Albert O. Hirschman: Exit, Voice and Loyalty. Cambridge (Mass.) 1970 - Textauszüge

1) Zu den Grundbegriffen *exit and voice*:
The deterioration in performance is reflected most typically and generally, that is, for both firms and other organizations, in an absolute or comparative deterioration of tho *quality* of the product or service provided. Management then finds out about its failings via two alternative routes :
(1) Some customers stop buying the firm's products or some members leave the organization: this is the *exit option.* As a result, revenues drop, membership declines, and management is impelled to search for ways and means to correct whatever faults have led to exit.
(2) The firm's customers or the organization's members express their dissatisfaction directly to management or to some other authority to which management is subordinate or through general protest addressed to anyone who cares to listen: this is the *voice option. As a* result, management once again engages in a search for the causes and possible cures of customers' and members' dissatisfaction. (p.4)

2) Zur Bedeutung von *voice* in *no-exit*-Situationen:
The voice option is the only way in which dissatisfied customers or members can react whenever the exit option is unavailable. This is very nearly the situation in such basic social organizatioris as the family, the state, or the church. In the economic sphere, the theoretical construct of pure monopoly would spell a no-exit situation, but the mixture of monopolistic and competitive elements characteristic of most real market situations should make it possible to observe the voice option in its interaction with the exit option. (p.33)

3) Zum Zusammenhang von *voice* und *loyalty*:
The Activation of Voice as a Function of Loyalty
A more solid understanding of the conditions favoring coexistence of exit and voice is gained by introducing the concept of *loyalty.* Clearly the presence of loyalty makes exit less likely, but does it, by the same token, give more scope to voice?
That the answer is in the positive can be made plausible by referring to the earlier discussion of voice. In Chapter *3* two principal determinants of the readiness to resort to voice when exit is possible were shown to be:
(1) the extent to which customer-members are willing to trade off the certainty of exit against the uncertainties of an improvement in the deteriorated product; and
(2) the estimate customer-members have of their ability to influence the organization.
Now the first factor is clearly related to that special attachment to an organization known as loyalty. Thus, even with a given estimate of one's influence, the likelihood of voice increases with the degree of loyalty. In addition, the two factors are far from independent. A member with a considerable attachment to a product or organization will often search for ways to make himself influential... (p.77)

4) *Boycott* als Mischform von *exit and voice*
Boycott is another phenomenon on the border line tween voice and exit, just like the threat of exit. Through boycott, exit is actually consummated rather than threatened; but it is undertaken for the specific and explicit purpose of achieving a change of policy on the part of the boycotted organization and is therefore a true hybrid of the two mechanisms. The threat of exit as instrument of voice is here replaced by its mirror image, the promise of re-entry: for it is understood that member-customer will return to the fold in case certain conditions which have led to the boycott are remedied.
Boycott is often a weapon of customers who do not have, at least at the time of the boycott, an alternative source of supply for the goods or services they are ordinarily buying from the boycotted firm or organization, but who can do temporarily do without them. (p.86)