



NORWEGIAN  
BUSINESS SCHOOL

# Å leie er bedre å eie

flytende konsum, innovasjon og forretningsmodeller

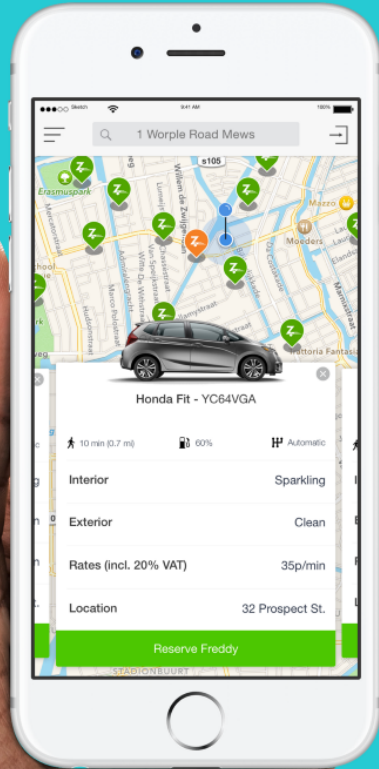
Kampanjeskolen, 18. sept. 2018

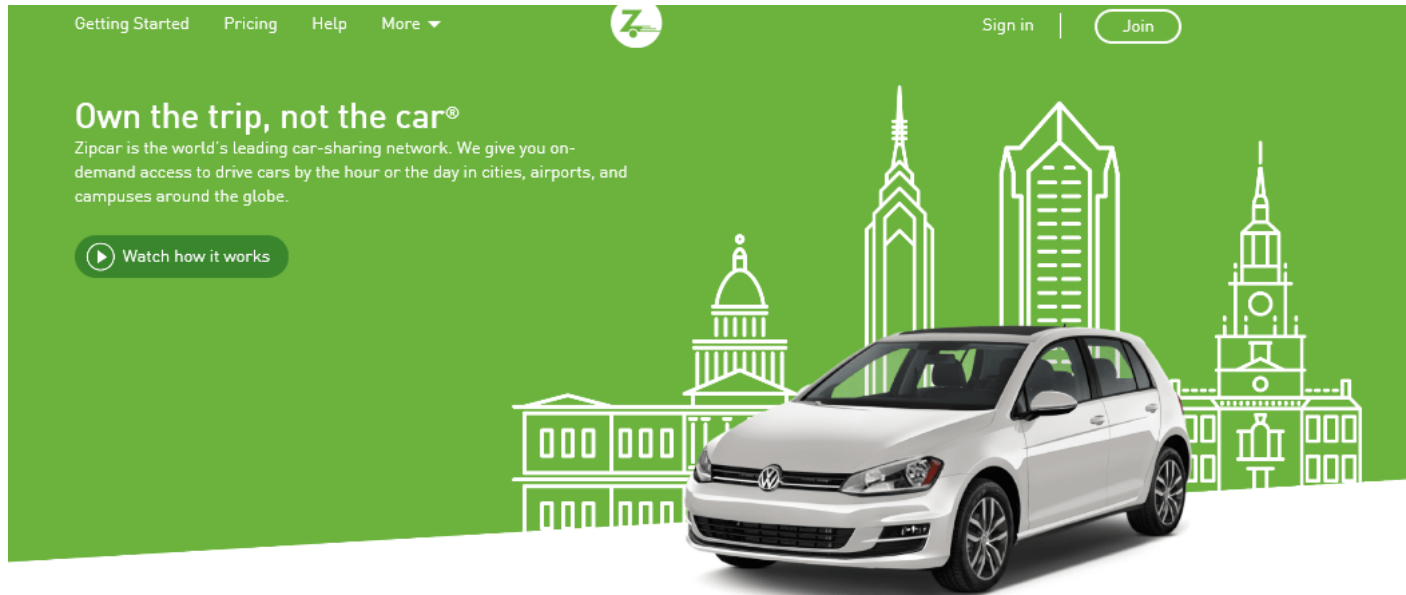
Lars Erling Olsen, Ph.D.  
Professor



Liquid consumption?







- Bildeling – eid av Avis
- 1 mill. medlemmer, 12.000 biler av ulike typer og størrelser
- 9 land, 500 byer og 600 universiteter
- Booking på smart phones, henting og levering selvbetjent
- Zipcar fikser drivstoff, vedlikehold, forsikring og parkering

### How Zipcar works



#### Join

Apply online.

When you're approved, we'll send you a Zipcard in the mail.



#### Drive

Book by the hour or day. To unlock, tap your Zipcard to the card reader on the windshield.



#### Return

Park it back in its dedicated parking spot, then lock up with your card.

**Gir tilgang på bil uten å eie**

# Some facts:



- Zipcar members have reported using Zipcars for everything from everyday errands and moving to a new place, to weddings and trips home from the hospital with a new baby
- A Zipcar is reserved somewhere in the world every six seconds
- *[A Zipcar commissioned survey](#) showed that Millennials reported that the high costs of maintenance, parking, and gas make it difficult for them to own a car*
- *50 percent of Millennials [surveyed by Zipcar](#) say they would drive less if other transportation options, like public transit and car sharing, were available in their area, with 35 percent reporting that they are actively seeking substitutions for driving*
- A Transportation Research Board/National Academy of Sciences study finds each shared car takes about 13 private cars off the road
- Frost & Sullivan estimates that car sharing can reduce the total transit costs for its members by 70%
- Zipcar Impact: Zipcar members report saving an average of \$600 per month compared to owning a car







# Liquid Consumption

FLEURA BARDHI  
GIANA M. ECKHARDT

This article introduces a new dimension of consumption as liquid or solid. Liquid consumption is defined as ephemeral, access based, and dematerialized, while solid consumption is defined as enduring, ownership based, and material. Liquid and solid consumption are conceptualized as existing on a spectrum, with four conditions leading to consumption being liquid, solid, or a combination of the two: relevance to the self, the nature of social relationships, accessibility to mobility networks, and type of precarity experienced. Liquid consumption is needed to explain behavior within digital contexts, in access-based consumption, and in conditions of global mobility. It highlights a consumption orientation around values of flexibility, adaptability, fluidity, lightness, detachment, and speed. Implications of liquid consumption are discussed for the domains of attachment and appropriation; the importance of use value; materialism; brand relationships and communities; identity; prosumption and the prosumer; and big data, quantification of the self, and surveillance. Lastly, managing the challenges of liquid consumption and its effect on consumer welfare are explored.

**Keywords:** liquid consumption, digital, access-based consumption, dematerialization, ephemerality, Bauman

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In this article we introduce a new dimension of consumption as solid and liquid. We define liquid consumption as ephemeral, access based, and dematerialized, and solid consumption as that which is enduring, ownership based, and tangible. The consumer behavior literature to date has focused primarily on solid consumption. Liquid consumption represents a novel concept in consumer behavior necessary to understand the types of consumption-related phenomena surrounding the digital, access-based practices, and global mobility. It argues for a different logic of consumption, from that of accumulation, appropriation, and

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*Eileen Fischer served as editor and Deborah J. MacInnis served as associate editor for this article.*

*Advance Access publication March 7, 2017*

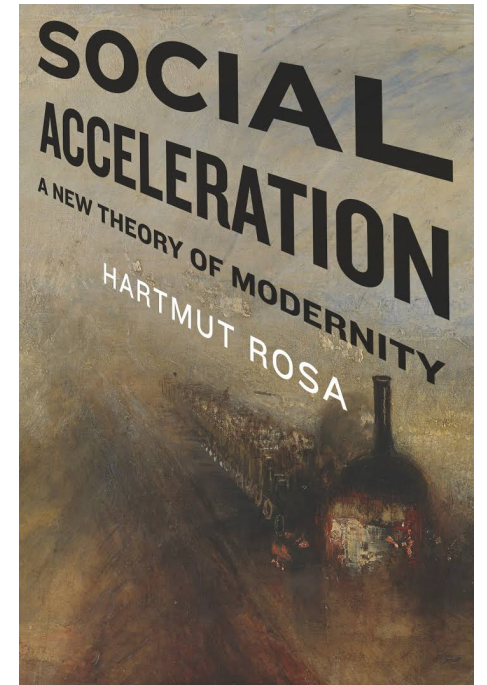
celebration associated with solidity, to those practices embodying fluidity, use, access, immediacy, and dematerialization. That is, consumer value moves from appropriation to the acquisition, use, and circulation states of the consumption cycle. Liquid consumption also argues for an ephemeral attachment to digital or physical consumption, which is valued temporarily and because of the access it provides, as well as the speed by which it provides access.

In developing the concept of liquid consumption, we are inspired by Bauman's (2000; 2007a, 2007b) theorizing of liquid modernity. In it, he uses the metaphor of liquidity to explain how everyday life has moved from being stable and secure to being more uncertain and rapidly changing. We apply a similar logic to the domain of consumption. We are not arguing that solid consumption will disappear. Rather, we conceptualize liquid consumption as existing along with solid consumption on a spectrum, and we point out factors that are likely to result in one or the other. Bauman (2000, 2007a, 2007b) also points out that at the societal level, liquidity is rarely beneficial, as more uncertainty and less stability have negative consequences. We again follow this logic to point out that although liquid consumption is facilitated by the rise of digitalization, increased mobility, and social acceleration (Rosa 2013), it is not necessarily a positive development for consumers, as

**Bardhi, F. & Eckhardt, G.M. (2017)**  
***Journal of Consumer Research*, 44 (3) October, 582-597.**

# Noen hovedtrekk

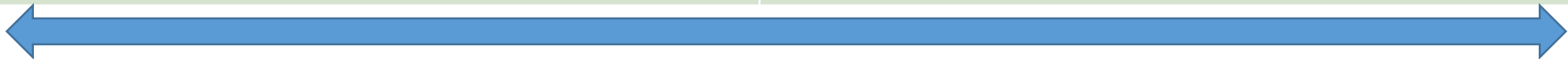
- *Nytt konseptuelt begrep: egnet til å forstå hvordan digitalisering, global mobilitet og brukerorientert tilgang påvirker og belyser moderne konsum, forretningsutvikling og innovasjon*
- Forståelsen av verdi for forbrukere endres:
  - Fra verdi i eierskap → verdi i tilgang, bruk og sirkulasjon
  - Fra stabilitet på tvers av kontekster → temporær kontekstavhengig verdi
  - Økt verdi av mobilitet som fordel ved produkter/tjenester
- Digitalisering, økt global mobilitet og sosiale endringer driver trenden
- Trenden er tydeligst hos unge - *millennials*



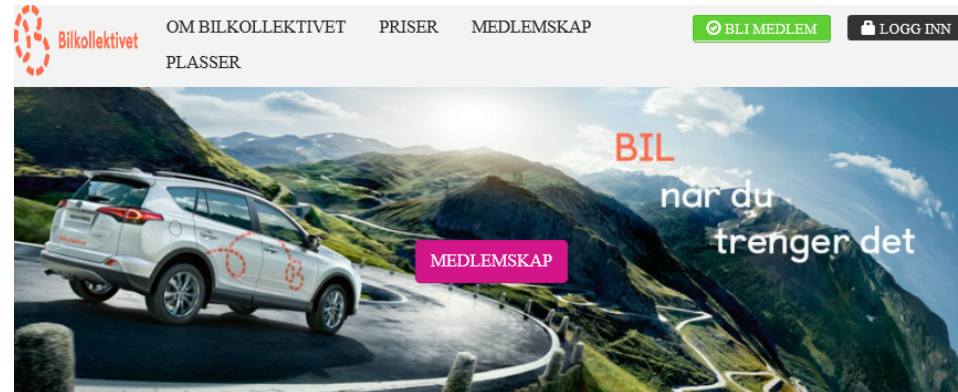


# Solid vs. Liquid

Solid	Liquid
Value resides in <b>size, weight, security, attachment, commitment</b>	Value resides in <b>flexible, adaptable, fluid, mobile, light, detached and fast</b>
<b>Long-standing possessions, attachment/loyalty, identity-related objects</b>	Fluid possessions, <b>lack of loyalty</b> , fewer objects, user value
Consumption meaning is <b>stable across contexts</b>	Consumption meaning <b>varies by contexts</b>
Emphasis on <b>ownership and possessions</b> of material objects	Emphasis of <b>access and intangible</b> objects



# Noen likvide eksempler



**NETFLIX**



# Noen konsekvenser for forbrukerinnstikt?

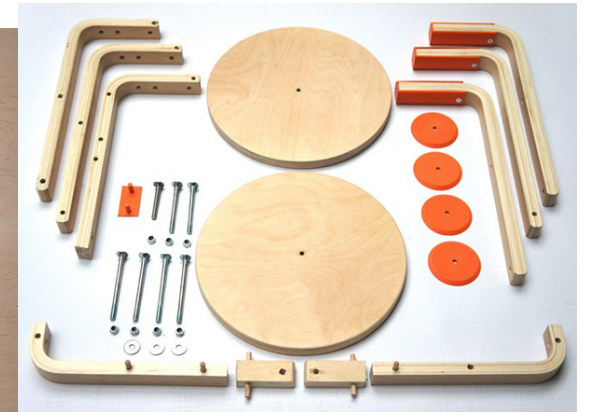
- Forbrukere ønsker ikke å eie produkter. De vil heller kjøpe tilgang ved behov
  - men de er gjerne mer tilknyttet tjenester/produkter som gir god tilgang
- Forbrukere er opptatt av fleksibilitet, tempo i leveranser og tilpasningsdyktighet
  - kravene kan variere avhengig av situasjon – det sentrale er *bruksverdi*
- Mindre behov for sterke merkerelasjoner
  - uten eierskap vil merkevarenes evne til å fungere som identitetsmarkører forvitte
- Prosumption av varer og tjenester blir viktigere
  - særlig i digitaliserte markeder

**Hva betyr dette for innovasjon og forretningsmodeller?**



# Et eksempel fra fortiden som viser fremtiden?

- IKEA har endret hva som en gang tiden var et varig og håndverksbasert produkter – møbler – til et mer *temporært produkt* som gir mulighet til raskt å skifte stil med raske leveranser til en billig penge





Lite eierskap gir mer fleksibilitet,  
og økt fokus på andre immaterielle dimensjoner (?)



Concern yourself less  
with possessions. Concern  
yourself **more** with **living**.

*fabulous-femme.com*

Kan det være en sammenheng?:  
Brand purpose og liquid consumption



# Desillusjonerte forbrukere!

- “Trust” til myndigheter, bedrifter og merkevarer er lavere enn før.
- Forventninger til merkevarer er økende
- Merkevarer må stå for noe **MER** enn produktene de selger
- Verdi i tilgang og bruk vektlegger andre dimensjoner enn eierskap

→ **Brand purpose** (buzzword alert!)



**65%**

Consumers who want to support companies with a strong purpose

**45%**

Consumers who can name a company that makes a positive difference in society

**20%**

The brand purpose gap

Kilde: BBM/Globe Scan, 2016

Noen merkevarer utnytter dette i posisjonering





# Men det kan bli litt vel mye purpose!



Our mission:

To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.

**HALLO! Dere selger kaffe.**

Pepsi was trying to project a global message of unity, peace and understanding. Clearly we missed the mark, and we apologize. We did not intend to make light of any serious issue.



# Noen refleksjoner?

- Hvordan kan man bygge lojalitet og relasjoner til merkevarer uten eierskap? Er ideen om *extended self* i eierskap utdøende? (Belk, 1988;2013)
- Hvordan kan man innovere produkter som ikke skal eies? Hvordan få forretningsfortrinn basert på tilgang, temporærhet og fleksibilitet?
- Hvordan balansere funksjonelle fordeler mot symbolske/opplevelsesbaserte fordeler i nye produkter og merkevareposisjonering?
- Hvordan skal man få markeds- og merkevarestrategier til å fungere? Likt på tvers av situasjoner eller situasjonsbestemt?
- Hvordan utnytte mulighetene til å samprodusere verdi med kundene?
- Hvordan finne gode teknologiske/digitale plattformer som muliggjør god mobil tilgang for forbrukerne?



A graphic featuring a light blue speech bubble with a tail pointing towards the bottom right. The bubble is centered on a bright yellow background. Inside the bubble, the text "WHAT DO YOU THINK?" is written in a dark blue, hand-drawn, sans-serif font. The words are arranged in three lines: "WHAT" on the top line, "DO YOU" on the middle line, and "THINK?" on the bottom line.

WHAT  
DO YOU  
THINK?