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Creating effective online customer experiences [Texto impreso] / Alexander Bleier, Colleen M. Harmeling, and Robert W. Palmatier

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. 116-119

Abstract: Creating effective online customer experiences through well-designed product web pages is critical to success in online retailing. How such web pages should look specifically, however, remains unclear. Previous work has only addressed a few online design elements in isolation, without accounting for the potential need to adjust experiences to reflect the characteristics of the products or brands being sold. Across 16 experiments, this research investigates how 13 unique design elements shape four dimensions of the online customer experience (informativeness, entertainment, social presence, and sensory appeal) and thus influence purchase. Product (search vs. experience) and brand (trustworthiness) characteristics exacerbate or mitigate the uncertainty inherent in online shopping, such that they moderate the influence of each experience dimension on purchases. A field experiment that manipulates real product pages on Amazon.com affirms these findings. The results thus provide managers with clear strategic guidance on how to build effective web pages.

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1. Online customer experience 2. Online design elements 3. Online retailing 4. Taguchi design 5. Web design

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Lost in a universe of markets [Texto impreso] : toward a theory of market scoping for early-stage technologies / Sven Molner, Jaideep C. Prabhu, and Manjit S. Yadav

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References: p. 59-61

Abstract: This article examines market scoping for early-stage technologies, a fundamental yet underexplored marketing activity. Market scoping refers to managerial activities directed at the identification of market spaces for early-stage technologies. This discovery-oriented research aimed at theory development draws on an extensive, multiyear database of email trails and archival records detailing market-scoping efforts for early-stage technologies emerging from a global research university. From this longitudinal database, the authors provide an in-depth examination of managers' market space decisions and advance an initial theory of market scoping. They isolate managers' market-scoping mindset—which manifests as market ambiguity avoidance or acceptance—as a key explanatory construct shaping market space decisions and outcomes. Market ambiguity avoidance results in managers' downstream orientation toward end users; this mindset, counterintuitively, may lead to technology commercialization failure. In contrast, market ambiguity acceptance results in managers' upstream orientation; this mindset directs attention away from end users but helps uncover indirect paths to viable market spaces. This article lays the groundwork for advancing marketing research in the context of early-stage technology commercialization.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 37-61

1. Early-stage technology 2. Market ambiguity 3. Technology commercialization 4. Entrepreneurship 5. Innovation

3**Paywalls [Texto impreso] : monetizing online content / Adithya Pattabhiramaiah, S. Sriram, and Puneet Manchanda**

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. 35-36

Abstract: In recent years, many news providers have begun monetizing online content through paywalls. While the premise behind paywalls is that the subscription revenue can be a new source of income, the externalities that might arise from this pricing change are unclear. The authors study two potential externalities of newspaper paywalls: (1) the effect of a paywall on the engagement of its online reader base and (2) the spillover effect on the print version of the newspaper. The engagement effect considers how the paywall altered the various engagement metrics among light and heavy readers of online news. The spillover effect is likely to arise if readers view print and online versions of a newspaper as substitutes, implying that increasing the price of the latter is likely to increase the demand for the former. Moreover, many newspaper paywalls offer bundles wherein print subscribers are provided free access to the online newspaper. Therefore, the value that a reader derives from the print subscription could be higher after the erection of the paywall. As a result, paywalls are likely to have a positive spillover effect on print subscription and, consequently, circulation. The authors document the sizes of the two externalities for the New York Times paywall and compare them with the direct subscription revenue generated. They comment on implications for newspapers and online content providers that are seeking mechanisms to monetize digital content.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 19-36

1. Paywalls 2. Newspaper industry 3. Monetization 4. Digital engagement 5. Cross-channel spillovers

4**Seeding as part of the marketing mix [Texto impreso] : word-of-mouth program interactions for fast-moving consumer goods / Florian Dost ... [et al.]**

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. 78-81

Abstract: Seeded marketing campaigns (SMCs) have become part of the marketing mix for many fast-moving consumer goods (FMCG) companies. In addition to making large investments in advertising and sales promotions, these firms now encourage seed agents or microinfluencers to discuss brands with friends and acquaintances to create further value. It is thus critical to understand how an FMCG seeding program interacts with traditional marketing tools when estimating the effectiveness of such efforts. However, the issue is still underexplored. The authors present the first empirical analysis of this question using a rich data set collected on four brands from various European FMCG markets. They combine advertising and sales promotion data from FMCG brand managers with sales and retail variables from market research companies as well as firm-created word-of-mouth variables from SMC agencies. The authors analyze the data using several approaches, confronting challenges of endogeneity and multicollinearity. They consistently find that firm-created word of mouth through SMC programs interacts negatively with all tested forms of advertising but positively with promotional activities. This phenomenon has significant implications for understanding the utility of SMCs and how they should be managed. The analysis implies that SMCs may increase total sales by approximately 3%–18% throughout the campaigns.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 62-81

1. Advertising 2. Marketing-mix modeling 3. Product seeding 4. Sales promotion 5. Seeding program

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Serial position effects on native advertising effectiveness [Texto impreso] : differential results across publisher and advertiser metrics / Pengyuan Wang, Guiyang Xiong, and Jian Yang

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. 95-97

Abstract: The advertising industry has recently witnessed proliferation in native ads, which are inserted into a web stream (e.g., a list of news articles or social media posts) and look like the surrounding nonsponsored contents. This study is among the first to examine native ads and unveil how their effectiveness changes across serial positions by analyzing a large-scale data set with 120 ads. For each ad, the authors use separate "natural experiment" studies to compare the ad's performance as its serial position varies. Subsequently, they conduct a meta-analysis to generalize the results across all studies. The results reveal vastly asymmetric effects of native ad serial position on publishers' metrics (click-based) versus advertisers' metrics (conversion-based). As serial position lowers (i.e., from rank 1 to a lower rank), there are only modest changes in publishers' metrics, but drastic reductions in advertisers'. This pattern is unique to native ads and has not been indicated by prior research on ad serial position. Moreover, the authors show the moderating effects of audience gender and age. The findings provide new and timely implications for researchers and marketers.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 82-97

1. Contingency effects 2. Meta-analysis 3. Native advertising 4. Serial position

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Social comparison in retailer-supplier relationships [Texto impreso] : referent discrepancy effects / Hannah S. Lee and David A. Griffith

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. 135-137

Abstract: Social comparisons among suppliers connected through a common retailer pose significant management challenges for the retailer. For instance, a focal supplier's social comparison can result in upward or downward referent discrepancy, decreasing or increasing perceptions of distributive fairness, respectively, subject to the tie strength of the relationship. Because decreasing perceptions of distributive fairness can be harmful to the retailer-supplier relationship, the authors examine the use of tie strength and timing of explanations as actions a retailer can take to mitigate such perceptions. They test their hypotheses with a two-study, multimethod design conducted in Japan. Study 1 employs a survey of suppliers in a store-within-a-store context as well as objective performance data. The results indicate that upward (downward) referent discrepancy decreases (increases) a focal supplier's perceptions of distributive fairness. Study 2 employs an experiment using brand/store managers. The results show that when upward referent discrepancies are present, retailers can mitigate the invidious effects of decreased perceptions of distributive fairness by developing strong ties and enacting procedurally fair policies such as proactively providing explanations.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 120-137

1. Distributive fairness 2. Procedural fairness 3. Retailer-supplier relationships 4. Social comparison 5. Upward/downward referent discrepancy

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The temporary marketing organization [Texto impreso] / Allègre L. Hadida, Jan B. Heide, and Simon J. Bell

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References: p. 14-18

Abstract: Increasingly, marketing activity is carried out within temporary organizations, whereby teams are assembled to complete a specific task within a predetermined time frame. Such organizations are uniquely suited to promoting various marketing outcomes but are not well understood. From a practical standpoint, their inherent characteristics create organizational challenges that, if not appropriately managed, can compromise performance. Drawing on agency theory and research on embedded ties, the authors conceptualize these challenges in terms of particular selection and enforcement problems. They identify three forms of temporary marketing organizations that vary in their selection and enforcement qualities. Next, the authors develop a conceptual framework that shows the selection and enforcement implications of a temporary organization's task, timeline, and team composition. They also demonstrate that selection and enforcement mechanisms have portable qualities and can be "imported" to a given temporary organization, from either a prior temporary organization or a larger permanent one.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 1-18

1. Agency theory 2. Embeddedness 3. Enforcement 4. Selection 5. Temporary organization

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Tournaments to crowdsource innovation [Texto impreso] : the role of moderator feedback and participation intensity / Nuno Camacho ... [et al.]

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. 156-157

Abstract: Firms increasingly use innovation tournaments to crowdsource innovation ideas from customers. This article uncovers antecedents and consequences of customers' participation intensity over the course of a tournament. More specifically, the authors theorize on the effects that the type and timing of moderating feedback have on tournament participants' participation intensity, as well as the effect of the latter on idea quality. Through two longitudinal experiments using a commercial innovation tournament platform, the authors show that moderating feedback stimulates ideators' participation intensity. They find that negative feedback increases participation intensity, as compared to no feedback and positive feedback. Moreover, negative feedback, either provided in isolation or together with positive feedback, is more effective during the early stages than in the later stages of a tournament. Using a large-scale managerial survey, the authors show that higher participation intensity leads to higher idea quality and better business performance. The effect of participation intensity on idea quality is stronger than the effect of number of ideas and as strong as the effect of number of participants on idea quality.

Journal of marketing. -- 2019, v. 83, n. 2, march, p. 138-157

1. Crowdsourcing 2. Idea generation 3. Idea maturation 4. Innovation 5. Innovation tournaments 6. Online idea generation platforms 7. Participation intensity