Surviving and Managing the Review Process and the role of Conceptual Writing

S-D Logic

Naples Forum Doctoral Workshop Ischia, Italy June 4, 2019

> Stephen L. Vargo, Shidler Distinguished Professor, Professor of Marketing University of Hawai'i at Manoa

SO YOU THOUGHT YOU HAD A TOUGH REVIEW PROESS

The 2004 *journal of marketing* journey





S-D

S-D Logic: The Story

The Story and Back Story: Logic

- Vargo, Stephen L. and Robert F. Lusch, (2004) "Evolving to a New Dominant Logic for Marketing," Journal of Marketing. Stephen L. Vargo & Robert F. Lusch
 - Submitted: 1999
 - Published: 2004

The Back-Back Story (1994-99):

- The dilemmas
 - The idea of a "new service economy."
 - The idea of two marketing approaches.
 - Goods and "services"
- The approach:
 - Read "everything" in the "service(s)" literature
 - Across time
 - Across disciplines
- The insight: The goods/service(s) model is inverted
 - Goods are a the special case; service is the general case

Evolving to a New Dominant Logic for Marketing

Marketing inherited a model of exchange from economics, which had a dominant logic based on the exchange of "goods," which usually are manufactured output. The dominant logic tocused on tangble resources, embedded value, and transactions. Over the past serveral decades, here perspectives have emerged that thave a revised logic tocused on triangible resources, the occession of value, and relationships. The authors believe that the new per-spectives are converted to brown are merging that the relation believe that the new per-spectives are converted to brown are merging. The machine perspective that the new per-spectives are converted to brown are merging. The spectime perspective that the new per-spectives are converted to brown are merging. The spectime perspective perspective to the corresponding ant the perspective for marketing scholars, marketing practitioners, and marketing educators.

he formal study of marketing focused at first on the The formal study of marketing focused at first on the distribution and textnaps of commodities and manu-nomics (Marshall 1927; Shaw 1912; Smith 1904). The first marketing scholars directed their attestion toward com-nomics exchange (Copeland 1930), the marketing institu-tions that made goods available and arranged for possession (Nystrom 1157; Weik 1161), and the functions that needed to be performed to facilitate the exchange of goods through marketing institutions (Cherington 1920; Weld 1917). By the early 1950s, the functional school began to

By the early 195%, the functional school began to morpi into the marketing macagement school, which was characterized by a decision-making approach to manajeing the marketing functions and an overativity for the school of the Cartori (1950) and Cartor (1954). Functional school of the Cartor (1950) and Cartor (1954). Functional school of the Cartor (1950) and Cartor (1954). Functional school of the Cartor (1950) and Cartor (1954). Functional school of the cartor at a profile typication a market and the making opti-damental foundation and the its to the standard conomic model continued to be strong. The basing marketing man-agement testbook in the 1970. Kotker 1972, p. 42. empha-sin in original scale data "marketine manamenest seeks to sis in original) stated that "marketing management seeks to determine the settings of the company's marketing decision variables that will maximize the company's objective(s) in he light of the expected behavior of noncontrollable

demand variables." Beginning in the 1980s, many new frames of reference that were not based on the 4 Ps and were largely indepen-dent of the standard microeconomic paradigm began to emerge. What appeared to be separate lines of thought sar-

phon L. Vargo is Visiting Professor of Marketing, Robert H. Smith hool of Business, University of Maryland (e-mail: svence)#intsmith.umd U. Robert F. Lusch is Dean and Distinguished University Professor, M.J. weey School of Business, Taxas Christian University, and Professor of Watery conto or basis, and contrast unwersty and holdsoft Watering (in law); Eler Cologo di Business and Ablic Administration, University of Arizona (+-mail: r/lusch@tuuedu). The auflore contributed ogaally to fils manuscript. The autors shark he anonymous. Miraviae-ers and Sheby Hart, Gane Lacznisk, Alan Malex, Fred Morgan, and Waterw Others for commants on warkus dhalts of this manuscript. facet in relationship marketing, qualky management, ma-ket orientation, supply and value chain management, resource management, and networks. Perhaps most oztable was the emergence of services marketing as a subdirscipline, following scholan' challenges to 'break' free' (Shotack 1977) from product marketing and recognize the inadequa-cies of the dominant logic for dealing with services marketing's subject matter (Dison 1990). May scholars believed that marketing thought was becoming more fra mented. On the surface, this appeared to be a reasonable characterization. In the early 1990s, Webster (1992, p. 1) argued, "The

faced in relationship marketing, quality management, ma

In the early 1990s, Webster (1992, p. 1) argued, "The biotrical marking maagenet function, based on the microeconomic maximization parafigm, must be critically examined for its relevance to marking theory and Mont gomey (1999, p. 3) arguested that "with growing mersors to and the validity or unefaileness of the Four F's concep-and its lack of receptions of marking as an innovation and the lack of the Your F's now are regulated an metric paragravity. A set Your F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity and the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity and the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity as metric paragravity. A set of the four F's now are regulated as metric paragravity and the four F's now are regulated as metric paragravity. A set of the four F's now are regulated as metric paragravity and the four F's now are regulated as metric paragravity and the four F's now are regulated as metric paragravity and the four four F's now are regulated as metric paragravity and the four F's now are regulated as metric paragravity and the four F's now are regulated as m perspective, Achrol and Kotler (1999, p. 162) stated, "The very nature of network organization, the kinds of theories useful to its understanding, and the potential impact on the organization of consumption all suggest that a paradige shift for marketing may not be far over the horizon." Shell and Parvativar (2000, p. 140) suggested that "an alternativ and Parvatiyar (2000, p. 140) suggested that "an alternativ paraligm of marketing is needed, a paradigm that ca account for the continuous nature of relationships amon marketing actors." They went as far as stating (p. 140) this the marketing discipline "give up the sacced core of exchange theory." Other scholars, such as Rust (1998,

called for convergence among seemingly divergent views. Fragmented thought, questions about the future of mar Fragmenied thought, questions about the tuture of mar-keting, calls for a paradigm shift, and contorvery over ser-vices marketing being a distinct area of study—are these calls for alarm? Pethaps marketing thought is so to much fragmented as it is evolving toward a new dominant logic. Encreasingly, marketing has shifted marke of its dominant logic away from the exchange of tangibles, spe-tared things) and toward the exchange of imanifies, spe-tared things and toward the exchange of imanifies, spe-

Journal of Marketing Vol. 68 (January 2004), 1–17

A New Dominant Logic / 1

The SD-Logic Publication Process

Timeline

- Initial Draft: 1994/5
- Refinement: 1996-1999
- Initial Submission: 1999
- Invited, "Major, Risky Revisions
 - 2000
 - 2001
 - 2002
 - 2003
- Paper Accepted: 2003
 - Commentaries invited
- Published: January 2004

Summary

- Four major, risky revisions
- Two editors
- Six reviewers
- One strong reviewer advocated from beginning
 - One against
 - One neutral
- Sixth reviewer suggested publishing, with commentaries

S-D

"Is It All About Services: A Paradigm Inversion" (1999)

 Logic "While your manuscript has interesting ideas, the current positioning of the paper leaves one feeling that there is not much new in the paper."
 JM Editor David Stewart (November 1999)

"The author(s) are to be applauded for taking on such an extremely ambitious essay. To propose a true Khunian paradigm shift in marketing and to succeed is to try to do something that no theoretical paper has achieved that I am aware of—although historians of science will ultimately be the judges of such matters."

- JM Reviewer (November 1999)

"Every once in a while a paper comes along that is truly exciting--that has the ability to change the way people think. This is one of those papers. If this paper is published in JM, then it has the opportunity to be a classic in our field. I wish that I had written it." - JM Reviewer (November 1999)



S-D

Logic

"Is It All About Services: A Paradigm Inversion" (2000)

- "The primary concern of the reviewers remains focused on the incremental contribution of the paper."
- "...it is probably too strong to conclude that all goods represent services in disguise."
- "...identify the boundary conditions of your premises."
 Editor David Stewart

"Is It All About Service" (2001)

- S-D Logic
- Revision of this manuscript has taken...ten months to complete
- trying to revise based on the individual comments of the reviewers and finally decided to start anew.
- [Based on the] suggestion of reviewer #5... this manuscript is almost a total rewrite and is now organized around eight key propositions, from which we derive thirteen managerial and societal implications.

Stephen L. Vargo & Robert F. Lusch

Resubmission Letter to Editor Stewart

"Transition & Convergence: From an Output to a Process Centered View of Marketing" (2002)

Logic Notic Network of writing a paper that synthesizes a diverse marketing literature (over a substantial period of time)—and attempts to crystallize the debate about the meaning and direction of marketing."

S-D

- "As you may recall, I invited a new reviewer (Reviewer 6)...He/she found the paper "interesting and provocative" and rightly observes that it is unlikely (and perhaps undesirable) for the reviewers to converge in their opinions."
- "I ask you to create a shorter and more focused paper (that retains your key arguments). Then, if your paper is accepted for publication, it can provide the basis for invited commentaries by distinguished scholars."
 - Editor, Ruth Bolton



Logic

Invited Commentaries: Day, Deighton, Narayadas, Gummesson, Hunt, Prahalad, Rust, Shugan

Vargo & Lusch (2004) observe that an evolution is underway toward a new dominant logic for marketing. The new dominant logic has important implications for marketing theory, practice, and pedagogy, as well as for general management and public policy. ... The ideas expressed in the article and the commentaries will undoubtedly provoke a variety of reactions from readers of the *Journal of Marketing*.

- Ruth Bolton, Editor, Journal of Marketing

(2004)



S-D logic: Vectors of Diffusion

Diffusion within marketing

- Branding
- Customer engagement
- Customer perceived value
- Consumer Culture Theory
- International marketing
- Logistics and supply chain
- Marketing communications
- Marketing strategy
- Social marketing
- Value propositions
- Business models
- Sales and sales management
- Etc.

Transdisciplinary diffusion

- Arts & philosophy
- Design thinking/service design
- Ecosystem services
- Education
- Engineering
- Healthcare
- Information systems/CIS
- Innovation studies
- Human resources
- Public administration
- Forestry
- Service Science
- Hospitality/Tourism
- Etc.

Dealing with Reviewer Comments

- S-DI Logic Always revise if invited
 - An invitation increases odds from10-20% to 60-70%
 - Don't start revision immediately let comments settle
 - But don't delay too long will not get easier
 - Don't be defensive
 - Most reviewers are trying to be helpful
 - Always respond to all major reviewer suggestions
 - Positively if possible
 - Avoid "space does not permit"
 - Identify page & paragraph for changes
 - Pay particular attention to editor's comment, especially if conflicts
 - Reserve taking a stand for essential theoretical differences



Some Keys to successful Academic Contributions

ITS ALL ABOUT THE THEORY



S-D

Logic

Crises and Relevance in Marketing

Observation: too little applicable research

Assumption: too much theory

Problem: not enough (positive/basic) theory

 "Unfortunately, over the past few decades, the discipline's deep-seated tradition of publishing highquality conceptual articles has been broken" (Yadav 2014; see also MacInnis 2011, Yada, 2010)

A Quick look at the Scientific Process

- Purpose: making the complex simple
 - Process: model building
 - Problems:

S-D

Logic

- Models are purpose specific, restricted
- Models eventually conflict
- Progress = resolution of conflict
 - "Combinatorial evolution" (Arthur 2011)



'The grand aim of all science is to cover the greatest number of empirical facts by logical deduction from the smallest number of hypotheses or axioms'. Einstein

Importance of Conceptual/Theoretical Articles

S-D Logic

Conceptual thinking: process of understanding a problem abstractly by identifying patterns or connections and key underlying properties.

Consistently the "most highly cited and most enduringly valuable articles"

• (MacInnis, 2016, see also Yadav, 2010, MacInnis 2011)

Successful because they:

- Bring new, "big-idea" or "provocative perspective"
- Raise and address foundational questions
- Provide conceptual clarity, coherent argument
 - (MacInnis 2016)



S-D

Topic Discovery

Don't look for research topic

- Pay attention to own interests, questions, tensions
- Find the intersections
 - Content
 - context
- Embrace the conflicts
 - e.g., Paradoxes
 - e.g., Intractable questions
 - tension
- Resolve

Examples: Intersectional Topics

S-D Logic

- Toward a Theory of Market Culture: An Investigation of Value Co-creation and the (Re)contextualization of a Global Market Culture
 - Intersections: S-D logic, CCT, practice theory
 - Context: Surfing
- Love in Translation: The Co-creation of Valentine's Day as a Market-mediating Ritual
 - Intersections: S-D logic, Institutional theory, practice theory
 - Context: Valentines Day in Indonesia
- Market Formation and Re-formation in Service Ecosystems: An Institutional Perspective on Incremental and Discontinuous Innovation
 - Intersections: S-D logic, Innovation theory, institutional theory
 - Context: Digital video recorder (DVR) technology/market

Theoretical vs. Empirical

- s-DI Logic All good articles are theoretical
 - Theory is always the purpose
 - The reason we do science
 - Provides the takeaway
 - Empirical results play supportive verification and exploratory role
 - But all good theoretical articles are also "empirical"
 - In conceptual papers, the data are in the literature and logic

Conceptual Data: An Example

- S-D Logic
- FP3:" Goods Are Distribution Mechanisms for Service Provision"
 - tangible products can be viewed as embodied knowledge or activities (Normann and Ramirez 1993)...
 - Prahalad and Hamel (1990, p. 85) refer to products (goods) as "the physical embodiments of one or more competencies."...
 - Kotler (1977, p. 8) notes that the "importance of physical products lies not so much in owning them as in obtaining the services they render."...
 - Gummesson (1995, p. 251) argues that "activities render services, things render services."...
 - Hollander (1979, p. 43) suggests that "services may be replaced by products"...

- ...

Source: Vargo and Lusch 2004

The Problem of Problematization

Problematization: The identification of tensions and issues worthy of further exploration

Most used -usually empirical -often marginal

- Gap spotting: identification of missing
 elements or variables that could be used to advance understanding
 - "tends to under-problematize" (Alvesson and Sandberg 2011)
 - Most used

Most needed Usually conceptual

- often significant

Assumption-challenging: identification of tensions among theoretical perspectives based contradictory assumptions

Most needed

Problematization through Paradox

- S-DI Logic Paradox: two apparently contradictory elements or tensions appear to be true (0'Driscoll 2008)
 - Paradoxical tensions are perceptual subjective rather than objective (Lewis 2000)
 - Epistemological rather than ontological
 - Approaches to resolution (Lewis 2000)
 - Acceptance
 - Conflict
 - Transcendence



See Vargo and Lusch 2017

The General and Special Case of Marketing: S-D Logic Inversions

S-D Logic

General Case

- Managerial
- Predictive
- Manufacturing
- Invention
- Efficiency
- Rationality
- Competition

"It ain't what you don't know that gets you into trouble. It's what you know for sure that just ain't so." -Mark Twain-

Special Case

- Entrepreneurial
- Effectual
- Market-ing
- Innovation
- Effectiveness
- Heuristics
- Collaboration

Transcendence

- S-DI Logic
 "Lying beyond the ordinary range of perception." (Free Dictionary)
 - Practically: Creating higher-order constructs to resolve tensions/paradoxes from existing constructs
 - Sometimes approached through inversion
 - Examples
 - Service/goods => service
 - Agency/structure => structuration
 - Producers/consumers => generic actor:
 - RI, service-providing actors

Reframing, and Reconciling from an S-D Logic Perspective

- Economic (and social) Actors
 - From Bs and Cs to generic A(ctor)s
 - Markets

S-D

Logic

- From a priori to imagined, created, institutionalized, and performed
- Market-ing
 - From functional area to essential function of the firm (actor)
 - From marketing mix to value co-creation
- Value
 - From a property of output to a co-created outcome
- Strategy
 - From prediction and control to effectuation
- Technology
 - From exogenous variable to service-provision mechanism
- Role of Information Technology
 - From tool to a transformation in value creation processes
- Innovation
 - From invention to designing systems for value co-creation

Some additional Keys to Success

- S-DI
 Logic
 Organize around single theoretical framework
 - Reconcile additional concepts with it
 - makes cross-platform insight possible
 - Only way to "tell a story"
 - Remember all good conceptual articles:
 - Provide clear and compelling narratives
 - hip-Pocket" takeaways



Technology, Market Innovation& Business Models: A Partial Reconciliation

S Lc	Technological Innovation	Market Innovation	Business Models Innovation	S-D Logic
	Tech as useful knowledge; (Mokyer 2002)	Market practices and performativity (Kjellberg and Helgesson 2006; 2007; Araujo and Spring 2006)	seek to explain how value is created (not just how captured (Zott et al. 2011)	Service Exchange
	Duality of Technology; (Orlikowsky 1992) Social Construction of technology (Pinch & Bijker 1984)	Markets as institutionalized solutions (Vargo and Lusch 2014)	The "institutional logic" of the firm (e.g.,Thornton et al. 2012)	Institutionalization
	Combinatorial Evolution (Arthur 2011)	Interpretive Flexibility; (Pinch and Bijker 1984	Business model innovation (Chesbrough 2007) Emphasize a system- level, holistic approach (Zott et al. 2011)	Resource Integration/ecosyst ems
	Enables increased density within value constellations (Normann, 2001)	Facilitation of exchange through "institutional arrangements" (Loasby, 2000)	Cocreation through firm and partner(s) activities (Zott et sl. 2011)	Value cocreation

A Fractal Model of Value Creation





ADDITIONAL THOUGHTS



The Process

S-D Logic

Getting Started

- Title (Objective)
- Draw the pictures
- Extended Abstract
 - Position for a specific journal and audience
 - Clearly identify the problem & contribution
 - Capture and connect the key theoretical frameworks and concepts – always reconcile
 - FIND THE STORY LINE
 - Connect the dots

The Manuscript

- Draft (elaborate the abstract) and (especially) Craft
- Revise 30+ times
- Check the story line



S-D

Logic

Other Key Writing Points

- An effective manuscript is not a report; it is a <u>story</u>
 - Remember that the purpose is not to inform the reader about how much you know but to <u>assist the reader in</u> knowing something s/he does not know
 - Get the theory correct
 - Get the citations right

Avoiding Desk Rejection Based on Kumar (2016)

S-D Logic

- Rigor
 - theoretical and analytical
 - Definition of key concepts
 - Relevance
 - Must solve some problem
 - Generalizability
 - Requires conceptual/theoretical framework
 - Integration of frameworks
 - Managerial Relevance
 - Must have clear implications for some audience
 - e.g., managers, researchers, educators, public policy makers

General Orientation: The "Ps" of Career Building

S-D Logic

- Passion
 - Do what excite you
 - Look for the intersections
- Purpose
 - Be focused
 - Have theoretical relevance
 - Avoid incremental "contributions"
- Perseverance
 - Be patient
 - Never let a paper die
- Presence
 - Create a connected steam of research
 - "Let your CV tell a story"



Official Publication of the Academy of Marketing Science

All theory development All Conceptual



Editor-in-Chief Stephen L. Vargo



Section Editor "Theory+ Practice" Bernie Jaworski





Assistant Editor Kaisa Koskela-Huotari





Steve Vargo: svargo@sdlogic.net Bob Lusch: rlusch@sdlogic.net