



Sneak Peak

TORE
STRANDVIK

6.3.2024



Past, present and future

"Predicting consumer buying behavior using the stochastic NBD-model"
MS 1978

Mental models in marketing decision making (PhD thesis in progress never finished)

The grocery store as a product: Consumers store choice from a customer-oriented management perspective. Licentiate 1988

Storbacka, Strandvik Grönroos (1994): Managing Customer Relationships for Profit: The Dynamics of Relationship Quality

Liljander & Strandvik (1995): The Nature of Customer Relationships in Services
Tolerance zones in perceived service quality. PhD 1994

Finne, Å & Strandvik, T (2012), 'Invisible communication - A challenge to established marketing communication practice.

Strandvik & Holmlund-Rytkönen: (2007) "How To Diagnose Business-to-Business Relationships by Mapping Negative Incidents

Strandvik, T & Heinonen, K (2013), 'Diagnosing service brand strength: customer brand experience portfolios

Strandvik, T, Holmlund-Rytkönen, M & Grönroos, Christian (2014), 'The mental footprint of marketing in the boardroom',
Strandvik, T, Holmlund, M & Edvardsson, B (2012), 'Customer Needing: A Challenge for the Seller Offering'

Heinonen,, Strandvik, Mickelsson, et al. (2010): A Customer-Dominant Logic of Service

Heinonen, K., & Strandvik, T. (2018). Reflections on customers' primary role in markets.

Rindell, A., & Strandvik, T. (2023). To be or not to be corporate heritage oriented? A study of managers' corporate heritage mindsets

Strandvik, T, Holmlund, M. & Lähteenmäki, I. (2022) Service strategizing - shaping service in dynamic contexts

Mickelsson, J., Särkikangas, U., Strandvik, T., & Heinonen, K. (2022). User-defined ecosystems in health and social care

Heinonen, K., & Strandvik, T. (2022). Applying pragmatism to stimulate service research and practice - a European perspective

Rindell, Sarasvuo, Strandvik, (2024) Place identity as a stumbling block for place brand management

Lähteenmäki, I., Strandvik, T., Holmlund, M. (2024) Reflecting on disruptive environments: Developing and innovating business models

Holmlund, M., Lähteenmäki, I., Strandvik, T. (2024?), Market imagination - How to benefit from market disruptions

Strandvik, T., Storbacka, K., and Grönroos, C. (2025), Meaningfulness at the core of marketing

Strandvik, T. and Heinonen, K (202?) Pragmatism philosophy as a reinforcement of Customer Dominant Logic



1980

1990

2000

2010

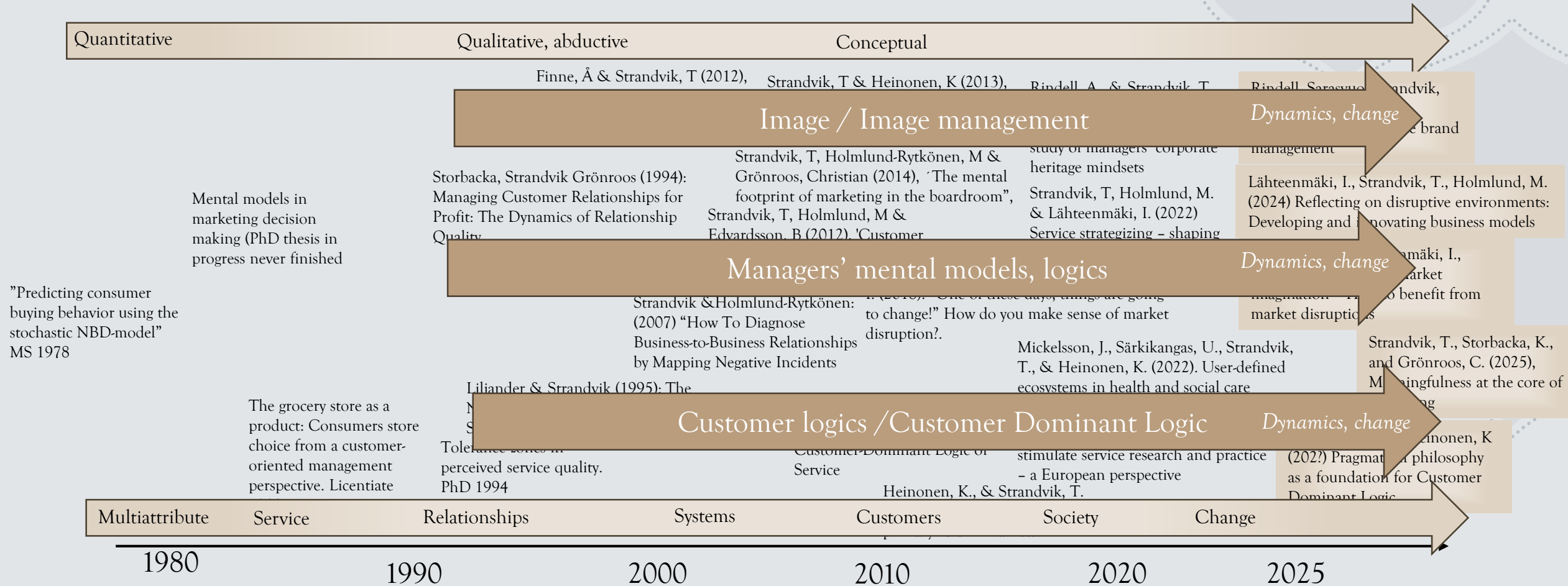
2020

2025

Lecturer Commercial College 1975
Lecturer (acting) Hanken 1981
Assistant prof (acting) Hanken 1982
Associate prof (acting) Hanken 1987
Professor (acting) Hanken 1991
Professor Vasa (tenure) Hanken 1999
Professor Helsinki (tenure) Hanken 2002

Professor Emeritus Hanken 2018

Past, present and future



Study	Contribution
Rindell, Sarasvuo, Strandvik, (202x) Place identity as a stumbling block for place brand management – Case Guggenheim	There is a diversity of individually held place identities that are difficult to influence. This diversity should be recognized.
Lähteenmäki, I., Strandvik, T., Holmlund, M. (202x) Reflecting on disruptive environments: Developing and innovating business models	Individual managers’ reflective skills play an important role in developing the organization. A contrast to the common understanding that companies have dominant logics and dynamic capabilities.
Holmlund, M., Lähteenmäki, I., Strandvik, T. (202x), Market imagination – How to benefit from market disruptions	There is something before ”market shaping” – that is market imagination. Individual managers’ capability to envision new markets for the company.
Strandvik, T., Storbacka, K., and Grönroos, C. (202x), Meaningfulness at the core of marketing for the future	Challenges the core assumptions of marketing and provides alternatives. Marketing needs to be reconsidered to meet current and future challenges.
Strandvik, T. and Heinonen, K (202x) Pragmatism philosophy as a reinforcement of Customer Dominant Logic	CDL asserts that there is no ”business” without ”customers”. Pragmatism philosophy captures dynamics and diversity and connects the individual and collective through a process view that is implicit in earlier Customer Dominant Logic theorizing.
Mickelsson, K-J., Servadio, L. and Strandvik, T. (202x) Introducing customerscape as a complement to servicescape.	Suggests that instead of viewing customers entering the servicescape, services/service providers could be seen as entering the customer’s customerscape.

Influencers, themes and approaches

- Christian (role model, mentor)
- Department colleagues & CERS (& CTF, Karlstad)
- The problematization principle (challenging assumptions) (Alvesson)
- The significance of perspectives and concepts: changing perspectives and exploring new concepts
- Consequently, applying an abductive approach and conceptual elaboration
- Key issue: How do people think, what is their subjective logic? Managers, customers and researchers.
- Applying a management perspective: some entity's concern to do better
- Figures in focus

Important research issues?

- Kohli, Ajay K., and Michael Haenlein. "Factors affecting the study of important marketing issues: Implications and recommendations." *International Journal of Research in Marketing* 38.1 (2021): 1-11.
- **Number** of stakeholders that are likely to change their behavior Many
- **Status** of the target stakeholders who are likely to change their behavior High
- **Magnitude** of expected change in stakeholders' behaviors Significant
- What do they believe in now, what is their situation, how can they benefit?

The extended ARAI-model

		FUNCTION			
		Individual	Company	Relationship	Network
SUBSTANCE LAYER	Actors	Management position	Organisational structure	Actor bonds	Web of actors
	Resources	Competence	Resource collection	Resource ties	Resource constellation
	Activities	Practices	Activity structure	Activity links	Activity patterns
	Ideas	Individual schema	Schema	Schema couplings	Schema configuration

Sources: Developed from Håkansson & Snehota 1995: 45 (ARA) and Welch and Wilkinson 2002 (I)

Strandvik & Holmlund 2015 Managerial sensemaking in business marketing, Nordic School Book