

## MODULE 1

### CUSTOMER EXPERIENCE IN B2C MARKETS

VC: I do not want to present something formal. It is just to share, what are my research topics, what is the evolution and what we are thinking about and working on at my university and globally in consumer research. So it is not really a formal presentation from a finished research, it is not a processing research, it is just to share you some flash. How I can understand, what is about customer experience in service context. And four keywords, service concept, because what I am speaking about it is only in the service environment, and servicescape. Servicescape is just two words, mixed them: service landscape. Then pilgrimage. Why pilgrimage? Because my last research was about pilgrimage and consumer competences, I mean a way of understanding how the consumer cocreate the experience. It is some flash about what could perhaps go into your mind, giving you some idea according to your own research theme. So, consumer experience is a really old concept, as it is really known, and it is about more than 30 years that marketing researchers have been focused on consumer experience. A more important concern what I think about consumer experience is that it is about an alternative view of consumer behaviour. Because it is only in a subjective approach and this directive approach is very different from consumer purchase, consumer concept. So, I choose some examples, I think it could evoke for you some things, this is because, say, think of a really famous museum from artist. Going to this museum is a real experience. This experience can be considered in service approach. This is because we are beyond the Eiglier-Langeard school, which is a French school of service consideration, French form of service performance. And they really pointed the difference between product approach and service approach. And where... in service, consumer is automatically part of the offering. So, I would like to just show that since the Eiglier-Langeard approach there is the Vargo-Lusch approach on service dominant logic. And these two big considerations of what is a service can draw globally a framework for research in services and in service context. And I think, what is important, now service is really include in a product offer. And with service dominant logic, there is no product alone, it is always a product plus services. About... I go really fast about...what we can consider with experiencing it from the

80s', so here we saw that there is really a shift between the old consideration of the product or the consumption from a utilitarian approach to a hedonic approach with a kind of revenge of the emotional consideration. There are other papers which support the research. These researches are big framework for big structure for what I will speak about later and this is about what is an experience and you know this one, it is psychology of Csíkszentmihályi. And it is an important domain, where the flow, concept of flow, flow experience can be considered. So just to put it in a more managerial approach. Here is a Starbucks experience. They present themselves as an experience offering and create five principles, big principles. The first one is 'make it your own', it is about the appropriation process, the second one is 'everything matters', so it is not only what you buy, but it is also what you can consume, for example you can consume atmosphere, you can consume, you can consume many other things, not only coffee in Starbucks. The third is surprise and delight. Surprise and delight are a kind of opposite from a concept of satisfaction, because satisfaction is a really cognitive concept instead of surprise and delight, which is more emotional and this is the proper orientation of an experience approach. The fourth principle from Starbucks is 'increased resistance'. This means that engagement from the consumer and engagement from the client employs. Important is the service delivery. And the last one, the fifth one is about 'live your mark' because brand is very important. The brand needs to have some stigmas about what they are and what is really the identity of Starbucks. Now I choose another kind of service event, kind of a festival. It is very interesting to think about, it has a service experience and to try to organise or consider this festival as really a service experience for all the people. Not only for the young to consume the atmosphere, all the values of stakeholders at this kind of events. Experience marketing is really an anchorage in this kind of experience approach and experience marketing is another offering of four categories after first one, communities, second one product, third one services and the last one is experience. To sell experience is at first more differentiated approach, secondly is more profitable approach, but it is not easy to counterfeit a service experience. For example we went yesterday to Balaton lake and it was really an original experience. All of this characteristic of your own culture which are proposed as service offering, can be considered as something that we can try to work and to improve in this way of experience proposition, can be better, profitable offering than if you argue on services. So, what is really important is that service asks for experience, asks for global approach where

the context sometimes can be more important than the experience itself. If I take what we lived together with the colleagues, it is not only the experience of Balaton lake, is to go there with all this friendly colleagues to share with a young guide to discuss with her, to know that we are waiting for a storm, which does not come, all of these elements which belong to an experiential context, and all of these in an experiential approach seems that consumer can have a dimension if the context is, where you were, precise and where considering by the consumer and by the manager too. I did my thesis on twisting servicescape in a dimension of physical environment. It means that sometimes in the place of servicescapes can happens things, that the manager did not prevent, and so these things can be considered as a dimension by the consumer. And this kind of approach considers that the manager is not really a powerful actor in service experience, because the consumer has his own design, his own practices. And the framework from my thesis shows that there are some space which proposes full influence and full delight. You see this is just the first axis to the powerful system. And the other line could be the gap between what a manager wants to be and what we need. Sometimes consumer can divert service staff and in this kind of creation practices from the consumer we can draw value situation and this situation leads to kind of management. So in this paper, we just wanted to show in a modern area that servicescape was more powerful in the postmodern area. In the modern area, the values was more determinant then in postmodern area which is about the linking values. So, the space in the postmodern area must be able to support the link, the human relationship between the people, then in the modern value, all this variation in the utilitarian objectives. And this is a modern approach, where sometimes you use value, in marketing transactional self-service and social economy which include linking value with the frontline employee and in the last steps with the postmodern approach we introduce the linking value with the tribal approach. There is two another small concern, which introduce competences. Why consumer competences? Because nowadays consumer is competent, since we know that consumer has his own skills and sometimes these skills are not exactly in the same fit than company resources and so the offering could be go to a kind of procurement in more details perhaps. It is really where the firms try to take it into consideration what are the consumer competences to consume and to deliver services. In March this year, two months ago, there was an interesting paper, an article from New York Times. It stated that human contact now is a luxury good. And with a kind of digi-

talisation, and technology the consumer will use more and more the electronic tools. And these electronic tools are against human contact and what the paper is saying is something really important, that there will be a gap perhaps, between - not a cultural gap, but a gap - the money that the consumer can earn from human contact or from digital contact. Why I want to introduce this, is because now, we are often speaking about, what we often call a physital (physical + digital). And physital, some new researches about this, show that the consumer now can buy without going into a retail shop, so without living a shopping experience, he lives a digital experience alone with a computer or on his phone. This often can lead to some experience, which he can live as an electronic experience and in this electronic experience there is no human contact. And a kind of lecture between the relationship through digital and classical experience are totally different and the first one is cheaper than the other one. And to keep some relation, to have some human contact, will be surely more expensive. And so, it is really a kind of segmentation, which is going through consumer experience. The point I like is about, the experience can be really designed through these 3 themes. The first one is a narrative, this is a story what we want to say, to the consumer. The second is the context, is all the material, physical, even digital elements. And the last one is the active participation of the consumer. In designing this experience, we can think about for example a hotel attached to a dental clinic, we can see about what is important for dental services. For example, I don't go to the dentist for medical or care really, I would like to go there perhaps, for tourism. This is where the position offering, the narrative is not exactly a narrative in close relation with, what they are really doing. The experiential context is interesting, but in a kind of guest position, it was the first moment where just proposal is for some dental care. And the decisive is how is a dental activity, how the purpose is not a funny experience, because it is not so funny, but a secure experience. It is presented as a nice one, because we can go to visit a country and at the same time to have enough care. But when I read some website, I was wondering, what are the core of their offering. And perhaps this is a kind of between what they what to do and what they know how to do and how to put themselves to competitors with classical tourist activities. This lends us another framework, this other framework was to differentiate, the personalisation of the offering, one to many, one to one. And the process if it adds value in the backoffice or adds value in the front-office. In backoffice all is planned and there are lot of possibilities, because there are some modules

which need to be only added and combined, and it is the rule of the frontline employee, who really have to correct, have to reorientate relation in the services. At the same time, that in the front-office with the customer. Four years ago, when we were thinking about servicescape, we can introduce another valuable, this is valuable of attenuation. Attenuation is really the level of population, the native of different or not from the inhabitant. And this research revealed 4 types of consumers. The native who resides in the country, the native who is emigrant and live abroad, the no native who live in the country and the no native who do not live in the country. And these 4 types of person, there is 4 types of difference of how they integrate, how they appropriate, how they really absorb cultural value. And this kind of acculturation mediates their own perceptions of the servicescape, of special care in the case, because it is only in the case of a rehabilitation process. For example, a lot of old places, some old stations, some old hospitals, are transformed, are rebuilt in a business place, in a service place and in this case of rehabilitation, the legal of acculturation will really influence differently what are the perception for example of service quality. It is only to reintroduce the trilogy revisited, reintroduction of the dimension, the twist approach. Because formerly only 3 types of relation exit voice was defined, and we reintroduced the one of twist, which is not exactly the voice, it was not exactly the twist, the exit, it really helps the consumer, helps one of the actors manage with the other one. This one is the same idea, but it is about how the consumer can consume the same thing outside of the market as an example. It is about luxury goods, for example luxury experience, with a collaborative approach. The consumers are able to propose a business offering, but in competitors with classical provider. And in this kind of activities, we try to note, how the business, how the consumer can live extraordinary, ordinary experiences. And often with ordinary experiences, experiences of that they like, the consumer is able and want and as the skills for doing on his own or doing by other consumers. And not necessarily addressing to the provider. In the case of service experience a research was about the tip. The tip is really interesting, because nobody had to be just a proof of quality, of a proof of satisfaction, but often it has a systematic behaviour. Someone gives a tip, because values, or it is used by a discribed decision of a cultural one, or not cultural, sometimes projectivity is normal. The end of the transaction there have a tip to do to give, and so this kind of little things could really influence or really manage the relationship between the consumer and the provider in another way and with a central influence of the frontline

employee. Sometimes it is even given salary for the employees from the provider. Sometimes it is only just how the provider can earn more money and perhaps he thinks that just a sign, just a mark of the satisfaction of the consumer. So, it is just another thing about service experience is very difficult to really structure. And as a last one, for example, we can think about a fun of a run, we can think about some shops, some malls, can be consider as a place of really some sacrifice that a consumer can present to an activity. Peregrination is an interesting field, because in this peregrination you have owned business around the peregrination. It is for hospitality business. And we choose other actuals, a lot of actuals, more formal, like visional development. And so, I made it in 10 weeks. And this is a really interesting field. Compostela, this was the way, is crossing the south of Umbria. And I consider, that if you want to observe and think about service experience and how there are some aspects, how the consumer produce and create a conception. In a paper we tried to put it through historical analysis. What we can always live in this experience through this kind of peregrination, is some viators and some sociality. And it is not to consider this as something. It is only to try to understand how business actuals, for example the hospitality hostel, or restaurants, or all the staff around the peregrination can be found positioning. There is another research about transformation of the experience through the pain. How suffering could lead support to a spiritual experience. I spoke about service scape, but now recently some people, speak about experiencescape, it is in the hospitality literature. So, you see that a concept can live I think about 20 years, but after there is a really cycle of life with the concept. Now speaking about service experience, it is more interesting, you can do something, but there are some researchers, who show a new concept with a structural experience, this structural experience, the engagement and a deep structural experience use the flow. Thank you very much, and I hope that this give you some idea, some light from what I did and how I consider the consumer research and experience services. Thank you.

**ZV:** So, we have heard a lot of provoking thoughts, I think. A few details which are not really clear for you, but by the end of this day, I think, we are going to understand everything. So, any comment, question?

**AG:** I really enjoyed your comments, I liked many insights and points, especially some of the phrase was regarded to servicescape. I also like the com-

bination of physical and digital. So, in any consumer behaviour there, there is a whole continuum meaning, there is a product, there is a service, and the all example play back was a hamburger. Of course, fast food, one time, one budget, warm, bund and cheese and all that and how fast it came, how well it came... I would like to mention a couple of things if I may and I must say I am not a consumer behaviour professor or even expert at all. Here is what I learned in consumer behaviour and I find that consumer experience is rather title a place, a setting, especially in metropolitan areas, so let me to mention you just a number of cities that start with a B in central and eastern Europe start with Budapest, Bratislava, Belgrade, Bucharest, in western Europe Barcelona, Birmingham, Brussels. What does a customer or consumer puts in his or her basket in terms of a product and the service, so here is a whole list. In Germany different meals, a service of cleaning your chimney. In Italy, variety of pizza, ice cream, and in terms of service, dancing lessons and insurance for Vespa, other mopeds. And in the UK, different meat pies, football tickets, golf course. And I come last, but not least France. So, different meats, including venison, pigeon, frog legs, snails, goat cheese, caviar... Just you to know. Now, let's go to the last thing if I may, and that is...so giving a kind of thing, what can I say, and how I can contribute to the final point, to the pilgrimage, and that is ... I studied national parks in Canada and USA. And I tried to compare and presented a talk about 8-9 years ago at Szeged. So, I thought I will put it in a journal. Well, it took me some time to find a relevant journal and because we all want to publish our names in academic journals, so I finally found one and it is called, I believe it is called Place, Branding and Public Diplomacy. Very long name Place, Branding and Public Diplomacy. So, long story I brought up all my slides into a text, and into academic staff and I thought I did a good job for this journal. And it was refused. And guess what. I just added then one more footnote or reference, and it happened to be the name of the editor, the chief editor. And the text was accepted. So, there is a certain lesson, I wanted to share with you, in the context of metropolitan areas and what goes into in Hungarian '*kosárba*', and in English of course it is up to the car, what goes in terms of physical products and services and I finally came to this idea of matching up your pilgrimage my own publication. It is still public diplomacy the same way. We had a wonderful time, great experience, grate city etc., we went to Herend, Füred and Tihany too. But in Veszprém, what I noticed in the castle area, each building wanted its own admission fee. Each wanted its own service fee, so I went back and talk to the

office manager. She had a little time for me, and she said ‘*You know, András, we had already worked with the church, we worked with the institutes, we work with the city, and each one wants its own money, and so we are working on what you suggest, it is a good idea*’, but a profane experience.

**ZV:** Other comment?

**VC:** It is about the journal. One of the first article, which was published in a journal, I did not know it before, but they did a special issue. The Journal of Marketing, Spirituality and Religion. It is an English journal and it did a call for a special issue, for this one, what I published with my colleagues, special issue on pilgrimage on sacred and profane in hospitality business and tourism.

**ZV:** Other opinions?

**FP:** Actually, starting from the concept of experiencescape, I was wondering if there is any possibility to study, how the cultural trends more or less globally shaping experiences they are valued by the customers. For instance, I was thinking about the example that you gave, on festivals. Sziget festival is a very important festival in Europe. But at the same time, there are other festivals which are more or less, a little bit more evokes right now. For instance, we had until 2 or 3 years ago Tomorrowland in Belgium, which is an electronic festival, very appreciated by young people all around the world. Which is happening in Romania, this called Untold. Actually Untold is pretty much like Tomorrowland, the same music, I would say the same crowd, same experience, the only difference that I only see, is the fact that all the stage in Belgium you have aliens and all science fiction type of settings, but for Untold you have more like dragons, vampires, fairy tales. Therefore, I really think that one of the reasons, but I cannot prove it, one of the reasons why it is so invoked right now, this festival, is because the huge influence of Game of Thrones, Harry Potter. All this imaginary in Transylvania, the land of Dracula, but in this very specific context... and a really afraid that this is maybe the next point here for an academic research.

**BC:** I think it has a framework for three dimensions of experience about good thematization. And I think this is one of the mayor issues for the marketers to



find a good thematization, because sometimes if you look at already themes ... I think thematization is the mayor issue. What you present is the difference between thematization of an experience and in fact marketers will have to develop a kind of trend approach to see what are the forthcoming themes. Because if you see a film which is predominant today, it could be a favour in 2 or 3 years.

**FP:** Exactly.

**BC:** It is just like for product, but you do the same for experience.

**VC:** Yes, it is. It is exact, but some things are overtimed. For example, there are a lot of festivals not only music, but in art, in theatre, in Avignon, in sacred music in Orange. And there is some theme, the movies festival, and so on... I think on value of thematization, there is thematization which has a cycle of time which is now up to date, but in 2,3,4 years it is totally out of fashion, but there is some eternal. And these eternal are closer to internationally recognized values. Everybody can love theatre, can love art, can love music.



*From left to right: Ágnes Búvár; Andrew Gross, Katalin Formádi, Klaudia Angyalosy (student), Cintia Virág (student) and Zoltán Veres*

**BC:** In case of Cannes festival, because this year they refused the competition of movies that were produced by Netflix. Because Netflix is the next revolution, but we challenge the whole industry of filmmaking and Cannes festival is based on the traditional filmmaking, where Netflix is challenging that with TV series, that revolutionised and you take example of young consumers, they prefer series, not the movies.

**FP:** ... series but Netflix is an amazing platform for a filmmaker for all over the world.

**BC:** And in the same time Cannes festival refuse them in the competition. You see the resistance of old film and upcoming of new thematization, but according to me it is usual work for marketers to detect, anticipate, maintain trends and this is more about sociology...

**FP:** I asked this question, because when I discussed to students, we always discuss about the efficiency part. As a former marketer in practice I remember, that every time when I had to introduce something, my manager used to ask me, that *'Okay, but how many sales that we going to have, the minimum amount?'* and I had to be quite precise in times of segmentation, number of potential forecast customers. And when you try to get on this new way, which is forming, I do not see, how you can really quantify the number of forecast customers and then to be sure, that there are not only the beginners are going to adopt this way and they will be the only ones. And I think that this sure that we all have to try to put it on paper, try to understand it. So, this is something I am very concerned of, because otherwise you can be very intuitive, that we have a star, a music star which is a quite bad product, but a good branding on her, she is called Inna. She is well known by young people, known the word, but there is no scientific approach, just pure intuition in the fact that YouTube is going to work and that if you use YouTube, if you pay attention to things like Netflix music etc. and try to get the wave, you are going to be successful.

**BC:** Are you saying marketing is more to detect friends?

**FP:** It is, but nevertheless how could we do it more scientifically?

**ÁB:** I think that you can never predict the success of a marketing act, I mean

you try, but you can never be exact. It is like big fight between professionals and academician, because you have this expectation when you talked to professionals, that help me to predict, that if I would this or that, what would be the success rate and I think it is impossible to do, because...

**FP:** You are right, but project experience is designed for customers, so I have to present a very specific project saying that this is going to cost us this amount of money. And the manager ask, okay should ...

**ÁB:** I know exactly. I did an interview with marketing professionals two years ago. And we were talking about general... and what they think about marketing specifically on advertising. And we talked about market research also, because I wanted to know their opinion about academic research. And when I asked them *'What do you think about research?'* they thought about market research and they talked about the fact that for them market research is a way to ensure that what they do, would work, and sometimes it is not even a thought to make a decision, it is just ensure the position of the brand manager, so they can show, that *'we did a research we did a forecast, and it will work'* it never works like this, I mean professionals have this desire to see the efficiency this ad. I do not think that you have any way to predict future, because even with market research you cannot do this. They have the desire, but ...

**FP:** I have one more topic to launch, and it would be a question to professor Veronique Cova. We speak a lot about delight. And about making people love, but just love. But so much like recently a really pleasant of emotions, how...what is going to be the opposite effect.

**VC:** Now, I think what I red, there is a new thing what is coming in marketing research, it is well being. Wellbeing and mindfulness are the roaring concept, and this is not a total satisfaction. It is not delight, now it is a kind of another concept. I think that, it is just my opinion, that marketing research, not our job, it not to say the manager what to do. Our job is only to propose them some thought, to propose something like this, with this we never said that *'yes, we had to choose this kind of themes or ... not'* just we propose just a way to think. And so today it is not what is opposite of brand love, just I say as a researcher, that now be careful. There is a new concept, that is quite...

not really well defined. It is about wellbeing and mindfulness. What is consumer mindfulness, how my offering could help him to be more mindful. So some things are moving, and I think that the best, ... the more important is to be aware of what they are thinking about and how we can manage a new concept, a new framework, a new structured thought, to propose or to help them, to help the manager in taking decision, but I do not want to take decision instead of the manager, I do not know. It is not my job.

**ÁB:** I perfectly agree with you, but still the pressure is there, on the side of the manager, so they can just make secure the choice.

**AG:** So, I like to get in there for a minute, but before I do, could you clean up those words at the bottom? What do you mean by secure?

**VC:** Security. To feel safe.

**AG:** Secure. And what does it mean?

**VC:** Is to be broaden from in and out. I am in and I am out. I am in the experience and I am out. A very close atmosphere. For example, you go to Walt Disney you have the bridge to take, just when you are coming into that world and when you go out and when you take the separate one, it is finished. This is this kind.

**FL:** They have a mobile app and they can connect the Disney world feeling with this app, so this physical and digital thing is actually, I think it is not end when you get out of Disneyland. You can feel the experience, by digital devices.

**VC:** Yeah, sure, but it is important not to this, just to have a thought, to think about this. As I have to close it, or as I have to just have to some open windows, to go easier in and out. It is just steps of thought.

**AG:** So, coming back what do you said, and what Florina said, I would like to mention a few names, because I have studied the work of my youngest daughter who administers festivals in California. I just like to mention two festivals which have gone really out of control. They used to be amateur, they used to

be ad hoc etc. So, one of them is in Texas, called South West a very big music festival. Basically, it is getting too big, like 40 years ago was Woodstock. The other festival also had amateur rules, in California, now that it is really started and now it is in Nevada. And it is in Burning Man and it was amateur and no admissions and now they tried to charge, to be the chief administrator and she declined because it was getting out of hand. So, I just wanted to understand the concept and I agree with you. Some of these festivals are wonderful, but you have to think about one other turn there, beside these and crowd control.

**BC:** If I just come back to the concept of trend experience, I worked on a paper with the case of tough mudder which is the major obstacle race today. An obstacle race, you have to pay 130 euros to render 3 hours in the mud full of 25 military obstacles including 10.000 charge wires etc. It is madness and the internationally successful people already have tried it. What is interesting, is a formal business, reading that was create this new experience. But not on the basic of market research, trying to find someone to invest, I feel.

**FP:** I feel.

**BC:** I feel. My, ... the over alumni I see they are lucky in this kind of body experience with a touch of pain and I trust, that could be a real business. But he never found an investor, so at the end he spent his 44 dollars to renew the first obstacle race of this kind. And he was expecting to get 100 participants and he got 4000 and business started. But you need an entrepreneur, you need an investor to bet on a new experimental trend. Marketers in the fields, they do not have the power to take such a decision. That is the problem. Even if they feel, may have the intuition it is very hard to convince the financier in the company, the top management etc. And that is why we need marketing. Already I think marketing is do not confirm the established trend.

**FP:** I have here to say that I would really love to put them on Instagram, Facebook. What would be a concept in marketing can live about 20 years even some things are over time. And the other one would be new experiences are actually better developed by entrepreneurs not by managers or by marketers.

**BC:** I saw the example a new experience of American success.

**AZ:** I am more optimistic about this because investigating a little bit the relationship between management and marketing and the trend until a few years ago was this one. Managers are the strategists and the marketing exactly has to obey the financial part but maybe the importance of digital online put back marketers put back in the strategy. Because, and I think that the items' main change was experience. Because in branding of our MA students, so we invited a lot of people working in branding, so... and have these buzzwords that since forever like experience. So, they excited in practice ever less let's say. But since my effort, social media and online made actually possible to have a real experience, until social media and until internet, this experience was more or less very limited to have a direct contact with the brand. With you know when we buy something, we know something, so actually it was not a long term and fulfilling experience it was something related to the touching point. But now with social media, it can be a real experience, because people could be in touch with the brand and the brand can be in touch with the people more or less all the time. And there are many concept on that are really buy but using products or services in our everyday life, let's say that. And I think this is one of the reasons why marketing become a point of strategic prospective and this is one point. Another point is that I have to make, because you said so many things that are buzzwords. Because it relates to all of them. But I would relate to..., I would say something about death. The experience are wellbeing and mindfulness, that you said. Experience that you presented at a part I was thinking all time about sacred brands. Because this is you know the ideal brand, let's say like that. And we cannot achieve this idea, this top level of branding, if you include things that include sacred relationship, this sacred feeling, so I think that connecting with the two, with the help market more structured experience that needed, brands maybe keep the consumers more,... the brand community and the relation with the brand. This is one thing. And another thing is related with this wellbeing and mindfulness and also the other. I think that framework is moving from one place to another just are some different. Because for instance wellbeing and mindfulness are incredibly important, because the mentalist today go to consciousness and being responsible and helping the community.

**FP:** In Western Europe?

**AZ:** Yeah, marketing and branding.



*From left to right: Annamária Sasné Grósz, József Hack-Handa, Florina Pinzaru, Alexandra Zbucea, Bernard Cova, Véronique Cova, Ágnes Búvár and Andrew Gross*

**FP:** You are speaking about Asia.

**AZ:** Yes, that is true. The standard marketing branding is in Western Europe and in the United States...

**FP:** Until we reach the...

**AZ:** ...some other, yeah.

**FP:** Or Dubai.

**AZ:** That is true. But putting there these consumers actually. So, the wellbeing and mindfulness are related with this new mentalities and trends and they are incorporated in the more traditional approaches, emotions and feeling... being enchanted, delighted, satisfied, so into this all, let's say, concept is now included this wellbeing and mindfulness, so it is not the theatres are forgotten, but is you have to include this one and Burning Man is an example, so you have full experience, all your senses are, you know, out of their...

**FP:** Controls.

**AZ:** Yeah, exactly. But you know there is something full of sense in this experience. And you also have these 2 new points of experience. The frameworks are including this, not shifting a point from another.

**VC:** These points are not really new in management, because now there are in use more and more in human researches. And so now, about suicide of a lot of employees, now they think that the salaries are low, but it is the pleasure to come to work and to be enthusiastic and to feel...to be wellbeing working. And these two concepts of wellbeing and mindfulness conferred from, I think psychology, or something like that, but from human resources. And so, it is really... I think a big change in all the firm, not only marketing. And so, marketing warning just behind and say, '*Yes I come, I come, I like it.*' and you understand that the question for human resources is not only that the wage is more important in the job, everyone knows this. It is not... yes, we are walking to have money, but not at all. It is the same thing for consumer. We are not consumer to be satisfied of what we are consuming. And it is exactly the same trend. And so, it is new, and it is a new revolution.

**FP:** Because it is so strongly related with that. So actually yes, you are completely right, so this thing happened not just in marketing but in all business aspects of the society, because if you look at the Nobel prize winners in economy, you can see the same thing. It is not the rational decision making.

**AZ:** ... Economy... it is the centre of economic research, but the feeling the emotions as the humans as humans.

**VC:** But it is quite a revolution, then with Herbert Simon, about nationality. And it is now coming, as it was in economy, now it is coming in management. And so, I think is really shift, really. There is one still exists, really and not only on the stage. I think, I do not know what will happen in 20 or 30 years, but I think there is a change in considering the conception and how to coach the consumer into consume.

**AG:** I have one more point. So, coming back to security. I attended the Olympic Games in 1976 in Montreal, that was the last amateur one. 1984 Los



Angeles, which was boycotted by the Soviet Union. Anyway. So,... but I also attended in 1996 Olympics in Atlanta about this time, but there was one explosion that killed a couple of people, but I have been turned out because it became less secure and so I would, even if you pay my way, I would not go to Tokyo, because for me it has become too crowded, too expensive and the crowd control is not good and you can watch these specific events in television on a delay or on actual basis, so even if you pay my way,... so this is terms of what Veronique said, so it is a term of delight, you feel secure exactly. So, for me the big events are unsafe.

**KF:** Can I just add something?

**ZV:** Yes, sure.

**KF:** Then listening your presentation, one thing came into my mind, because I really liked that idea of really good experience with the pilgrimage the 2 main pain suffering. Because most of the cases we are talking about the good positive... using different positive senses to create experiences, but what I also absorbed that you can compare with the running competition. The pilgrimage with the running competition. And I think that is also very important, because pain, suffer... I mean if you are doing a half marathon or marathon anywhere in the world, then you are doing pain, suffer a lot, on the way, but you do it, because you go through a kind of self-determination, like self-consciousness during the way and pain and suffering leads to a delight, leads to a let's say emotional wellbeing and from the... it is not about motivation, because it is more, it is more like that. And how to turn the running experience into an unforgettable, how to turn running as an activity to an unforgettable experience and memory. And my first experience was a half marathon and there was a Russian team it is amateurs actually and they had this logo, that '*Pain is temporary and glorious forever.*' And I think that could cover idea about running. And since then you would not... I mean you do it repeatedly, because of different reasons, and not just because of finding yourself, but it becomes a kind of motivation visit places because of nice running competitions and this is also I think very important in consumer behaviour and also from the consumer psychological point of view, why people are participating in running competitions.

**FP:** If I just may add something. There is a.. I would say a big difference from

the pilgrimage in the view of Catholics and the pilgrimage of orthodox Christians. For instance, orthodox do not walk in pilgrimage, they take the bus, or train. There is no walking pilgrimage in the orthodox church. It is always being organised by the priest who is in front of the bus. So, it is very different... That is a good business after all and a lot of marketing.

**KF:** And it is for running all well, then you do it. You just have to do it by your own, so it is your collaboration.

**VC:** I think it is a very interesting subject, about the place, about the body experience. And there are some new articles, and one is called embodiment it is an use of body, to have an experience and in marketing and embodiment experience are very interesting to investigate. And the second is that this kind of idea is exactly the opposite from a virtual experience for example, sport, football a football event. When we go to the match, a game, and e-sport. What is e-sport? The player is the software. And we look the software and we are saying that there is nobody really in action. And so, both procure some experience with emotional one and the consideration of the body as really a vehicle through pain to allow some emotional dimension is anchorage of the Christianity approach, where the sacrifice is very important to live better, so it is not a same in, perhaps in the orthodox, but I think so, perhaps in Muslim the concept of pain is not the same, because it is not close to the concept of a better life through suffering.

**FP:** Made a concept of pain for the orthodox church is the fact that all doing the mess you have to stand, really.

**VC:** This approach of pain and suffering is not independent from religious beliefs.

**ÁB:** But pilgrimage is for everyone it became like just this morning, I read an article about a woman who did the Santiago del Compostela.

**FP:** El Camino.

**ÁB:** Yes, and this became very famous, and it was not because of formal religious purposes it was because she had a brake up with her boyfriend and she

was sad and she did not know what to do with her life, so she did this pilgrimage and I think it is interesting, how you can connect this profane motivation to the whole concept of pilgrimage and how you can find the sacred of it religiously, because the first Shirley MacLaine was... and everyone wanted to do this and when we talked about the pilgrimage this woman had the same experience like community and suffering and what do we have with running as well, to overcome your obstacles and be more than you are and by the way all my friends approaching to their 40s' wants to have marathon.

**BC:** And the 60s' is Compostela.

**FL:** Generational issue.

**ÁB:** Yes, I think.

**VC:** What I say is not that all the motivation, because for example, I did not a Compostela way, I did one in Canada, and everyone knows that in Canada, in Québec they are really against religion and all the staff, because they are suffering a lot with some religious pressure. And so, when I did it... it has the same name, it is exactly a copycat of Compostela. No one as a religious objective and so... but, the relation with the body it is encourage somewhere. When I was young, my mother said, '*If you want to be beautiful, you must suffer*'. When I has long hair, I... So, she said to me, when I had a lot of hair '*...if you want to be beautiful, you want long hair, you have to suffer. If you do not want to suffer, I will cut it*' and this idea of suffering is really linked with all the things better, so it is not about religious approach...

**ÁB:** Yes, but you have the spirituality of it. So, it is not religious, but them modern or postmodern way of religious experience and this is how I could... because...

**ZV:** Let's make a few comments about the discussion. What I think as an interesting questions to discuss. First of all, subjectivity, subjectivity period. Subjectivity can cause, I think, managerial your problems in service context, because the servicescape, as Eiglier and Langeard defined it, they are together, so the consumers are witnesses of other transactions. So, that can cause managerial problems, how to manage different subjective approaches,

different subjective experiences, because from service point of view the service transaction seems to be the same one, but it is not the same. From person by person, from customer by customer, the transaction from customer point of view is different. Sometimes that causes the problem, how to manage the interactions for example interactions between consumers in the servicescape. Even in a simple case, in simple services, it can cause problems, let us say, in a post office. Not so complicated service, but interactions, a chance for interaction sometimes can cause managerial problems. So, what I thought to comment is managerial implication, management problems, because a theory can be fantastic, but if we can realise the lessons from the theory, the management, the service management can cause problems, in that cases something I'art pour l'art theory. So, subjectivity. What do you think? What do we think about the subjectivity? Do we say, neutralise a little bit subjectivity, or do we have to do something with it? Or let consumers have their experience as it is...

**BC:** Just a comment, I think it is just like students participation, we know about the subjective experience, each of us. And they never tell you really what they need as the subjective experience. So, I think this is out of the scope of management. We cannot manage everything.

**ÁB:** But you cannot give them the scope, I mean this is the whole idea that we try to figure out what consumers think and like your strategy. And this is the psychology of students.

**ZV:** You can think of complex situations...

**ÁB:** But it is the same. I mean the power to understand the other person and that it is subjective. This is the concept, I mean of being human...

**BC:** Yes, but I think it is too important task, for managers, because it is too huge. You have to go behind that, to simplify what is your task as a marketing manager. If you want to understand the differences in all the subjective experiences lived by people with the same experienced context, I am sure you would be afraid of trying do that, for for example a classical concert. Opera music of La Scala in Milan, it was amazing to see the difference of those experiences, when people report the day after. The majority of what they told

us, is not manageable, you cannot manage the..., for example one is saying *'As soon as I entered the huge opera house I was really impressed, I feel it because I was so small in this opera house.'* The next say, *'As soon as I entered the opera house I was embarrassed, something huge and magnificent was me to the experience.'* If you are... there is two position but think about all the position. What do you decide?

**ÁB:** You try to find patterns and the whole point is that you try to discover patterns. This is segmentation all about.

**BC:** Segmentation of opera house?

**ÁB:** Yes, for example because it is manageable if someone feels small, like for example, maybe you know the Metropolitan Opera...

**BC:** Yes.

**ÁB:** ...and the Hungarian National Opera did the same, like bringing opera closer to young people, because they felt it strange...

**BC:** BBC France.

**FL:** I think the customer is not being small, by such a huge...

**BC, ÁB:** It depends...

**FL:** I know, but it is a great feeling to...

**FP:** To give just one example, the biggest retailer in furniture and decoration in Romania, and I used to work for them and I remember that the whole store was magnificent, it was really something like the dream of architect coming to..., but at the entrance, the whole entrance, all was like a bazaar, with very small objects and furniture and it was like really being in Istanbul or something and I was saying to the owner *'I do not understand. Everything here is huge, is beautiful, wonderful really. Why do you have this bazaar at*

*the entrance?* ' And he said something like that, because, Florina, people in Bucharest in Romania at that time they were afraid, when they saw something huge, so occidental, so luxurious, and they had the tendency to go back, to step back and not to go in the store. That is why the bazaar, but after that created the experience as he wanted to.

**FL:** Yes, but this was the place where they went to shop, but if you are going to the theatre to an opera, you want to be shocked by the enormous...

**ÁB:** I mean, you are the person you want to be shocked, but other may not...

**FP:** But it is something manageable.

**FL:** Yeah, I agree with you.

**VC:** What I think is that, in fact subjectivity is really the most important characteristic of the consumer.

**ZV:** As a general.

**VC:** Globally.

**FL:** Does subjectivity has general meaning?

**VC:** Yes, subjectivity is just ensuring characteristic of people. And so, this is really problematic because in marketing or in management approach, we try to make some patterns. And what I am thinking about is just if we want to add some pattern, what would we say? Would we say, that we are interested in marketing, that we have some connection with the university and what is more? Yes, we are man and woman, and so things, that are not interesting at all. And what is interesting is what you live, what you live, what really have as an experiment. And if we want to do something, we have to consider the subjectivity of each of us. And it is impossible to consider, I think so. Patterns has really a marketing tool. A good marketing, I think has to go, yes, you think differently, you too, you too, each of us think differently, so I have to propose something for all of us. I will make some cuts, in my offer, and I have to decide as if I want

to satisfy you, knowing that you all not going to be perhaps satisfied. And it is really subjective approach, is a quite revolutionary approach.

**ZV:** Do you think that is was not known before?

**VC:** I think that when I read something about subjectivity, and I think that it is very interesting, it was not like death of marketing, because someone approaches me, but it is just to have a relative position. I really do not believe in marketing...

**KF:** I would observe the practical answer, the strategic answer to this issue, that was already included in your presentation. And I think this is personalisation, which is based on segmentation. So, this is the marketing strategy answer to this subjectivity.

**ZV:** Can be.

**KF:** Yeah, could be. But if you personalise the offer, and personalise needs offer, we could refer to just to some segments of the marketing strategy. It is enough if I believe the personalised, how we communicate, what is going on there, not necessary the show itself...

**ÁB:** I thought about personalisation as well and mass personalisation, that we are capable to do right now, with all the technology and the big data and the consumer test analysis, so all these technical tools help us to personalise our message in a scale, like in luxury industry where it was even really personalise but for a few clients now, it is like everywhere and in advertising, personalisation is one of the big buzzwords.

**AG:** I have a question since Zoltán brought up the determine of managing, management. So, I have a question and I like to have illustration specifics, let's come back to Europe, so I am asking you. How long is the Aix-en-Provence Festival, and more important, shall we manage the experience of a person who comes from to this, or do we?

**ZV:** Okay it was a provoking question, but okay, we can manage it. But I think the professional question of marketing management is for example, that

do we have the take increasing risk of customer effects if we standardize. Because standardised service is much easier to manage. So, my dream is to sell a standardized service to the Chinese population. Good business.

**VC:** The most standardised services are the easier to copy and I do not think that a manager has the interest to standardise his service. Because if you want to differentiate and want to have an advantage against the other provider, he has to work with the relationship and not standardise it, exactly on the contrary.

**ZV:** If the standardised business were not be a good business, they would not open the fast food outlets. So, that is an economic question.

**BC:** Yeah, but is...

**VC:** Look at the fast food now, I do not know here, but in France, you have some electronic device where you can choose 'Yes I want some...'

**ZV:** Touchpoint.

**VC:** ... and really to mix and to create your own order. And so, on the contrary, you have standardisation, and this is about McDonald's who did this.

**ZV:** Anyhow I think, in a service environment, personalised elements are much more difficult to manage, exceptional situations, generally, so that it needs more competence in management, for example conflicts between consumers and negative customers effects. Another comment is about consumer competences, so concerning the presentation you managed we can discuss a lot of about consumer competences, because in the new era of co-creation in the service industry, consumer competence is a very important element to be in the planning and designing the services and the service promises. So, what do you think about it?

**ASG:** I have a comment to this, because in my running research project is about the quality of life in terms of international students who study here, and my experiences, our experiences are based on, some focus group interviews, that consumer competences had been prepared how to live abroad, far from



their home country, far from their culture as well, have a quite big affect for their life-quality, how they can experience being abroad and study abroad and I think subjectivity has a close relationship with consumers' competences. Because if they are prepared for the experience, maybe they can have a little bit more similar experiences. So, what was in my mind on the topic, if someone thinks that he or she can just a tiny people, maybe they are not really prepared for that experience. So, my question is how we can build the bridge between the consumers competences, and the experience, the offer that we try to give them, because I think if we are talking about wellbeing, to coach the consumer. I think if the consumers are more prepared for the experience we can manage a little bit subjectivity as well, so yeah, the question is how we can make them more prepared for the experience, anyway we should follow, because they are part of the service. So, the equality of our service based on what is the level of competences and how they are prepared for the service.

**VC:** Yes, but what is interesting in your comments, we know that there are resources and there are competences. Competences are how I could act in my resources. Okay, it is not exactly the same. And inside of competences, there are some competences, technical competence, how to do. And these competences, can be taught or coached. And there are competences not how to do, not technique, but how to be and this is more subjective and more closed to the life practices. And these kinds of competences are really very difficult, for example how I can manage, if I go in a foreign country and if I am afraid. Perhaps I can know, how to do competences and how can fight or in which suburb I have not to go and so on. These are some competences, that I would say about coaching, I am not speaking about this one. This one can be learned before to go, another one is how I can manage my own fear. And these are really competences, really close to my identity, to my own intellectual and emotional personal characteristics.

**BC:** Like airline companies, like in France they propose training programs for the consumers. If you are afraid of buying you can go another session of days to learn how to manage fear.

**ZV:** Free of charge?

**VC, BC:** Yeah.

**VC:** Yes, but I never heard that it succeeded. Yes, they do this, but if I am afraid when I am travelling by plane, I do not go, I have to take the bus.

**BC:** Can I go back? Just an example of this obstacle racing. Because it embodies a lot of tricks of marketing. It is an experience, but all the people are not at the same level, when doing such type of race with 22-25 obstacles. They decide that you cannot participate alone. You have to be part of the team, you have to subscribe as a team of 6-8 people doing this race, and then, in the team, there are people helping other people, coaching other people, supporting other people, so it is a group, a community, a team of consumers, who are doing the job for the company without payment. This is a genius of marketing.

**ASG:** And do you think it can work, in case of fear?

**VC:** Yes, but the company has to put it out and to subcontract to arranging this.

**BC:** For example, you are facing an obstacle you are afraid, and the other member of the team say *'We will win! You will do it!'* And at the end you do it.

**ASG:** But if you are alone? Because in my opinion it is not possible to ask a tourist, that *'Okay, this is not allowed to you to travel alone.'*, for example on airplane, but you have to have a team, so how it is possible to have it? Also, it is not possible, we cannot tell to our future students that *'You are allowed to come here to study, if someone else will come with you.'*

**BC:** Sometimes, you do that.

**ÁB:** ..., but you can do like kind of support groups once they are here, and they can share the ...

**ASG:** So, what I wanted to ask it that is it possible to build team from different...

**VC:** Yes, as you said, for example what succeeds is what is about a group.

**VC:** There are animators, and what is important is to go in a collective approach because this can be for the competences that we cannot learn, but we can share them and to put in balance what I share and what I can share and what I can learn. And this kind of competences, fear for example can be learned only can leave them to support, or to do with the fear.

**BC:** There is a good case of failure of experiences told by Lindbergh, about the arctic experience where people need to go to and live a kind of extreme experience they have a dream what could be this experience, but do not have the competences. So, some of the people during the experiences are over a nightmare and if the coach is not helpful, if they do not have the help to avoid total failure and this failure was described, how you can miss the experience.

**ZV:** I have a question to Veronique. What do you think about the phenomenon, the increasing presumed competence of consumer? Nowadays before going to the doctor, going to the surgeon, you can find everything about the good treatment, of course it is very dangerous how to manage the situation. Presume competences increasing, I think, in markets.

**ASG:** Is it a competence, or just...?

**ZV:** No, presumed. I think, I know, how to do. How to provide service, sometimes it is very risky, there is a reason for conflict between the customer and the service firm.

**VC:** Because the customer says, *'Yes, I know how to do.'* There is an alternative situation. For example, when you go to the doctor and the doctor say, yes *'Did you take your medicines, and for some diseases are you very serious in how to take care of yourself?'* – *'Yes-yes, I know.* In fact, he thinks the patient thinks, he knows. And I know a Phd student who is working on this rule of connected object and connected object is an alternative, really interesting, because the consumer trusts in it, sometimes better than in the medicine or the coach, or something like this. It is an object, so he has a feeling to control it and to master it. And he is more incline to do it then as everyone say, because the question of proud is not... I am not proud of an object. But, once the object says me, I say okay, because the object has a perfect logic. And I

have this kind of cognitive approach with an object. They can have another person, even if it is a person is a member of my team. For example, with the medicines, the mother, the family say that *'You have to take your medicine, yes, you have to take care of this, because it is not good for your health.'* and so on. And yes, I know what I have to do, but with this, I have the connected object to caring health. And it is important perhaps, this could be just limited from how much I can trust, so I can listen, I can want to do, what another person says. And how I am really... obey for example to a machine.

**AB:** And there are stories, about GPS stories, like people following the GPS, and they find themselves in the middle of the forest they just go with their phone, and the GPS told them to go there, so I think it is more general, it is not just like in healthcare, but overall we have the tendency to trust in machines and follow them, and, yes, we do not have this mental obstacle not to follow them.

**AG:** My question for you Veronique and others. Are you searching for universal experiences, because it in my mind, you are the expert, I am not a consumer behaviour guy. But, I am wondering, in order to give manager your advice, that things not different between music festivals and pilgrimages, and all these other things are different. Would you give different advice to the managing director in different values subculture, would be touristic, or would be another field, to try to find universal rules?

**VC:** No, I am not interested at all about universal rules, I only just put in light some phenomenon. So, if this can help you in another way of thinking.

**BC:** But, as Florina says, if a common pattern that form the trend, for example, the discovery rate that people really pay, to live full experience, this is a big difference between this decade and the former decade, and this crosses all the sectors. You can find that in CrossFit training, in obstacle racing, in pilgrimage, so maybe pain is coming back as being a major dimension of a pleasure work experience.

**FP:** Oh my God!

**VC:** I think, that is the rehabilitation of the body, because with more than

classical traditional approach we consider the consumer only through his brain, in a cognitive approach. And after experimental approach it becomes an emotional dimension, and I think, 5 or 6 years from now it will be about body approach. It is not from brain, it is not from emotion, it is a corporal approach. And now, in consumer research, this kind of way to understand the consumer is new, and we do not know, what exactly is about, but in body approach, there is pain.

**BC:** Just to add, not to your fear, maybe this is the reaction to what is happening at work. Many of us, look at me, look at you, we live our life in front of a computer. We are always on screen, not on stage, but on screen, facing screen and we forget about that just our eyes any fingers that are moving on the computer so maybe, so maybe the re-finding the body on the experience and finding it for pain is just a reaction of over digitalisation of life. In that sense, yes, it could be a global rule, Andy, because digitalisation is going through all the jobs, all type of works, all the countries, and globally this has an impact on what we are searching as a meaningful consumer experience. We speak about importance.

**ZV:** Any message from political marketing?

**JHH:** No, this is far from this approach.

**VC:** Yes, but in political marketing perhaps there is also pain...

**ZV:** an interesting customer experience...

**VC:** Politics and the body...

**JHH:** I will think about it.

**VC:** As a kind of counter-trend think about self-quantifying, it is a kind of understanding, how a body, as a post humanist approach, works. I do not know is you are running with an Apple watch. It is a machine which says what to do and how to do and the self-quantifying is really a consideration, not about emotional, not about cognitive, not about body and bodyment too, because it is a machine, which decides for you to quantify yourself. So it is really, some

values consideration in opposition and there is none of them, which is the best, and it is just to open your mind and say that ‘Oh... there is this again.’ and do not say, who is this, who will lead the practice for managers and so on as in a good way. And I say this is interesting on like a panorama.

**ÁB:** But maybe they can be related also to all these restrictions that some people, put on themselves, like for example you have consumerism and anti-consumerism and right now it is like the slow fashion and durable products and not to buy everything, it is like thesis and an anti-thesis, that you have consumption and hedonism and now it is more like aestheticism, and it can be related to the religious dimension, like you try to limit yourself and try to be, like you cannot be trapped in this hedonistic lifestyle, so it can be... it can have a broader sense as well.

**KF:** But just on another consumer approach, that you try out various things and now it is a challenge to consume. You can afford to buy, what you want, but that’s a bigger challenge not to buy. Because we get used to...

**ÁB:** But you have this decadence, that you reach, but now you are fed up, you try to purify yourself or something like that.

**BC:** And purification is that. It is connected to mindfulness and wellbeing..

**ÁB:** It is not anymore ‘*I want it all*’, but it is more like want something more... I do not know.

**BC:** It is a without. We want products without sugar, without...

**VC:** Yes, it is interesting because with for example mindfulness, I think that the deal is to be out of our body. It is a kind of negation of our body and at the same time we think about when you meditate. When we think about each element of our body to put our mind outside of the body.

**ÁB:** Seeing yourself from the other side. Stepping back and seeing yourself.

**VC:** And to forget your body. Because your body is not yours, yours is in another place. Yours is not in your body, so you have to take it out.

**ÁB:** And it is also spiritualism. You say like you do not know, it is like all the people doing yoga, they have this.

**VC:** Exactly. Yoga is increasing in France, it is really attractive.

**ZV:** So, the last thought for today, that is the dilemma between the global and local approach. Because you know, in nowadays a really big problem I think for marketing to handle the dilemma between local roots and local environment from childhood and global approach like for example, tip. It is a very simple term, but it is very different in different cultures. Like bicycle is very different, has a different meaning from consumer point of view in China or let's say Algeria or I do not know. So, tip is also a very simple tool, but it is very different, and due to the increasing international tourism is a very difficult thing to manage these local differences in culture to the consumers. So, what do you think about? How do you think the position of marketing manager concerning the global versus local dilemma? Because if we want to be competitive, we want to offer something satisfying of course. Sometimes it is not easy, for example in tourism. In tourism management is not easy to make all customers satisfied due to this problem of local cultural conflict.

**VC:** The manager does not know if it is good or not good or what is better. Is it to centralise the tip? Or the old theme is in a basket and everyone put, and after they share.

**BC:** Maybe.

**VC:** Maybe? Or if it is gained by each of them, each employees, or if it is included in the bill or not and so, the manager, because it is a very recent research, and I presented it in a cafe for example and they say, *'We do not know. We do not know what is good for tip, we use regularly tip.'* And it is a very simple topic.

**ZV:** A very interesting experience of mine happened in the United States for example. For me it was shocking when staying in the United States in the invoice there was optionally 5%, 10%, 20%, 25%, so I was free to select of course...

**ÁB:** It is like a suggestion.

**AG:** So, watch out for attention of merchants.

**AZ:** My experience is that we are working with the hotel where the tip is really does not exist. The relationship between local and global is not so straightforward as we normally believe. I read recently an article about the American society, it was referring to, let's say it was not political frame..., social-political framework and it was discussed the profile of the globalists in a position, let's say, the profile of American, well the study observed, that actually, the nationalists, the American are less attached to American values and they are... Let's put it in another way. The globalist actually are more attached to American values, then the nationalists. It means, actually there is no dichotomy between being globalist, being fan of internationalisation, being global, being interested in well-being of the other nations and loving your own country, quite a contrary when you are a globalist, you are more attached to really interesting, what is going on in your own country, while the others idealised, what is going on America in this case, but they are not so involved in the political trends, they do not do real steps in order to the situation in America.

**BC:** I have a question. I have a good framework to this. I have a good case. I have a case on the company called Harley Davidson producing motorcycle, Trump, president Trump asked for to a boycott of Harley Davidson, by American consumer, because they wanted to delocalize their production in Europe. American buyers can say *'If they do that, I will buy no more Harley Davidson, I will replace them'*.

**AZ:** Well, of course there are segments. And what that such a political study has observed is maybe a trend or maybe the majority of the segments of the market, but I think that people are very diverse, and we cannot work on the premises like local, global...

**VC:** Glocal.



**AZ:** ... the market is really... too complex in order to put everything into a...

**VC:** Yes. I think that this kind of thinking is a dialectical approach local versus global, body versus spirit, to buy or not to buy, this is to demonstrate, because we cannot decide. So, this is ...really perhaps a solution, yes, we can, you have not a lot of possibilities. And so on, it is possible in one moment I act global and, in another moment, I act local. So, I think it is not..., personally as a researcher, is not a kind of thought mapping, because everything is possible. And I prefer just to, not to hesitate, but to say '*Yes, it is this.*', but there is a solution, okay, try to have a thought on a topic, where you can say something. It is like, when I work on sacred versus profane, the solution is in a continuum. And the map is not about something sacred and something profane. We only have a thought of if we have a historical approach since the pilgrimage exists. What changes all the time in years and what is the same? And there is some difference between the sacred and profane? I do not know. It is out of the question.

**ZV:** But I think in the service industry in many cases, the dilemma of the situation is similar to the drama of the agent, of the personal agents, the personal seller. The drama of the personal seller is that there is a very short period for him to realise the personality of the potential buyer. It is typical in many cases of services to find the best approach to the consumers in different situations in the servicescape. In servicescape it is a face to face relationship in contrast with consumers, so in a restaurant it can be a good solution, if a waiter is similar to a good agent, good personal seller. Impossible to teach, I think.

**ÁB:** So we come back to subjectivity, because basically it is based on the fact that people are different and you have to be the consumers mind or you have to have the intuition, we talked about intuition that it contains strategies and it goes back to this and good service people tries to find out what person is in front of her and tries to have...

**ZV:** In many cases I realised that Chinese agents are fantastic from this point of view.

**FP:** But I would say, that also the servicescape, the experiencescape is also very relevant, for instance, like many other persons go to New York, want to

experience at Time Square. And if you are looking at New York guides, they recommend places in Time Square having best services, having best products, best American New York experience. And I can take, because I lived in New York, those are the worst restaurants in New York, and beside that, speaking of the tips, they ask you huge tips. Really ask you like *'Hey, where are you going? This is not the proper tip. You should give twice or 3 times more'*. So, but still crowds are going to these restaurants, because of the servicescape, because they know, they are the best, they do not want to maybe to risk bad services outside of this area, that is known that is good, because of I do not know, social prestige, or whatever I do not know.

**ÁB:** But do they not know other places?...

**FP:** They just do not know it or just do not want to risk the experience, anyway. If you go to Time Square, never eat there, never drink there.

**ZV:** I tried it once, it was okay...

**FP:** So, there are too many factors to consider.

**BC:** So go to New York, but do not go to Time Square.

**ZV:** Thank you!