

Call for Papers:
**Advancing Theory of Firm/Interfirm Behavior in Innovation, Marketing, and
Purchasing in Industrial Service Contexts**

A Journal of Business Research Special Issue
Paper submission deadline: **November 15, 2014**

Services are the fastest growing sector in industrial economies; firms and scholars are replacing product-driven business logics with service-oriented ones. Service logic implies that the focus of business is shifting towards greater interactivity and connectivity, and emphasis on facilitating and engaging in value creation processes (Grönroos & Voima, 2013; Vargo & Lusch, 2004). Sheth, Sharma, and Iyer (2009) identify six drivers for this change. First, intense and growing competition in most sectors, including rising economic strength and modernization in emerging economies, call for new service-oriented means of competition. Second, the decrease of inter-country barriers to trade has increased the willingness to source services and products from other firms. Third, business-to-business firms of different sizes have become more diverse. Fourth, information and communication technologies (ICT) have led to decreased transactional costs and new ICT-enabled services. Fifth, customers have also become more globalized, which has led to more centralized purchasing and a shift from product purchasing to solution purchasing. Finally, as firms increasingly engage in reverse marketing (Sharma & LaPlaca, 2005), customized services and solutions become more important.

As Wiersema (2012) argues, innovation and marketing should not be separate islands. A strong innovation-marketing interface facilitates coordination between development and commercialization processes, and marketing can pave the way for customer-oriented service innovation initiatives. Such innovation addresses customer needs beyond the product, so marketing has to interpret customers' overall value perceptions, and understand how customers make buying decisions for these extensive offerings. The increase in complexity also requires greater coordination efforts, and a changed mindset and culture (Wiersema, 2012). More interfirm collaboration is demanded for such "beyond-the-lab" innovations, and customers serve as a particularly important component (Kindström, Kowalkowski, & Sandberg, 2013); as Ngo and O'Cass (2013) demonstrate, customer participation in service innovation can have positive effects on future service quality. Similarly, Sheth, Sharma, and Iyer (2009) call for a stronger alignment of purchasing with marketing, which would facilitate service innovation and enable the development of tailor-made solutions. In order to be successful, purchasing should be less connected to production and operations; purchasing's new role would involve being an outsourcing coordinator, putting together services contracted from various vendors to arrange the best overall solution developed in interaction between marketing and the customer.

Taken together, aligning innovation, marketing, and purchasing is becoming increasingly important, as individual firms as well as interfirm value constellations in service networks strive to offer industrial services. Following Cyert and March (1963), organizations can be viewed as coalitions of stakeholders, with coalition members representing individuals and groups from innovation, marketing, and purchasing, as well as suppliers, customers, and other partners. The organizational goals must deal successfully with the potential goal conflicts inherent in such coalitions. Furthermore, services span a wide range of offerings—from various product-oriented and process-oriented services and service bundles, to hybrid product-service offerings (Ulaga & Reinartz, 2011) and integrated solutions (Davies, 2004), which are sold based on usage or functional results. Hence, different types of services have different prerequisites; depending on what services are developed and offered, different organizational routines might need to be in focus. More research is needed on the actual process of organizational decision-making in an industrial service context. This is particularly timely given the high failure rate of new industrial service initiatives (cf. Ulaga & Reinartz, 2011), which include factors such as the path dependence of routines, and incumbent inertia whose root causes Lieberman and Montgomery (1988) consider to be lock-in to a specific set of fixed assets reluctance to cannibalize existing (product) offerings, and organizational inflexibility.

Due to the diversity of business and networks providing industrial services, the diversity of service offerings, and the traditional dichotomy between innovation, marketing, and purchasing, we view the studies of organizational behavior for innovation, marketing, and purchasing in an industrial service context to be critical topics for further investigation. Therefore, it is very timely to seek to publish articles, which critically engage with these research topics.

The guest editors invite papers with an original perspective and advanced thinking on behavioral theory linked to innovation, marketing, and purchasing research in industrial service contexts on issues related to, but not limited to the following research topics:

- Development of frameworks, models, and theories exploring linkages between innovation, marketing, and purchasing in industrial service contexts
- Method development
- Dynamics and process-related issues
- Management and leadership
- In-depth studies of decision-making processes linked to innovation, marketing, and/or purchasing
- Interfirm collaboration, interaction, and connectivity for innovation, marketing, and/or purchasing
- The path dependence and transferability of organizational routines for innovation, marketing, and/or purchasing

- Customer roles and activities
- Absorptive capacity and knowledge transfer
- Financial and other performance implications and effects
- Drivers and barriers for effective interlinked innovation, marketing and/or purchasing
- Differences and similarities between manufacturers and pure service providers, and between multinationals (MNCs) and small and medium enterprises (SMEs)
- Comparisons of innovation, marketing, and purchasing including between and across sectors, service networks, countries, and cultures
- Quantitative testing of propositions drawn from prior studies
- Strategic function/impact
- Sustainability
- Conflict resolution.

All manuscripts should apply the general author guidelines (www.elsevier.com/journals/journal-of-business-research/0148-2963/guide-for-authors#20100) for the *Journal of Business Research* (JBR). Manuscripts should not have been previously published or be under consideration by other journals. Please submit your paper electronically to **all three** of the JBR Special Issue Editors: Sergio Biggemann, sergio.biggemann@otago.ac.nz; Maria Holmlund, maria.holmlund-rytkonen@hanken.fi; Christian Kowalkowski, christian.kowalkowski@hanken.fi.

References

- Cyert, R. M., & March, J. G. (1963), *A Behavioral Theory of The Firm*, Prentice Hall, Englewood Cliffs, NJ.
- Davies, A. (2004), Moving base into high-value integrated solutions: a value stream approach, *Industrial and Corporate Change*, 13, 727-756.
- Grönroos, C. & Voima, P. (2013), Critical service logic: making sense of value creation and co-creation, *Journal of the Academy of Marketing Science*, 41, 133-150.
- Kindström, D., Kowalkowski, C., & Sandberg, E. (2013), Enabling service innovation: A dynamic capabilities approach, *Journal of Business Research*, 66, 1063-1073.
- Lieberman, M. B. & Montgomery, D. B. (1988), First-mover advantages, *Strategic Management Journal*, 9, 41-58.
- Ngo, L. V., & O’Cass, A. (2013), Innovation and business success: The mediating role of customer participation, *Journal of Business Research*, 66, 1134-1142.
- Sharma, A., & LaPlaca, P. (2005). Marketing in the emerging era of build-to-order manufacturing. *Industrial Marketing Management*, 34, 476-486.
- Sheth, J.N., Sharma, A., & Iyer, G.R. (2009), Why integrating purchasing with marketing is both inevitable and beneficial, *Industrial Marketing Management*, 38, 865-871.

- Ulaga, W. and Reinartz, W. (2011), Hybrid offerings: How manufacturing firms combine goods and services successfully, *Journal of Marketing*, 75, 5-23.
- Vargo, S.L. and Lusch, R.F. (2004), Evolving to a new dominant logic for marketing, *Journal of Marketing*, 68, 1-17.
- Wiersema, F. (2012), *The B2B Agenda: The Current State of B2B Marketing and a Look Ahead*, Institute for the Study of Business Markets, PA.