



Contents lists available at ScienceDirect

## Journal of Business Research



## Re-placing place in marketing: A resource-exchange place perspective

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## ARTICLE INFO

## Article history:

Received 21 October 2016

Received in revised form 12 January 2017

Accepted 19 January 2017

Available online xxxxx

## Keywords:

Place

Marketing mix

Marketing as exchange

Place attachment

Well-being

Transformative service research

## ABSTRACT

This study clarifies the marketing discipline's conceptualization of place by presenting a revised perspective and conceptual framework of place, referred to as REPLACE. Drawing from resource exchange theory and attention restoration theory, the framework problematizes the assumption that places are merely physical locales by foregrounding how places can become inseparable aspects of consumers' lives. We present an alternative resource-based perspective of place, namely as a repository of resources that are potentially available to consumers through exchange processes. These exchange processes, and the complexity of the offered resources, influence consumers' relationship with a locale as well as their sense of well-being. With this alternative perspective, we bridge the place concept to public health and extend the understanding of attachment in service settings.

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## 1. Introduction

The concept of place is sacrosanct in the marketing discipline, codified by the marketing-mix paradigm and its reference as one of the four Ps. Within this paradigm, marketing academics view places as settings that facilitate utilitarian exchanges between buyers and sellers, in which both parties exchange money, goods, or services (Bagozzi, 1975). Other marketers view the place concept as comprised of actions or as "activities that make the product available to target consumers" (Armstrong & Kotler, 2015, p. 53), including channel selection and logistics. Although such conceptualizations of place are valid, some researchers argue that this notion does not capture all meanings of place (Grönroos, 1994; Sherry, 2000).

Heeding MacInnis's (2011) call for original, integrative, and conceptual investigations in the discipline, this research offers a revised resource-based conceptualization of place, which we refer to as the REPLACE framework (see Fig. 1). REPLACE revises the assumption that places are merely physical locales and, instead, identifies how places can become inseparable aspects of consumers' lives. REPLACE is theoretically underpinned by resource exchange theory (Arnould, 2008; Foa & Foa, 2012) and attention restoration theory (ART; Kaplan, 1995; Von Lindern, Hartig, & Lercher, 2016). In addition, REPLACE supports the

core concept of marketing as exchange (Houston & Gassenheimer, 1987) and explicitly recognizes that all service interactions, including place based interactions, are enactments of resource exchange processes (Ballantyne & Varey, 2006).

The framework illustrates the types of resources that consumers exchange with other entities in physical or virtual locales, or resources that are obtained from the stimuli inherent in a locale. The framework also shows how exchanged resources affect the types of attachment that consumers maintain to places, thus heeding the call of Brocato, Baker, and Voorhees (2015) to further develop the place attachment concept. In addition, REPLACE links resources exchanged in consumption settings to consumers' well-being, thus bridging the place concept the transformative service research paradigm (Anderson et al., 2013).

This research asserts that places are locations (online and offline) that become meaningful through intentional interaction (Tuan 1977) and resource exchange (Nilsson & Ballantyne, 2014). Rather than denote a place as a geographic locale that links buyers and sellers (Sherry, 2000), we build on this discussion by offering the discipline a place definition that is rooted in exchange—marketing's foundational core. We argue that a place—commercial or non-profit, physical or virtual, natural or built—represents a repository of resources that are potentially available to consumers and other social units through exchange processes that transpire in consumption settings. These exchange processes, and the complexity of the offered resources, influence consumers' and other social units' relationship with or attachment to a locale as well as their well-being.

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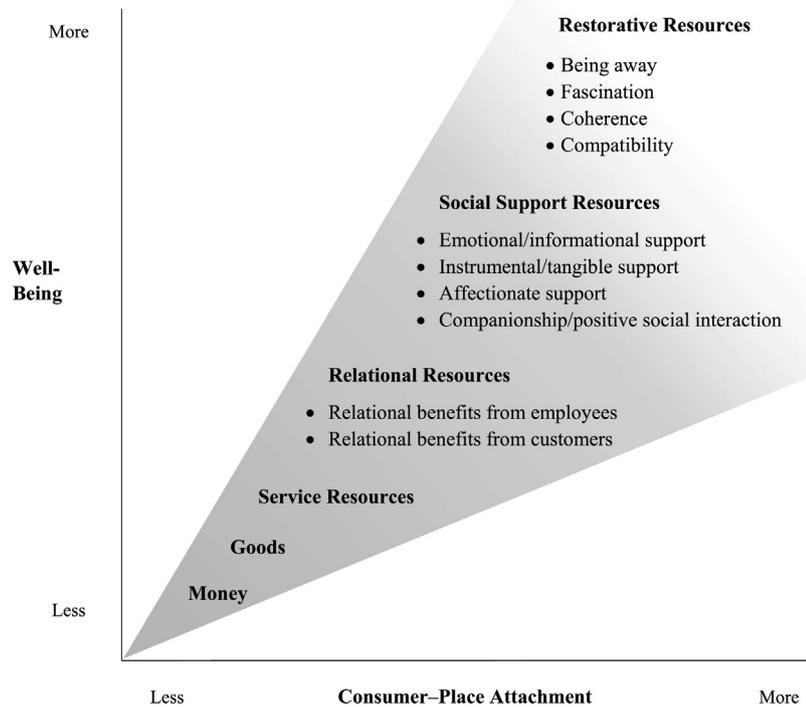


Fig. 1. A conceptual framework of resources exchanged in places.

This proposed place definition addresses Sherry's (2000, p. 277) contention that marketers do not fully grasp the "particularity of place[s] as a lived experience," as the prevailing view of places, as points of distribution, inherently assumes that consumption spaces are inconsequential in consumers' lives and experiences. REPLACE addresses Sherry's concerns by explicating how some resources exchanged in places may transform human well-being. Furthermore, Nilsson and Ballantyne (2014) contend that marketers must understand the meanings that consumers connect with consumption settings, or servicescapes, to fully understand how consumers obtain "value-in-use" from being in places. They suggest that consumers imbue certain locales with evocative and esoteric meanings that are not inherently visible to managers, or even to consumers themselves. REPLACE builds on Nilsson and Ballantyne (2014) by clarifying both the material and incorporeal resources that consumers may simultaneously exchange and receive during their time in servicescapes.

The plan for the paper follows. We begin with a discussion of the role of place in marketing. Next, we identify and delineate each of the conceptual categories that constitute REPLACE. Following this, we develop general propositions for future research and discuss the implications of the framework for marketing academics and managers. Although both consumers and employees interact with and among each other in service settings, REPLACE focuses exclusively on understanding resource exchanges and the consequences, or outcomes, associated with these exchanges on place attachments and well-being from the *consumer perspective*. Although customers and other social entities, such as employees, typically engage in reciprocal resource exchange processes in consumption settings, REPLACE illustrates consumers' outcomes associated with the receipt, rather than the provision, of specific resources during their time in particular consumption settings.

## 2. The place concept

The roots of the dominant view of place, as an exchange locale, reside in the four schools of thought that represent the marketing discipline's foundation—namely, the commodity, functional, regional, and institutional schools (Powers, 2012). The commodity school views

place as comprising methods of distribution related to goods; the functional school views place as encompassing activities performed in distribution channels; the regional school considers place an empirically formulated break-even point related to a consumer's travel distance; and the institutional school views place as activities that various players perform, including wholesalers, agents, brokers, and retailers, and that result in promoting channel efficiency. Although these schools have merit, the notion that consumers enter settings to fulfill needs other than those associated with consumption is foreign to them.

Although more than half a century has elapsed since the development of the foundational 4 Ps of marketing (McCarthy & Perrault, 1960), academics still tend to conceptualize marketing as a functional "toolkit," in which a "company designs a marketing program, [referring to] the four P's, that delivers the intended value to targeted consumers" (Armstrong & Kotler, 2015, p. 49). Within the four Ps, place is a set of organizational activities that make products available to consumers. This perspective suggests that consumers obtain value primarily through place location, convenience, and product offerings. Places are deemed incapable of affording consumers with high levels of social and psychological benefits beyond that associated with utilitarian or functional exchanges (Debenedetti, Oppewal, & Arsel, 2014).

On the one hand, some commercial and non-profit settings exist to help consumers satisfy their utilitarian needs; on the other hand, some settings exist to help consumers satisfy needs beyond product consumption, such as needs for status, companionship, support, and even mental restoration. Researchers outside marketing, including those in psychology (Cowen, 1982), sociology (Oldenburg & Brissett, 1982), cultural geography (Seamon, 2015), and public health (Frumkin, 2003), realize that public places often positively influence human well-being. For example, researchers show that consumers may benefit from patronizing third places, or "public places that host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work" (Oldenburg, 1999, p. 16). The reason is that third places often serve as forums for consumers' social relationships; thus, patronage provides consumers with a sense of community. Indeed, consumers' mere sense of being among

social units in service establishments often grants them feelings of community, security, and safety (Line, Hanks, & Kim, 2015).

Beyond bricks-and-mortar settings, consumers also enter exchange activities in “glocalities” (Meyrowitz, 2005, p. 21), or virtual places that transcend tangible locales. Glocalities include Internet-mediated settings, such as chat rooms, online gaming centers, open online courses, and online communities. Virtual places enable people to easily connect with others who may be physically distant but are psychologically, physiologically, or socially connected in some manner. Virtual settings tend to facilitate a sense of community among people who often experience isolation in physical real-world settings, such as consumers who share stigmatizing social commonalities, such as sexual orientation or health conditions (Yao, Zheng, & Fan, 2015). Thus, many consumers enter virtual places to construct a sense of community, to participate in social networks, and to obtain resources that promote their well-being (Williams, Yee, & Caplan, 2008).

This discussion lends support to the conclusion that places are not “mere subdivision[s] of universal space, inert, and homogeneous” (Sherry, 2000, p. 274); rather, places are often integral to a consumer’s well-being. A consumer’s feeling for a place can range from disinterest and minimal cognitive awareness (Seamon, 2016) solely related to the purchase of goods and services to a “superficial fondness, stronger devotion, or attachment” (Seamon, 2016, p. 19). The term “place attachment” represents “a (person’s) strong emotional bond” (Brocato et al., 2015, p. 201) to a consumption setting, leading him or her to develop a need to repeatedly patronage the place. Place attachment encourages many consumers to construct their lives and routines around patronage, fueling a “sense of place” (Frumkin, 2003, p. 1451) that is linked to the place’s economic functions and social activities (Relph, 1976).

REPLACE posits that places are not only locales for product exchanges but also locales that facilitate a “complex [exchange] process of embodiment” (Thrift, 2008, p. 104). A consumer’s bodily routines can come together in a place; consumers engage in a “place ballet—an interaction of individual bodily routines rooted in a particular environment that may become an important place of interpersonal and communal exchange, meaning, and attachment” (Seamon, 2016, p. 13). Consequently, consumers may view a place as utilitarian because of the paucity of resources they exchange with other entities in the locale. However, they may also develop a profound attachment to places that are replete with resources that have an impact on their self- and social identities (Brocato et al., 2015).

In the following sections, we organize a disparate set of person-place substantive theories and frameworks from marketing and the social sciences. In doing so, we put forth an integrative conceptual framework that highlights the role of place in facilitating exchanges that affect both consumers’ well-being and the emotional bonds, or attachments, they maintain in consumption settings.

### 3. Replace

The basic tenet of marketing is the exchange between two or more social units, with each party having some level of autonomy to be considered a separate entity (Bagozzi, 1975; Houston & Gassenheimer, 1987).<sup>1</sup> REPLACE builds on this tenet by highlighting the utilitarian, interpersonal (relational), communal, and natural resources that consumers exchange with other physical, social, or virtual entities in consumption settings. REPLACE illustrates the resources that consumers exchange with other entities in the context of a specific consumption setting; thus, explaining how and why certain places emerge as essential to consumer well-being for some consumers, while other places are simply points of utilitarian exchanges.

REPLACE’s foundation lies in resource exchange theory (Foa & Foa, 2012), which Arnould (2008, p. 22) posits is of interest to marketers

“because of its effort to systematize consumer resources.” Foa and Foa (2012, p. 16) define a resource as “anything that can be transmitted from one person to another.” In the context of REPLACE, we expand on Foa and Foa (2012) and conceptualize a resource as anything that can be transmitted from one entity, such as consumers, citizens, and even nature, to another entity.

Foa and Foa (2012) suggest that every interpersonal encounter, both economic and emotional, involves the exchange of resources that can be organized into a distinct structure. REPLACE builds on this theoretical premise by drawing from extant person–place investigations across marketing and the social sciences to put forth a set of six resources exchanged between social units in marketplace encounters (i.e., money, goods, services, relational resources, social support, and restorative resources) in a systematized conceptual framework. Thus, during a marketplace encounter, social units may exchange few resources, such as money for goods and services, or as many as all six resources, such as a customer receiving relational and social supportive resources, in addition, to goods and services.

Most marketing academics focus on investigating how consumers obtain extrinsic or intrinsic value from exchanging money for products, (Houston & Gassenheimer, 1987). REPLACE reexamines resource allocation and exchange from place studies in marketing, environmental and natural psychology, and other social sciences to offer a framework that highlights value outcomes in terms of well-being and place attachment. We now turn attention to discussing the conceptual categories that comprise REPLACE.

#### 3.1. Money and goods

Traditional marketing approaches deem place as a geographically bounded space that facilitates exchanges of money, goods, and services between parties. A monetary resource refers to “any coin or token that has some standard of exchange value” (Brinberg & Wood, 1983, p. 330), and goods entail “any product or object” (p. 330), including manufactured products.

Given the commodity aspect of money and utilitarian goods (Foa & Foa, 2012), consumers who enter places simply to exchange money for goods (i.e., tangible objects) or to barter goods (e.g., online exchange sites) generally consider such places mere locales in which they satiate consumption needs. In these exchanges, the ability of consumption settings to serve roles in consumers’ lives beyond their commercial intent is negligible. Thus, REPLACE suggests that the attachments consumers maintain to places that solely facilitate monetary and utilitarian exchanges of goods are weak and that such establishments have little impact on consumer well-being beyond consumption. Note that few manufactured products are purely tangible; however, manufactured products tend to be more tangible than services (Zeithaml, Bitner, & Gremler, 2013).

#### 3.2. Service resources

Resource exchange theory conceptualizes services as “activities on the body or belonging to the individual” (Brinberg & Wood, 1983, p. 330). This definition shares similarities to the commonly held view of services representing “deeds, processes, and performances provided or coproduced by one entity or person for another entity or person” (Zeithaml et al., 2013, p. 3). Therefore, persons or immaterial entities, such as self-service technology, involved in exchange activities can influence the value of services.

Research confirms that consumers often obtain a sense of togetherness by engaging in social interactions with others during physical or virtual service encounters, such as having conversations with employees or other customers (Harris, Baron, & Parker, 2000) or by being in the presence of others (Tombs & McColl-Kennedy, 2003); in turn, these interactions can lead to well-being benefits. Kozinets (2015, p. 11) refers to such place-related phenomena as “consociation”—“the

<sup>1</sup> See <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>.

commonplace, largely instrumental, and often incidental forms of association ... revolving around incidents, events, places, rituals, acts, circumstances and people.” Furthermore, given that services often involve light-hearted social interactions (Anderson et al., 2013) between and among customers and employees, REPLACE posits that consumers may form stronger attachments to places in which they exchange services than to places that simply facilitate the utilitarian exchange of money and goods.

### 3.3. Relational resources

Service research reveals that consumers often receive relational resources from employees and other customers in consumption settings, including social, psychological, and economic benefits (Cowen, 1982; Gwinner, Gremler, & Bitner, 1998; Spake, Beatty, Brockman, & Crutchfield, 2003). These resources are not necessarily readily available to all consumers and often appear in the form of status, prestige, regard, or esteem that employees grant to selected consumers during exchanges.

Customer–employee social relationships often progress to something more meaningful than pleasant banter over time, such that commercial friendships may mirror traditional friendships (Grayson, 2007; Price & Arnould, 1999). Commercial friendships may provide customers with resources that include feelings of mutual care and enjoyment (Gremler & Gwinner, 2000; Swan, Goodwin, Mayo, & Richardson, 2001). Some service providers even engage in “service sweetheating” (Brady, Voorhees, & Brusco, 2012, p. 81) with favored customers, in which employees willingly provide customers with relational resources (e.g., advice) or discounted or complimentary goods and services. In other instances, employees may provide relational resources to customers with whom they form instantaneous relationships based on a sense of community, whether imaginary or not, by engaging in service nepotism (Rosenbaum & Walsh, 2012). These communal feelings are often linked to shared commonalities, such as country of origin or sexual orientation.

Other studies show that customers may also receive relational resources from other customers during face-to-face and online encounters (Fournier & Lee, 2009; Harris et al., 2000; McGinnis, Gentry, & Gao, 2008). The camaraderie that revolves around shared consumption offers customers relational resources that include a sense of belongingness (Oliver, 1999), self-confidence (McGinnis et al., 2008), opportunities to participate in and belong to an engaging social network (Fournier & Lee, 2009), and the ability to engage in sharing communities (Kozinets, de Valck, Wojnicki, & Wilner, 2010).

Regarding outcomes associated with relational resources, Brodie, Ilic, Juric, and Hollebeek (2013) suggest that consumers tend to be significantly less predisposed to competitor switching when they obtain relational benefits. Customers often reciprocate to employees (Brady et al., 2012) and to customers (Rosenbaum, 2006) who bestow them with relational resources, as well as to the organizations that employ them, by demonstrating intense loyalty to them. REPLACE organizes these findings and proposes that as consumers obtain relational resources in consumption settings, their attachments to these places intensify.

Furthermore, relational resources, such as social benefits (e.g., friendship, recognition), psychological benefits (e.g., reduced anxiety), and economic benefits (e.g., discounts), can enhance consumer well-being and even societal well-being (Anderson et al., 2013). REPLACE proposes that as consumers receive relational resources from employees or consumers in consumption settings, they experience enhanced well-being.

### 3.4. Social support resources

In addition to relational resources, which improve consumers' in-place experience, studies show that consumers may receive social

supportive resources from service providers and other consumers in consumption settings, which may affect their well-being (Cohen & Wills, 1985; Cowen, 1982). Social support refers to “information leading the subject to believe that he is cared for and loved, esteemed, and a member of a network of mutual obligations” (Cobb, 1976, p. 300). Although people typically receive social support from spouses, family, friends, and co-workers, researchers show that customers can also receive social support from employees and other customers in commercial and non-profit settings (Adelman & Ahuvia, 1995; McHugh, 2000).

Social supportive resources may comprise specific types of support (Helgeson, 2003). Sherbourne and Stewart (1993) argue that people may exchange four types of social support with others: emotional/informational support, instrumental/tangible support, affectionate support, and companionship/positive social interaction. People receive emotional/informational support from others who are available to listen, care, sympathize, provide reassurance, and make them feel valued, cared for, and loved. With instrumental/tangible support, people receive concrete assistance from others, such as help with household chores, lending of money, or transportation assistance. Affectionate support provides people with feelings of love and of being wanted. With companionship, or positive social integration, people receive a sense of friendship, social integration, belonging, companionship, or engagement in a social network.

Research is clear regarding the positive impact of social support on well-being (Cohen & Wills, 1985). The Mayo Clinic (2015) also concludes that social support has far-reaching benefits for human well-being by offering people a sense of belonging, an increased sense of self-worth, and feelings of security. Thus, consumers who obtain socially supportive resources from employees or other customers in a consumption setting likely form an attachment to the place.

REPLACE organizes these findings and proposes that consumers can obtain social supportive resources from social entities in either physical or virtual settings. We suggest that these resources act as a type of glue that solidifies place attachment. However, the caveat remains that consumers' desires for social supportive resources are dependent on social relationships that are housed within a place, more so than the place itself. That is, consumers' place attachment rests on the receipt of social support from others who choose to use the consumption setting as a “field of care” (Tuan, 1979, p. 410). People establish fields of care in physical settings, primarily because they maintain networks of interpersonal care in these settings; consequently, people become emotionally bound to these settings.

### 3.5. Restorative resources

Researchers conclude that consumption settings often possess “restorative healing power” (Arnould, Price, & Tierney, 1998, p. 103), in that consumers may experience well-being benefits by being present and engaged in the physical characteristics of a setting. For example, some Mexican consumers characterize their experiences in Mexican restaurants, shops, and coffee houses as “reviving,” leaving them emotionally and spiritually uplifted (Elliot, Cherian, & Casakin, 2013). Thus, places themselves, rather than the social relationships housed within them, often can provide consumers with resources that enhance their mental well-being.

The theoretical foundations of restorative settings originate from ART (Kaplan, 1995, 2001; Von Lindern et al., 2016). ART posits that a person's ability to direct attention to unpleasant, but nonetheless important, stimuli (e.g., performing one's job) requires that he or she expend mental effort to inhibit constant distractions. This mental effort requires the use of an internal mechanism that becomes fatigued over time, leading to feelings associated with mental exhaustion or “burn-out.” When a person's attentional resources are fatigued or depleted, he or she experiences negative symptoms, including impaired

performance, an inability to plan, stress (Kaplan, 1995), attention deficit hyperactive disorder and physical violence (Kuo & Sullivan, 2001).

ART postulates that people may remedy mental fatigue and its negative symptoms by spending time in environments that contain physical stimuli that promote mental restoration. The natural psychology literature identifies four environmental stimuli that have restorative potential and, thus, possess the ability to transform human well-being: being away, fascination, coherence, and compatibility (Arnould et al., 1998; Hartig, Korpela, Evans, & Gärling, 1997; Von Lindern et al., 2016).

Being away implies that a person feels physically or psychologically in a different locale than his or her everyday environment. Here, a person enters a locale and senses a geographic distance from his or her usual context, particularly from places associated with daily routines and the ongoing or regular pursuit of particular purposes. According to Kaplan (1995), people can sense being away in three ways: (1) by escaping distraction in their surroundings, (2) by attaining distance from their usual duties, and (3) by temporarily suspending the pursuit of particular goals.

Fascination suggests that a locale contains patterns, or stimuli, that hold one's attention effortlessly (Kaplan, 2001). Kaplan (1995, p. 172) further explains that fascination may fall along a "soft–hard dimension." For example, hard fascination may include a person watching violence, such as auto racing or boxing events, while soft fascination involves people giving effortless attention to nature, gardens, and recreational areas.

Coherence pertains to the boundaries and scope of a person's ability to organize and structure a particular environment (Kaplan, 2001). A place with a high degree of coherence is easy to understand, is easy to predict, and requires less attention, which in turn leads to an experience of restoration. Conversely, places with a low degree of coherence are associated with distraction and chaos (Hartig et al., 1997; Kaplan & Kaplan, 1989).

The final stimulus, compatibility, describes the match between the person and a place. Compatibility is an extension of person–place congruency, such that a person feels a sense of belongingness to a particular locale (Morris & Chebat, 2005). High compatibility requires little attention and facilitates the restorative process, while incompatibility, or a lack of matching, hinders the process (Kaplan, 1983).

Environmental psychologists and leisure scientists show that natural settings serve as idyllic destinations that encourage mental restoration (Lehto, 2013). Natural environments, which are typically filled with beauty and life, are easy to understand, ever-changing, and, thus, fascinating, and they provide people with a sense of escapism from their routines. Although people may easily sense a natural environment's restorative potential, other settings, including commercial or non-profit settings, may also possess stimuli that promote mental restoration and, thus, well-being.

Research shows that consumers often perceive the restorative potential of locales they consider their "favorite places" (Korpela & Hartig, 1996; Korpela, Hartig, Kaiser, & Fuhrer, 2001); most commonly, people identify natural settings as their favorite places. However, they also often view commercial settings and non-profit settings (Korpela et al., 2001; Korpela, Matti, Lissa, & Harri, 2008) as favored places, possibly because of their restorative qualities. Indeed, several empirical investigations across the social sciences reveal the restorative potential of built environments (see Table 1).

Korpela et al. (2008, p. 636) refer to a "favorite place prescription" as denoting the health benefits that people often receive by visiting a favorite place, to the extent that favorite place patronage is cathartic to well-being. Environmental psychologists find that favorite places serve as "a basis for a person's liking for and attachment to the place" (Hunziker, Buchecker, & Hartig, 2007, p. 57), thus linking a person's ability to receive restorative resources in a particular place to feelings of place attachment.

In summary, REPLACE systematizes these findings by positing that consumers may experience a place's restorative potential when they

obtain restorative resources by being present in the consumption setting. Given the health benefits associated with restorative environments, REPLACE proposes that consumers are likely to develop profound attachments to places that promote restoration from mental fatigue and relief from its negative symptoms.

#### 4. The attachment continuum

Marketing researchers tend to overlook the concept of place attachment in their investigations (Debenedetti et al., 2014), opting instead to focus on understanding consumer satisfaction with and loyalty to particular places and organizations in general. Whereas loyalty captures consumers' commitment to re-buy or re-patronize an establishment (Oliver, 1999), place attachment refers to "a positive affective bond between an individual and a specific place, the main characteristic of which is the tendency of the individual to maintain closeness to such a place" (Hidalgo & Hernández, 2001, p. 274). Thus, place loyalty emerges as a consequence of place attachment, which REPLACE posits is related to the resources consumers receive in particular consumption settings.

At the extreme left end of the attachment continuum, as Fig. 1 shows, a place facilitates the exchange of money and goods between and among entities. At this point, REPLACE proposes that person–place attachments are weak, as consumers derive value primarily from the functional aspects of goods available in consumption settings. As consumers exchange more service resources in a place, their person–place attachment begins to strengthen, given the interpersonal role of employees in service exchanges and the opportunity costs involved in switching service providers.

Then, as consumers continue to exchange more relational resources in a place, their attachments to these places further deepen as they experience a sense of belongingness, social identity, security, and comfort from receiving relational benefits housed in the particular setting (e.g., complimentary products/services from employees, friendly banter from customers). That is, consumers form meaningful place attachments to establishments in which they engage in social interactions (Brocato et al., 2015).

At the right extreme, consumers' attachment to a place strengthens even more as the place becomes a forum to engage in a social supportive network and thereby provides various life-enhancing social supportive resources. Finally, when consumers receive restorative resources from spending time in a particular setting, the place becomes distinctive and appealing by helping them reduce symptoms associated with mental fatigue and its related aspects, such as stress and irritability (Berto, 2005; Rosenbaum & Wong, 2015).

#### 5. The well-being continuum

According to REPLACE, as consumers increasingly obtain more emotionally laden resources in particular consumption settings, their subjective sense of well-being increases. That is, consumers' ability to enter marketplace exchanges correspondingly influences their sense of subjective well-being in some manner (OECD, 2013). In practice, the purchase of specific goods or services (e.g., household cleaning products vs. spa services) and the method of payment (e.g., cash, high-interest credit terms) can have an impact on consumer well-being. Despite the complexities characterizing consumption, research generally concludes that a person's subjective well-being is a direct consequence of his or her economic behavior (Ahuvia & Friedman, 1998).

As previously discussed, relational resources offer consumers some enhanced well-being outcomes, such as outcomes associated with enhanced status or better information. As consumers obtain social supportive resources from employees or customers who gather in a certain place, their sense of well-being correspondingly increases.

Finally, the environmental psychology and marketing literature streams (see Table 1) are replete with investigations that highlight the

**Table 1**  
Restorative qualities and health benefits in settings.

Author(s)	Year	Type of place	Restorative qualities	Health benefits of settings
Bregman, Willems, & Joye	2012	Apparel retail store	Presence of in-store greenery	Reduce stress, elicit pleasure and excitement
Hartig, Lindblom, & Ovefelt	1998	Home area	Being away; Fascination; Extent; Compatibility	Reduction of stress, engage in leisure time, perceived restorativeness
Herzog, Ouellette, Rolens, & Koenigs	2010	Houses of worship	Spirituality; Beauty; Compatibility; Being away	Increased satisfaction, ability to focus, effective functioning and inner peace
Hug, Hartig, Hansmann, Seeland, & Hornung	2009	Fitness centers, recreational areas	Being away; Coherence; Compatibility	Increased exercise frequency
Johnstone & Todd	2012	Retail shopping areas	Relaxation; Escapism; Rejuvenation	Ability to cope with stress, increased sense of continuity
Korpela, Hartig, Kaiser, & Fuhrer	2001	Favorite places, amusement parks, malls, car races, discos, and zoos	Being away; Fascination; Extent; Compatibility	No measure
Lehto	2013	Tourism destinations	Compatibility; Extent; Mentally away, Discord	Increased satisfaction
Ng	2003	Shopping malls	Physically away; Fascination	Escapism from loneliness, security, and comfort
Ottosson & Grahn	2005	Geriatric home	Social interaction; Sensory stimulation	Increased ability to concentrate
Ouellette, Kaplan, & Kaplan	2005	Monastery	Spending time in nature	No measure
Packer & Bond	2010	Museum, art gallery	Spirituality; Beauty; Compatibility; Being away	Attention recovery; ability to reflect, and restored mental state
Rosenbaum	2009	Video arcade	Fascination; Extent; Being away; Compatibility	Decreased mental fatigue symptoms, lower attention deficit hyperactivity disorder tendencies
Rosenbaum & Smallwood	2013	Cancer resource center	Being away; Fascination; Compatibility; Coherence	Feeling energetic and enhanced personal productivity
Rosenbaum & Wong	2015	Casino	Being away; Fascination; Compatibility; Coherence	Increased subjective well-being
Rosenbaum, Otolara, & Ramírez	2016	Shopping malls	Being away; Fascination; Compatibility; Coherence	Increased satisfaction
Rosenbaum, Sweeney & Windhorst	2009	Senior center	Being away; Fascination; Compatibility; Coherence	Perceived health status
Waxman, Clemons, Banning, & McKelfresh	2007	Campus library	People watching; Being away; Meeting with friends; Finding quiet time	Feeling relaxed

extent to which restorative environments promote a person's subjective sense of well-being. Specifically, researchers conclude that people may remedy negative symptoms associated with mental fatigue, burnout (Berto, 2005), and cancer-related fatigue (Rosenbaum & Smallwood, 2013) by spending time in environments that offer them restorative resources.

## 6. Discussion

### 6.1. Propositions

REPLACE organizes place perspectives from a variety of disciplines to present a resource-based view of places. This revised place perspective emphasizes that place is not a simple geographic location of space, where two or more entities assemble to enter utilitarian exchanges. Rather, places represent repositories of resources, including money, goods, services, relational and social supportive resources, and restorative resources, that consumers receive and provide. Drawing from resource exchange theory and ART, REPLACE proposes that the exchange of these resources in a place has an impact on consumers' well-being and their emotional attachment to the place. The following four propositions that emerge from REPLACE are general; however, because they are grounded in extant place studies, they can be empirically tested in future verification studies:

- P1. Consumers may exchange up to six types of resources with other entities in a place. These include monetary, material, services, relational, social supportive, and restorative resources.
- P2. The types and combinations of resources consumers exchange in a place influence their emotional bond, or attachment, to a place.
- P3. The types and combinations of resources consumers exchange in a place influence subjective well-being.

- P4. Consumers' sole exchange of monetary resources in a place exerts the lowest influence on their emotional bond, or attachment, to a place, while a greater variety of resource combinations (material, services, relational, social supportive, and restorative resources) exerts an increasingly greater influence.
- P5. Consumers' sole exchange of monetary resources in a place exerts the lowest influence on their subjective sense of well-being attained from a place, while a greater variety of resource combinations (material, services, relational, social supportive, and restorative resources) exerts an increasingly greater influence.

### 6.2. Methods for testing REPLACE

REPLACE characterizes the resource combinations received to a consumer in a specific consumption setting. As experiences and meanings of place are situational, contingent and dynamic, different consumers may have different REPLACE combinations, even contemporaneously, in a specific service consumption setting. To empirically evaluate REPLACE, researchers are encouraged to investigate the types of resources that consumers exchange with other entities in consumption settings. The first three resources of money, goods, and services are often explored in terms of their impact on managerially relevant outcomes, such as satisfaction and loyalty. Thus, studies that explore the more complex resources available in consumption settings would be worthwhile.

For example, to explore relational resources that consumers exchange in consumption settings, researchers could review the plethora of studies that empirically identify the relational benefits exchanged between and among social entities in both physical (Brady et al., 2012; Hennig-Thurau, Gwinner, & Gremler, 2002; Spake et al., 2003) and virtual (Yen & Gwinner, 2003) settings. Alternative qualitative methods to

explore relational resources exchanges from a consumer perspective include walking interviews – accompanying consumers “on the move” to undercover their unfolding experiences of place (Evans & Jones, 2011) methodologies, wearable video technologies or dialogical approaches. The challenge for researchers here is that many relational resources available to consumers can be based on objective organizational measures, such as loyalty program status and profitability, and on subjective measures, such as what employees often provide to consumers in a non-organizationally sanctioned and even an illegitimate manner (Brady et al., 2012).

In terms of evaluating social supportive resources exchanged in consumption settings, researchers could draw from a variety of empirical and validated social support scales. The medical outcomes study (MOS) social support survey (Sherbourne & Stewart, 1993) finds that people may exchange four types of social support. Other researchers debate the exact nature of social supportive resources, finding that people may exchange up to six types of these resources (Barrera & Ainlay, 1983). Still other researchers show that people exchange three types of social support in commercial and virtual settings, with emotional and companionship support being most essential to well-being (Bar-Lev, 2008).

Countless empirically validated studies also exist on the various types of restorative resources that consumers may exchange in consumption settings. Hartig et al. (1997) develop the Perceived Restorativeness Scale, which evaluates a person's perceptions of four environmental stimuli that promote restoration. Other researchers suggest that people perceive five restorative qualities of a setting (Berto, 2005), and still others suggest that three environmental qualities promote mental restoration (Han, 2007). In terms of measuring outcomes, researchers are encouraged to employ the place attachment scales developed by Brocato et al. (2015), which draw from scales in environmental psychology. Last, Rosenbaum and Wong (2015) offer a four-item well-being scale evaluated among casino customers.

Thus, several substantive theories and frameworks exist on the different types of resources consumers may exchange in settings, but all support the contention that customers are attached to places because of the emotionally laden resources they often obtain from them. Realizing the effect of place emotions on consumers, many managers attempt to vivify commercial settings by striving to provide enjoyable and meaningful experiences to customers, to encourage social interactions both between and among customers and employees (Debenedetti et al., 2014). Such managerial actions may result in consumers obtaining an array of relational, socially supportive, and restorative resources, all of which have the potential to positively influence their attachment and well-being.

## 7. Conclusion

How should marketers conceive places? Are places organizational activities that result in products being available to target consumers, or are they not only the “where” of things but also “everything that occupies that location seen as an integrated and meaningful phenomenon” (Relph, 1976, p. 3)? The present research supports both place perspectives by putting forth an original conceptual framework to show how and why places become meaningful for consumers, while offering a new definition of place.

By organizing a disparate set of person–place studies across the social sciences, REPLACE shows that consumers may exchange six types of resources with other entities in consumption settings. Furthermore, REPLACE sheds light on how these resources may transform consumer well-being and thus is tied to the burgeoning transformative service research paradigm (Anderson et al., 2013). REPLACE, which illustrates how resources exchanged in consumption settings affect consumers' attachment to a place, is also associated with well-being marketing studies (Sirgy & Lee, 2008). As a conceptual

framework, REPLACE organizes existing substantive theories and frameworks; as such, the framework helps marketers understand not only the functional aspects of place but also how places can become a fundamental aspect of consumers' life routines.

Although this research offers methodological insights to empirically investigate REPLACE, other opportunities exist for researchers to engage in humanistic studies to further understand the structure and patterns of exchanged resources. For example, some resources may have a stronger impact on consumer well-being and, thus, place attachment, than others. Currently, this research views all resources within a category as having an equal impact on related outcomes; in practice, these resources are likely to vary. In addition, combination of different recourse types become more interesting and likely as well-being and place attachment increase. Lastly, researchers may also consider the framework from various actors' perspectives; such as resources exchanged between government-to-citizen (e.g., natural parks and green spaces); consumer-to-consumer (e.g., garage sales or online auctions), or citizen-to-citizen (e.g., banter that occurs in public spaces, such as dog parks or children play areas) and their impact on relevant outcomes, such as well-being and place attachment.

Regarding managerial implications, service organizations can use REPLACE to evaluate the type of relationships they want to maintain with target customers. For example, for an organization to maintain solid and meaningful connections with their customers, management should consider how to craft physical and virtual environments so that they offer customers restorative qualities. This task will require marketers to work with service designers, landscape architects, user experience designers and interior designers to formulate restorative settings. Though challenging, restorative environments may be essential for promoting societal well-being through service design. Hospitals, schools, senior centers, retirement homes, dementia facilities, penitentiaries, and juvenile detention facilities all may be able to enhance patrons' well-being through restorative servicescapes.

REPLACE helps managers understand why their businesses may be faltering. As organizations become architecturally bland, the restorative potential is nullified. The lack of engaging service providers diminishes opportunities for employees to offer social support to consumers. Franchises that adorn planned lifestyle malls and upscale services tend to emphasize turnover instead of maintaining regular staff, thus diminishing opportunities for inter-customer social support. High employee turnover in services means fewer opportunities for service providers to recognize repeat customers, limiting opportunities to offer customers relational benefits. Places linked only to the exchange of money, goods, and services prevent customers from attaching meanings to them, and even satisfied customers will defect; they have little attachment to the place beyond fulfilling a consumption need.

More than a quarter-century ago, Houston and Gassenheimer (1987, p. 17) noted that though “exchange in now an accepted frontispiece for marketing ... it has yet to fulfill its promise of providing a coherent structure for the discipline.” The proposed conceptual framework provides an understandable exchange structure to the marketing discipline. That is, REPLACE explicates what consumers do in consumption settings; they exchange resources with other entities, which in turn has an impact on their well-being, attachment to, and desire to return to the place.

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