, how hotel managers can deal with cross-cultural issues at a hotel where there are employees from different cultures and countries and how hotel managers better manage work-life balance.

By the end of this session, students should be able to:

- Define team, culture, ethnocentrism, globalization, cross-cultural dimensions and cultural intelligence.
- Discuss importance of managing multi-cultural teams.
- Evaluate expectations from leaders in different cultures.
- Propose strategies for leading multi-cultural teams.
- Discuss work-life balance issues for hotel managers.
- Discuss difficulties and benefits in relation to living in different countries/locations.

Prior to Class

Prior to class, students will be asked to read the case study, provided power point slides and additional reading materials on cross-cultural issues. They will be asked to be ready to answer and discuss

Questions related to the Case Study

- What would be the advantages and disadvantages for David to accept this offer?
- If David accepts the position, what should he do to prepare for success in his new role?
- What should First Quality Hotels do to prepare David for success in his new role?
- If you were to develop a cross-cultural training program, which topics and activities would you include?
- How can David better manage work-life balance?

Class Instruction

Phase I (50 to 75 minutes)

Start the class with an open discussion about how many students travelled to and worked in another country. You may also ask whether they have worked with people from other cultures and countries (5-10 minutes)

You may show a short video clip on cross-cultural issues or leading multi-cultural teams. There are different video clips available online but the one at http://www.youtube.com/watch?v=kLTvAOijPKs may be a good start to discuss cross-cultural issues and how people from different cultures think and act differently (10 minutes).

Divide students into small groups and each them define the following terms together (10 minutes):

- Team versus group
- National culture
- Ethnocentrism
- Globalization
- Low-context and High-context cultures
- Cultural intelligence

Hofstede's cross-cultural dimensions (Uncertainty avoidance, power distance, individualism versus collectivism, masculinity versus feminity and time orientation).

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The Hospitality & Tourism Educators

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TOPICS AND AIMS OF CASE STUDIES

TOPIC OF CASE STUDIES:

The case studies may focus on any topic and subject are (e.g. operations, information technology, marketing, sustainability etc.) related to the tourism & hospitality education and industry.

Case studies published in JHTC may deal with a wide variety of tourism and hospitality organizations such as businesses, government organizations, destination organizations, educational institutions, non-profit organizations.

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AIMS OF CASE STUDIES:

- Case studies may be compiled from **field research, published sources and/or generalized experience.** Case studies drawing from field research should also obtain and submit a **publication permission** from an appropriate representative of the organization referenced in the case study.

AIMS OF CASE STUDIES:

- Case studies may be designed to illustrate a specific point, business problem, research idea or to facilitate student mastery of concepts.(successful/failures practices)

- All case studies must be accompanied by a Teaching Note, which is also peer reviewed.

GUIDELINES

for

WRITING CASE STUDIES & TEACHING NOTES

GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

- Case studies may be compiled from **field research, published sources** and/or **generalized experience**.
- The case studies may refer to any topic and subject area related to the tourism and/or hospitality field and industry.
- The case studies must be of **maximum 5,000 words** excluding figures, tables, annexes and bibliography. Each case study submission must be accompanied by a **teaching note** for which there is no world limit (although a teaching note of a **minimum of 1,000 words** is expected).

GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

- JHTC follows a supportive and constructive editorial policy to the authors.
- All authors would be provided suggestions and ideas on how to improve the case study and they would be encouraged to resubmit an enhanced version.
- Case studies may have been already tested in the classroom(the case study author(s) submit evidence of the educational effectiveness and impacts of the case study)
- The case studies and the teaching notes are evaluated against three major criteria: content, theoretical underpinning, and presentation.

GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

- Case studies do not have to follow a specific structure.

However, each case study is expected to include sections related to the following topics:

a) **A background of the subject organization and/or of the topic**

b) **An analysis of the dilemma and/or the teaching objective**

c) **A section explaining the questions and dilemmas of the case study**

d) **Related bibliography and additional reading**

GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

- The Case Studies and the Teaching Notes will be evaluated against **three criteria**:
  - **Content**
  - **Theoretical underpinning**
  - **Presentation**
- All Case Studies and Teaching Notes must adhere and **follow the submission guidelines of case study writing**.
- All Case studies should also be written by **following JHTC template format**.

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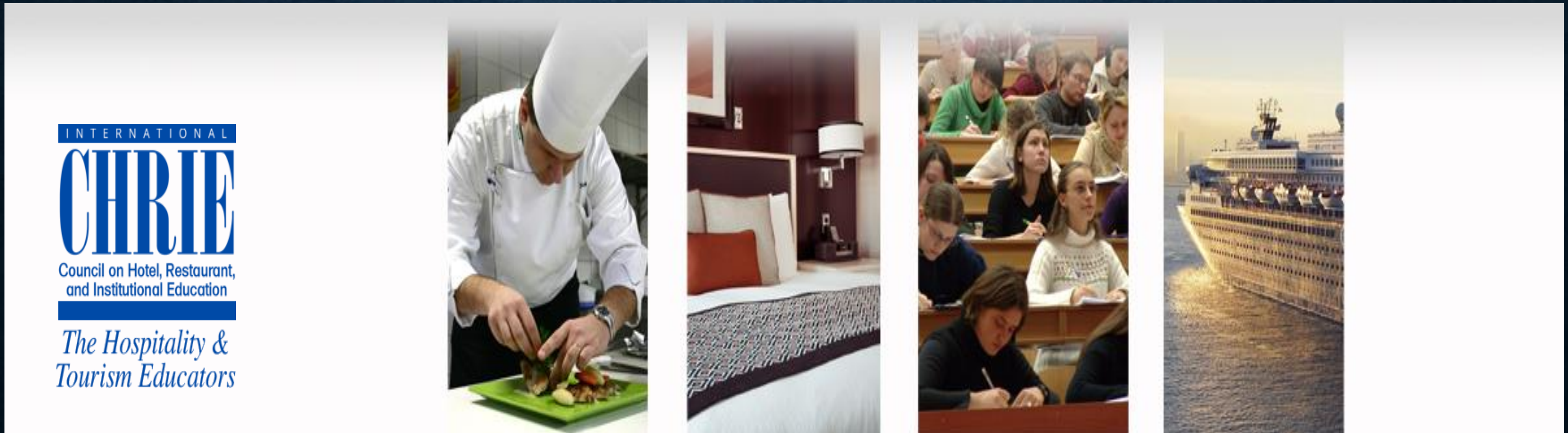
TEACHING NOTES MUST INCLUDE:

- a **summary** of the case
- an **explanation** of the teaching objectives and target audience
- **the recommended** teaching approach and strategy to be adopted by other educators
- **analysis** of the teaching objectives and the theoretical concepts
- **additional readings and/or references**

GUIDELINES FOR SUBMITTING CASE STUDIES AND TEACHING NOTES

GUIDELINES FOR SUBMITTING CASE STUDIES AND TEACHING NOTES

- All case studies, teaching notes and related material should be submitted through the **EasyChair online platform**.
- To access the site, you will first need to complete the **pre-submission form** through the ICHRIE website.



REVIEW PROCESS AND ASSESSMENT CRITERIA OF CASE STUDIES

REVIEW PROCESS AND ASSESSMENT CRITERIA OF CASE STUDIES

- All case studies and teaching Notes are subject to **a rigorous double-blinded peer-review process**.
- The editor of JHTC is responsible for allocating the submitted case studies **to three anonymous evaluators** and for managing the review process.
- All reviewers participating in the case study review process are listed in the Review Board of the relevant issue of JHTC.

EVALUATION CRITERIA FOR CONTENT AND THEORETICAL BACKGROUND

CASE STUDIES MUST:

- Be **topical and relevant** to current tourism and hospitality issues
- Be engaging in order to deliver **an interesting learning experience** in the classroom
- Explicitly identify**, explain and support the teaching objectives** of the topic subject
- Analyze the **theoretical concepts and framework** that underpin the topic of the case study
- Include questions / management dilemmas that will be able to probe class discussions and debates around the teaching objectives, the case study topic and/or the theoretical concept

CASE STUDIES MUST:

- Any **tables, figures**, exhibits, annexes and/or supplementary items should also **explain**
- Support the teaching objectives and theoretical concepts.
- There is **not any (min/max) limit** about the number of figures/tables that a case study can include.
- However, case studies will also be evaluated **based on the appropriateness**, **the educational value and the explanatory the figures / tables** that they include.

PRESENTATION CRITERIA

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PRESENTATION CRITERIA

The presentation of the case studies manuscripts and teaching notes are judged on the following areas:

- Quality of Writing (in English)
- Readability
- Clarity of Format - Presentation of Information And Data
- A Well-defined Structure

LET'S LISTEN TO THE EDITORS!!!

WHAT IS YOUR CRITERIA FOR ACCEPTING A CASE STUDY RESEARCH PAPER FOR PUBLICATION IN YOUR JOURNAL?

THEY ARE THE VOICE OF EXPERIENCE!

LET'S LISTEN TO THE EDITORS!!!

- **Dr. Levent Altinay**
  - Editor-in-Chief, *Service Industries Journal*

- **Dr. Cihan Cobanoglu**
  - Editor-in-Chief, *Journal of Hospitality and Tourism Technology* (JHTT)
  - Co-Editor-in-Chief, *International Interdisciplinary Business-Economics Advancement Journal* (IIBA Journal)
  - Co-Editor-in-Chief, *Journal of Global Education and Research (JGER)*

- **Dr. Fevzi Okumus,**
  - Editor-in-Chief, *International Journal of Contemporary Hospitality Management* (IJCHM)
  - Co-Editor-in-Chief, *Journal of Hospitality and Tourism Insights*

- **Dr. Mathilda Van Niekerk**
  - Managing Editor, International Journal of Contemporary Hospitality Management (IJCHM)
  - Co-Editor-in-Chief, *Journal of Hospitality and Tourism Insights*

ADOPTION OF GOOD SCIENCE GENERALIZING TO POPULATIONS OF CASES

- High quality research
- Overcome bad practices of research
- Be "SPOT"!
- Bad to Good: Achieving High Quality and Impact in Your Research (2017)
- Diffusion and Adoption of Good Sciences

TWELVE PRINCIPLES RELEVANT FOR DOING CASE STUDY RESEARCH (WOODSIDE, 2010, P. 397)

1. Configural not net effects
2. Unconscious not conscious thinking
3. Dynamic not cross sectional designs
4. Multiple routes not one model only
5. Predictive validity not only a best fitting model
6. Context not context free
7. Conjunctive-disjunctive not compensatory decision-making
8. Systems thinking not independent versus dependent conditions
9. Multi-person not one-person
10. Satisfy not optimize decisions
11. Unobtrusive evidence not just obtrusive interviews or observations
12. Visual not just verbal data collection and interpretation

"Case study is not a methodological choice but a choice of what is to be studied. . . . By whatever methods we choose to study the case. We could study it analytically or holistically, entirely by repeated measures or hermeneutically, organically or culturally, and by mixed methods—but we concentrate, at least for the time being, on the case."

(Stake, 2005, p.443)

LET'S GET SERVICE MARKETING CASE STUDY RESEARCH GOING!!!!

Q & A

Grazi Mille!!!

ADDITIONAL CASE RESEARCH PUBLICATION OUTLETS - THANKS TO PROFESSOR GEORGE H. (JODY) TOMPSON

Thanks to the suggestions by Professor Dr. George H. (Jody) Tompson, there are two best journals that publish only business teaching cases:

1. Case Research Journal
   - by the North American Case Research Association (NACRA)
2. The Case Journal