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 (see reprint service on p. 268)

Abstracts

Journal of Direct, Data and Digital Marketing Practice (2007) **8**, 269–280.
doi:10.1057/palgrave.dddmp.4350059

Each abstracted article 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 non-specialists.

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

Sales force, outcome control, behaviour control

How right should the customer be?

E. Anderson and V. Onyemah

EXPLORATORY. *Harvard Business Review* (USA), July/August 2006, p. 59 (10pp)

Distinguishes two different ways of controlling a sales force: outcome control (OC), where salespersons are motivated and rewarded according to the measurable outcomes of their activities, with little management intervention or supervision; behaviour control (BC), where salespersons' activities are measured, and their rewards determined by managerial evaluation criteria that include subjective elements, and may be somewhat opaque. Suggests that in an OC system sales people will side with and pay maximum attention to the customer's needs; under a BC system they will recognise the priority of doing as their immediate manager requires. Lists eight system components that help to determine which kind of control system is in operation: focus on performance vs methodology; few vs many performance criteria; degree of management intervention; frequency of management contact; degree of monitoring; amount of coaching; transparency of evaluation criteria; largely variable vs largely fixed compensation scheme. Accepts that most schemes are (and should be) an amalgam of OC and BC, but notes that a high score on one or more of the eight criteria and a low score on the others (or vice versa) is likely to denote a confusing and misaligned system. Suggests the different circumstances in which a system ought to tend towards OC or BC. Notes that insurance companies have tended to run OC systems (and why), and that governments' demands for an end to misselling is in fact a demand for a reversion to BC methods. Notes that pharmaceutical companies, for example, have to run BC systems. Concludes that managing a salesforce is, ultimately, about helping salespeople to align their priorities with those of the company.

Certainly not the last word on remuneration and control systems for sales forces, but a fascinating and enlightening glimpse into this area.

Research: ** Practice: *** Originality: *** Readability: *****
Ref: 8301

Ending the war between sales and marketing

P. Kotler, N. Rackham and S. Krishnaswamy

EXPLORATORY. *Harvard Business Review* (USA) July/August 2006, p. 68 (11pp)

Sales, marketing

Notes that in most companies sales and marketing still have separate organisations and hierarchies, and in many cases do not get along comfortably. Notes two sources of friction — economic and cultural — and explores both. Notes the expanding role of marketing with growth in company size — starting with small companies where the marketing function is often performed by an agency, through the stage of setting the four P's, to dealing with segmentation, targeting and positioning. By this last stage marketing is no longer an ancillary to sales, but is increasingly playing a part in the work of other departments. Claims that marketing rarely becomes a major force at corporate level (names some exceptions). Lists four types of marketing/sales relationships: undefined, defined, aligned and integrated. Introduces a 20 question by 5 value questionnaire to be administered to sales and marketing personnel to determine the state of their relationship, and which of these four categories it should fit into. Discusses whether and when a company should seek to move from an undefined to a defined relationship (and so on). Suggests a series of measures that a company can take to improve relationships, and to move (where desirable) from one category to another, finishing with a set of criteria for an integrated relationship.

A decades-old area of conflict. This article has some interesting things to say about how to gauge the severity of the conflict, and the desirable position of the relationship in a given company. Its recommendations for ameliorating conflict are sensible, although cynics may doubt their likely effectiveness.

Research: * Practice: *** Originality: * Readability: *****
Ref: 8302

Political parties' use of web-based marketing: Some preliminary findings relating to first-time voters in the 2005 general election

G. Drummond

RESEARCH. *International Journal of Nonprofit and Voluntary Sector Marketing* (UK), Vol. 11, No. 3, p. 181 (11pp)

Politics, marketing, political websites

Notes the growth in a marketing approach to politics, and the growing level of voter apathy (although it questions this) particularly among the

young. Sets out to examine how effective web-based political marketing is, by reference to five efficiency criteria: awareness, locatability, contact (converting hits into more meaningful visits), conversion and retention. Introduces an evaluation questionnaire administered (shortly before the 2005 election) to 30 first-time voters in relation to the three main party websites. Displays the average results achieved by each party website, in relation to the following: information and systems quality; website design; navigation; credibility and privacy. Concludes that all websites were easy to find (mostly via Google), well structured, with reasonable quality of fast-loading information; poorly designed as to use of multi-media, conceptual interest and art/graphics; and low scoring on credibility/privacy (except for the Lib-Dems). Respondents showed little prior awareness of party websites — this was unsurprising since party literature, while displaying URLs, made no attempt to drive readers to the web. Respondents were amenable to use of the internet as part of the democratic process, and favoured online voting. It appeared that current websites had no effect on voting intentions.

Most of what this study has to say about popular reaction to political websites could validly be repeated about a very wide range of commercial websites, whose purpose and value are difficult to determine.

Research: *** Practice: ** Originality: ** Readability: ***
Ref: 8303

The implications of incomplete and spurious personal information disclosures for direct marketing practice

G. S. Robertshaw and N. E. Marr

CONSUMER STUDY. *The Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 3, p. 186 (12pp)

Notes the growing shift from mass marketing towards personalised forms of marketing, recognising the needs and interests of individual consumers. Claims that this is critically dependent on the availability to the marketer of individual-level consumer data. Recognises that customer transaction data will be readily available, but that data on interests, beliefs, intentions and much else can be obtained only by voluntary consumer disclosure. Notes that most consumers are prepared to disclose considerable information, given proper safeguards and perception of resulting benefit. Notes the relative lack of studies into the reliability of data obtained in this way, and the dangers of omitted or falsified data. Details a study undertaken with 157 randomly selected members of the public, equally spread over three age bands and two sexes, who admitted to having provided personal information for direct marketing purposes. Indicates the proportion of this group that had omitted answers to varying proportions of

**Personal information,
transaction data,
voluntary disclosure,
omission, falsification**

questions, and also the proportion who admitted to falsifying varying proportions of their answers. Indicates how both omissions and falsifications increase with sensitivity of questions; also that there is a correlation between tendency to omit and to falsify — suggesting that extent of falsification can be estimated from extent of omissions. Illustrates, from an actual case, the potential effects on company profit.

Reading this article is not assisted by the omission of the correct Table 5, and its replacement by a copy of Table 3. Nor is the study large enough for universal extrapolation — although its findings are entirely credible.

Research: ** Practice: ** Originality: * Readability: ***
Ref: 8304

Campaign planning, decision engines

The benefits of using a decision engine to optimise campaign planning for direct marketing

J. Berry

THEORETICAL. *The Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 3, p. 198 (5pp)

Notes that most direct marketing activity is planned, weekly or monthly, on a campaign basis. Contrasts this with a recent approach in which a decision engine determines optimal contact strategy on an individual customer level: estimates that less than 1 per cent of direct marketing uses this approach — because it requires process change and significant IT enhancement. Suggests a compromise, in which a decision engine is used only to support the *planning* process, with the results being transferred back into the conventional campaign management process. Explains that the decision engine calculates the benefit of each potential communication to each prospect over the planning period, using the formula propensity to respond × (value of response – cost of communication): that is a response propensity model is required for each potential communication. Claims that transferring the output of such a process to a conventional campaign planning system gives considerable uplift with minimal upheaval. Illustrates with case studies involving sample customer data from an anonymised financial company and a utility. Explains some of the reasons for this improvement.

An interesting approach, although this short article leaves in this reader's mind some significant questions — which the author is probably well capable of answering, but hasn't here.

Research: ** Practice: *** Originality: *** Readability: ***
Ref: 8305

**Telephone, scams, TPS,
premium rate services,
PRS, ICSTIS**

End of the line for phone scams?

E. Nettleton

LEGAL UPDATE. *The Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 3, p. 231 (5pp)

Notes the prevalence in recent years of telephone scams: instances the Canadian Lottery Scam requiring persons called to pay 'taxes and processing fees' in order to claim alleged huge, but non-existent, lottery prizes; or automated or text messages telling people to call a premium rate number to discover their 'winnings', resulting in no winnings but a large telephone bill. Notes the importance — and growing use — of the Telephone Preference Service (TPS). Notes the receipt by the DTI of 60,000 complaints in 2003 about the misuse of Premium Rate Services (PRS) by scammers, costing consumers £3–5m. Notes the measures recently taken by ICSTIS, and its report that, despite continuing growth in the use of PRS (to £1.5bn in 2005), complaints have halved (and £3.1m in fines have been handed out). Draws attention to a new EU Directive in 2005 concerning unfair business-to-consumer practices, including 'prize-winning telephone calls'. Notes the likely implications of such practices for legitimate marketers.

My own view is that cold-call marketing by telephone is now all but dead as an economic proposition, due not only to scams such as this but to long misuse of the medium by stupid marketers.

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

Ref: 8306

**Cookies, adware,
spyware, privacy,
Barnes & Noble,
W.H. Smith**

Cookies: What do consumers know, and what can they learn?

M. Lavin

INVESTIGATIVE. *Journal of Targeting, Measurement and Analysis for Marketing* (UK), Vol. 14, No. 4, p. 279 (10pp)

Notes a growing divergence between marketers' increasing willingness to use personalisation and customisation tools, and consumers' growing concern about privacy, giving rise to distrust, in particular, of cookies. Distinguishes between cookies, adware (also referred to as 'third-party cookies') and spyware; explains how each works, while accepting that the boundary between the latter two is hazy at best. Quotes from recent reports on changing consumer online behaviour as a result of privacy concerns, including reported removal of cookies. Also quotes a survey showing a wide extent of consumer ignorance of what cookies are/do, and what removal of them achieves. Reports a study using 41 MBA students in the USA who were required to post online discussions of an article on cookies (before class exposure to material on the subject) and (after such exposure) on the privacy policies of Barnes and Noble, and W.H. Smith on the web. Finds common wild misconceptions — and hostility to cookies — at the earlier stage (among an educated, computer-savvy group) partly offset by subsequent understanding. Notes that few people read privacy statements, which are sometimes difficult to find.

A clear explanation of why those who aim to exploit the power of the web to customise their offerings need to take much greater pains to explain the win/win potential of cookies to the great mass of the untutored public.

Research: *** Practice: **** Originality: ** Readability: ****
Ref: 8307

Using email questionnaires for research: Good practice in tackling non-response

N. Michaelidou and S. Dibb

BEST PRACTICE. *Journal of Targeting, Measurement and Analysis for Marketing* (UK), Vol. 14, No. 4, p. 289 (8pp)

**Email, questionnaires,
NEXT, response rates**

Notes that mail questionnaires have in the past been held to give cheapest cost per contact; email is potentially cheaper still. Claims email surveys have a problem of low response; holds that this is due to lack of anonymity, low use of incentives and poor questionnaire design. Notes that personalisation of salutation can increase response, but affects the level of perceived anonymity. Relates a study conducted by email of consumer attitudes and behaviour towards the purchase of clothes via retail stores, catalogues and the internet. Study sample came from NEXT database, and was sent by NEXT. The email message carried an embedded URL which gave access to a single-page questionnaire; it had 100 questions and took 15 minutes to complete; it allowed for anonymous returns and was not personalised. The response reached 20 per cent, of which 41 per cent were received on the day of transmission, and 90 per cent within one week. The incentive was entry to a draw for £100 worth of vouchers. Closes with five best-practice guidelines: use email with embedded URL; ensure anonymity; target survey to persons likely to be interested in subject; use a company database where possible; use incentives.

Nothing one could call counter-intuitive, but quite interesting.

Research: ** Practice: ** Originality: * Readability: ***
Ref: 8308

The role of readers' motivations in the choice of digital versus traditional newspapers

C. Flavian and R. Gurrea

INVESTIGATIVE. *Journal of Targeting, Measurement and Analysis for Marketing* (UK), Vol. 14, No. 4, p. 325 (11pp)

**Newspapers, digital
newspapers, Spain**

Notes the rise in digital newspapers (now 4,200 world-wide) and the possibility that these may cannibalise conventional newsprint. Holds that there is little data available on the demand for digital newspapers. Sets out to identify reasons for news reading, to analyse the influence of these reasons on the decision to read online or conventional newspapers, and to study possible complementarity. Notes that the internet combines the best features of radio (immediacy), press (width

and depth) and TV (image impact). Suggests, on the basis of a series of in-depth interviews (conducted in Spain), four reasons for reading news: search for specific information; search for updated news; leisure activity; habit. Suggests that those motivated by the first two reasons are likely to read online, using search facilities; the latter two reasons are more likely to lead to reading conventional newspapers. Describes a survey conducted by an online questionnaire filled in by 253 respondents, which broadly bore out this insight. Compares this situation with the arrival of television and its effect on radio audiences: the two meet different audience requirements. But criticises the weakness of most digital newspapers' search engines.

An interesting subject; the conclusions would not startle anyone who had thought deeply about the issues, but they are worth examining. Unfortunately the massive statistical apparatus that is wheeled out to support some fairly straightforward work is wholly out of place.

Research: * Practice: *** Originality: ** Readability: **
Ref: 8309

Characteristics of B2B adoption and planning of online marketing communications

M. B. Jensen

INVESTIGATIVE. *Journal of Targeting, Measurement and Analysis for Marketing* (UK), Vol. 14, No. 4, p. 357 (12pp)

Notes the growing adoption of online media and the consequent growth in the complexity of media planning. Defines nine disciplines in offline marcom: advertising, sales promotion, direct marketing, sponsorship, PR, events and exhibitions, relationship marketing, point-of-sale marketing and sales support. By contrast, defines 17 disciplines in online marcom. Describes a study by questionnaire of 134 Danish companies (108 B2B and 26 B2C) designed to determine the difference in importance of each offline and online discipline to B2B and B2C companies, the proportion of their budgets that each spend online, and the extent to which each use systematic methods for planning and prioritising online marcom. Gives tables that indicate in offline B2C companies rely more on advertising, while B2B companies prefer more targeted and personal activities such as events and exhibitions, and similarly online. Shows that B2B companies spend a higher proportion of their budgets on online than do B2C companies, but that the latter make greater use of systematic methods for online marcom prioritisation — possibly through lack of the offline disciplines that B2C companies have built up through their greater use of advertising.

A small survey which reveals nothing very unexpected, but does emphasise the need for greater marcom discipline all round, but particularly in B2B.

Research: *** Practice: ** Originality: * Readability: **
Ref: 8310

**B2B, B2C,
marcom**

**Customer value, CVP,
lifetime value**

The importance of focus for generating customer value

T. Breur

THEORETICAL. *Journal of Financial Services Marketing* (UK), Vol. 11, No. 1, p. 64 (8pp)

Considers the concept of customer value. Holds that value *for* the customer and value *from* the customer are only in conflict in a zero sum game; proposes a win-win situation, created by choosing an appropriate customer value proposition (CVP), based on core competencies together with market needs, and aligning tactical decisions to the strategy dictated by the CVP. Insists on the need to measure a company's performance not simply by aggregates but at an individual customer level. Advocates calculating profitability by individual customer; recognises the problems in allocating fixed costs. Calls also for assessment of future profitability (lifetime value). Only after these calculations can ROI of marketing spend be properly measured. Notes that marketing spend is increasingly seen as an investment — although treating it as such is not part of generally accepted accounting principles; nor are customers treated as assets in the balance sheet, although they are so regarded by the financial markets. Notes the dangers inherent in undifferentiated growth: emphasises the need to control customer acquisition so that new customers match the best existing customers, and the company's CVP. Advocates following cohorts of customers acquired in successive years.

An unnecessarily complicated exposition of some perfectly sound principles which have been followed for some years past by the better direct marketing companies.

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

Ref: 8311

**Banks, eBanka,
advertising, benefits,
marketing, Pareto,
P&G**

Selling banks is the same as selling soap: Applying fast-moving consumer goods best marketing practices to the banking industry in Central and Eastern Europe

P. Pistelak

CASE STUDY. *Journal of Financial Services Marketing* (UK), Vol. 11, No. 1, p. 72 (12pp)

Enunciates marketing principles as observed by P&G — that consumers buy things because they expect value and believe those things will improve their lives by conferring some form of benefit. Expresses extreme surprise that most marketing ignores this precept and communicates no benefit. Excoriates most television advertising (among others). Distinguishes functional benefit (factual) from benefit of association (eg Marlboro, Harley Davidson). Claims that, while one can only communicate one functional benefit at a time, and one benefit of association, there is nothing to stop one combining the two. Suggests three steps of marketing: Who (the strategic target audience); What (the strategic benefit); How (Media). Claims the last — where most

marketers start — is the least important and most overestimated, and should occupy only 15 per cent of marketing time. Claims that the Pareto principle (80/20) applies throughout consumer goods consumption. Gives a case study of a small internet bank (eBanka) in the Czech Republic rescued from near bankruptcy in 2002 by rigorously applying these principles: identifying the target audience; identifying the functional benefits and benefits of association, and communicating these.

This article is a must read, not just for bankers but for all marketers, and not just for its entertainment value, which should not be allowed to obscure a serious message.

Research: * Practice: **** Originality: **** Readability: *****
Ref: 8312

Customer account relationships and e-retail banking usage

D. Sciglimpaglia and D. Ely

THEORITICAL. *Journal of Financial Services Marketing* (UK), Vol. 10, No. 4, p. 109 (14pp)

Banking, online

Sets out to examine the role that online and electronic banking play in defining the customer's primary financial relationship. Notes that an internet transaction costs \$0.01, compared with \$0.27 for an ATM or \$1.07 for a teller; customer churn costs US banks \$15 billion per year. Thus, retail banks can stay competitive only by building lifelong relationships with customers. Notes that consumers who pay bills online are much more likely to use online banking, and that twice as many broadband users have done so compared with dial-up users. Notes continuing safety concerns, but also slow growth — up to 50 per cent of men and 40 per cent of women in 2004. Relates study of 701 customers of one US financial institution to establish the relative importance to them of particular online banking services. Balance inquiry came first, closely followed by transfer of funds, with bill payments, loan applications and stock trading well behind. Concludes that banks without developed internet facilities are at serious risk of losing customers, increasing as internet usage grows.

It is clear that in (US at least) banking, take-up of internet services is a slow-growing affair — but something that banks ignore at their peril.

Research: ** Practice: ** Originality: * Readability: **
Ref: 8313

Can the building of trust overcome consumer perceived risk online?

S. Harridge-March

THEORITICAL. *Marketing Intelligence & Planning* (UK), Vol. 24, No. 7, p.746 (15pp)

Risk, trust, loyalty

Considers the relationship between the consumer's perceived risk and trust, through a review of the literature on each subject. Begins with

an analysis of risk, and differentiates several kinds: financial, social, time, performance, psychological and physical. Notes that mail order has been considered more risky than in-store purchase; online purchase involves similar and further risks. Notes the importance of brand reputation. Defines trust as a device to reduce complexity in decision-making, and as the expectation of ethical behaviour: it can be bestowed on a person, a product, a business, a government or a role. Claims that trust has a positive correlation with loyalty — but that it does not imply commitment. Notes that numbers of online purchasers have grown more slowly than internet users; trust in online transactions will build up experientially over time. Emphasises the need for trust in the mechanism of the internet: holds that this is a diminishing problem. Suggests that evidence an organisation can be trusted can be found in seven categories: seals of approval (endorsements, etc), security reassurance (of data privacy and financial affairs), branding (especially for pure-play internet retailers), fulfilment reassurance, ease of onsite navigation, website presentation, technology reassurance. Discusses each of these categories, and suggests methods for building trust in each area. Concludes that the stronger the reassurance conveyed in these categories, the greater the level of consumer trust in the purchase proposition and the greater the propensity to purchase.

An entirely theoretical discussion of the relationship between risk and trust, which says little that is either new or unexpected. Nevertheless this article, by clarity of thought, teases apart some useful concepts, and presents them in an interesting way.

Research: — Practice: *** Originality: ** Readability: ***
Ref: 8314

Corporate social responsibility and strategic management: A review essay

J. I. Galan

REVIEW. *Journal of Management Studies* (UK), Vol. 43, No. 7, p. 1629 (13pp)

Corporate Social Responsibility, CSR

The form of this article is an extended review of four books, all dealing with issues of corporate social responsibility (CSR) and how it relates to, and challenges, strategic management. The books concerned are: Vogel, *The Market for Virtue*; Kotler and Lee, *Corporate Social Responsibility*; Werther and Chandler, *Strategic Corporate Social Responsibility*; Frederick, *Corporation, Be Good!* The reviewer describes this subject as one of the core, and emerging, issues in management today, mediated by globalisation, financial scandals, media influence and much else. He challenges the concept of the firm as an entity obliged to cater only for the interests of its shareholders, maintaining that it must also fulfil the social requirements of its other stakeholders. The reviewer begins with a sketch of what each of his authors is attempting: Vogel, a political scientist, provides an overview

of the potential and the limits of CSR; Kotler & Lee provide a compendium of best practices from 25 successful companies; Werther & Chandler aim to foster teaching and learning, providing many case studies and internet links; Frederick's book is a research monograph on the evolution and development of CSR. The reviewer deals at length with each book, recommending all of them as valuable and complementary, but with a detailed criticism of each.

There are a few more important subjects for business — perhaps for civilisation — than this. Reading this review article alone may well convince you of this; if you read any, or all, of the books reviewed, you should certainly read this review as well, since it encompasses the books' weaknesses as well as their strengths.

Research:—Practice: **** Originality: ** Readability: ****
Ref: 8315

The long tail of loyalty: how personalised dialogue and customised rewards will change marketing forever

R. Ferguson and K. Hlavinka

EXPOSITORY. *Journal of Consumer Marketing* (UK), Vol. 23, No. 6, p. 357 (5pp)

**Pareto, long tail,
loyalty**

Notes the reliance of such retailers as Wal-Mart (CDs), Barnes & Noble (books) and Blockbuster (videos) on the Pareto distribution of purchases: a huge proportion of sales come from a small number of titles. Holds that this model is obsolescent, as Amazon, Netflix and iTunes demonstrate: the aggregate of sales outside the top titles will often exceed 50 per cent — and this 'long tail' market is growing everywhere. Advocates combining the long tail model with network models through personalised dialogue and rewards to build loyalty. Gives two real-life examples from US business: Hewlett-Packard and Rainbird. Tells how HP opened a Customer Connection programme to allow all its registered members to gain online access to information, advice, member networks and forums, archived workshops and seminars, with local language and regional events across the world. Records that this programme is now two years old; it had 5,000 registered members, and is still signing up 50–100 new members per week. Tells how Rainbird set up a rewards programme based on points earned per \$100 purchases, plus access to a member-only website, newsletter and other soft benefits. Claims that, with a number of virtual businesses now selling everything to everybody all the time, mass market retailing that can only sell hits at cut price to a broad and shallow audience is dying.

A short but fascinating look at the implications of some current and ongoing changes in the market place.

Research: ** Practice: *** Originality: *** Readability: ***
Ref: 8316

**Threats, failures,
group dynamics****Facing ambiguous threats**

M. A. Roberto, R. M. J. Bohmer and A. C. Edmondson

CAUTIONARY. *Harvard Business Review* (USA), November 2006 p.106 (8pp)

Instances the disaster of the Columbia space shuttle, precipitated by a foam strike at launch that was not recognised as a significant threat, as an example of how organisations of all kinds can fail to respond adequately (or at all) to ambiguous threats. Notes that ambiguous threats are followed by a 'recovery window' during which corrective action can be taken. Discusses three factors which interact to prevent such threats from being recognised or acted upon in time: human cognition (a stubborn attachment to existing beliefs); group dynamics (poorly structured, inadequately tasked groups of experts); organisational culture (refusal to move without scientific proof, adherence to standardised procedures rather than an experimental mind-set). Gives examples from NASA, the FDA and Intel. Advocates three ways in which to prevent catastrophic failures by keeping recovery windows open to allow time for developing solutions: practice teamwork under pressure, responding to simulated threats; amplify the signal, to ensure that possible threats are taken seriously and not brushed aside; mount exploratory experiments to see 'what would happen if...' — perhaps stressing some part of the organisation to see how it responds. Emphasises that steps of this kind are potential learning experiences even when the ambiguous threat that has been identified turns out not to be real. Gives examples from Morgan Stanley, hospital practice, Electricité de France and NASA.

The examples quoted are liable to seem remote from normal business concerns. Such an attitude would be a serious mistake: NASA is simply prone to the same kind of foul-ups as all the rest of us.

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

Ref: 8317