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 (2012) **13**, 262–276.
doi:10.1057/dddmp.2011.43

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

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

Abstracts are not usually included for any article awarded less than seven stars overall.

Cloud technology: A new way of working with IT

JOURNALISTIC. *Media Guardian* (UK) 17 October 2011 (8 pp)

This is a Guardian supplement, prepared in association with the Cloud Industry Forum. We print below abstracts of some of the more interesting articles it contains. None of these articles is long on original thought, but together they provide an easy introduction to what may, for some readers, be an unfamiliar subject — although it shouldn't be, since it is simply an extension, with new technology, of the computer service bureau offering that has existed since the 1960s.

A bright light for business

C. Arthur

JOURNALISTIC. *Media Guardian* (UK) 17 October 2011 p. 1 (1p)

Cloud computing, NIST

Defines cloud computing as 'a model for enabling ubiquitous, convenient, in-demand network access to a shared pool of configurable computing resources — networks, servers, storage, applications and services — that can be rapidly provisioned and released with minimal management effort or service provider interaction' (National Institute of Standards and Technology). Gives five essential characteristics: on demand self-service; broad network access; resource pooling; rapid elasticity (scaling up as necessary); measured service (paying for what you use). Notes, as leaders in the field, Apple's iCloud, Google Docs and Microsoft. Recommends asking whether migrating to the cloud is primarily about flexibility, or speed, or cost. Emphasizes the advantage of not having to buy expensive servers. Questions the use of the ambiguous term 'cloud', which helps to obscure what the subject is really about — that is, a mass storage, processing and retrieval device for photos, documents, calendars and contacts.

A useful introduction to the subject, suggesting what cloud computing can do rather than how it works.

Research: * Practice: *** Originality: ----- Readability: ****
Ref: 13301

How global laws protect your data

J. Garside

JOURNALISTIC. *Media Guardian* (UK) 17 October 2011 p. 2 (1p)

Discusses the problem of multiple regimes of data security, both within Europe owing to variations in data protection rules and with the US Patriot Act. Emphasizes that a UK company storing data about UK customers via a contract with a US cloud provider whose servers are in Poland is subject to laws from all three jurisdictions. Quotes a survey of 31 largest cloud contract offerings, of which 15 make no mention of location of data or its protection in transit. Notes the intention of the EU Justice commissioner to review in 2011 the working of EU rules on data cross-border transfers in the case of cloud computing. Suggests that the answer may lie, in part, in development of European cloud computing centres.

It would be difficult to conceive of a more misleading title for an article: this is actually about how national laws fail to protect data, and reveals merely that the current international position is a mess (a small mess within Europe and a big mess once you include the USA). Of course this situation is not confined to cloud computing, but is made much worse by it.

Research: * Practice: *** Originality: * Readability: ****
Ref: 13302

Find your way through the terms of the cloud

J. Halliday

JOURNALISTIC. *Media Guardian* (UK) 17 October 2011 p. 2 (1p)

Gives a brief paragraph of explanation for acronyms such as Paas (platform as a service); Saas (software as a service); Iaas (infrastructure as a service) and other terms such as cloud computing, public cloud, private cloud and hybrid cloud.

A useful short lexicon enabling executives to sound as though they knew what other people were talking about.

Not really rateable.
Ref: 13303

Is the game up for hackers?

J. Garside

JOURNALISTIC. *Media Guardian* (UK) 17 October 2011 p. 3 (1p)

Notes the number of high-profile cases of data hacking: Sega, Apple's iTunes and Sony's Playstation (77 million users' data compromised). Quotes a survey of 1,200 IT executives with more than 500 employees, of whom just 10 per cent were using cloud services; of these, 43 per cent had experienced a data security issue within the past 12 months.

Cloud computing, Data protection, Patriot Act, EU, US

Paas, Saas, Iaas

Cloud computing, hacking, ISO

Quotes two examples of companies that have sought to counter this risk. Advocates use of cloud providers having accreditation from the ISO (International Standards Institute). Emphasizes that responsibility for data protection lies with the data owner.

Another case of a misleading title: it seems probable (and the article does not deny) that cloud use will increase, not lessen, the risk of data hacking — which will, in any case, always be with us.

Research: ** Practice: *** Originality: * Readability: ***
Ref: 13304

Best of British

B. Johnson

US/UK, data protection

JOURNALISTIC. *Media Guardian* (UK) 17 October 2011 p. 7 (1p.) Notes the domination that US technology companies enjoy in cloud computing (often working in conjunction with universities). Explains that using a British supplier of cloud services will eliminate problems over different jurisdictions in terms of data protection. Notes that there is a large and growing number of UK companies offering, in particular, software as a service. Notes the UK government's desire to use cloud computing (the 'G-Cloud'), but suggests that it would be better off using a public cloud infrastructure rather than trying to build its own.

Once again the data protection problem is identified as the major problem facing users of cloud technology that may involve data storage, or transit, across national boundaries.

Research: * Practice: ** Originality: * Readability: ***
Ref: 13305

How marketers need to raise their game

R. Saunders

Marketing

ADMONITORY. *Market Leader* (UK), 2011 No. 4, p. 22 (2 pp) Notes that average company lifespan has fallen from 65 years in the 1920s to 15 years today; CMOs last only 28 months on average (versus 54 months for CEOs) and marketing as a discipline is the least regarded. Examines the divide between marketing and the boardroom, based in part on different mindsets: Marketers need mindsets that are creative, risk-taking and mid- to long term; board members need mindsets that are analytical, risk-averse and short- to mid-term. Quotes Dominic Barton as demanding a shift from quarterly capitalism to long-term capitalism (at least 5–7 years), but tempers this by suggesting that marketers need to develop profitable quick wins to engender trust in their colleagues, as well as planning for the long term. Recommends building a compelling business case with strong financials, showing the building of shareholder value, tracking performance in the market to manage risk and quickly kill unprofitable ventures.

Another depressing piece about the low esteem in which marketers are held. The recommendations made here are fine, but don't seem to add up to a cure for the malaise that affects the discipline

Research: * Practice: ** Originality: * Readability: ***
Ref: 13306

We're all marketers now

T. French, L. LaBerge and P. Magill

PERSUASIVE. *McKinsey Quarterly* (US), 2011, No. 3, p. 26 (9 pp)

Marketing, customer engagement

Notes the growing requirement in recent years for marketers to be involved in customer engagement. Claims that, since customer touch-points are now so widely spread through companies, everyone in a company is now responsible for marketing, regardless of who is actually accountable for various aspects of it. Instances areas such as call centres, shop floor assistants, websites and sales forces, the functional responsibility for which traditionally lies outside the marketing department, but for whom a marketing strategy — consistent with the marketing strategy in all other areas — must be devised and introduced by someone. Decries the traditional hierarchical structures under which each customer touch-point is 'owned' by a given function; urges that companies view their customer relations as customers do, and decide who should design the overall strategy of managing customer touch-points, regardless of the formal reporting structure of each. Claims that if marketing is to become the customer engagement engine for the company, it must evolve in four critical directions: distribute more activities — that is, create cross-hierarchical lines of responsibility; create more internal cross-functional councils, and external partnerships; elevate the role of customer insights; be more analytically aware. Insists that the major barrier to customer engagement is organizational rather than conceptual.

An important message poorly conveyed. Nor am I convinced that the answer lies in convoluted organization charts filled with dotted lines: why not just put all customer touch-points under the control of the CMO?

Research: * Practice: *** Originality: ** Readability: ***
Ref: 13307

Why good companies create bad regulatory strategies

A. Dua, R. Nuttall and J. Wilkins

STRATEGIC. *McKinsey Quarterly* 2011, No. 3, p. 74 (6 pp)

Regulation, government

Notes the importance for (US) businesses of governmental and regulatory concerns: 53 per cent of survey respondents expected these to be of greatest concern over the next 3–6 years — second only to 74 per cent for customers, and 61 per cent expected an increase in the level of governmental and regulatory involvement in their industry. Yet finds that there is a disconnect between executives'

internal beliefs about their relationship with regulation and any external view. Instances sellers of smartphones and internet providers, who have overestimated the value of their services to users in relation to privacy concerns, or European airport operators who didn't entertain the idea that they might be broken up — until it happened. Claims that executives fail to invest in following regulatory issues, or to understand how they are perceived from the outside. Recommends having a rotating group of managers taking contrarian positions, putting themselves in the shoes of other stakeholders, and constructing plausible scenarios.

Written from a US point of view, but the same holds good in the UK, and, to an even greater extent, in Europe, where the concept of second-guessing, or challenging government is almost unheard of.

Research: ** Practice: ** Originality: ** Readability: ***
Ref: 13308

Why are some modes of acquisition more profitable? A study of the credit card industry

E.M. Steffes, B.P.S Murthi and R.C. Rao

ANALYTICAL. *Journal of Financial Services Marketing* (UK), Vol. 16, No. 2, p. 80 (10 pp)

Acquisition, credit cards, profitability

Claims that little work has been done on examining the relationship between the ways in which customers are acquired and their subsequent performance. Considers four modes of customer acquisition commonly used in the credit card industry: direct mail (DM), internet (INT), telesales (TS) and direct selling (DS). Characterizes the first two (DM and INT) as requiring activity by the customer, and the latter (TS and DS) as passive. Looks at the profitability over 3 years of 9,000 customers of a credit card company all acquired in the same month; 42 per cent by direct mail, 40 per cent by telesales, 5 per cent by internet and the rest by direct sales. Finds that INT and DM customers are the quickest to use their cards in retail. Measures profitability according to mode of acquisition (and also by region and occupation) using a Tobit model. Finds that 4,000 customers had no activity on their cards; of the rest, direct mail and internet-acquired customers were more profitable than those arriving via telesales and direct selling; TS and DS customers did not behave differently from each other.

Astonishing to be told that there is still someone out there who does not regularly measure method of acquisition against performance — not just direct mail versus telesales, but one list within either medium versus every other. So, a pretty crude approach, but better late than never.

Research: *** Practice: *** Originality: ----- Readability: **
Ref: 13309

**Banking, loyalty, trust,
switching costs****An empirical investigation of the relative effect of trust and switching costs on service loyalty in the UK retail banking industry***D. El-Manstriy, R. Paton, C. Veloutsou and L. Moutinho*RESEARCH. *Journal of Financial Services Marketing* (UK), Vol. 16, No. 2, p. 100 (11 pp)

Notes the increasing customer orientation of UK retail banks, initially as a result of deregulation and latterly through fallout from the financial crisis. Wishes to look at the relationship between trust and customer loyalty; notes the distinction between attitudinal and behavioural loyalty. Sets out to establish the links between trust, switching costs and service loyalty by examining the relative effects of trust and switching costs on attitudinal and behavioural loyalty. Recognizes different kinds of switching costs: financial, relational and procedural. Describes a survey undertaken with 290 persons in Glasgow, Stirling and Leeds over a 3-month period, using a questionnaire comprising six questions relating to the two dimensions of service loyalty, two questions on trust, and 12 questions covering the three aspects of switching costs. Finds that the key drivers of attitudinal loyalty are trust and relational switching costs; for behavioural loyalty, they are trust, relational switching costs and attitudinal loyalty; the relative effect of trust on loyalty is stronger than the effect of switching costs. Contrary to expectations, financial and procedural costs have no significant impact on attitudinal or behavioural loyalty. Notes that, with advancing technology, relational switching costs play a diminishing role, and banks are increasingly regarded as 'clinical' institutions.

Banks are a special case, where switching costs (financial and procedural) have always been perceived as high relative to pressures on customer retention in other businesses. Even so, this study has some lessons outside of the banking industry.

Research: *** Practice: ** Originality: * Readability: **
Ref: 13310

**Loyalty, satisfaction,
share of wallet****Customer loyalty isn't enough. Grow your share of wallet***T.L. Keiningham, L. Aksoy, A. Buoye and B. Cooil*RESEARCH. *Harvard Business Review* (US), Vol. 89, No. 10, p. 29 (3 pp)

Notes the tendency of companies to measure customer satisfaction by various means, while ignoring the more important share of wallet. Emphasizes that increasing satisfaction may do nothing for share of wallet, and instances a case in Walmart in 2008 when steps to improve customer satisfaction were successful — but correlated with a decline in same-store sales (and thus in share of wallet). Describes a 2-year study of 17,000 customers purchasing in 12 industries across nine countries, which gave rise to a formula — the Wallet Allocation Rule — which was found to give a score that correlated very precisely with a brand's share of wallet. Indicates that the only data required are

the number of brands in customers' consideration sets, and the ranking of each. Using these data, gives a simple illustration of the use of the Wallet Allocation Rule to measure share of wallet of all brands in a given consideration set. Recommends then establishing what are the strategies of competing brands, what their customers find attractive about them, and working out a method of competing with these to improve the brand's ranking in the consideration set — the only way of improving share of wallet. Emphasizes that most managers measure satisfaction and loyalty, and reward staff, as though their brand existed in a vacuum, without reference to competing brands. Gives a series of steps to follow to improve your brand's rank.

This is an important article, shifting attention from the navel-gazing of satisfaction scores to a real-life concern with actual position in the marketplace, money earned there, and money available to be earned. Short, simple, readable.

Research: ***** Practice: ***** Originality: ***** Readability: *****
Ref: 13311

The sustainable economy

Y. Chouinard, J. Ellison and R. Ridgeway

HORTATORY. *Harvard Business Review* (US), Vol. 89, No. 10, p. 52 (11 pp)

Sustainability, Global Reporting Initiative, Carbon Disclosure Project, Value Chain Indices

Notes that under today's market systems many of the costs to the environment of producing goods are externalized — paid ultimately by today's or tomorrow's taxpayer. Claims that the only existing alternative for sustainability-conscious consumers is to choose goods with lower environmental impact but higher price. Looks forward to a time when goods with the least impact will also have the lowest price. Notes the existence of three trends leading in this direction: the valuation, in dollar terms, of previously externalized costs such as greenhouse gas emissions and water pollution; a move in socially responsible investing beyond negative screening and towards seeking positive values; the introduction of standard indices by which to rate products' sustainability and seek improvements through their value chains. Instances work done on each trend: initiatives by Dow Chemical, Puma and Price Waterhouse Cooper, as well as the UN and the World Bank, on ecosystems services valuation; the Global Reporting Initiative and the Carbon Disclosure Project working to create transparency for investors and to bring stakeholders together to set targets; the creation of increasing numbers of Value Chain Indices (VCIs), instancing the 2-year old Sustainable Apparel Coalition. Contrasts VCIs with the previous multiplicity of confusing certification regimes. Outlines a five-step roadmap to sustainability; claims this requires data, vision and will, and that the first and last are now in place. Outlines a series of steps for the creation of a VCI in your sector, by cooperation with partners and competitors.

This is the sort of vision we would all like to believe in, and the authors make out a powerful case for thinking that it might — just might — be a vision of the future.

Research: ** Practice: ** Originality: *** Readability: ****
Ref: 13312

Lean knowledge work

B.R. Straats and D.M. Upton

ORGANIZATIONAL. *Harvard Business Review* (US), Vol. 89, No. 10, p. 100 (11 pp)

**Toyota, lean
manufacturing,
knowledge work**

Notes the success of the Toyota Production System — lean manufacturing — and the failure to apply its principles to knowledge work, with claims being made that much knowledge work is based on judgement and tacit knowledge. Holds that tacit knowledge can easily be made explicit, and much activity by knowledge workers has nothing to do with judgement. Draws on the experience of an Indian software firm Wipro: of 1,833 projects involving multi-disciplinary teams in complex product engineering or IT solutions, 772 used a lean approach and 1,111 did not. Finds that the lean projects were completed with 5 per cent time-saving, and the others on time, with 9 per cent budget saving compared with on budget. Recommends the observation of six principles: Eliminate waste (have everyone ask continuously ‘why’ they are doing certain things; schedule use of equipment; periodically review structure and content of each job); Specify the work, in writing (codify repeatable jobs); Structure communications (especially between team members, who, how often, what); Address problems quickly and directly; Plan for an incremental journey (start small; codify the lessons learned; remember not all projects are amenable to lean processes); Engage your managers (start with senior and middle managers; ultimately improvements will come from the bottom up).

This article contains some sound advice on how to get improved results from teams of knowledge workers. But purporting to turn this advice into some kind of system, allied to manufacturing methodologies, seems like a step too far: eliminating waste from a process is a common-sense thing to do, not a revolutionary insight.

Research: ** Practice: ** Originality: * Readability: ***
Ref: 13313

Why your IT project may be riskier than you think

B. Flyvbjerg and A. Budzier

ADMONITORY. *Harvard Business Review* (US), Vol. 89, No. 10, p. 23 (4 pp)

**IT, black swans,
reference class
forecasting**

Starts with the case of Levi Strauss where a revised IT system started in 2003 with a budget of \$5m ended up with a bill for \$192.5m and the resignation of a CIO. Classifies this as a ‘black swan’, and indicates that research over close to 1,500 projects worldwide revealed

similar snafus with an average cost of \$167m, running up to \$33bn. Breaking down the results indicates that the average cost overrun was 27 per cent — but with an alarmingly fat ‘tail’. One in six of the projects studied was a black swan, with an average cost overrun of 200 per cent and a schedule overrun of almost 70 per cent: averages miss the real problem. Refers to disasters at Hershey’s, Kmart, Auto Windscreens in the UK, Toll Collect in Germany and Airbus in Europe. Recommends that any company embarking on a major IT project should start with a stress test: can it afford a cost overrun of 400 per cent and the achievement of only 25–50 per cent of projected benefits? Adds that projects should be broken down into sub-projects of limited size, complexity and duration, and ‘reference class forecasting’, now widely used for public projects, should be undertaken. Adds that IT projects are not the only problem: 67 per cent of companies failed to terminate unsuccessful projects; 61 per cent reported major internal conflicts; 34 per cent took on projects not in line with corporate strategy; 32 per cent duplicated work. Ends with a successful example from Emirates Bank.

The only surprising thing is that the authors seem surprised. The UK government is littered with catastrophes of this kind, for the prevention of which there are four unbreakable rules: (1) Establish a point beyond which NO further alterations to specification are permitted; (2) Break project into self-contained manageable modules; (3) Staff with top-quality people and ensure they remain till project end; (4) Allow no make-or-break deadlines. Oh, and (5) pray.

Research: ** Practice: *** Originality: ** Readability: *****
Ref: 13314

What motivates consumers to teleshopping? The impact of TV personality and audience interaction

R. Currás-Pérez, C. Ruiz-Mafé and S. Sanz-Blas

RESEARCH. *Marketing Intelligence & Planning* (UK), Vol. 29, No. 5, p. 534 (12 pp)

**TV, teleshopping, PSI,
Spain**

Sets out to analyse interactivity between TV personalities and viewers (parasocial interaction or PSI) on viewers’ ability to reach their teleshopping objectives and on teleshopping behaviour, and the moderating effects of two different types of audience behaviour. Notes two different types of televiewer: frequent and indiscriminating (ritualist) viewers, and less frequent more discriminating (instrumentalist) viewers. Describes an experiment with 432 Spanish teleshoppers. Finds that dependency on media information and exposure to media relationships are predictive of teleshopping behaviour. PSI and teleparticipation (ie between individual audience members) lead to intensified exposure to teleshopping. All relationships of the variables studied are intensified in the case of high instrumentalist viewers, who develop more parasocial relationships, view teleshopping programmes to meet specific objectives and are

more selective. Ends with a number of recommendations for managers to increase teleshopping behaviour: present the product as unique and unobtainable elsewhere; highlight product superiority and innovativeness; provide visual demonstrations, comparison of attributes and show both views of professional experts and ordinary users; promote relationships and interaction with TV hosts through SMS, website, email, blogs, to reinforce PSI via computer channels.

Some heavy research methodology to reach a number of pretty obvious conclusions, and recommendations that a study of actual teleshopping channels would suggest have already been well taken on board and adopted by marketers using this medium.

Research: *** Practice: * Originality: * Readability: **
Ref: 13315

Segmenting the energy market: Problems and successes

L. Simkin and S. Dibb

CASE STUDY. *Marketing Intelligence & Planning* (UK), Vol. 29, No. 6, p. 580 (13 pp)

Energy, switching, segmentation

Describes the historical background to the present energy market in electricity and gas in the UK, leading up to the dominant position of the 'big six' suppliers (British Gas, EDF, Npower, Scottish & Southern, Scottish Power and E.on). Notes the dominance in customers' consideration of pricing issues, and the growing tendency towards switching as prices in the market increase. Notes attempts by companies at differentiation through green credentials, tariff innovations and customer service, and eventually customer segmentation. Describes the efforts of one company to introduce market segmentation in order to concentrate resources on those segments of the market that would show a mix of characteristics such as purchase behaviour, lifetime value and spend — rather than simplistic profitability measures. Notes the existence of different approaches to segmentation, including a quantitative survey-based bottom-up approach using multivariate analysis to identify segments. In this case, this approach was rejected in favour of a macro-micro approach that started with the company's existing customer groupings — because of cost and time pressures and as being easier to sell internally. Notes the discovery that existing customer groupings proved, on analysis, to be extremely heterogeneous; it was decided to break each down into more homogeneous sub-groups, which could then be aggregated into new segments. Notes the emergence of two segmentation schemes — for consumers and business customers; in all, 10 consumer and 14 business segments were identified, of which five consumer and six business segments were identified as having growth potential. Discusses the impediments that occurred before, during and after this segmentation process.

It is fascinating to see the struggles of a major company to come at last to terms with a business strategy that was first practised in this country by direct marketers in the 1960s, and had become commonplace by the 1980s. How have such people survived all these years?

Research: ** Practice: *** Originality: * Readability: *****
Ref: 13316

Exploring social media user segmentation and online brand profiles

M. Foster, B. West and A. Francescucci

RESEARCH. *Journal of Brand Management* (UK), Vol. 19, No. 1, p. 4 (14 pp)

**Social media,
segmentation, Canada**

Notes the continuing rise in online advertising budgets and decline in print advertising (41 per cent), radio (26 per cent) and TV (22 per cent). Notes the difficulty of understanding the structure of online communities, since these are built from the bottom up without traditional hierarchies. Claims that previous studies of online communities treat them as homogeneous, or varying from one another on a single dimension. Aims to identify and investigate the characteristics of segments within the online user group, based on the multiple dimensions of technical tasks, frequency of use and social component of tasks performed. Describes a survey conducted with 2,471 Canadian undergraduates; section one described participants' social technology activities and investigated frequency of each activity; section two asked for the name of a company that did a great job connecting with customers through social networks, and what that company did best. Finds that there are four distinct social media user segments: Social Media Technology Mavens (who are high on information needs and on interactive participation); Information Seekers (high/low, respectively); Socializers (low/high) and Minimally Involved (low/low). Gives a list of companies doing 'great jobs' (Facebook, Apple, Ebay, Dell, Google, Amazon, Best Buy, Future Shop, Rogers, Microsoft).

For sure consumers participating in social media must be as heterogeneous as any other group of users — and the more of them there are, the more heterogeneous they will become. Whether their online habits are the most appropriate way of segmenting them for marketing purposes must be a good deal more doubtful.

Research: *** Practice: ** Originality: *** Readability: ***
Ref: 13317

Healthy brands: Establishing brand credibility, commitment and connection among consumers

E. Kemp and My Bui

RESEARCH. *Journal of Consumer Marketing* (UK), Vol. 26, No. 6, p. 429 (9 pp)

**Brands, health, food,
USA**

Notes the growth of health consciousness, and the resulting opportunities for manufacturers to introduce new more healthy

products. Gives some instances. Describes a survey-based experiment with 217 US consumers asked to answer a questionnaire about 'healthy' foods, with visual cues to four particular food products chosen, in a pre-test, as the most healthy; the experiment was designed to establish the contributors to and the connection between brand credibility, brand commitment, brand connection and purchase intent. Produces a model in which brand familiarity, brand attitude and brand affect all contribute to purchase intent; brand attitude, brand affect and health motivation contribute to brand credibility; brand credibility contributes to purchase intent, which, together with brand affect, contributes to brand commitment; brand commitment and brand credibility contribute to self-brand connection; self-brand connection and brand credibility both contribute to price. The model also shows that, contrary to pre-experiment hypotheses, brand familiarity does not contribute directly to brand commitment, and neither brand attitude nor purchase intent contribute directly to self-brand connection.

A difficult text to read since the statement of results is confusingly interleaved with detailed statistical reports. Much easier, for those only interested in the findings, to read them from the visual model presented at the end of the article.

Research: *** Practice: * Originality: ** Readability: **
Ref: 13318

Perceived health benefits and food purchasing decisions

J.C. Darian and L. Tucci

RESEARCH. *Journal of Consumer Marketing* (UK), Vol. 28, No. 6, p. 421 (8 pp)

**Health, food, conjoint
analysis, USA**

Notes the growing recognition in the US of the need to eat more fruit, vegetables and fibre, but the still limited extent of this recognition, and the need to reduce the extent of obesity. Suggests that much of the problem may be due to ignorance and confusion, exacerbated by contradictory and changing claims. Notes the importance of factors other than health in food promotion — taste, availability, ease of preparation. Sets out to investigate the relative importance to consumers of different health, and other, benefits in food, and any differences due to age, gender, presence of children, education and income. Chooses, on the basis of an exploratory pre-test, five health attributes: reducing risk of heart disease, or arthritis, or cancer, helping with weight control, and nutritional value. Three levels were attributed to each attribute (proven benefits; might help; no evidence). Describes a structured survey, via the internet, of a sample of US households, using conjoint analysis. Finds that the most important single health attribute is high nutritional value. Recommends that food marketers wishing to emphasize health benefits should use at least one health attribute (out

of a total of three attributes). If two health benefits are chosen, the second should be 'proven to' or 'may' reduce the risk of cancer. The only group of consumers to differ from the others was the group of those with less than a college education, where reducing the risk of arthritis replaced the risk of cancer. Of the non-health attributes tested, taste was the most significant, followed by price, quality and ease of preparation.

The painfully slow impact, throughout the developed world, of the importance of nutrition to health is reiterated at the start of this study — along with the claim that some progress is being made. Food companies in the UK, wishing to promote the health benefits of their products, need to be especially aware of the strict standards of proof required by the ASA for any health claims.

Research: *** Practice: ** Originality: ** Readability: ***
Ref: 13319

Publishing replications in marketing

M. Uncles

ARGUMENTATIVE. *International Journal of Market Research* (UK), Vol. 53, No. 5, p. 579 (4 pp)

Replication, publishing, marketing research

Notes the case for replication of findings: establishing the scope and boundary conditions in which the original findings hold good (and in which they do not), thus creating robust results upon which theories can reasonably be built. But notes the objections received from many sides: replication is boring, tells one nothing new, isn't worth journal space and isn't useful, since managers want to break the mould, not just to learn to adhere to it. Considers the actual extent of replication studies, and quotes a number of instances. Concludes that some ground-breaking studies are (even extensively) replicated, while most marketing research studies are not: there is no replication culture or routine; it is for the junior or uninspired. Suggests that journal editors may be at fault, and also referees. Gives some quotes from each. Contends that the importance of a given paper can only be judged after its findings have been replicated. Points out that replication in any event takes place in different conditions from the original. Suggests that editors could mount special replication issues (gives examples), or carry regular columns of succinct Research Notes, or de-list reviewers who disparage replications; authors could also encourage replication.

A heartfelt plea on a difficult subject. My own pet hate is not replications, but authors who spend reams of paper plus unreadable statistical overkill in order to 'prove' the blindingly obvious. God forbid that their findings should be replicated.

Research: * Practice: *** Originality: *** Readability: ****
Ref: 13320

Brands, CSR, cause-related marketing**Cause-brand alliances: Less familiar brands with familiar causes***B. Harben and S. Forsythe*CONCEPTUAL. *Journal of Brand Management* (UK), Vol. 19, No. 2, p. 132 (11 pp)

Notes the increasing recognition of the benefits of corporate branding, and the practice of corporate social responsibility, including the support of charitable causes through cause-related marketing. Claims that past research has concentrated on the effects of such activities on familiar brands; sets out to consider the effects of cause-related marketing on less familiar brands associated with familiar causes. Proposes a model based on the factors identified in previous research and on relevant theory. Offers a number of propositions relating to a cause-brand alliance between a familiar cause and a less familiar brand: that consumers' attitude to the alliance will be more affected by the cause than by the brand; that consumers' attitude towards the alliance will positively influence their attitude towards the brand; that such an alliance will impact consumers' brand attitude and purchase intentions more for a less than a more familiar brand; that the fit between brand and cause is less important for a less familiar than for a more familiar brand, and a low fit will have less negative impact on perceived altruistic motivations; that brand attitude and purchase intentions will have a greater effect on brand equity for a less familiar than for a more familiar brand.

This is a conceptual piece whose propositions are not (yet) supported by any research. They seem, however, to be quite consistent with common sense, and could perhaps be more succinctly, and readably, stated.

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

Ref: 13321

Internet, mobiles, HTML5**How new internet standards will finally deliver a mobile revolution***B. Korkmaz, R. Lee and I. Park*NEW TECHNOLOGY. *McKinsey Quarterly* (US), 2011, No. 3, p. 47 (7 pp)

Notes the impending arrival of a new generation of HTML (HTML 5), which will boost the power of mobile devices by allowing programs to be run through a device-independent web browser rather than through a specific operating system. (Compares this situation with the change brought about by the introduction of the Windows device-independent operating system.) Thus, the browser becomes the common platform for *any* device, allowing consumers to access programs and cloud-based content from anywhere — including moving seamlessly from one device to another. Claims that this change will help to overcome the weak processing power of mobiles (which has fuelled the growth of apps), by speeding up processing. Notes some possible concerns (eg security) but estimates that 50 per cent of all mobile applications will move to HTML5 within 3–5 years. Considers the impact on consumers

(same personalized experience everywhere), software developers (able to sell direct without fees to device makers etc), telecom operators (pluses and minuses), content providers (increased revenue opportunities, and saving in device conversions costs) and device makers (commoditization). Discusses the implications for CMOs, CIOs and CEOs.

As is usual with major new developments in the marketplace, there will be winners and losers — the former being dominantly consumers and content providers, and the latter device manufacturers.

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