

**1****Creating enduring customer value [Texto impreso] / V. Kumar and Werner Reinartz**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 65-68

Abstract: One of the most important tasks in marketing is to create and communicate value to customers to drive their satisfaction, loyalty, and profitability. In this study, the authors assume that customer value is a dual concept. First, in order to be successful, firms (and the marketing function) have to create perceived value for customers. Toward that end, marketers have to measure customer perceived value and have to provide customer perceptions of value through marketing-mix elements. Second, customers in return give value through multiple forms of engagement (customer lifetime value, in the widest sense) for the organization. Therefore, marketers need to measure and manage this value of the customer(s) to the firm and have to incorporate this aspect into real-time marketing decisions. The authors integrate and existing findings, show the best practices of implementation, and highlight future research avenues.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 36-68

1. Customer value 2. Perceived value 3. Customer lifetime value 4. CLV models 5. Customer engagement

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**2****Demonstrating the value of marketing [Texto impreso] / Dominique M. Hanssens and Koen H. Pauwels**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 188-190

Marketing departments are under increased pressure to demonstrate their economic value to the firm. This challenge is exacerbated by the fact that marketing uses attitudinal (e.g., brand awareness), behavioral (e.g., brand loyalty), and financial (e.g., sales revenue) performance metrics, which do not correlate highly with each other. Thus, one metric could view marketing initiatives as successful, whereas another could interpret them as a waste of resources. The resulting ambiguity has several consequences for marketing practice. Among these are that the scope and objectives of marketing differ widely across organizations. There is confusion about the difference between marketing effectiveness and efficiency. Hard and soft metrics and of fine and online metrics are typically not integrated. The two dominant tools for marketing impact assessment, response models and experiments, are rarely combined. Risk in marketing planning and execution receives little consideration, and analytic insights are not communicated effectively to drive decisions. The authors first examine how these factors affect both research and practice. They then discuss how the use of marketing analytics can improve marketing decision making at different levels of the organization. The authors identify gaps in marketing's knowledge base that set the stage for further research and enhanced practice in demonstrating marketing's value.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 173-190

1. Accountability 2. Marketing effectiveness 3. Efficiency 4. Return on marketing investment 5. Marketing value assessment

**3****Integrating marketing communications [Texto impreso] : new findings, new lessons and new ideas / Rajeev Batra and Kevin Lane Keller**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 140-145

With the challenges presented by new media, shifting media patterns, and divided consumer attention, the optimal integration of marketing communications takes on increasing importance. Drawing on a review of relevant academic research and guided by managerial priorities, the authors offer insights and advice as to how traditional and new media such as search, display, mobile, TV, and social media interact to affect consumer decision making. With an enhanced understanding of the consumer decision journey and how consumers process communications, the authors outline a comprehensive framework featuring two models designed to improve the effectiveness and efficiency of integrated marketing communication programs: a "bottom-up" communications matching model and a "top-down" communications optimization model. The authors conclude by suggesting important future research priorities.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 122-145

1. Marketing communications 2. Marketing integration 3. Integrated marketing communications 4. Traditional media 5. Digital media

**4****Marketing analytics for data-rich environments [Texto impreso] / Michel Wedel and P. K. Kannan**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 117-121

The authors provide a critical examination of marketing analytics methods by tracing their historical development, examining their applications to structured and unstructured data generated within or external to a firm, and reviewing their potential to support marketing decisions. The authors identify directions for new analytical research methods, addressing (1) analytics for optimizing marketing-mix spending in a data-rich environment, (2) analytics for personalization, and (3) analytics in the context of customers' privacy and data security. They review the implications for organizations that intend to implement big data analytics. Finally, turning to the future, the authors identify trends that will shape marketing analytics as a discipline as well as marketing analytics education.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 97-121

1. Big data 2. Marketing analytics 3. Marketing mix 4. Personalization 5. Privacy

## 5

**Organizing for marketing excellence [Texto impreso] / Christine Moorman and George S. Day**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 30-35

Abstract: Marketing organization is the interface of the firm with its markets and where the work of marketing gets done. This review of the past 25 years of scholarship on marketing organization examines the individual and integrative roles of four elements of marketing organization—capabilities, configuration (including structure, metrics, and incentives), culture, and the human capital of marketing leadership and talent. The authors indicate that these four elements are mobilized through seven marketing activities (7As) that occur during the marketing strategy process. These activities enable the firm to anticipate market changes, adapt the strategy to stay ahead of competition, align the organization to the strategy and market, activate effective implementation, ensure accountability for results, attract resources, and manage marketing assets. How well the firm manages these seven activities throughout the marketing strategy process determines the performance payoffs from marketing organization. Future research priorities outlined for the elements of marketing organization, their integration, and their impact on the 7As offer directions for the study of organizing for marketing excellence.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 6-35

1. Marketing organization 2. Capabilities 3. Structure 4. Culture 5. Marketing leaders 6. Marketing talent 7. Marketing metrics 8. Marketing strategy 9. Firm performance

## 6

**A thematic exploration of digital, social media and mobile marketing [Texto impreso] : research evolution from 2000 to 2015 and an agenda for future inquiry / Cait Lamberton and Andrew T. Stephen**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 168-172

Over the past 15 years, digital media platforms have revolutionized marketing, offering new ways to reach, inform, engage, sell to, learn about, and provide service to customers. As a means of taking stock of academic work's ability to contribute to this revolution, this article tracks the changes in scholarly researchers' perspectives on three major digital, social media, and mobile (DSMM) marketing themes from 2000 to 2015. The authors first use keyword counts from the premier general marketing journals to gain a macro-level view of the shifting importance of various DSMM topics since 2000. They then identify key themes emerging in five-year time frames during this period: (1) DSMM as a facilitator of individual expression, (2) DSMM as decision support tool, and (3) DSMM as a market intelligence source. In both academic research to date and corresponding practitioner discussion, there is much to appreciate. However, there are also several shortcomings of extant research that have limited its relevance and created points of disconnect between academia and practice. Finally, in light of this, an agenda for future research based on emerging research topics is advanced.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 146-172

1. Digital marketing 2. Social media 3. Mobile marketing 4. Research agenda 5. Marketing practice

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**Understanding customer experience throughout the customer journey [Texto impreso] / Katherine N. Lemon and Peter C. Verhoef**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 90-96

**Abstract:** Understanding customer experience and the customer journey over time is critical for firms. Customers now interact with firms through myriad touch points in multiple channels and media, and customer experiences are more social in nature. These changes require firms to integrate multiple business functions, and even external partners, in creating and delivering positive customer experiences. In this article, the authors aim to develop a stronger understanding of customer experience and the customer journey in this era of increasingly complex customer behavior. To achieve this goal, they examine existing definitions and conceptualizations of customer experience as a construct and provide a historical perspective of the roots of customer experience within marketing. Next, they attempt to bring together what is currently known about customer experience, customer journeys, and customer experience management. Finally, they identify critical areas for future research on this important topic.

Journal of marketing. -- 2016, v. 80, n. 6, november, p. 69-96

1. Customer experience 2. Customer journey 3. Marketing strategy 4. Customer experience management 5. Touch points