Editorial

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This quarter's Journal opens with two very different opinion pieces: one looks back over the past 10 years, while the other looks to the future.

The 'back to the future' view is presented by Dave Chaffey who takes a look at the past 10 years and the papers we have published in the Journal. Dave is best known as a leading author and consultant on digital marketing, having written several books on online marketing. As a respected member of the marketing fraternity he is ideally placed to review the best articles from the past 10 years. Interestingly, he has divided his choice into eight topics: CRM and data management, integrated communications, consumer behaviour and attitudes, branding, multi-channel marketing, marketing governance and marketing optimization. The articles he selects as the best vary among academic frameworks, emerging concepts, descriptions of best practice and case histories.

Meanwhile the second opinion piece is from Chris Combemale, the DMA's Executive Board Director. Having had PA Consulting in to review the DMA structure, the DMA have created a new roadmap that will define a new look DMA. Regrettably marketers still ask, what is the difference between the IDM and DMA. The reality is both the DMA and IDM share the same vision of direct marketing as a vibrant industry and rewarding profession. The DMA's role is to grow and protect the *industry* by such activities as leading on macro-level issues — environment, privacy and data security. The IDM's role is to provide education and training for the *profession* by such activities as providing a professional development path that supports lifelong learning.

The opinion piece gives details of how the DMA is changing and what it will mean for the future.

Next follow three articles. One that stands out, as it challenges one of the fundamental tenets of customer relationship marketing, is by John Ozimek entitled 'The disloyalty ladder — Two rungs further down'. The Loyalty Ladder is the beginning of segmentation. I'm sure you know it. The ladder has five stages which customers pass through — suspect, prospect, customer, client and advocate. The author puts forward two additional negative categories — hostile and enemy — to be added to the model for the purposes of marketing planning. The article goes on to argue the case for their inclusion.

Another of the articles is entitled 'Web content management: CMS for competitive advantage' by Chris Short, Managing Director, Fusion Workshop.

Most organizations that consider the online channel to be central to their strategy use a Content Management System (CMS) for their website, intranet or extranet. The CMS is a company asset that has perhaps been overlooked as a source of competitive advantage. The article examines the benefits of using a CMS, considers the needs of different stakeholders, and some of the common pitfalls that organizations encounter. It goes on to consider how a CMS investment may not be delivering for your organization or where you are being locked into a poor investment. It examines some of the critical success factors when implementing a CMS and considers how to escape a CMS dead-end.

The article from the States, by Abrahams *et al.* is entitled 'A multi-industry, longitudinal analysis of the email marketing habits of the largest United States franchise chains'. As its basis it analyses the prevalence and frequency of email marketing among 200 of the largest franchise organizations in the US.

Our two case studies this quarter contrast a financial services company with a tourist board. Both are winners of the IDM Business Performance Award, with VisitScotland gaining a silver award and Swinton Insurance a bronze.

The simplicity and beauty of Swinton's campaign was to demonstrate how effective a great creative idea can be to reinvigorate an existing product's sales in a mature and difficult market. Meanwhile, VisitScotland showed how a shift from product-focussed direct marketing to a more customer relationship strategy really worked.

We'll shortly be receiving the results from our readership survey — it had a great response and we'll be sharing it with you shortly. One thing that's clear is the majority of you readers prefer a hard copy to online — a backlash to the digital age!

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