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.

How to obtain the full article

The abstracts are intended to provide the flavour of the best and most relevant articles found in contemporary publications.

This is no substitute for reading the original, where it is relevant to your concerns.

Copies are available by encrypted PDF download, by Fax or by post from the British Library Articles Direct Service. A range of delivery speeds is offered, from 2 hours to 2–5 days. Ordering and payment is available online at <http://www.bl.uk/services/document/articles.html>

Internet, advertising, social networks

ROI, accountability, advertising

Abstracts

Journal of Direct, Data and Digital Marketing Practice (2007) **8**, 354–363.
doi:10.1057/palgrave.dddmp.4350069

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.

How is the internet changing advertising expenditure?

J. Wood

JOURNALISTIC. *Admap* (UK), November 2006, p. 34 (2pp)

Looks at the changing face of advertising on the internet in the last three years. Notes that the medium is no longer regarded as solely direct response, but that 75 per cent of US marketers (compared with 17 per cent three years ago) planned to spend money on online brand building in 2006. Notes the rise of MySpace (100 million subscribers) and advocates that all readers should go there immediately. Claims that social networks are driving word of mouth, which now includes pictures (eg of Dell computers going up in flames) as well as words. Emphasises the changes in the measurement of ad effectiveness created by such novelties as search marketing, viral marketing and social networks. Holds that marketing planning must now embrace a constant monitoring of the internet — particularly the blogosphere and social networks.

Nothing new here — but it's salutary to be reminded just how far we have come (or how far technology has dragged us) in the last three years.

Research: * Practice: ** Originality: * Readability: ***
Ref: 8401

Advertising accountability: It's bigger than ROI

P. McGowan and D. Meer

ANALYTICAL. *Admap* (UK), November 2006, p. 25 (3pp)

Notes the growth in recent years in advertising return on investment as the 'holy grail' of marketing metrics. While welcoming ROI as an advance on previous practice, holds that it has fundamental limitations: it is best at optimising a budget across media channels, poor at

determining the overall size of the budget; the necessary data are not always available; it leads towards a one-size-fits-all approach, regardless of size and life-stage of the brand. Holds that ROI analysis is principally about past successes/failures, not about future activity — particularly in the context of the launch of a new product. Claims that brands with a very small, or a very large market share should both spend much smaller shares of revenue on advertising than medium-sized brands. Small brands should measure their success on the basis of brand consideration; large brands on the basis of customer loyalty and consumer attitudes; medium-sized brands on the basis of increased sales through influencing switchers and stealing market share from competitors. Gives examples from a motor lubricants manufacturer and a pharmaceutical giant.

It's hard to believe that anyone really believes that crude calculations of ROI are the only possible justification for past or future advertising expenditure. But if there are any such, this is a reasonable refutation.

Research: * Practice: ** Originality: *** Readability: ***
Ref: 8402

Little grey sells

A. Ahuja

JOURNALISTIC. *The Times* (UK), 7th December, 2006, Times 2, p. 4 (2pp)

Neuromarketing MRI scans, Advertising

Reports on 'the controversial practice' of neuromarketing., as exemplified by an Iowa company called Brain Wave Science. Indicates that persons undergoing an MRI scan while perusing advertisements trigger a spike in a particular brain wave (known as the P300 mermer) that indicates that the brain has 'recognised' the brand covered by the advertisement whose perusal coincides in time with the spike. Claims that the occurrence of this spike cannot be controlled, or faked. Notes the reaction of an American think-tank (the Center for Cognitive Liberty and Ethics — CCLE) to these experiments: this holds that there is no objection to the practice, where consumers have consented to having their brains probed, but that it would be unethical to use the process in the development of children's products, or in probing political affiliation. Quotes a 'neuropoll' conducted in the last US presidential election. Suggests uses for this technique in criminology. Notes the failure of lobby group Commercial Alert to persuade the American Psychological Association to condemn this practice. Recounts a forthcoming attempt of a London market research company to use this technique to demonstrate the effectiveness (or otherwise) of a combined newspaper-and-television campaign over single media campaigns. Quotes use of this technique by numerous Fortune 500 companies, and by Daimler Chrysler in Germany.

It isn't clear to me whether or not there really are ethical dilemmas involved, and if so just what they are. But it certainly looks like a

potential advance in the real measurement of brand advertising effectiveness — hitherto a hopelessly unscientific process.

Research: *** Practice: *** Originality: ** Readability: ****
Ref: 8403

**Branding, corporate
branding, customer
branding, brand
measurement**

Investigating the links between a corporate brand and a customer brand

C. Gylling and K. Lindberg-Repo

THEORETICAL. *The Journal of Brand Management* (UK), Vol. 13, No. 4/5, p. 257 (11pp)

Distinguishes between corporate branding (the establishment of a set of corporate values with all stakeholders, stretching across all product groups) with customer branding (the establishment of a set of product associations with consumers). Claims that ethical policies tend to increase profitability, as well as to strengthen corporate identity and workforce loyalty. Identifies six dimensions that influence corporate reputation: emotional appeal, products and services, financial performance, social responsibility, workplace environment, vision and leadership. Quotes the 'resource-based view of the firm', which requires corporate brands to be rare, durable, inappropriable, imperfectly imitable, and imperfectly substitutable. Claims that brand management is the management of differences in people's minds: quotes the attribute of safety adhering to the Volvo brand. Suggests that brand communications have moved from emphasising features (what the product has), to benefits (what it does), to experience (what you'll feel), to identification (who you are). Emphasises the need for continuous brand value measurement tools. Notes that consumers derive three types of benefit from their associations with brands: functional, experiential and symbolic benefits. Calls for a more holistic view of corporate branding, corporate identity and customer-based branding.

Fairly common-sense stuff, free of much (if not all) of the hot air which invests most theoretical discussions of branding.

Research: * Practice: ** Originality: * Readability: ***
Ref: 8404

**Product branding,
corporate brand
personality**

The importance of corporate brand personality traits to a successful 21st century business

K.L. Keller and K. Richey

THEORETICAL. *The Journal of Brand Management* (UK), Vol. 14, No 1/2, p. 74 (8pp)

Defines corporate brand personality in terms of the human characteristics of the employees of the corporation as a whole. Notes that past studies of brand personality have mostly been at the product level; notes that brand personalities at this level have been found to comprise sincerity, excitement, competence, sophistication and ruggedness. But holds that

at a corporate level brand personality transcends these dimensions, and reflects the values, actions and words of all corporate employees. Suggests that corporate personality traits can be grouped into three dimensions, related to the Heart, the Mind and the Body. Each of these dimensions contains two personality traits: thus, the heart must be passionate about serving customers and competing in the marketplace, and also compassionate for the company's stakeholders; the mind must be creative and also disciplined; the body must be agile in reacting to market changes, and collaborative in working towards common goals. Discusses each of these six traits; claims that in unison they can have a multiplicative effect on each other, making for a whole greater than the sum of its parts. Calls for research into the conditions favouring these synergistic effects.

Has some interest as an exploration of the difference between the well-explored subject of product branding, and corporate branding.

Research: ----- Practice: ** Originality: ** Readability: ***
Ref: 8405

Capturing the essence of a corporate brand personality: A Western brand in Eastern Europe

J. van Rekom, G. Jacobs, P.W.J. Verlegh and K. Podnar

RESEARCH. *The Journal of Brand Management* (UK), Vol. 14, No. 1/2, p. 114 (11pp)

Presents a method for charting the essence, in consumers' eyes, of a corporate brand; shows how corporate communications can influence consumer perceptions of brand essence. Notes the expansion of Western multinationals in Eastern Europe; takes as a model for this study McDonalds in Slovenia (16 restaurants built up over 12 years, 6 million customers p.a., 650 employees). Begins by asking 30 persons aged 15–25 to provide up to five human characteristics each that they associated with McDonalds. Derives 11 characteristics each mentioned by four or more respondents: fast, happy, interesting, pushy, kind, lively, youthful, communicative, open, relaxed and sociable. Added two further: Western and successful. Administered an online questionnaire to 247 Slovenian university students, who had all been recipients of McDonald communications; each was asked to agree or disagree to the existence of causal links between each possible pairing of characteristics. Finds that the characteristic 'open' is centrally causative, giving rise to 'sociable' and 'communicative'. Notes that 'Western' and 'successful' add nothing to the picture — except that there is a causal relationship between 'Western' and 'pushy'.

An interesting methodology for looking at brand essences among a fairly closely defined market: one imagines that the same exercise with a different age group would have produced a very different scenario.

Research: **** Practice: ** Originality: *** Readability: **
Ref: 8406

**Corporate brand
personality,
McDonalds, Slovenia**

**Data, databases, CRM,
marketing technology**

Do organisations now understand the importance of information in providing excellent customer experience?

A. Jenkinson

SURVEY. *The Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 4, p. 248 (13pp)

Notes a revolution in marketing during the past 20 years; wishes to explain what happened, what really changed and what strategic initiatives are required today. Offers an extended account of the author's career in marketing over the last 25 years, encompassing the growth of databases and the arrival of CRM. Notes the transformation of suppliers of marketing technology such as Siebel into multi-billion dollar companies. Gives a 'case study' of British Gas, relating to its adoption of CRM. Suggests that whereas much of the effort in the 1980s lay in managing data, and developing software, to enable marketers to mount more campaigns to more prospects, the challenge since then has been to manage businesses to use data well. Offers the results of a small US (CMAT) study from 2002, suggesting that the UK and Switzerland are best at managing information and technology, with North America below par. Notes also a UK study of 2004, which shows a wide need for improvement in various aspects of data handling. Deplores the fragmentation of marketing effort, typified in Kotler's 2001 book, and calls for an integrated approach.

The first half is an easy-reading romp through the direct marketing history of the last two decades; the British Gas 'case history' has little content or point. Fortunately, the last part of the paper makes some sensible and pertinent points about current failings and what is necessary to remedy them.

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

Ref: 8407

**Insight, strategy
and tactics, data
integration**

Enhancing insight discovery by balancing the focus of analytics between strategic and tactical levels

T. Cooper

EXPLICATORY. *The Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 4, p. 261 (10pp)

Draws a distinction between insights at a strategic level (which can change an industry) and those at a tactical level, which produce incremental advantages over competitors. Holds that the latter are the norm, which limits how companies view the benefits of data, and therefore the extent of their investment in data. Defines insight as 'new information giving... actionable ideas driving... in a stated direction (providing) competitive advantage'. Emphasises the importance of integrating multiple data sources to build higher levels of knowledge. Gives examples of strategic versus tactical data analysis; notes that the latter leads to 'islands of knowledge',

often lacking links between them. Suggests that in many businesses databases, and direct marketing are regarded as tactical tools: brand strategy gets board level attention; mere data does not. This creates a mind-set among marketers and analysts that tends to exclude strategic thinking. Points out that analysts typically answer other people's questions, and tend to be permanently overwhelmed by tactical questions. Recommends an 'open and constant dialogue' between analysts and senior management, and a distinction between analysis which can lead to insights, and standard reporting.

A useful follow up to the article on insight (which the author acknowledges) by Steve Wills in Vol. 6, No. 4 of this Journal.

Research ----- Practice: *** Originality: ** Readability: ***
Ref: 8408

From customer data to value: What is lacking in the information chain?

D. Crié and A. Micheaux

THEORETICAL. *Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 4, p. 282 (18pp)

Discusses the information chain from raw data to knowledge management. Notes that, while customer knowledge is seen as a very valuable resource, many companies are still at the data storing and exploratory stage; hence, the disappointing results of CRM and the failure to meet the rising expectations of customers. Notes common deficiencies: non-presence of the right data; ineffective quality control; too little staff training in analysis; lack of empowerment of employees to use information for customer satisfaction; lack of metrics on the impact of CRM data on profits, leading to lack of senior management involvement; concentration on data at the micro-level. Lists four aspects of the CRM data value chain: Obtaining the right (relevant and actionable) data; data quality management; deriving information and knowledge from raw data; using information and knowledge for benefit of customers and profits. Discusses each of these steps. Discusses behavioural versus attitudinal data; aggregated versus raw data; privacy; perishability of data over time, and need for renewal; marketing performance metrics. Discusses data timeliness in the context of time taken to capture data, to analyse it and to make decisions based on it. Discusses three aspects of knowledge management: technological, human and organisational.

A sensible statement of principles and critique of current shortcomings. Somewhat wordy, but relieved by some actually (how rare this is) meaningful and helpful diagrams.

Research: * Practice: *** Originality: * Readability: ***
Ref: 8409

**Data, information,
knowledge, CRM**

CRM, easyJet

The future for 'do-it-yourself' customer service

T. Coad

CASE STUDY. *Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 4, p. 324 (7pp)

Claims that the original concept of CRM was of a process which would enable customers to serve themselves, resulting in reduced cost to the company. Quotes Relationship Management by IBM to this effect. Looks at the pursuit of this objective by easyJet, which has set out to maximise the level of information given to customers, while limiting the amount of service it provides. Seeks to explore whether this approach leads to customer satisfaction. Notes widespread use of self-service in supermarkets, petrol stations, ATMs etc, and the existence of companies (Amazon, eBay) that exist only because of self-service. Gives some operating statistics for easyJet in 2005–2006; quotes some personal experiences in using the airline. Suggests that its passengers need to understand and assent to the nature of the bargain offered, including the absence of service when things go wrong, and the add-on costs of every departure from basic terms. Quotes some enthusiastic users, and postings on complaint websites. Notes that in a passenger opinion survey, BA scored four out of five stars (as did the German low budget Berlin Air), while easyJet scored three and Ryan Air two. Notes the great success to date of easyJet; questions how far this may continue.

Claiming CRM as primarily a cost-reduction ploy would not obtain universal assent — although it has been widely used for just this purpose, to widespread disapproval. But the idea of a tacit company-customer compact to secure low prices is intriguing. Will customers abide by its terms?

Research: ** Practice: *** Originality: ** Readability: ****
Ref: 8410

**Information
technology, consumer
empowerment, CRM,
CMR, CSS**

The internet, consumer empowerment and marketing strategies

G.D. Pires, J. Stanton and P Rita

EXPLORATORY. *European Journal of Marketing* (UK), Vol. 40, No. 9/10, p. 936 (14pp)

Notes the increasing use of information and communication technology by consumers ('democratisation of technology'); holds that this is shifting market power from producers to consumers with the unintended consequence of consumer empowerment. Discusses ways in which suppliers do, or can, seek to control this process of empowerment. Looks at CRM as a means of exerting control; suggests that this may give way in time to CMR (customer managed relationships) and speculates on the ultimate extreme possibility of virtual companies that are run simply by their customers. Considers the use of customer self-service (CSS) which can be seen either as a measure of customer empowerment or as a measure of cost-cutting and control — by limiting the range of customer options — imposing on customers 'facilities' that they do not want. Examines concepts of personalisation

and customisation. Concludes that current customer-centric marketing strategies rest upon a false premise: by fostering controlled customer empowerment, consumers' familiarity and facility with their increased powers of search is strengthened, and control lost. Suggests this increases the value of customer loyalty, and that one strategy for maintaining control may be to encourage loyalty by becoming the best provider of customer empowerment, so that customers feel so much in control that they have no further interest in straying. Suggests that CSS, combined with empowered employees, empowered suppliers and access to back-office systems may be a viable strategy in this context.

This is an important article that lays bare some of the paradoxes — and indeed self-deluding dishonesties — in the area of so-called customer-centricity and relationship management. Well worth reading.

Research: ----- Practice: ***** Originality: ***** Readability: *****
Ref: 8411

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

J. Berry

RESEARCH. *Journal of Database Marketing & Customer Strategy Management* (UK), Vol. 13, No. 4, p. 319 (5pp)

Campaign planning, decision engines

Notes the prevalence in direct marketing of campaign planning and investment in campaign management software; this has been overtaken in recent years by an approach in which a decision engine optimises customer contacts by looking at each individual customer against such general criteria as ROI, and time between contacts. Claims that very few enterprises have adopted this latter approach. Introduces a more incremental approach, where a decision engine supports the planning process only, transferring optimised planning results back to the conventional campaign management process. Describes a process (claimed to have produced some 25 per cent uplift for a financial services company and a utility) in which a decision engine processes a sample file of customer/prospect data to generate campaign plans; after review, which may involve changes to rules/constraints, these plans are submitted to a campaign management process, thus involving no changes to operational software. Gives details of controlled experiment in the case of the utility company. Discusses reasons for this very significant improvement. Stresses no risks are involved in this enhanced method; the extent of gain will depend on the quality of existing methodology and of propensity models used.

A short but illuminating account of a procedure that would seem to have great potential for any marketing department involved in multiple approaches to customers/prospects.

Research: *** Practice: ***** Originality: *** Readability: ***
Ref: 8412

**Innovation, strategy,
financial services,
banking**

Developing an innovation orientation in financial services organisations

C.B. Dobni

THEORETICAL. *Journal of Financial Services Marketing* (UK), Vol. 11, No. 2, p. 166 (14pp)

Contents that, as businesses become more expert in all areas from strategy formulation to execution, the next level of competitive advantage lies in the ability to create and sustain an innovation orientation. Sets out to describe the context and behaviours through which an organisation can best drive innovation. Notes that many financial institutions have become more customer oriented and also, paradoxically, embarked on cost-cutting measures; holds that, with rising customer expectations, companies must learn to innovate. Holds that internet banking was a rare disruptive innovation in a conservative industry. Contends that it is not important to be the introducer of a disruptive innovation, but to be able to adopt and take advantage of it quickly. Shows a model of the environment, and behaviours necessary for innovation; the main headings are Context, Culture and Execution. Under Context, discusses Propensity to embrace innovation, to change behaviours, to empower employees, Strategic architecture and Organisational learning. Under Culture, Employees, Knowledge management and Cluster enactment. Under Execution, Empowerment, Experimentation and Co-alignment. Get these things right, and continuous operational-level innovation is achieved. Instances two Canadian examples in Conexus and RBC.

This not very easy read on an important subject is worth persevering with; while explicitly directed at financial services companies, its insights are much more widely applicable.

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

Ref: 8413

**Marketing,
relationship marketing,
critical marketing**

Marketing is everything: The view from the street

M. Saren

EXPLORATORY. *Marketing Intelligence & Planning* (UK), Vol. 25, No. 1, p. 11 (6pp)

A short disquisition claiming that the conceptual framework of marketing is in need of radical revision. Holds that the discipline of marketing is now all-encompassing: everything is marketed. Nor are consumers passive recipients of marketing: they re-interpret marketing messages. Marketing is not merely a business function, but a social and cultural phenomenon, and it is necessary to understand how society as a whole can and does use marketing. Notes the traditional structure of marketing studies, primarily concerned with the managerial functions of product development, advertising, sales, distribution etc; urges the need to move beyond these categories. Deplores the militarised (and highly gendered) language in which old-style marketing is conducted (strategy, tactics, campaigns, targeting, etc). Notes that the rise of relationship marketing, involving a shift from products and firms as units of analysis to people and social

processes, offers a different perspective on the subject: claims that the aim of relationship marketing is the creation of a win-win situation for buyer and seller. Emphasises that the formation of relationships should be not only between buyers and sellers but also with partners and stakeholders. Advocates what the author terms 'critical marketing', involving the analytical questioning of established theories and assumptions. Gives a plug for a bi-annual UK conference in Critical Management Studies; claims that in this arena marketing has lagged behind other disciplines.

Most of this short article could have been written 15 years ago, when it would have been new and exciting. As it is, it gives the impression that the academic fraternity is struggling to keep up with what is already established best practice (though far from universal). However, it is a well-written overview for the many who are still lagging behind.

Research: ----- Practice: *** Originality: * Readability: *****
Ref: 8414

Use a dashboard when driving your marketing

T. Ambler

ANALYTICAL. *Market Leader* (UK), Summer 2006, p. 53 (4pp)

Notes the hunt within the marketing profession for a single number that can be used as a 'silver metric' to assess marketing performance. Examines a number of candidates which have been advanced by a series of advocates to fulfil this role: Return on Investment (ROI) or Return on Marketing Investment (ROMI) or Return on Marketing Expenditure (ROME); Discounted Cash Flow (DCF), or Net Present Value, or Customer Equity, or Brand Valuation, or Customer Lifetime Value; Return on Customer (ROC); Net Advocates. Criticises each of these in turn: ROI and its derivatives is an appropriate measure for decisions on capital investment, but marketing expenditure is not a capital investment, and should not be measured as though it was. Moreover, maximum ROI will normally be sub-optimal profit; DCF and its variants is a forecasting or planning tool, but not suitable for evaluating past performance; ROC, as described by Peppers and Rogers, measures the quality of forecasting, not the quality of performance; Net Advocates (promoters of your brand minus detractors) as advocated by Frederick Reichheld, even if ascertainable, confuses growth with profit. Advocates instead the use of a market dashboard, with a number of different metrics, recognising that each has its advantages and disadvantages. Recommends for use on the dashboard one of the DCF metrics, and a measurement of loyalty; holds that ROI and ROC have no place in this context.

Iconoclasts like me will be delighted to see a formidable analytic mind taking apart the latest maunderings of such icons as Reichheld and Peppers and Rogers. This is all too short an article; we should look for more from this author, but meanwhile please read it.

Research: ** Practice: ***** Originality: *** Readability: *****
Ref: 8415

**Marketing, metrics,
dashboard, ROI, DCF,
ROC**