Customers' suffering and value co-destruction in business service ecosystems

Abstract

This article explores the suffering experiences undergone by customers confronted with the overwhelming environment of big fairs and trade shows. While the economic value of customers' experiences has widely been studied from a consumption perspective, our research focuses on the relationship between customers' painful experiences and value in collective BtoB and BtoBtoC servicescapes. Drawing on a two years multisited ethnography and interview data, we provide a significant illustration on the complexity of the phenomenon: although visitors, exhibitors and event organizers acknowledge the negative impact of suffering on customer's experience, they paradoxically seem to accept it with a relative feeling of resignation. Our study offers three main contributions. Firstly, we show the necessity of understanding suffering from a situational and holistic approach which considers the customer's individual situation within the larger perimeter of the service ecosystem. Building on Winnicott's transitional theory, *in situ* and longitudinal observations, multiple business actors' testimonials and our personal fieldwork experience, we shed light on the value co-destruction phenomenon in collective servicescapes. Finally, we underline the role of caring and playing as a source of cohesion, emotional regulators, powerful suffering healers and vectors of resilience.

Keywords: value co-destruction, value co-creation, SD-Logic, customer's experience, nodal firms, pain, suffering, illbeing, well-being, trade shows, business events, transitional service ecosystems, caring, playing, multi-sited ethnography.

Paper type: on-going research paper

Introduction

"So we still have to imagine 60 to 70,000 people who arrive (...) in a place that we know by heart, but that they don't know. We have a visitor who faces difficulties arriving at the airport (…) in the public transports, difficulties to arrive at the venue, difficulties to get in. After he will spend 1 hour to 1hour 30 to eat, find a place and so on. So what will he keep from this experience? I hope for him that he'll find the supplier of his dreams! (…)We have feedback from surveys, we know that the catering is a disaster, expensive, long and that it's not good. (…) one gets lost, you don't understand anything". (Marc, trade shows organizer)

This testimonial has been gathered from a business events'organizer. The aspects highlighted are linked to painful experiences undergone by visitors confronted with the overwhelming environment of big fairs and trade shows. They also reflect a feeling of resignation, helplessness, and determinism. These situations of ill-being or lack of well-being constitute the two sides of the same coin of human suffering and have a significant impact on the visitors and exhibitors' experience. While the role of experience in customer's satisfaction has widely been studied by consumption research, the notion of suffering lacks conceptualization in marketing research. Additionally, the relationship between suffering, experience, and value in collective business servicescapes is, to our knowledge, still underdeveloped in industrial marketing literature. Defined by Bitner (1992), servicescape integrates the service provision environment with its physical and online contexts (Benford et al. 2009 cited by Carù, Colm and Cova, 2016). The professional events considered in the scope of this research are international fairs and trade shows (also called professional fairs or exhibitions), congresses with exhibition areas, and hybrid events, all of them gathering several thousands of attendants. Fairs and trade shows are periodic events intended for professionals and/or the general public for business purposes. Congresses bring together specialists from the same discipline and their goal is usually scientific. Hybrid events are mostly festivals that bring together artists and celebrities, exhibitors and visitors in open and confined spaces. By placing their birth at the time of the great Celtic pilgrimages, the historian Fernand Braudel (1949, p. 63-78) presents the fairs as living institutions, ephemeral cities and essential tools of the wholesale trade. Highly embodied marketplaces, their plasticity has been proven across time.

Resilient to the modern economy transformations (Allix 1922, De Roover 1942, Weber 1961, Eipstein 1994, cited by Bathelt, Golfetto and Rinallo, 2014 p. 18-20), they adapted to the switch from good fairs to sample fairs by the end of the nineteenth century, the specialization turn in the 1960th (Rinallo, 2017), and the boom of the globalized digital economy. However, since the 2008 crisis, many fairs and trade shows face a slow but steady decline in the participation of exhibitors and visitors, and a drastic decrease in the stage floor surface. This phenomenon, particularly pronounced in traditional industrial sectors (textile, machinery, furniture, agriculture, food & beverage) accentuates the need of looking for new levers of value, among which, the customer's experience. In this context, we seek to understand how suffering experiences affect individuals in the collective business contexts, and the economic value co-created in those contexts. Our paper assesses the following questions: what is the nature of customers' suffering on collective business context; why does suffering impact the individual and collective value of the experience; how could business events become transitional service ecosystems?

Drawing from the learnings of a two years multi-sited ethnography, our paper presents three main contributions. Firstly, we identify the sources of customers' suffering in collective industrial marketplaces. Secondly, we show the necessity of taking into consideration the co-hampering and co-destruction of value linked to suffering experiences. Finally, by establishing a conversation between psychology and socio-anthropology literature, we emphasize the importance of adopting a holistic approach of caring[1] which integrates the individual's situational perspective within the larger perimeter the service ecosystem. While recognizing the role of rituals as vectors of collective meaning (Huizinga, 1951; Goffman, 1974; Jeffrey, 2011), we build on Winnicott's transitional phenomena theory (1951/1969) to introduce the concept transitional service ecosystem where caring and playing act as emotional regulators, suffering alleviators, source of cohesion and resilience.

Theoretical framework

The co-creation and co-destruction of value in service ecosystems

Since Holbrook and Hirschman's seminal works (1982), extensive research on consumer experience has been developed from the broad context of service (Lusch and Vargo, 2006; Pine and Gilmore, 1999) or its extraordinary aspects (Arnould and Price, 1993) as opposed to functional or ordinary ones. The end customer is a consumer of products, services and, in the most sophisticated trading strategies, of experiences (Badot et Moreno, 2016). Organizations who manage the entire consumer experience can earn enormous rewards which go from greater customer satisfaction to reduced churn, increased ROI, higher employee satisfaction and more effective collaboration across company functions (Carù, Colm and Cova, 2016). Some authors highlight the importance of ordinary experiences as potential sources of extra-ordinary value (Carù and Cova, 2006) and infra-ordinary ones (Badot and Paché, 2007).

Industrial marketing literature presents the important role of fairs and trade shows as promotional instruments (Rinallo, Bathelt, Golfetto, 2017); Munuera and Ruiz, 1999). Based on the IMP research tradition, Industrial Marketing scholars focused on the market-related

---

[1] Care/caring is defined here as «a generic activity that includes everything we do to maintain, perpetuate and repair our "world" .This world includes our bodies, ourselves and our environment, all elements that we seek to connect in a complex network, in support to the life » (Fischer and Tronto, 1991, cited in Tronto, 2008, p. 244).

learning experiences of buyers and suppliers from cognitive but also anthropological perspectives (Borghini, Golfetto and Rinallo, 2006).

Trade shows have been recently defined as "collective marketing platforms that industry agglomerations or geographical clusters can use to affirm their presence in international markets" (Rinallo, Bathelt and Golfetto, 2017, p.93). The role of professional events in industrial marketing has been emphasized by extensive marketing and communication literature. They are key tools of the customer relationship and corporate communication since, in contrast with other direct marketing devices, customers voluntarily make the effort to attend the event and co-create value through lived in, embodied experiences (Rinallo, 2017). Physical interactivity is an essential aspect of the service encounter and provides the opportunity of intensifying BtoB relationships, developing business networks and reinforcing the corporate image, to cite some of the main motivations to participate.

According to Vargo and Lusch's SD logic (2011), business, consumer, economic and social actors should be seen as resource integrators and generic actors serving each other through exchange for mutual value co-creation. Many Industrial Marketing and Purchasing (IMP) scholars (Håkansson and Snehota, 1995; Håkansson and Prenkert, 2004; Gummesson, 2006; Cova and Salle, 2008) have embraced this *market with* orientation and pushed forward the idea of an interactive constellation, a dynamic system of networks where each instance of the exchanges modifies the nature of the whole service ecosystem (Vargo and Lusch, 2011). In tune with the postmodern CCT - Consumer Culture Theory - logic (Arnould and Thompson, 2005; Cova and Salle, 2008), the ecosystem perspective adopts a more transcending view of economic exchange beyond "the time, geography, and the sometimes myopic conceptualization of academic silos" (Vargo and Lusch, 2011, p. 181) while encourages theoretical cross-fertilization and new practices of marketing. Business actors are presented as co-creators of experiences within engaging platforms (Ramaswamy, 2011), during a value-in-interactional creation process (Prahalad and Ramaswamy, 2004 b; Ramaswamy and Ozcan, 2018). At the heart of these networks of human and non-human agents, "nodal firms" -the event organizers in the present case- assemble multiple partners and other nodal firms (Ramaswamy and Ozcan, 2018).

By critically reviewing the dominance of value co-creation and value-in-use in S-D logic, Plé and Cáceres (2010, p.431-432) define value co-destruction "as an interactional process between service systems that results in a decline in at least one of the systems' well-being -which, given the nature of a service system, can be individual or organizational". This co-destruction process of value is triggered when at least one of the interacting service systems accidentally or intentionally misuses its own resources and/or the resources of another system. The authors call for further research in order to develop a theoretical framework around the value co-destruction process that complements the one of value co-creation.

The customer experience from a situational to a systemic approach

Widespread in consumer behavior literature and experiential marketing, the concept of experience is frequently based on Punj and Steward's "POS paradigm" (1983). According to it, a customer's experience is defined as the outcome of Person-Object-Situation interactions which stems from Belk's "SOR paradigm" (1974, 1975). The customer's responses to external stimuli or conditions are often presented through the TEAV model (Hoolbrook, 1986 in Roederer and Filser, 2015) where Thoughts, Emotions, Affects and Values constitute the expected outcome in a given spatiotemporal situation.

The rationale for isolating the Situation from the Person(s) and Object(s) is the possibility of operationalizing a subjective concept and to give it an objective existence (Belk, 1975). Marketing experimental approaches rely on manipulations of situational variables: physical surrounding assessed from a short-temporal perspective, the customer's tasks, intentions and motives, and his antecedent states or mood. The POS paradigm envisions experience as a linear interaction. Temporality is considered here from a short time bracketing approach which results in a restrictive, impoverished understanding of the "what, how and why" (George and Jones, 2000) of the individual interacting in service ecosystems.

By addressing the social and cultural side of consumption (Arnould and Thompson, 2005), the development of the Consumer Culture Theory research encourages the use of anthropology and ethnographic technics (Badot et al., 2009) to consider the experience from a wider, longitudinal perspective which integrates the evolution of customer's meanings and relationships. At odds with the widespread disconfirmation paradigm of service satisfaction, they highlight the need to dig into the customer's whole story within the environment. Deciphering the unarticulated meanings that customers over time seek becomes more important to service provision than just recording the articulation of situated responses to stimulus, seen as points in time and space. If the situational approach have a demonstrable and systematic effect on current customer's behaviour, bi-directional variables show major limitations when studying the complex, longitudinal interactions in service ecosytems. Mainly mobilized in consumer research, the potential of associating organizational ethnography and case study research in business contexts have been revealed by a stream of industrial marketing scholars (Visconti, 2010). The complex nature of network interactions in the event servicescape leads us to adopt a multi-case, ethnographical perspective that integrates the diverse situations and representations of a business customer's suffering as a necessary stage for understanding it.

Ill-being and lack of well-being, two sides of suffering experiences

While well-being literature is widely developed in human and social sciences, the research on suffering seems to stay confined to the field of medicine and psychology. In marketing literature, the Transformative Consumer Research movement is a recent attempt at developing a consumer well-being research that integrates a macro-social perspective of consumption (Mick et al., 2012). In a recent auto ethnography, Cova and Cova (2019) studied the spiritual consumption from a corporal perspective, with a specific focus on pilgrims' pain and suffering. Beyond this literature, our review reveals a lack of conceptualization about suffering in industrial marketplaces.

Well-being concerns optimal experience and functioning (Ryan and Deci, 2001). Two perspectives give rise to different foci and bodies of knowledge about it: the hedonic approach (Kahneman et al. 1999) which focuses on pleasure attainment and pain avoidance, and the eudaimonic approach (Waterman, 1993) which focuses on meaning and self-development and refers to a degree of fulfillment. The lack of well-being and ill-being are commonly and mistakenly considered as synonyms (Sirgy, 2012). While ill-being reflects a lack of satisfaction of basic needs (survival-related needs such as biological and safety-related needs), well-being indicators relate to a deficient satisfaction of growth needs (social, esteem, self-actualization, intellectual, and aesthetic-related needs). Suffering is a complex phenomenon as it stems from both sources: ill-being and lack of well-being (Kagan, 2015). Suffering, even if often used as synonyms of pain, is a more complex phenomenon. It results from a combination of four elements: the sensation of pain, perception of the sensation, emotion, and representation (Schurman, 2015).

Pain entails emotions (sorrow, fear, anger) and the feeling of distress rooted in the newborn's first suffering experience -the absence of his mother- at the very at the beginning of life. Emotions and representations interact retroactively generating vicious or virtuous cycles of experiences while resignation and forgetfulness are mental strategies to control the pain of negative representations. Psychology literature identifies five types of suffering: physical, emotional, moral, existential and relational. A "carry over" effect resulting from people previous interactions has an incidence in their affective state (mood) which in turn impacts present feelings, judgment, and behavior. Evidence has shown that positive mood acts as a buffer and helps to regulate negative emotions while negative emotions act in the opposite direction rendering people vulnerable to stressors (Stets, 2010).

Methodology

Given the complexity of the phenomenon being studied, an inductive ethnographic approach is the best adapted to our research goals (Desjeux, 2018). By focusing on a broad spatiotemporal approach of the situation as the key unit of analysis we seek to understand the diversity of business actors' representations. The methodology combines Eisenhardt's founding case method (1989) and the multi-sited approach conceptualized by Marcus (1985). Thanks to this "hybrid" design the strengths and weaknesses of each method compensate each other in order to provide a thorough understanding of the phenomenon while minimizing the risks of bias (Leonard-Barton, 1990). The research design has been organized in a double-loop data collection and analysis process. Firstly, primary data was collected by combining *in situ* participant observations of events, go-along and informal interviews. The data collected during the phase was compared and completed with that emerging from semi-structured interviews conducted in a second phase of the data gathering. Secondary source material (newspaper, magazine articles, firm correspondence) was also considered, according to the principle of triangulation of sources (Yin, 2014). We kept a log book in the form of written and vocal memos where we recorded the "peaks and valleys" of the research: work evolution, ideas, lines of thought, doubts, key dates, and encounters.

Multi-sited ethnography: in-situ event participant observations
Participant observations of thirty events were carried over a period of 24 months between October 2016 and April 2019. In addition to the researcher's observation field notes, data was collected from informal interviews, go-along interviews, photos and videos, materials distributed in the stands (flyers, brochures, goodies, exhibitions maps, programs, etc.). Eighteen cases -the richest in terms of potential similarities and divergences-[2] and two "negative" ones were selected from the initial sample and went through a field notes "restitution process" consisting in case-by-case written descriptions becoming "intimately familiar with each case as a stand-alone entity" (Eisenhardt, 1989; Spiggle, 1994). Data was firstly analyzed at an intra-case in-depth level and then, at an inter-cases (cross-cases) level of search for similarities and differences. Informal interviews were transcribed.

---

[2] BtoB events: SIAL Paris (food ingredients), ANUGA Koln DE (food ingredients), Première Vision Paris (textile), Salon del Mobile Milano (furniture), SIL Paris (fashion), Who's Next Paris (fashion) --BtoBtoC events: SIRHA Lyon FR (food&beverage), Web Summit Lisbon (hi-tech), VivaTech Paris (hi-tech), IFMTopResa Paris (travel&tourism), SIAE Paris (aerospace technology), SIMA Paris (agribusiness, machinery), FIAC Paris (contemporary art) --Hybrid events: SXSW Austin US (music, cinema, technology, healthcare), C2 Montréal CA (business think tank), Mama festival & convention Paris (music industry)--Congresses: ESC (cardiology) Barcelona SP, Munich DE --Negative cases: Boston Hub Week (technology and social innovation), International Jazz day Paris (music, collaborative event).

One of the "negative" cases observations (International Jazz day) was restituted through videography. Each case description went through a process of coding following the Grounded theory method (Glaser and Strauss, 1967; Gioia, Corley and Hamilton, 2013).

Longitudinal observation and business actors semi-structured interviews
The categories emerging from Phase 1 constituted the inputs for the Phase 2 which consisted in the longitudinal participant and non-participant observations of the Paris international agribusiness show SIMA (presence of the researcher at the HQ of an event organizer between November 2018 and March 2019). The objective here was to access the co-creation process of big tradeshow before and after the event. Data collected was transformed into written description and submitted to open, axial and selective coding. The core codes constituted the structure of eleven retrospective semi-structured interviews conducted with business actors invested in the event organization. Interviews were recorded, transcribed and coded in order to collect a wide diversity of perceptions and comprehensive views, out of the event time pressure.

Research findings

Our work reveals many sources of event customers' suffering not identified neither by the literature -nor the classical surveys- which go far beyond dissatisfaction with unfulfilled business learning and networking goals or opportunities. Whereas the participant's experience blueprint and the spatial organization are addressed, the discomfort of the stands and back stages, the exhaustion generated by kilometres of walking for visitors, standing for lengthy periods, cramped positions in confined spaces for exhibitors, the overload of visual stimuli, the feeling of being overwhelmed by the venue size and crowds, the strong temporal pressure accentuated by digital tools which constantly remind us of an unreachable program of activities, the impact of the permanent control of the movements (access control, badges tracking, orientation signs and timing rigorous) are not discussed. Eudaimonic aspects such as individual's valorization, the search for meaning, the need for personalized attention and advice "*to survive the event*" as well as the possibility of resourcing after a hard workday are completely neglected. Looking for fun, discovery, caring don't seem to be not considered as a source of value by the nodal firm.

While consistent with preview research about visitors/buyers experiences (Borghini, Golfetto and Rinallo, 2006), our findings offer a broader perspective: that of business generic actors engaged in service ecosystems. Our main contribution is related to the holistic understanding of the experiences undergone by customers confronted with the overwhelming environment of big fairs and trade shows, and the relationship between customers' painful experiences and value in collective business servicescapes.

Nine sources of suffering have been identified: (1) size, layout and ambiance of the physical space (venues, stands, alleys and non-places); (2) over control/lack of control; (3) time pressure/time vacuum; (4) visual/audio-visual overload; (5) barrier of the language; (6) poor catering services; (7)-lack of caring; (8) hassle of public transports; (9)power asymmetry.

Our findings revealed twelve categories of customer's responses: (1) physical and psychical fatigue/exhaustion; (2) resignation; (3) disappointment/frustration/; (4) feeling of unsafety; (5) misunderstanding; (6) feeling of loss, loneliness, disorientation; (7) feeling of harassment linked to controls; (8) boredom; (9) doubt/mistrust -about the information transmitted by the organizer, and about other actors' motives- ; (10) uncertainty about the future, whether

personal, professional, or of the business sector- . These responses trigger coping and defencing mechanisms ranging from withdrawal (11) to anger (12).

In addition, three dynamics of interactions between visitors, exhibitors, staff members, and the servicescape have been highlighted. A negative loop is triggered when two of the three levels of ill-being (individual, collective and/or societal) are in conflict. The individual's anxiety increases and, as he/she loses self-confidence, he/she feels a threat, mistrust, he/she will retreat, attack or try to escape. In this context, the subject is divided between the demands imposed on him by the necessity of being his own end, and those derived from his status and his function as a member of an intersubjective chain (Mellier, 2005), for example, the firm. A positive loop is activated when the three levels overlap virtuously. Subsequently, the loop increases an individual's well-being and, eventually, alleviates ill-being. Business actors feel at ease, more confident, they trust, show more empathetic and engage themselves in a creative way. These contexts facilitate cohesion and resilience. We could imagine a third loop, that of the perfect "planned event", where nothing "happens". While a "no surprise" scenario appears to be utopic in events gathering thousands of people coming from all around the world, the peace of mind linked to the perspective of getting everything under control, from the participant' blueprint to the expected revenues, pushes nodal firms to stick to the same disenchanted space layout, programs and practices, edition after edition. However, the "no surprise" scenario dreamt by most event organizers doesn't appear to neither realistic nor consistent with the postmodernist researchers' call for a shift in the rational, disenchanted layout of services sites (Aubert-Gamet et Cova, 1998).

By focusing on optimizing the functionality of the service, nodal firms not only hamper value but increase customer's pain. For example, while the hassle of public transports is frequently mentioned by visitors and exhibitors as a main source of suffering, it seems to be accepted with resignation by the nodal firm and completely neglected by the transport service providers. Most of the time, the relationship between event participants and organizers is interrupted after the event and is reestablished several months after by the organizer for a new down payment call. High time pressure and the stress linked to the space layout are common sources of anxiety and conflict between nodal firms and exhibitors which undermine the relations before the event launching.

At this stage, we ask how events could act as transitional (service) ecosystems. Can caring and playing alleviate customers'suffering, foster their resilience, increase their well-being and, at the same time, be congruent with collective wellness and business objectives?

Discussion and preliminary conclusions

"Caring" and "playing" to tackle customers' suffering and value co-destruction

Donald Winnicott is worldwide known in the field of psychoanalysis for his notion of "transitional object". Behind the simplified image of this object commonly associated with a soft toy, we must consider a much broader concept of the "transitional phenomenon" (Winnicott, [1969], 2017). Taking root in the first moments of life, transitional objects and spaces mark the human being's relation the external reality. At the very beginning of his life, the child instinctively has the illusion that he and his mother -or the person closest to him- make one. Progressively, he will be confronted with the absence of the mother. The consequent feeling of distress will be filled by a representation (the transitional object) which will enable to the emergence of the symbolization necessary to the development of his identity, and his

affective and social life (Winnicott, [1969], 2017). By transitional phenomenon, Winnicott means an area of neutral experience between the interior (subjective reality) and the outside (shared reality). This area is the bedrock of each individual's *experiencing*, essential to the acceptance of the external reality, the trust building and the development of creative capacity. Like a child "lost" in his free play, as his imagination and his cultural and social experience grow, the adult manages this transitional area to find pleasure and meaning throughout his life. The individual learns to live in a world in which his inner reality and the external reality are often in tension. This "primitive tension" of maternal absence will persist throughout life but will be relaxed by the adult's ability to nurture this transitional area. According to Winnicott, the environment's contribution is essential in the construction of the personal transitional area. It is manifested in the attention (caring) shown to the child. Initially, through the holding (to be maintained), handling (the way one is held) and taking care (the way one takes care of him) that people in the closer child's environment manifest toward him. Later, by facilitating spontaneous playing interactions, unlike games set in normed spaces, but rather free continuum in space-time. From the transitional phenomenon to the individual and shared playing, it is by playing that humans become capable of creatively envisioning their relationship to the environment.

Caring and playing are closely related to the development of the individual's self-confidence and creative capacity, at the origin of the cultural and social experience. As Tronto and Fisher (1991, p. 40) point out, a caring approach requires attentiveness (the capacity to become aware and understand individual others prior to any care), responsibility to offer care out of willingness rather than duty or principle, competence (not only intention) and responsiveness: in recognition of the asymmetrical power relationships, the caregivers must be responsive to the positions and needs of the individual, object of care. Playing provides the framework for creative relationships and helps to develop the social environment. Rather than the expression of submission or acquiescence of customers to a normative blueprint, nodal firms must play the role of facilitators and caregivers in order not to destroy but encourage the creative capacity of individuals interplaying in servicescapes, a source of multi-sided value.

These preliminary conclusions must still be developed. They could be enriched through the French sociologist Michel Crozier's works on how an organisation seen as a system generates the overlapping vicious circles that block it (Crozier, 1963, 1964 for the English version). As for actors interplaying in collective business servicespaces, a virtuous system transformation is essential for the development of individuals, their activities, the improvement of the organizational climate or the performances of the whole system they constitute (Crozier and Friedberg [1971]1981 p.202).

References

Alami, S., Desjeux, D. and Garabuau-Moussaoui, I. (2019). *Les méthodes qualitatives*. 3rd ed. Paris: Que sais-je ? Presses Universitaires de France.

Arnould, E.J. and Price, L. L. (1993). 'RiverMagic: Extraordinary Experience and the Extended Service Encounter'. *Journal of Consumer Research*, 20(1), 24–45.

Arnould, E.J. and Thompson, C.J. (2005). 'Consumer culture theory (CCT): 20 years of research'. *Journal of Consumer Research*, 31(4), 868─883.

Aubert-Gamet V. and Cova B. (1998). 'Servicescapes: From Modern Non-Places to Postmodern Common Places'. *Journal of Business Research*, 44, 37–45.

Badot O. et al. (2009). 'L'ethnomarketing: un élargissement de la recherche en comportement du consommateur à l'ethnologie'. *Recherche et Applications en Marketing* 24(1), 93─11.

Badot, O. and Moreno, D. (2016). *Commerce et Urbanisme Commercial. Les grands enjeux de demain.* Paris: EMS Management & Société.

Badot, O. and Paché, G. (2007). 'Une logistique expérientielle pour la firme de distribution : du « zéro défaut » au « zéro ennui »'. *Management & Avenir,* 11, 11─28.

Bathelt H., Golfetto F. and Rinallo D. (2014). *Trade Shows in the Globalizing Knowledge Economy.* Oxford: Oxford University Press.

Belk, R. (1975). Situational Variables and Consumer Behavior. Journal of Consumer Research, 2(12), 157─164.

Borghini, S., Golfetto, F. and Rinallo, D. (2006). 'Ongoing search among industrial buyers'. *Journal of Business Research*, 59 (10-11), 1151─59.

Braudel, F. (1979). *Les jeux de l'échange, Civilisation matérielle, économie et capitalisme.* Paris: Armand Colin, 63─78.

Carù, A., Colm, L. and Cova, B. (2016). 'Innovating Services Through Experiences: An Investigation of Servicescape's Pivotal Role', in: Toivonen, M. (Ed.), *Service Innovation: Novel Ways of Creating Value in Actor Systems*, Springer Japan, Tokyo, pp. 149─170.

Carù, A. and Cova, B., (2006). 'Expériences de consommation et marketing expérientiel'. *Revue française de gestion* 162(3), 99─113.

Cova, V. and Cova, B. (2019). 'Pain, suffering and the consumption of spirituality: a toe story' *Journal of Marketing Management*, 35 (5-6), 565─585.

Cova, B. and Salle, R. (2008). Marketing solutions in accordance with the S-D logic: Cocreating value with customer network actors. *Industrial Marketing Management,* 37(3), 270─277.

Crozier, M. (1963). *Le phénomène bureaucratique. Essai sur les tendances bureaucratiques des systems d'organisation modernes et leurs relations en France avec le système social et culturel.* Paris : Editions du Seuil.

Crozier, M. and Friedberg, E. (1977, 2014). *L'acteur et le système : les contraintes de l'action collective.* Paris : Editions du Seuil.

Desjeux, D. (2018). *L'empreinte anthropologique du monde. Méthode inductive illustrée.* Brussels: PIE Peter Lang Editions Scientifiques Internationales

Eisenhardt K., (1989). Building theories from case study research. *Academy of Management Review,* 14(4), 532─550.

Glaser, B. G., & Strauss, A. (1967). *The discovery of grounded theory: Strategies for qualitative research.* Chicago: Aldine.

George, J. M., & Jones, G. R. (2000). 'The role of time in theory and theory building'. *Journal of Management*, 26(4), 657-684.

Gioia, D. A., Corley, K. G. and Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*, 16(1), 15–31.

Goffman, E. (1974). *Frame analysis: An essay on the organization of experience.* Cambridge, MA, US: Harvard University Press.

Golfetto, F. and Gibbert, M., (2006). 'Marketing competencies and the sources of customer value in business markets'. *Industrial Marketing Management* 35, 904–912.

Golfetto, F. and Rinallo, D. (2008). 'Reshaping market through collective marketing strategies:

Lesson from the textile industry', in: K. Tollin, & A. Carù (Eds.), *Strategic market creation: A new perspective on marketing and innovation management*, John Wiley & Sons Chichester, pp. 97–123.

Golfetto, F. and Rinallo, D. (2012). 'Trade shows events: From live to digital', in: C. Peraboni (Ed.), *Exhibition in Years 2.0: Between internationalization and local development,* Milan: Egea, pp. 119–153.

Gummesson, E. (2006). Many-to-many marketing as grand theory, in: R. F. Lusch, & S. L. Vargo (Eds.), *The service-dominant logic of marketing: Dialog, debate, and directions*. Armonk, New York: M.E. Sharpe, pp. 339–353.

Håkansson, H. and Prenkert, F. (2004). *Exploring the exchange concept in marketing. Rethinking marketing 5.* Hoboken: Wiley.

Håkansson, H. and Snehota, I. (1995). The IMP perspective. In Jagdish Sheth, & Atul Parvatiyar (Eds.), *Handbook of relationship marketing*. Thousand Oaks, CA: Sage, pp. 171–208.

Holbrook, M. and Hirschman, E. (1982). 'The Experiential Aspects of Consumption: Consumer Fantasies, Feelings and Fun', *Journal of Consumer Research*, 9 (2), 132–140.

Huizinga, J., (1951). *Homo ludens. Essai sur la fonction sociale du jeu*. Paris: Gallimard.

Jeffrey, D. (2011). 'Ritualisation et régulation des émotions'. *Sociétés*, 114, 23–32.

Kagan S. (2015). An Introduction to Ill-Being. *Oxford Studies in Normative Ethics*, 4, 261-88.

Kahneman, D. (1999). Objective happiness, in Kahneman, D., Diener E. and N. Schwartz (Eds.), *Well-being: The foundations of hedonic psychology*, New York: Russell Sage, pp. 3–25.

Leonard-Barton D. (1990). A Dual Methodology for Case Studies: Synergistic Use of a Longitudinal Single Site with Replicated Multiple Sites. *Organization Science,* 1(3), 248–266

Lusch, R. and Vargo, S. (2006). 'The Service-Dominant Logic of Marketing: Reactions, Reflections, and Refinements'. *Marketing Theory*, 6(3), 281–288.

Marcus, G. (1985). Ethnography in/of the World System: The Emergence of Multi-Sited Ethnography. *Annual Review of Anthropology*, 24, 95-117.

Mellier D. (2005). La Fonction à Contenir. Objet, processus, dispositif et cadre institutionnel Presses Universitaires de France, in: *La psychiatrie de l'enfant* 48(2) , pp.425–499.

Michaud-Trévinal, A. and Stenger, T. (2018). 'Pour un renouvellement du concept de situation: le cas de la situation de shopping en ligne à domicile'. *Recherche et Applications En Marketing* 33(4), 27–49.

Mick, D. et al. (2012b). *Transformative Consumer Research for Personal and Collective Well-being*, in Mick, D., Pettigrew S., Pechmann C. and Ozanne, J. eds. NY: Taylor and Frances.

Munuera, J.L. and Ruiz, S. (1999). 'Trade fairs as services: a look at visitors' objectives in Spain', *Journal of Business Research*, 44(1), 17–24.

Nizet, J., 2014. Rigaux, N. (2014). *La sociologie de Erving Goffman*. Paris: La Découverte.

Pine, B.J. and Gilmore, J.H. (1999). *The Experience Economy: Work Is Theatre and Every Business a Stage*, Boston, MA: Harvard Business School Press.

Plé, L., Cáceres, R.C. (2010). Not always co-creation: introducing interactional co-destruction of value in service-dominant logic. *Journal of Services Marketing* 24, 430–437.

Prahalad, C.K., and Ramaswamy, V. (2004b). 'Co-creation experiences: The next practice in value creation'. *Journal of Interactive Marketing*, 18(3), 5–14.

Prahalad, C.K. and Ramaswamy, V. (2004). *The Future of Competition: Co-Creating Unique Value with Customers*. Boston, MA: Harvard Business School Press.

Punj, G. and Stewart D. (1983). 'An Interaction Framework of Consumer Decision Making'. *Journal of Consumer Research*, 10(2), 181–196.

Ramaswamy, V. (2011). 'It's about human experiences [. . .] and beyond, to co-creation'. *Industrial Marketing Management*, 40(2), 195–196.

Ramaswamy, V. and Ozan, K. (2018).'What is Co-Creation? An Interactional Creation Framework and its Implications for Value Creation'. *Journal of Business Research*, 84(3), 193–205.

Rinallo, D. (2017). *Event Marketing*. Milano: Bocooni University Press.

Rinallo, D., Bathelt, H., and Golfetto, F. (2017). 'Economic geography and industrial marketing views on trade shows: Collective marketing and knowledge circulation'. *Industrial Marketing Management,* 61, 93–103.

Roederer, C. and Filser, M. (2015). *Le marketing expérientiel: vers un marketing de la cocréation.* Paris: Vuibert.

Ryan R. and Deci E. (2001). 'On Happiness and Human Potentials: A Review of Research on Hedonic and Eudaimonic Well-being'. *Annual Review of Psychology*, 52, 141–66.

Schurmans, D. (2010). 'Les types de souffrance', in: *L'homme qui souffre, Souffrance et théorie*. Paris: Presses Universitaires de France, pp. 27–60.

Sirgy, M.J. (2008). *The Psychology of Quality of Life: Hedonic Well-Being, Life Satisfaction.* New York/London: Springer.

Spiggle, S. (1994). "Analysis and interpretation of qualitative data in consumer research", Journal of Consumer Research, Vol. 21 No. 3, pp. 491─503.

Stets, J. (2010). 'Future Directions in the Sociology of Emotions'. *Emotion Review,* 2 (3), 265–268.

Tronto, J.C. (2008). Du care. *Revue du MAUSS*, 32, 243–265.

Vargo, S.L. and Lusch, R.F. (2011). It's all B2B…and beyond: Toward a systems perspective of the market. *Industrial Marketing Management*, 40, 181–187.

Visconti, L.M. (2010). Ethnographic Case Study (ECS): Abductive modeling of ethnography and improving the relevance in business marketing. *Industrial Marketing Management,* 39, 25─39.

Waterman, A. (2008).'Reconsidering happiness: a eudaimonist's perspective', *The Journal of Positive Psychology*,3(4), 234 — 252.

Winnicott, D.W. (1971). Jeu et réalité. L'espace potentiel, folio essais. Gallimard, Paris.

Winnicott, D.W. (2017). Les objets transitionnels. Editions Payot & Rivages, Paris.

Yin. R. (2014). Case Study Research Design and Methods (5th ed.) Thousand Oaks, CA: Sage.

***