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Defining, measuring and managing business reference value [Texto impreso] / V. Kumar, J. Andrew Petersen and Robert P. Leone

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 85-86 : 42 refs.

Abstract: It is common for business-to-business firms to use references from client firms when trying to influence prospects to become new customers. In this study, the authors define the concept of business reference value (BRV) as the ability of a client's reference to influence prospects to purchase and the degree to which it does so. They develop a three-step method to compute BRV for a given client using a retrospective reported measure of reference value. Next, they use data from a financial services and a telecommunications firm to identify and empirically test the drivers of BRV. These drivers fall into four categories: (1) length of client relationship, (2) client firm size, (3) reference media format, and (4) reference congruency. Next, the authors empirically show that clients that have the highest BRV are not the same as the clients that have the highest customer lifetime value. They also show that an average client that is high on BRV has significantly different characteristics from the average client that is low on BRV. Finally, they derive implications for managing BRV.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 68-86

1. Client references 2. Business reference value 3. Customer lifetime value 4. Business-to-business marketing

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2

Good and guilt-free [Texto impreso] : the role of self-accountability in influencing preferences for
products with ethical attributes / John Peloza, Katherine White and Jingzhi Shang

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 118-119: 55 refs.

Abstract: The market share of brands positioned using ethical attributes typically lags behind brands that promote attributes related to product performance. Across four studies, the authors show that situational factors that heighten consumers' self-accountability (i.e., activation of their desire to live up to their self-standards) lead to increased preferences for products promoted through their ethical attributes. They investigate their predictions regarding selfaccountability in multiple ways, including examining the moderating roles of awareness of the discrepancy between a person's internal standards and actual behavior, self-accountability priming, and the presence of others in the decision context. Furthermore, they demonstrate that the subtle activation of self-accountability leads to more positive reactions to ethical appeals than explicit guilt appeals. Finally, they show that preference for a product promoted through ethical appeals is driven by the desire to avoid anticipated guilt, beyond the effects of impression management. Taken together, the results suggest that marketers positioning products through ethical attributes should subtly activate consumer self-accountability rather than using more explicit guilt appeals.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 104-119

1. Self-accountability 2. Ethical products 3. Green marketing 4. Sustainability 5. Environment

3

More than words [Texto impreso] : the influence of affective content and linguistic style matches in online reviews on conversion rates/ Stephan Ludwig ... [et al.]

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 101-103

Abstract: Customers increasingly rely on other consumers' reviews to make purchase decisions online. New insights into the customer review phenomenon can be derived from studying the semantic content and style properties of verbatim customer reviews to examine their influence on online retail sites' conversion rates. The authors employ text mining to extract changes in affective content and linguistic style properties of customer book reviews on Amazon.com. A dynamic panel data model reveals that the influence of positive affective content on conversion rates is asymmetrical, such that greater increases in positive affective content in customer reviews have a smaller effect on subsequent increases in conversion rate. No such tapering-off effect occurs for changes in negative affective content in reviews. Furthermore, positive changes in affective cues and increasing congruence with the product interest group's typical linguistic style directly and conjointly increase conversion rates. These findings suggest that managers should identify and promote the most influential reviews in a given product category, provide instructions to stimulate reviewers to write powerful reviews, and adapt the style of their own editorial reviews to the elevant product category.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 87-103

1. Online customer reviews 2. Affective content 3. Linguistic style match 4. Conversion rate 5. Internet marketing

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4

Relationship velocity [Texto impreso] : toward a theory of relationship dynamics / Robert W. Palmatier ... [et al.]

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 29-30 : 46 refs.

Abstract: The dynamic components of relational constructs should play an important role in driving performance. To take an initial step toward a theory of relationship dynamics, the authors introduce the construct of commitment velocity— or the rate and direction of change in commitment—and articulate its important role in understanding relationships. In two studies, the authors demonstrate that commitment velocity has a strong impact on performance, beyond the impact of the level of commitment. In Study 1, modeling six years of longitudinal data in a latent growth curve analysis, the authors empirically demonstrate the significance of commitment velocity as a predictor of performance. In Study 2, the authors use matched multiple-source data to investigate the drivers of commitment velocity. Both customer trust and dynamic capabilities for creating value through exchange relationships (i.e., communication capabilities for exploring and investment capabilities for exploiting opportunities) affect commitment velocity. However, trust and communication capabilities become less impactful as a relationship ages, while investment capabilities grow more important. The authors offer three post hoc tenets that represent initial components of a theory of relationship dynamics that integrates two streams of relationship marketing research into a unified perspective.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 13-30

1. Relationship velocity 2. Latent growth curve 3. Life cycle 4. Commitment velocity 5. Theory of relationship dynamics

5

The innovator's license [Texto impreso] : a latitude to deviate from category norms / Michael J. Barone and Robert D. Jewell

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 134 : 37 refs.

Abstract: Firms often look for ways to improve the return on investment they earn from costly innovation strategies. The authors investigate a previously unexplored benefit of innovation that occurs when a brand's reputation as a provider of valued new offerings allows it to earn innovation credit, a form of customer-based brand equity. Innovation credit provides brands with the license or latitude to use strategies that violate category norms without the penalty (in the form of impaired attitudes) that consumers are shown to levy on less innovative brands. Consistent with the proposed theoretical framework, three studies demonstrate that innovative brands are granted the license to employ nonnormative strategies without sanction. In addition to providing evidence regarding the inferential mechanism underlying this licensing effect, Study 3 shows that, under certain conditions, innovative brands not only escape the penalty associated with using atypical strategies but are actually rewarded for utilizing such approaches. The authors provide theoretical and managerial implications of these findings and suggestions for further research in this emerging area of innovation research.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 120-134

1. Brand innovativeness 2. Innovation credit 3. Innovation license 4. Category norms

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6

The sales lead black hole [Texto impreso] : on sales reps' follow-up of marketing leads / Gaurav Sabnis ... [et al.]

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 66-67

Abstract: The sales lead black hole—the 70% of leads generated by marketing departments that sales representatives do not pursue—may result from competing demands on sales reps' time. Using the motivation–opportunity–ability framework, the authors consider factors that influence sales reps' pursuit (or lack thereof) of marketing and selfgenerated leads. The proportion of time that sales reps devote to marketing leads depends on organizational lead prequalification and managerial tracking processes (extrinsic motivation), as well as marketing lead volume (opportunity), and sales rep experience and performance (ability). Consistent with a person–situation framework, individual sales rep factors should also moderate the influence of organizational processes on lead follow-up. Data from 461 sales reps employed by four firms confirm that as sales reps' experience increases, their responses to managerial tracking of lead follow-up and marketing lead volume decrease; responses to the quality of the lead prequalification process increase. As sales reps' performance improves, their response to the volume of marketing leads increases, but their response to managerial tracking decreases. The interplay of individual sales reps' abilities and organizational marketing and sales processes explains differences in sales reps' follow-up of marketing leads.'

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 52-67

1. Sales leads 2. Lead qualification 3. Sales force 4. Sales-marketing alignment 5. Sales follow-up

7

What is special about marketing organic products? [Texto impreso] : how organic assortment, price and promotions drive retailer performance / Ram Bezawada and Koen Pauwels

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 49-51

Abstract: Higher sales and margins are key goals for retailers promoting emerging products, such as organics, but little is known about their marketing effectiveness and their cross-effects on conventional product sales. Extant research reports conflicting results about price and promotional sensitivity for organic products and does not address the impact of organic assortment. This article calculates long-term own- and cross-elasticities of organic and conventional product sales in response to changes in assortment, price, and promotions. Using a rich data set of 56 categories, the authors test hypotheses on how different costs and benefits of organic products affect these elasticities. They find that enduring actions, such as assortment and regular price changes, have a higher elasticity for organics than for conventional products. In contrast with common wisdom, even "core" organic consumers are sensitive to these actions. Increasing organic assortment and promotion breadth yields higher profits for the total category, as do more frequent promotions on conventional products. The category comparison yields specific advice with regard to where larger assortment and lower prices versus more and deeper promotions are most effective.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 31-51

1. Organic products 2. Food marketing 3. Empirical generalizations 4. Cross-category 5. Marketing mix 6. Vector autoregressive models

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8

Why do customers get more than they need? [Texto impreso] : how organizational culture shapes product capability decisions / Bryan A. Lukas, Gregory J. Whitwell and Jan B. Heide

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 11-12 : 45 refs.

Abstract: The capability level of a product that a firm provides to a customer is an important marketing decision. In the extant literature, the normative heuristic for this decision is one of matching—of providing product capability levels that meet customer needs. However, industry evidence suggests that supplier firms routinely make product decisions that lead to "overshot" customers, whereby customers receive products with capabilities that exceed their requirements. The authors demonstrate how a supplier firm's organizational culture can cause overshooting scenarios and how these effects can be attenuated to the extent that the focal firm's basic values also reflect a customer orientation.

Journal of marketing. -- 2013, v. 77, n. 1, january, p. 1-12

1. Organizational culture 2. Customer orientation 3. Competing values framework 4. Product capability provision 5. Product decisions