

**1****Authority relinquishment in agency relationships [Texto impreso] / Gülnur Tumbat and Kent Grayson**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 57-59

**Abstract:** A key decision for the design of principal-agent agreements is how much control or authority the buyer (or principal) should be allowed to exercise in relation to the seller (or agent). Historically, agency theory has viewed exchange agreements as ranging from those in which the buyer has very high authority over the seller (formal authority) to those in which the buyer and seller are relatively independent so there is little or no authority relation (market exchange). However, some principal-agent agreements reverse the authority relationship usually assumed in agency theory by allowing the seller to exercise authority over the buyer. The authors study this unexplored type of agency agreement and refer to it as "authority relinquishment." Using data collected from interviews with clients and guides on commercial high-altitude mountain expeditions, the authors identify conditions that make authority relinquishment likely. They also identify the benefits and drawbacks of authority relinquishment and compare them with the benefits and drawbacks of two frequently studied approaches to managing agency relationships--formal authority and authority decentralization.

Journal of marketing. -- 2016, v. 80, n. 3, may, p. 42-59

1. Agency theory 2. Transaction cost analysis 3. Governance 4. Authority 5. Everest

**2****Brand buzz in the echoverse [Texto impreso] / Kelly Hewett ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 23-24

**Abstract:** Social media sites have created a reverberating "echoverse" for brand communication, forming complex feedback loops ("echoes") between the "universe" of corporate communications, news media, and user-generated social media. To understand these feedback loops, the authors process longitudinal, unstructured data using computational linguistics techniques and analyze them using econometric methods. By assembling one of the most comprehensive data sets in the brand communications literature with corporate communications, news stories, social media, and business outcomes, the authors document the echoverse (i.e., feedback loops between all of these sources). Furthermore, the echoverse has changed as online word of mouth has become prevalent. Over time, online word of mouth has fallen into a negativity spiral, with negative messages leading to greater volume, and firms are adjusting their communications strategies in response. The nature of brand communications has been transformed by online technology as corporate communications move increasingly from one to many (e.g., advertising) to one to one (e.g., Twitter) while consumer word of mouth moves from one to one (e.g., conversations) to one to many (e.g., social media). The results indicate that companies benefit from using social media (e.g., Twitter) for personalized customer responses, although there is still a role for traditional brand communications (e.g., press releases, advertising). The evolving echoverse requires managers to rethink brand communication strategies, with online communications becoming increasingly central.

Journal of marketing. -- 2016, v. 80, n. 3, may, p. 1-24

1. Social media 2. Brand communications 3. Word of mouth 4. Advertising 5. Vector autoregression

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**How business customers judge solutions [Texto impreso] : solution quality and value in use / Emma K. Macdonald, Michael Kleinaltenkamp and Hugh N. Wilson**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 119-120

**Abstract:** Many manufacturers look to business solutions to provide growth; however, success is far from guaranteed, and it is unclear how such solutions can create superior perceived value. This article explores what constitutes value for customers from solutions over time--conceptualized as "value in use"--and how this arises from quality perceptions of the solution's components. The authors develop a framework for solution quality and value in use through 36 interviews combining repertory grid technique and means-end chains. The findings significantly extend the extant view of quality as a function of the supplier's products and services, and show that customers also assess the quality of their own resources and processes, as well as the quality of the joint resource integration process. The authors report that value in use corresponds not just to collective, organizational goals but also to individuals' goals, a finding that strongly contrasts with prior research. Four moderators of the quality-value relationship demonstrate customer heterogeneity across both firms and roles within what the authors term the "usage center." When shifting toward solutions, manufacturers require very different approaches to market research; account management; solution design; and quality control, including the need for value-auditing processes.

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1. Product-service systems 2. Servitization 3. Resource integration 4. Repertory grid 5. Means-end chains

4

**What counts versus what can be counted [Texto impreso] : the complex interplay of market orientation and marketing performance measurement / Johanna Frösén ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 76-78

**Abstract:** Market orientation (MO) and marketing performance measurement (MPM) are two of the most widespread strategic marketing concepts among practitioners. However, some have questioned the benefits of extensive investments in MO and MPM. More importantly, little is known about which combinations of MO and MPM are optimal in ensuring high business performance. To address this research gap, the authors analyze a unique data set of 628 firms with a novel method of configurational analysis: fuzzy-set qualitative comparative analysis. In line with prior research, the authors find that MO is an important determinant of business performance. However, to reap its benefits, managers need to complement it with appropriate MPM, the level and focus of which vary across firms. For example, whereas large firms and market leaders generally benefit from comprehensive MPM, small firms may benefit from measuring marketing performance only selectively or by focusing on particular dimensions of marketing performance. The study also finds that many of the highest-performing firms do not follow any of the particular best practices identified.

Journal of marketing. -- 2016, v. 80, n. 3, may, p. 60-78

1. Organizational configurations 2. Marketing control 3. Market orientation 4. Marketing performance measurement 5. Business performance

5

**What drives a firm's choice of product recall remedy? [Texto impreso] : the impact of remedy cost, product hazard and the CEO / Angela Xia Liu, Yong Liu and Ting Luo**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 93-95

Abstract: When product recalls occur, companies provide corrective or compensation measures to consumers for the defective products they have purchased. These remedies directly affect consumers and the effectiveness of recall. This article examines the determinants of remedy choices with a theoretical framework rooted in the basic trade-off between remedy cost and consumer harm. In addition to recall and company characteristics, the authors also consider the impact of the CEO's personal incentives. Using recalls issued by the U.S. Consumer Product Safety Commission, the authors find that companies prefer to avoid full remedy when remedy cost is high, yet they are more likely to provide full remedy for more severe product hazards. The results show that CEOs' personal interests interfere with remedy decisions: full remedy is less likely when the CEO receives greater cash compensation or less equity incentive, and when the CEO has longer tenure in the position. Importantly, the CEO's financial interests further moderate the effects of remedy cost and consumer harm. The findings have important implications for recall strategy, consumer welfare, public policy, and leadership ethics.

Journal of marketing. -- 2016, v. 80, n. 3, may, p. 79-95

1. Product-harm crisis 2. Product recall 3. Recall remedy 4. CEO incentive 5. Leadership ethics

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**When hostile consumers wreak havoc on your Brand [Texto impreso] : the phenomenon of consumer brand sabotage / Andrea Kähr ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 39-41

Abstract: In recent years, companies have been confronted with a new type of negative consumer behavior: consumers who have turned hostile and who are strongly determined to cause damage to the brand. Empowered by new technological possibilities, an individual consumer can now wreak havoc on a brand with relatively little effort. In reflection of this new phenomenon, the authors introduce the concept of consumer brand sabotage (CBS). On the basis of different underlying motives, a conceptual framework distinguishes CBS (a form of hostile aggression: harming the brand as dominant motive) from other forms of negative consumer behavior, such as customer retaliation and negative word of mouth (instrumental aggression: harming a brand is only a means to achieve other objectives, e.g., restoring equity). This framework adapts insights from aggression and appraisal theories as well as qualitative interviews with actual saboteurs to a consumer-brand relationship context in order to develop an improved theoretical understanding of the under-researched phenomenon of CBS. The authors analyze the mental escalation processes of individual consumers toward CBS and develop a road map for future research.

Journal of marketing. -- 2016, v. 80, n. 3, may, p. 25-41

1. Marketing theory 2. Consumer Brand sabotage 3. Brand management 4. Consumer-brand relationships 5. Relationship breakdown