The bold items in the margin describe the subject matter and are keywords for text retrieval. The final reference number under each abstract is also used for this purpose.

Abstracts

Journal of Direct, Data and Digital Marketing Practice (2008) **10**, 178–194.
doi:10.1057/dddmp.2008.34

Each abstracted paper is awarded 0–5 stars for each of four qualities:

- (1) depth of research
- (2) value in practice
- (3) originality of thinking
- (4) readability for nonspecialists.

No abstract is included for any paper awarded less than seven stars overall.

A new tool for pre-testing direct mail

M. Faulkner and R. Kennedy

RESEARCH. *International Journal of Market Research* (UK), Vol. 50, No. 4, p. 469 (22pp)

**Direct mail,
testing, pre-testing,
fundraising, Australia**

Claims that direct mail (DM) consumes 10 per cent of marketing budgets and generates UK sales of £17bn. Notes current methods of testing (referred to as ‘split-run’). Complains that such tests do not indicate why one piece performs better than another and that results are only available post-campaign. Makes a case for pre-testing, as in display advertising, adapted to DM. Undertakes a study in the context of DM charity fundraising in Australia. Excludes from the methodology measures of recall and salience. Describes a series of interviews, plus six pilot studies, held to establish a research design consisting of two tests. In the first test, the market had already established that there was one ‘winner’ and one ‘loser’; the model had to determine, from interviewees’ responses to each piece, which was which. In the second test, the two pieces had shown no difference in response, and the model had to show this also. The three measures used in the tests were of likeability, probability of donating and diagnostic measures using a five-point scale to measure responses to 27 statements about each piece. Relates successful results with all three measures using 62 respondents.

This has academic interest. My problem is that I can’t see why anyone would wish to do it. Determining which of n DM pieces pulls best is only one purpose of DM testing; another is to establish precise response rates, and/or relative economics, which this process can’t do. Nor is it self-evidently cheaper, even in relation to its restricted purpose. Some more critical thinking, please?

Research: *** Practice: * Originality: ** Readability: ***
Ref: 10201

Market research, e-mail, survey response, language

Optimising the language of e-mail survey invitations

H.R. Moskowitz and B. Martin

RESEARCH. *International Journal of Market Research* (UK), Vol. 50, No. 4, p. 491 (20pp)

Notes the falling participation rates and rising costs that have beset traditional market research methods. Notes the ability of online research to provide lower cost, faster results, global reach, rich content, reduced interviewer bias and real-time analysis. Sets out to explore the impact of language used in invitations to participate in an online survey. Describes a large-scale survey, involving six categories of message (Introduction, Help us, Specific topic, Simplicity, Time/flexibility, Rewards), each with six possible sentences. Each of the 1,366 respondents were given 48 survey invitations comprising one sentence from each of three or four categories, and were required to rate, on a scale of 1–9, how likely they would be to participate in each survey. Describes method of analysis of results. Finds that most sentences have no effect, positive or negative, on willingness to participate. Finds that respondents can be divided into three roughly equal groups (survey junkies; expert wannabes; fast and simple) who respond positively (or negatively) to (some) different sentences. Concludes that the specific language for an e-mail survey invitation has a major impact on levels of response, and that survey topics largely affect response rates.

There are some fascinating findings here, to which a brief abstract cannot do justice. Disentangling them all isn't easy, but well worthwhile.

Research: **** Practice: *** Originality: **** Readability: **
Ref: 10202

What makes for CRM system success — or failure?

B. Foss, M. Stone and Y. Ekinici

SURVEY. *Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 15, No. 2, p. 68 (12pp)

Notes that, although CRM has been one of the fastest-growing businesses of the new century, a variety of studies have found that more CRM projects have failed than have succeeded. Defines a CRM system as a technology-based business management tool for developing and leveraging customer knowledge to nurture, maintain and strengthen profitable relationships with customers. Distinguishes two types of CRM: operational and analytical. The former involves all customer-facing operations — the salesforce, marketing and customer support. The latter is based on technologies such as data warehousing and data mining as the basis for planning and analysing marketing campaigns. Suggests that successful CRM requires four essentials: an overview audit; strategic organisational and cultural change; cross-functional teams of specialists to manage the implementation programme; support and commitment of employees. Lists a wide variety of CRM project

CRM

types, covering the following: customer data and analytics; marketing and campaign management; distribution channels; research; distribution management; regulatory compliance; portfolio management. Notes the varying length of CRM projects from a few months to many years.

Anyone newly embarking on CRM could read this as a bland and mostly sensible introduction to the do's and don'ts. Anyone who has been here before is unlikely to find anything new: the appalling failure rate of CRM projects ceased to be news long ago.

Research: ** Practice: ** Originality: — Readability: ***
Ref: 10203

**CRM, e-CRM, SMEs,
Northern Ireland**

e-CRM in SMEs: An exploratory study in Northern Ireland

P. Harrigan, E. Ramsey and P. Ibbotson

SURVEY. *Marketing Intelligence & Planning* (UK), Vol. 26, No. 4, p. 385 (20pp)

Finds it bizarre that CRM within SMEs has been so little studied. Considers various uses of e-CRM: integration of strategy, of communication channels, of information management and of relationships. Considers the benefits of, and barriers to, e-CRM. Details a survey conducted among Northern Ireland SMEs, where a self-completion questionnaire was returned by 56 companies, each with a business website and employing less than 250 people. Finds a high level of internet usage, but little evidence of integrated strategy (training, involvement of management). Explores integration of communication channels, and finds that the internet is regarded as only one way of keeping in touch with customers: this is a key benefit but complementary not substitutive. Finds that respondents do not use the internet fully in management integration: customer information is agreed to be essential, and customer databases are present for 68 per cent of respondents, but are not central to decision making. Finds agreement that the internet improves customer relationships, but less agreement on whether it is vital in this area. Reports benefits of e-CRM as follows (in order of importance): opens new markets; enhances customer service; facilitates personalisation; increases cost savings; improves profitability and loyalty. Examines barriers to e-CRM: preference for face-to-face contacts by some customers; little government support. Concludes that SMEs in Northern Ireland derive significant benefits from e-CRM with few barriers, but that their use of the techniques is superficial.

Does go some way to fill an unsurprising gap in the literature: SMEs are not a regular focus of interest for consultants or academics — for fairly obvious reasons.

Research: *** Practice: ** Originality: ** Readability: ***
Ref: 10204

**CRM, loyalty,
relationships****Understanding and profitably managing customer loyalty***R. Gee, G. Coates and M. Nicholson*SUMMARY. *Marketing Intelligence & Planning* (UK), Vol. 26, No. 4, p. 359 (16pp)

Sets out to review all the salient issues on CRM in a single discussion. These issues are described as customer loyalty, understanding and preventing the ending of relationships, profitable loyalty management and loyalty schemes. Deals with each in turn. Examines various definitions of loyalty, and of customer satisfaction in inducing it; notes the view that satisfaction is an inadequate predictor of loyalty and that customer delight is a superior form of satisfaction. Distinguishes between a customer's 'must-be' requirements, his satisfier requirements and his attractive requirements. Notes that the last two may differ for different segments of customers. Notes, where a relationship ends, three types of trigger: situational (customer moves house), reactionary (poor service) and influential (competitor-driven). Distinguishes three types of switching cost: procedural (time and effort), financial and relational. Cautions that attempts to increase these costs can result in negative word of mouth. Urges the adoption of a holistic approach to the problem of retaining/regaining customers. Emphasises the importance of effective complaint handling. Examines the concept that loyal customers are more profitable because they cost less to serve, they will pay higher prices and they are good advocates. Finds no evidence for this, or for a simple, identifiable link between loyalty and profitability, but concedes that there may be a correlation. Recommends segmenting customers into butterflies, true friends, strangers and barnacles — and treating each segment appropriately. Notes that seeking to lose unprofitable customers is a nonstarter. Reports mixed views on the cost-effectiveness of loyalty schemes. Ends with a list of recommendations: deliver customer delight, remembering different customer segments have different requirements; implement switching barriers; segment by profitability; monitor defections; win back defectors; develop defection risk profiles.

This is not, as advertised, a summary of CRM issues. It is a good summary of the academic literature up to 2006 (much of it rubbish) on customer 'loyalty'. The concept, inherent in all the papers quoted, that there is a single phenomenon common to all businesses across all markets and all channels, which can be usefully described as loyalty, and pursued everywhere by the same methods, seems at best dubious.

Research: ** Practice: *** Originality: * Readability: ****

Ref: 10205

**Loyalty, satisfaction,
growth, Reichheld,
Net Promoter, NPS,
NCSB, ACSI, HBR****A holistic examination of Net Promoter***T.L. Keiningham, L. Aksoy, B. Cooil, T.W. Andreassen and L. Williams*RESEARCH. *Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 15, No. 2, p. 79 (12pp)Notes the December 2003 paper by Reichheld in the *Harvard Business Review* (HBR) reporting a macro-level study indicating that the Net

Promoter Score (NPS) is the best single predictor of a firm's growth and a micro-level study indicating that NPS is also the best single predictor of loyalty behaviour. Describes the method of calculation of NPS. Names and examines two attempts to replicate the results of the HBR macro-study, and gives reasons why neither was satisfactory. Details a fresh attempt to replicate the precise methodology of Reichheld, using data from the Norwegian Customer Satisfaction Barometer (NCSB). Finds 'little evidence', over four industries surveyed, of any correlation of satisfaction/loyalty metrics with change in revenue; also that NPS 'cannot reasonably be categorised as the single most reliable indicator of a company's ability to grow'. Then compares the relative abilities of NPS and the American Consumer Satisfaction Index (ACSI) to predict growth. Finds that NPS is not the best predictor of growth, and that Reichheld's claims that customer satisfaction has no correlation with growth are false: both NCSB and ACSI outperformed NPS a majority of the time. Moreover, the claims of the HBR paper, even if valid, would not be generalisable across industries. Concludes that translating loyalty attitudes into loyalty behaviours is complex: attempting to derive simplistic solutions is unjustified.

We abstracted Reichheld's quoted paper from the HBR in Vol. 5, No. 4 of this Journal (Ref: 5423), acknowledging its importance (Keiningham et al. reckon it subsequently 'shook customer satisfaction and loyalty space to its foundation'). Perhaps Reichheld will have more to say; meanwhile this paper has all the appearance of a pretty thorough demolition job. Back to the drawing board?

Research: ***** Practice: ***** Originality: ** Readability: *****
Ref: 10206

Towards the 'perfect' customer experience

P. Frow and A. Payne

DIDACTIC. *The Journal of Brand Management* (UK), Vol. 15, No. 2, p. 89 (13pp)

**Customer experience,
service quality, Net
Promoter Score,
TNT, Guinness**

Claims that, despite voluminous attention paid to the customer experience, evidence suggests that service quality and customer satisfaction are declining. Quotes Bain & Co.: only 8 per cent of customers of 362 companies described their experience as 'superior', while 80 per cent of the companies thought they were supplying 'superior' experience. Discusses the nature of the 'perfect' experience. Refers to Reichheld's concept of the Net Promoter Score (*see Vol. 5, No. 4 of this Journal, abstract 23, also abstract Ref: 10206 above — Ed.*). Gives two case studies chosen to illustrate B2B and B2C, covering both rational and emotional aspects of the customer experience, in both direct and intermediated markets — namely TNT Express Services and Guinness. Describes TNT's adoption of a single point of reference for all customer queries (which also increased employee satisfaction) and its customers' ability to track parcels through virtually any communication channel. Describes Guinness's

campaign to educate its suppliers, its staff, its publicans and its consumers in the art of creating and enjoying 'The Perfect Pint'. Gives a series of recommendations for all those wishing to create the perfect consumer experience.

The TNT example seems a good deal more convincing than the Guinness one, which reads more like a PR exercise. The recommendations are sensible enough — how many more times do they need to be made before most businesses start to listen?

Research: *** Practice: *** Originality: * Readability: ***
Ref: 10207

Variables influencing the customer relationship management of banks

C. Rootman, M. Tait and J. Bosch

RESEARCH. *Journal of Financial Services Marketing* (UK), Vol. 13, No. 1, p. 52 (11pp)

Considers the need for banks (in South Africa) to retain customers through effective CRM strategies — that is, by first attracting customers and then maintaining a long-term mutually beneficial relationship with them. Notes that a service firm's relationships with its clients are created and maintained by its front-line employees. Distinguishes strategic CRM, or establishment of a customer-centric culture, operational CRM, dealing with customer-facing automation, and analytical CRM, or the exploitation of customer data. Seeks to identify which variables in employee behaviour affect CRM strategies in banks. Identifies three variables: attitude, knowledgeability and two-way communication. Describes a survey conducted with 264 respondents to 22 statements using a seven-point Likert scale, and related to these variables. Shows the results of a multiple regression analysis demonstrating that employee attitude and knowledgeability impact on the effectiveness of CRM strategies, but that two-way communication does not. Discusses the implications of these findings for employee training.

Surely the statement that employee attitude and knowledgeability are critical to effective CRM is an intuitive given, scarcely requiring such elaborate research. Similarly the suggestion that two-way communication is not critical is so counter-intuitive as to call the research itself into question.

Research: *** Practice: ** Originality: — Readability: **
Ref: 10208

Does trust in the bank build trust in its technology-based channels?

S. Dimitriadis and N. Kyrezis

RESEARCH. *Journal of Financial Services Marketing* (UK), Vol. 13, No. 1, p. 28 (11pp)

**CRM, banks,
South Africa**

Banks, channels, trust, Greece

Notes the growth of alternative channels in (Greek) banking — particularly telephone and internet, as well as the more-established ATM. Notes research showing that trust is important in the acceptance and use of such channels by consumers, but that very little distinction has been made between trust in a company and trust in the channels it offers to its customers. Describes the concept of trust through four components: consumer perception of competence, predictability, benevolence and integrity. Describes the first two as constituting cognitive trust and the latter two as constituting affective trust. Hypothesises that individuals have a disposition to trust (in their bank and/or its channels) and also that a bank's reputation affects the level of individuals' trust in either. Describes a questionnaire administered to 762 customers of six Greek banks across 20 branches and, after factor analysis, shows diagrammatically how disposition to trust and bank reputation impact, cognitively and affectively, on trust in bank and channel: the results are very similar for internet and telephone banking, but significantly different for ATMs, with the affective component of trust in the bank being the strongest predictor of channel trust. Draws conclusions for managerial implications.

An interesting and well-conducted piece of research, with robust, if not wholly unexpected, conclusions. The findings, I assume, could be readily applied to many consumer-facing organisations besides banks.

Research: ***** Practice: *** Originality: *** Readability: *****
Ref: 10209

Using the extended innovation attributes framework and consumer personal characteristics as predictors of internet-banking adoption

S.P. Gounaris and C.D. Koritos

RESEARCH. *Journal of Financial Services Marketing* (UK), Vol. 13, No. 1, p. 39 (13pp)

Internet, banking, Greece

Sets out to compare the importance of various factors (not merely usefulness and ease of use as heretofore examined) that play a significant role in predicting adoption of internet banking (IB) and to provide a more accurate profile of the potential adopters of IB. Describes the collection of demographic and other data from 858 (Greek) IB users and 418 internet but non-IB users. Concludes, after analysis, that social and psychological innovation attributes have a significant place in predicting IB adoption, that demographic variables (especially occupation and education, but not income) have a strong effect and that psychographic characteristics (innovativeness and shopping orientation) also have a (lesser) effect. Gives some examples, in an 'odds change' table. Concludes that the strongest predictor of the next IB adopters group is self-employment and suggests that banks wishing to convert their customers to IB should concentrate their message on time/effort/cost-benefits. Ends with suggestions for further research.

Nothing very counter-intuitive here, but puts some suggested quantification to the importance of a variety of attributes.

Research: *** Practice: ** Originality: ** Readability: **
Ref: 10210

The multilocal challenge: Managing cross-border functions

G. Ghislanzoni, R. Penttinen and D. Turnbull

ORGANISATIONAL. *The McKinsey Quarterly* (US), 2008, No. 2, p. 71 (12pp)

**Cross-border,
multilocals,
multinationals,
organisation**

Considers, in contrast to the long-established multinational companies, the growing number of what the authors call multilocal companies, which, as a result of a recent international surge in mergers and acquisitions, have a cross-border presence as well as strong roots in national or regional companies. Notes that this description applies particularly to companies that serve individual rather than business customers — such as utilities, banks, etc. This trend has been fuelled by greater liberalisation in national regimes, by saturation of national markets and by greater convergence among consumers. Advocates attention to organisational design, which must strike the appropriate global/local balance while also countering complexity and ambiguity over roles and responsibilities. Holds that global/local organisation does not have to be an either/or affair: a variety of halfway stages are possible. Managers should understand the value inherent in cross-border or local organisation in each company function, and organise accordingly: the barriers are lack of awareness, poor motivation and an inability to execute. Comments on each.

Sensible comments on what is becoming an increasingly common problem. Multinationals have — have always had — the same problem; the difference for multilocals is that they are all dealing directly with consumers, which most multinationals are not, and this greatly complicates the problem.

Research: * Practice: ** Originality: ** Readability: ***
Ref: 10211

An empirical analysis of factors influencing customer responsiveness to mobile advertising

M. Mital

ANALYTICAL. *Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 15, No. 2, p. 119 (7pp)

**Mobile advertising,
responsiveness, India**

Sets out to examine, by means of a survey in India (where mobile marketing has been conducted to date on a one-size-fits-all strategy), what the attitudes of consumers to mobile (specifically SMS text) advertising are, and its impact on purchase decisions and brand recall. Quotes the 'remarkable success' of this medium (up to 40 per cent response compared with 3 per cent in DM and 1 per cent in banners) in various developed countries. Describes methodology of study, using a questionnaire to 865 respondents and analysis of responses. Finds that

mobile marketing is perceived as disruptive and intrusive, and lacks perceived usefulness when not adequately contextualised; that younger age groups see the mobile as a source of information and older age groups see it as a means of communication. Advocates the use of software agents to implement contextualisation, timeliness and relevance.

The comparison of SMS response rates with supposed rates from direct mail or banner ads is simply silly. For the rest, some fairly hefty analysis has been performed to reach some unsurprising results.

Research: *** Practice: ** Originality: * Readability: **
Ref: 10212

Exploring the differences between accountants and marketers in terms of information sharing

T. Barker

SURVEY. *Marketing Intelligence & Planning* (UK), Vol. 26, No. 3, p. 316 (14pp)

**Marketing,
accounting, Canada**

Notes the need within an organisation for accounting and marketing departments to share information, alleges that, because of inter-departmental friction, this need is frequently not optimally met, that accounting does not meet the needs of marketing, and that marketing has scant regard for the impact it has on other operational areas. Sets out to explore the differences between accountants and marketers over information sharing, and the relationship between information sharing and rewards, customer satisfaction and performance. Describes the participation of marketing and accounting managers from 98 large Canadian companies in a survey. Concludes, from analysis of the survey results, that accountants view both the quality of the information they share with marketers and its acceptability as high, while marketers see contradictions in the information they receive, raising questions about its quality. Moreover, while marketers regard accountants as an important source of information, the reverse is much less true, which hinders functional integration and encourages isolation. Finds that accountants see a closer relationship between customer satisfaction, or sensitivity to competitive moves, and managers' rewards than do marketers. Recommends that accountants need to revise their perception of marketing as a source of information, and to ensure fewer contradictions in the information that they provide.

This paper explores, in a fairly noncontroversial way, one of the key areas of misunderstanding in the functional silos that make up modern business organisations. What it chiefly lacks is any attempt to provide real-life examples of what is wrong, or how it might be put right, instead of the over-massaged results of unattributed responses to a rather bland questionnaire.

Research: *** Practice: * Originality: * Readability: **
Ref: 10213

CSCs, service centres, outsourcing, offshoring

The impact of offshored and outsourced call service centres on customer appraisals

N. Bharadwaj and A.L. Roggeveen

SURVEY. *Marketing Letters* (US), Vol. 19, No. 1, p. 13 (11pp)

Notes the increasing reliance by firms on customer service centres that are either outsourced or offshored, or both. Claims that the major reason for this is normally cost saving. Suggests that this may not be a rational decision, since the customer experience may be adversely affected by either the ownership or the location of the service centre. Describes the creation of an experiment involving the use of a satisfaction survey completed by 3,484 customers of a computer supplier who had been serviced by three types of service centre — one located in the US and owned by the supplier, and two located offshore, of which one was owned by the supplier. Respondents were asked to rate their level of satisfaction with representatives' communication skills, ability to resolve the problem and ease of troubleshooting steps required of them. Finds the following: (1) customers of domestic service centres experience more satisfaction with representatives' communication and problem-solving skills, but (2) no difference in troubleshooting steps; (3) satisfaction with communication skills is not impaired by outsourcing in a domestic context; (4) customers had greater satisfaction with problem-solving and troubleshooting steps when dealing with a company-owned as distinct from an outsourced service centre. Concludes that (1) and (3) are due to customers finding it easier to deal with persons perceived as more like themselves; (2) is due to the use of a pre-written script for troubleshooting; (4) is due to greater levels of control within a single company. Suggests that there is an overemphasis in some firms on short-term savings versus long-term gain.

It seems inconceivable that companies should have outsourced — and even more incredibly offshored — their service centre operations, without reflecting upon the effect on their customers. Yet it has happened. This study shows only that there is a hidden cost; quantifying it will be much harder (see also our earlier abstract Ref: 9302).

Research: *** Practice: ** Originality: ** Readability: ****

Ref: 10214

Design thinking

T. Brown

EXPLORATORY. *Harvard Business Review* (US), June 2008, p. 84 (9pp)

Design, Edison

Notes that Thomas Edison is remembered for inventing the electric light bulb, but that his real achievement was to envisage a complete system of electrical generation and distribution: claims that design thinking is a lineal descendant of that holistic approach. Notes that

design is often thought of as the add-on process of beautifying an existing product, whereas today it is about creating ideas that better meet consumer needs and desires. Emphasises that design thinking applies in the service as well as the product field; gives an example of using a multidisciplinary team to design better processes for changing nursing shifts in hospitals. Lists some primary characteristics of a design thinker: empathy, integrative thinking, optimism, experimentalism and collaboration. Gives an iterative diagram of the process of design thinking, whose three main stages are described as Inspiration (detecting and defining the problem/opportunity), Ideation (including prototyping) and Implementation. Emphasises that this process does not demand sudden breakthroughs or strokes of genius, but a collaborative and iterative process of prototyping, testing and refinement. Repeats Edison's famous definition of genius as 99 per cent perspiration. Gives an example of producing a simplified bicycle for an untapped market in the US, and another of developing cheap eye-care for the rural population of India.

Whether you call it design or innovation matters not: this is a prescription for the holistic treatment of the development of products, services and processes.

Research: * Practice: *** Originality: * Readability: ****
Ref: 10215

How to measure the internet

R. White

EXPLANATORY. *Admap* (UK), July/August 2008, p. 22 (2pp)

Notes that 'measuring the internet' actually involves two different things: web analytics, which are about payback from an online campaign, and audience measurement. Discusses some of the problems of web analytics, deriving from the growing range of online ad formats and the advent of social networks and consumer-generated content. Indicates the different metrics required for social network analytics compared with standard ad formats. Declares that measures based on click-through are meaningless. Suggests that page views are no longer an adequate measure in an age of online videos, etc giving place to time-on-site. Lists a variety of contrasting reasons for both long and short site visits. Discusses two different approaches to audience measurement: user-centric, using consumer panels, and site-centric, using cookies. Discusses the problem of cookie deletion.

The first of a series of papers in this number of Admap (see also below), this is a good short introduction to some of the complexities of internet measurement.

Research: — Practice: *** Originality: ** Readability: ****
Ref: 10216

**Internet,
measurement,
web analytics,
click-through**

**Internet,
measurement, digital,
cookies, convergence**

The internet as a template for today's audience measurement

J. Chasin

EXPLANATORY. *Admap* (UK), July/August 2008, p. 24 (4pp)

Notes the enormous growth in media fragmentation since the arrival of digital media — 16,000 UK web entities compared with a few hundred reported by traditional media audience measurement. Points to the dichotomy between measuring machine activity and people activity: the first is easy, the second largely out of reach. Notes the use of web analytics, as a manipulation of server data (sometimes called census data): maintains that these data are useful for website optimisation, and analogous to measurement methods in direct mail, or direct response advertising. Discusses the use of cookies to track individual new and repeat visitors and lists some of their shortcomings: multiple users of one machine, multiple locations by a single user, international visitors, nonhuman traffic (spiders, etc) and cookie deletion. Tabulates the level of potential exaggeration of unique visits if 30 per cent of users delete cookies monthly. Suggests that marketers have been calling for years for internet metrics on the same lines as television metrics: this ignores the fact that so far from the internet coming to resemble traditional media, these media are themselves becoming digital. Instances the increase in television consumption on demand. Looks towards the convergence of three screens — television, computer and phone, with content consumption becoming device independent.

This companion to the above paper is much longer on questions than it is on answers — but the questions are valid and well expressed.

Research: ** Practice: *** Originality: *** Readability: ****
Ref: 10217

Measuring media internet

R. Foan

EXPLANATORY. *Admap* (UK), July/August 2008, p. 28 (4pp)

**Internet, audience
measurement,
ABCe, newspapers,
circulation**

Welcomes the agreement of a number of UK newspapers to regularly report their web traffic as audited by ABCe. Produces tables showing the web traffic (split by UK and foreign) of 15 newspapers compared with their circulation figures, and the year-on-year change of each: this shows huge rises in web traffic and slight declines in circulation. Notes the interest of a number of magazine publishers in providing similar data, and tabulates figures for a number of men's magazines. Relates the efforts of a wide range of industry bodies to agree on standards of measurement for new media developments — for example, the viewing of online video content (to deliver accountability to rights holders). Reveals that British Audience Research Bureau (BARB) is investigating techniques for measuring audiences and that the new Broadband Measurement Working Group is looking at measuring machine usage: the ultimate goal is to connect these two types of data. Notes the growing demand from mobile operators and advertisers for effective reporting and accountability. Notes the difficulties caused by the need

to report to advertisers accounting for national budgets in relation to a global medium like the internet.

This third entry for this topic in this issue of Admap is concerned with the efforts being made by industry bodies to address the measurement problems thrown up by the digital revolution. It is clear that the effort is considerable, but far from clear that satisfactory solutions will be found in the near future.

Research: ** Practice: ** Originality: * Readability: ****
Ref: 10218

Advertising effectiveness from a consumer perspective

R. Aitken, B. Gray and R. Lawson

THEORETICAL. *International Journal of Advertising* (UK), Vol. 27, No. 2, p. 279 (19pp)

**Advertising
effectiveness,
audience research**

Notes that traditional theory on how advertising works has concentrated on the advertising message and its execution; the assumption is that consumers receive these messages through a prescribed hierarchical series of stages, commonly described as cognitive, affective and conative. Indicates that reader-response theory suggests instead an integrated and holistic view of the interaction process between advertisement and receiver, in which consumers are active participants in, and arbiters of, the communication process. This implies a greater degree of autonomy by the reader or viewer in responding to an advertisement than is conventionally recognised. Rehearses the development of three phases in the study of audience research: reception and resistance; ideology and integration; reflection and reconstruction. Claims that advertising effects were formerly explained in terms of content, product involvement and demographics, with later recognition that such variables as class, education and income played a part; these deterministic assumptions have given way to greater attention to a more active and dynamic audience involvement. This focus on the consumer as the receiver of advertising also relates to increasing interest in consumer culture theory, and the empowerment of consumers, emphasising both the consumer's individual autonomy and social integration as factors in the response to advertising.

An interesting discussion at a wholly theoretical level. It would be good to see the discussion continued in more practical terms, with some real-life examples.

Research: ** Practice: ** Originality: ** Readability: ***
Ref: 10219

When less is more

T. Clawson

JOURNALISTIC. *Revolution* (UK), February 2008, p. 34 (3pp)

**Mobile internet,
Vodafone, 3G**

Notes the expectation back in 2000 that mobile internet services were just round the corner, and the fact that they are, now, only just and

with difficulty appearing; 27 per cent of Vodafone customers are taking its new services. Claims that in 2007 the mobile ad market in the UK was worth £5m, expected to rise to £20m in 2008. Notes that many sites accessed from mobiles will still be conventional websites, re-rendered to fit mobile screens, and that this often has poor results and creates user anger. Notes that every UK mobile operator has 150 web-compatible handsets, giving some 2,500 different devices in use. Notes that access speed, download speed and costs associated are critical. Gives a number of tips for persons developing mobile internet sites: keep it simple — keep graphics small and navigation bars minimal; keep content short and relevant to the mobile user; consider the range of devices; consider interactivity — don't ask for frequent use of keypad; make thorough tests on a variety of devices, and get feedback from users; try personalising according to location.

The hype for 3G — as was entirely foreseeable — was several years in advance of the reality, but the reality is now here — well almost. This is a useful examination of the pitfalls that still exist — and which will get less as the technology in use improves; whether the whole phenomenon will ever live up to original expectations must still be open to some doubt.

Research: ** Practice: **** Originality: ** Readability: ***
Ref: 10220

Characteristics of early adopters in mobile communications markets

J. Munukka

RESEARCH. *Marketing Intelligence & Planning* (UK), Vol. 25, No. 7, p. 719 (13pp)

**Mobile
communications,
internet, Finland,
early adopters**

Sets out to investigate the characteristics of innovators and early adopters of mobile communications services. Hypothesises that level of adoption of these services is positively related to the following: previous experience with fixed-line internet access, or hand-held computer, or PC and mobile; level of personal innovativeness; demographics such as age, education, income, marital status. Describes the selection of two samples from customers of a Finnish telecommunications company — heavy users of mobile services only, and moderate users of both fixed-line and mobile internet services. Respondents were questioned on their preferences, experiences, beliefs and demographics, from which a level of personal innovativeness was constructed. Finds that experience of fixed-line internet use did not influence adoption of mobile services, but that experience of other related services did; that personal innovativeness was not an influence (contrary to findings in other markets); that, in the mobile access only group, there was no relationship with income (lower than in the combined access group), education or marital status, but only with age (negative); that in the combined mobile and fixed-line group younger,

higher-income and unmarried persons were most likely to be early adopters of mobile services; the challenge is to reach older customers.

The interesting lessons are the negative ones, which run counter to accepted wisdom. Also hidden in the figures is the revelation that mobile internet service usage, even in these groups, is very low. Does this suggest something about the level of demand for such services?

Research: *** Practice: ** Originality: *** Readability: ***
Ref: 10221

We the people: The importance of employees in the process of building customer experience

P. Harris

ILLUSTRATIVE. *The Journal of Brand Management* (UK), Vol. 15, No. 2, p. 102 (13pp)

**Customer experience,
employees, branding,
guiding principles,
Orange**

Asserts that it is employees who enact the attributes of the brand; sets out therefore to emphasise the importance of inward-facing brand management, alleging this receives too little attention from managements. Argues that brands come to life when internal and external boundaries are blurred. Asserts that branding should concentrate more on context and behaviours than on content and tangible items. Calls for the building of a corporate identity — but for flexible, individual interpretations, rather than automated buy-in. Advocates the use of guiding principles, not rules, and that employees should be involved in developing them. Notes the power of the consumer to damage brands (McDonalds, Mars) or to pressurise them in a desired direction (Apple). Uses Orange as a case study, showing how its brand values (friendly, straightforward, honest, dynamic, refreshing) were actualised. Cautions against arrogance and complacency, leading to the decline of branding into mere corporate propaganda.

The first half of this paper could have been — has been — said in about half the space, or less. The second half, including the study of Orange, is a good deal more interesting.

Research: * Practice: ** Originality: * Readability: ***
Ref: 10222

The role of brands in a service-dominated world

P. Klaus and S. Maklan

THEORETICAL. *The Journal of Brand Management* (UK), Vol. 15, No. 2, p. 115 (8pp)

**Branding, products,
services, SERVQUAL,
EXQ, customer
experience**

Explores the origin of the brand concept: suggests it lay in an assertion of ownership and quality centred round a product, later augmented by value-added items such as emotional attachment, services, trust, etc. Asserts that in an economy increasingly driven by services rather than products, a new approach is required. Suggests that product-brand

successes are now hard to find — even the i-Pod required the i-Tunes service to establish it. Notes that in the fast-moving consumer goods (FMCG) market consumers appear increasingly to give their loyalty to retailers rather than to product brands. Suggests that brand marketers have attempted to ‘productise’ services so as to create the familiar product brand concept in new circumstances, by reducing services to a series of standardised processes. Instances the use of SERVQUAL as a multi-item scale to measure customers’ perceptions and expectations of service quality. Gives a brief description of SERVQUAL. Notes that the authors are developing a measure called Experience Quality (EXQ) to measure the total customer experience, to be tested side by side with SERVQUAL.

An interesting concept, whose critique of current thinking and practice should be taken seriously. Whether the authors’ positive ambitions for better service metrics to replace current practice can produce the goods remains to be seen.

Research: * Practice: ** Originality: **** Readability: ***
Ref: 10223

B2B brand extension to the B2C market — The case of the ICT industry in Taiwan

Y.-C. Tang, F.-M. Liou and S.-Y. Peng

RESEARCH. *The Journal of Brand Management* (UK), Vol. 15, No. 6, p. 399 (13pp)

Notes the success of many Asian (including Taiwanese) companies in creating B2B businesses supplying electronic components to worldwide markets (where they are subsumed under such names as Dell, HP, Sony, etc) and the desire of some to extend their successful B2B brands to B2C markets. Notes the tendency of branding research to focus increasingly on corporate brands, and the extension of brand evaluations from one category to another, especially within the PC, copier, fax and floppy disk industries. Notes that most brand extensions have been in B2C (but names some notable exceptions), and uses the regular B2C brand extension model to investigate the possibilities for B2C brand extensions in a B2B company. Details a study using 162 Taiwanese students responding to a questionnaire regarding 12 possible product extensions in the B2C market for four Taiwanese companies holding leading positions in the international B2B supply of electronic components. Finds that there is opportunity for B2B companies to leverage their brand equity into consumer markets, provided that the extension product is perceived to be consistent with the parent brand, and also perceived to be simple to produce and market.

An interesting piece of research: its findings are probably generalisable well beyond the field of the Taiwanese electronics industry.

Research: *** Practice: ** Originality: ** Readability: **
Ref: 10224

**Branding, B2B, B2C,
Taiwan**

**Personalisation,
e-mail, reactance****Getting too personal: Reactance to highly personalised e-mail solicitations**

T.B. White, D.L. Zahay, H. Thorbjørnsen and S. Shavitt

RESEARCH. *Market Letters* (US)

Notes claims by e-mail firms that personalisation enhances response, but suggests that this is over-simplistic. Sets out to investigate how *degree* of personalisation affects click-through rates; in what circumstances reactance occurs, and how this can be modified by justification of the level of personalisation and/or by the perceived utility of the product or service. Describes two studies conducted with undergraduates to measure the extent of reactance in the face of different levels of personalisation, presence or absence of justification, and high/low perceived utility of offer. Finds that customers with low utility perceptions experienced higher reactance (and lower click-through) when the e-mail message was highly personalised but contained no explicit justification of the personalisation used; this effect vanished in the presence of justification — however, even then the high personalisation messages did no more than equal the performance of low personalisation messages. Concludes that, quite apart from the effect on click-through rates, levels of personalisation that are perceived as inappropriate may damage the brand, jeopardise future business and even terminate existing consumer–brand relationships.

Why do we have to keep reinventing the wheel? Anyone who has worked in direct mail during the last 30 years knows all this — if not instinctively, then by hard experience. Surely e-mail practitioners are not so fixated on delivering the future that they are unable to learn from the past?

Research: *** Practice: *** Originality: * Readability: ***

Ref: 10225