

# MSI RESEARCH PRIORITIES 1974-2010

## 2008-2010

The 2008-2010 Research Priorities are the result of a three-step process of focused discussions at Trustees Meetings and MSI conferences, an open-ended survey of MSI member company trustees, and an online quantitative survey sent to all MSI member company trustees.

### **The Top Priorities**

After consulting with the trustees, a master list of 16 different potential priorities was established. The challenge was to consider those topics that are not only currently “on the plates” of the trustees but to also think about what areas are likely to emerge as key factors impinging upon their businesses over the next few years. As a result of these deliberations, the following 6 topics emerged as the key areas for MSI investment over the 2008-2010 period:

1. Accountability and ROI of Marketing Expenditures
2. Understanding Consumer/Customer Behavior
3. New Approaches to Generating Customer Insights
4. Innovation
5. Marketing Strategy
6. New Media

### **Accountability and ROI of Marketing Expenditures**

Accountability and ROI of marketing expenditures continues to be a key area of concern as it was one of the three capital topics from the 2006-2008 “Connected Customer” priorities. Given that economic conditions are likely to be tight over the next two years, companies are more interested than ever in understanding and measuring the returns being obtained from marketing investments. This includes the returns to advertising, both long and short term, as well as money being spent in the digital communications environment. Accountability in B-to-B industries needs to receive special emphasis as does assessing the investments being made in operating marketing organizations within the firm.

### **Understanding Consumer/Customer Behavior**

Understanding customers is one of the basic activities of marketing managers and continues to receive high priority. In a dynamic marketplace, firms need to continually find ways to understand the decision-making processes of both consumers and individuals and groups within organizations. In today’s digital environment, understanding peer-to-peer communications and how they affect decisions is particularly important. Understanding channel members’ behavior was also highlighted by trustees as a crucial input to marketing decision making.

### **New Approaches to Generating Customer Insights**

Hand-in-hand with understanding consumer/customer behavior is the need to develop new tools to generate insights from these buyers. MSI has traditionally been at the forefront of introducing new marketing research methods to its member companies. Areas of high interest include ethnographic methods, virtual/simulated shopping approaches, and new ways to track customer behavior and contact points with marketing communications. Measuring group preferences is an area that needs more attention as there are currently few methods to understand how members of a buying center value attributes of products.

### **Innovation**

The development of novel approaches to new product development has been a capital priority at MSI for a number of years. Innovation can, of course, be defined broadly to include not only new products but design,

organizational issues, and other areas. Given the significant growth in the service economy, service innovation requires attention. Many companies today have developed approaches to integrate their customers into the innovation process, often called co-creation. Continued interest is high in new approaches to testing product concepts with an eye toward forecasting their demand.

### **Marketing Strategy**

Many survey respondents placed a high weight on continuing to develop new knowledge on the development of innovative marketing strategies. Marketing managers continue to seek new approaches to segment markets and position brands. What are some new ways to create customer value in products and services? With an increasing number of metrics available to measure the impact of marketing efforts such as online communications, new business models accounting for these market responses are under consideration. Incorporating demographic shifts and concomitant changes in tastes and habits are critical to new marketing strategies.

### **New Media**

Discussion groups held with MSI trustees and chief marketing officers indicate that all marketing managers need to understand how to use the new media, including social networking sites, blogs, mobile, and others. Key research areas include how much to spend and how to evaluate the effectiveness of the resulting spending. An interesting question is: What is the role of the “old” media such as TV, print, and radio in the new communications environment? Finally, the task of integrating a common value proposition across all media needs to be better understood.

## **2006-2008**

### **CONNECTING INNOVATION WITH GROWTH**

According to our survey, innovation continues to be viewed as the prime engine of growth, but customers play a much larger role in shaping innovation strategy and execution. At the market level, there are substantial opportunities for innovation in emerging markets and in new segments of established markets. At the development level, customer insights are needed to drive innovation and product and service design (this topic tied for first place in member votes). Finally, at the commercialization level, networks of influence are now critical in creating diffusion of innovation and need to be better understood.

### **CONNECTING CUSTOMERS WITH THE COMPANY**

Realizing that their customers now have better opportunities for switching suppliers or brands, our companies are looking for ways to engage their customers and thus strengthen customer loyalty. Loyalty programs have been in place for some time, but can they be maintained without damaging long-run profitability? Companies are interested in discovering new ways to create and sustain emotional connections with the brand. In some cases, a “customer advocacy” strategy may be called for, in which the brand engages prospects and customers by identifying itself with their common interests.

### **CONNECTING METRICS WITH MARKETING STRATEGY**

MSI efforts to stimulate research and conferences on marketing metrics have been quite successful. Our member companies are now asking us to tackle the next step, which is the connection of these metrics with sound marketing strategy. Indeed, tying for the most votes (with customer insights for innovation and design) was the research question, “What is the impact of marketing metrics and models on marketing decision making?” This and related questions need answers in a connected customer context. Two leading examples are the challenges and opportunities caused by media fragmentation, and the relationship between metrics of customer satisfaction, customer loyalty, and financial performance.

These capital topics are considered top priority for our member companies in the business-to-business, business-to-consumer, and service sectors, whether domestic or international in scope. In addition, we have identified specific research topics that are of interest to members of different segments of the MSI community. Each of the topics in the list below received priority marks from at least 40% of the respondents in each segment.

#### **Special-Interest Priority Topics (in descending order of number of votes received)**

##### **Marketing Strategy**

- Engaging customers through innovation and design
- Role of metrics in supporting marketing strategy
- Aligning product innovation with customer expectations
- Creating a culture of innovation
- Impact of marketing actions and marketing strategy on firm value
- Organizing for effective innovation
- Marketing's role in business development
- Segmentation for emerging markets

##### **Marketing Metrics**

- Measurement of the impact of new media
- Metrics for sustainable profit growth
- Separating signal from noise in detecting emerging external trends

Return on marketing and marketing research  
Role of marketing dashboards  
Integrating financial and non-financial performance metrics

### **Customer Management**

Use and value of customer loyalty metrics  
Customer loyalty across multiple products or services  
Impact of brand equity, channel equity, and customer equity on firm value  
Relationship between brand value and customer value  
Service innovation  
How loyalty relates to customer satisfaction and firm profitability  
True loyalty versus marketing-induced loyalty  
Combining behavioral and attitudinal data to predict loyalty

### **Brand Equity**

Indicators of brand health  
Communications that create emotional connections  
Understanding the emotional components of brands  
Optimizing brand portfolios

### **Marketing Implementation**

Characteristics of successful marketing teams  
Creating a customer-centric organization  
Moving from product-centric to customer-centric marketing  
How do marketers learn?  
Key competencies of good marketers  
Enhancing collaboration between sales and marketing

### **Marketing Research Tools**

Role of social networks in consumer decision making  
Predictive aspects of marketing mix models  
Use of virtual worlds in marketing research  
Internet-based marketing research  
Cognitive science applications for marketing research  
Text analysis of blogs  
Prediction markets as alternatives to traditional marketing research  
RFID-based research opportunities

## **2004-2006**

This year, rather than averaging ballots across all member companies, we cluster-analyzed trustees' ballots to identify groups of trustees with similar research preferences. We refer to each of the identified groups as a "community of interest." The name we gave to a community reflects: (1) the research topics the community reported as most important, and (2) the characteristics of the trustees whose reported research preferences placed them in that particular community. Following are the resulting four, approximately equally-sized communities.

### **Communities of Interest**

- Customer Insight (including many with job titles that include Research, Insight, or Intelligence)
- Marketing Productivity (including many from companies with well-known brands)
- Marketing Excellence (almost exclusively B2B)
- Customer Management (equally divided between B2B and B2C)

We define top tier priorities by the six topics that are most important to one or more of these communities. Two topics are shared top priorities for more than one community, and four topics are top priority for only one community.

#### *Top Tier Priority Topics*

- Growth (top priority for Customer Insight, Marketing Excellence, and Customer Management communities)
- Brand Equity (top priority for Customer Insight and Marketing Productivity communities)
- Metrics (top priority for Marketing Productivity community)
- Managing Customers (top priority for Customer Management community)
- Role of Marketing (top priority for Marketing Excellence community)
- Research Tools (top priority for Customer Insight community)

### **Research Priorities for the Customer Insight Community**

#### **Top Tier Priorities**

Top tier research priorities are sufficiently important that they deserve intensive research attention. Research proposals that address these topics are especially encouraged, and it is likely that MSI will hold conferences, organize research competitions, and possibly commission studies on these subjects.

#### *Research Tools*

- Non-traditional tools and methods (e.g., design, anthropology)
- Validating new data collection methods
- Instituting processes to ensure the adoption and use of new tools/methodologies
- Predicting the future (e.g., scenarios)

#### *Growth*

- Ensuring customer-relevant innovation in all stages of new product/service development

- Organic growth
- Discontinuous growth strategies that reshape the industry
- The role of marketing research in discontinuous innovation
- Developing new tools for proactive understanding of customers
- Assessing the effectiveness of new product development processes
- Methods for predicting new product/service adoption

### *Brand Equity*

- Assessing the impact of marketing programs on brand equity and how the impact changes across stages of the product life cycle
- Measuring brand equity (relating financial and non-financial measures)
- Relating brand and customer equity

### **Second Tier Priorities**

Second tier research topics have been identified as important, although not as pressing as the top tier priority topics. Research on these topics is encouraged.

- Methods to prioritize customer requirements in the new product development process
- Capturing past knowledge in accessible forms (e.g., meta-analysis)
- Understanding the impact of brand personality dimensions on brand equity
- Brand extensions (e.g., assessing extension potential, transferring equity)
- Impact of media fragmentation and alternative media on brands
- Advanced analytical methods
- Making trade-offs between information quality/precision versus its timeliness
- When to kill a new product/service/technology
- The role of design in developing successful new products and services
- Psychological aspects of pricing

### **Research Priorities for the Marketing Productivity Community**

#### **Top Tier Priorities**

Top tier research priorities are sufficiently important that they deserve intensive research attention. Research proposals that address these topics are especially encouraged, and it is likely that MSI will hold conferences, organize research competitions, and possibly commission studies on these subjects.

#### *Metrics*

- Assessing the impact of marketing programs on financial metrics
- Using ROI to allocate resources across functions, marketing vehicles, geographies, and over time
- Valuing intangible marketing assets (brand equity, customer equity)
- Linking intermediate marketing program outcomes (e.g., awareness) to financial metrics
- Long-term effects of marketing programs

- Assessing advertising's effects on sales, price premium, sales call effectiveness, distribution, etc.

### *Brand Equity*

- Assessing the impact of marketing programs on brand equity and how the impact changes across stages of the product life cycle
- Measuring brand equity (relating financial and non-financial measures)
- Relating brand and customer equity

### **Second Tier Priorities**

Second tier research topics have been identified as important, although not as pressing as the top tier priority topics. Research on these topics is encouraged.

- Allocating budgets across media, markets, geographic regions, etc.
- Incorporating non-traditional media (e.g., product placements, sponsorships, “buzz marketing,” in-store marketing) in marketing mix models
- Making trade-offs between investment in mature products/markets versus new products/markets
- Managing brand equity through the product life cycle
- Managing brand equity for different constituencies (consumers, distributors, press, analysts, etc.)
- Orchestrating brand communications across all customer touch-points
- Brand architecture (e.g., sub-brands vs. corporate brands)
- Cross-cultural and global marketing and branding
- Managing customer experiences; in-store marketing; “retailtainment”

### **Research Priorities for the Marketing Excellence Community**

#### **Top Tier Priorities**

Top tier research priorities are sufficiently important that they deserve intensive research attention. Research proposals that address these topics are especially encouraged, and it is likely that MSI will hold conferences, organize research competitions, and possibly commission studies on these subjects.

#### *Role of Marketing*

- Evaluating and controlling marketing performance: the impact of reward systems
- Managing marketing as a “value-creator” versus an expense
- Growth by expanding business scope
- Improving utilization of marketing information by managers
- Communicating with and influencing decision makers (e.g., changing “executive intuition” in favor of customers)
- Marketing competencies: what makes a great marketer?

- How to organize marketing

### *Growth*

- Ensuring customer-relevant innovation in all stages of new product/service development
- Organic growth
- Discontinuous growth strategies that reshape the industry
- The role of marketing research in discontinuous innovation
- Developing new tools for proactive understanding of customers
- Assessing the effectiveness of new product development processes
- Methods for predicting new product/service adoption

### **Second Tier Priorities**

Second tier research topics have been identified as important, although not as pressing as the top tier priority topics. Research on these topics is encouraged.

- Creating profitable product portfolios
- Differences in marketing's impact on financial metrics for nondurables/durables/services, for long sales-cycle businesses, at different stages of life cycle
- Marketing's relations with other functions in the organization
- Anticipating and influencing competitors' pricing
- Understanding and measuring price sensitivity in B2B markets
- Optimal pricing over time; pricing over the product life cycle
- Creating and pricing product and/or service bundles
- Organizational issues in making pricing decisions
- Enhancing the role of branding in a sales-driven culture

### **Research Priorities for the Customer Management Community**

#### **Top Tier Priorities**

Top tier research priorities are sufficiently important that they deserve intensive research attention. Research proposals that address these topics are especially encouraged, and it is likely that MSI will hold conferences, organize research competitions, and possibly commission studies on these subjects.

#### *Managing Customers*

- Customer portfolio management: balancing acquisition and retention
- Measuring and predicting the lifetime value of a customer
- Segmenting and managing by type of relationship desired by customer/firm
- Managing and maintaining customers through multiple channels
- Implementing and assessing the impact of CRM

## *Growth*

- Ensuring customer-relevant innovation in all stages of new product/service development
- Organic growth
- Discontinuous growth strategies that reshape the industry
- The role of marketing research in discontinuous innovation
- Developing new tools for proactive understanding of customers
- Assessing the effectiveness of new product development processes
- Methods for predicting new product/service adoption

## **Second Tier Priorities**

Second tier research topics have been identified as important, although not as pressing as the top tier priority topics. Research on these topics is encouraged.

- Understanding and marketing to special populations (e.g., teens, ethnic groups, developing markets, etc.)
- How to deal with solution sellers as intermediaries
- When will customers co-create a solution?
- Role of marketing in identifying and delivering solutions through the supply chain
- Selling through your customers
- Dealing with a dominant customer (retailer, distributor, channel, etc.)

## **Third Tier Research Priorities**

The following topics were identified as being of some interest to a number of trustees, and exceptional studies on these subjects will also be considered. (The trustees interested in these topics were not concentrated in any particular community of interest.)

### *Understanding Competitors and Competitive Opportunities*

- Anticipating emerging competitive threats
- Predicting competitors' actions/reactions
- The role of marketing in designing and implementing competitive strategies

### *The Inter-relationship Between Marketing and Society*

- Assessing the value of marketing to customers and to society
- “Green marketing”
- The efficacy of marketing techniques in addressing social problems
- Privacy issues: balancing customers' desire for privacy with their desire for customization
- Mistrust of marketing

- Corporate social responsibility

## **2002-2004**

### **FIRST TIER**

- Assessing Marketing Productivity (Return on Marketing) and Marketing Metrics
- Brands and Branding
- Managing Customers
- Growth, Innovation, and New Products
- Understanding Customers

### **SECOND TIER**

- The Role of Marketing
- Collecting, Interpreting, and Using Information

### **THIRD TIER**

- Integrated Marketing and Communication
- Channels
- Pricing, Bundles, and Promotions
- Marketing and Society
- Miscellaneous Other Topics

## **2000-2002**

### ***GOLD***

#### **E-Business (E-Commerce, Impact of Internet)**

- ◆◆ on-line customer behavior (business-to-business, business-to-consumer, consumer-to-consumer) over time
- ◆◆ metrics: how much to spend, measuring success
- ◆◆ impact on marketing mix (is it different on the Internet?)
- ◆◆ determinants of customer loyalty
- ◆◆ managing on-line relationships
- ◆◆ building and measuring brand equity
- ◆◆ business models and strategies
- ◆◆ links between off-line and on-line
- ◆◆ changing customer expectations
- ◆ reverse marketing, where customers decide on marketing mix
- ◆ new product introduction and creation
- ◆ effective e-tailing approaches
- ◆ electronic delivery of services
- ◆ global issues, speed and nature of internationalization
- ◆ building, managing communities

#### **Metrics/Measuring Marketing Performance**

- ◆◆ linked to marketing effort, measures (satisfaction, customer lifetime value, brand equity, loyalty, awareness)
- ◆◆ short-term vs. long term
- ◆◆ how CEO/CFO assesses marketing contributions
- ◆◆ cost of acquisition vs. retention
- ◆ for database marketing

### ***SILVER***

#### **Branding**

- ◆◆ e-commerce and new retailing experiences--impact on branding
- ◆◆ drivers of brand loyalty
- ◆◆ value of corporate brand
- ◆◆ global branding
- ◆◆ sub-branding and umbrella branding
- ◆ optimizing brand portfolio of the company and each primary brand
- ◆ brand extensions

#### **Managing Customer Relationships**

- ◆◆ loyalty and satisfaction
- ◆◆ involving customers through interactive marketing
- ◆◆ customized or personalized marketing—components of value to customers
- ◆ importance of human contact vs. automated
- ◆ permission marketing, privacy, and use of customer information
- ◆ mass customization for retention

#### **Collecting and Using Marketing Knowledge**

- ◆◆ e-research and quality of e-data

- ◆◆ new market research methodologies
- ◆◆ using existing data--meta-analyses and pattern recognition
- ◆◆ using information in decision- making
- ◆◆ knowledge syntheses
- ◆◆ knowledge dissemination
- ◆ value of information
- ◆ marketing science tools in decision-making

### **New Product/Innovation**

- ◆◆ market research that provides timely consumer insights (e.g., from disciplines such as anthropology)
- ◆◆ speed to market
- ◆◆ evaluating new products and projects
- ◆ organizing for innovation
- ◆ importance of technology
- ◆ value and role of design

## **BRONZE**

### **Communications**

- ◆◆ role of new and traditional media
- ◆◆ integrated marketing communications
- ◆ types of advertising effectiveness
- ◆ role of marketing mix in the future
- ◆ multi-media advertising optimization

### **Organizational Processes and Structure**

- ◆ changing role of marketing
- ◆ compensation and motivation
- ◆ skill-building
- ◆ relationship between marketing and sales
- ◆ integration of e-part of business
- ◆ interfunctional coordination

### **Strategy/Competing**

- ◆ competitive strategy
- ◆ competitive analysis and competitive intelligence
- ◆ web centric vs. web enabled
- ◆ vulnerability to new competitors
- ◆ resource allocation

### **Alliances/Relationships/Partnering/Channels**

- ◆ impact on branding
- ◆ who owns the customer in an alliance
- ◆ when and how to ally or partner
- ◆ multi-channel strategy, integrating off-line/on-line

### **Customer Orientation**

- ◆◆ managing the customer experience
- ◆ the changing consumer

- ◆ integrated marketing
- ◆ multi-cultural, multi-country

## **1998-2000**

### **Capital Topics**

#### **1. Marketing Metrics and Performance Measures**

Research that measures “marketing performance” in new and creative ways—especially linking such performance to enterprise success.

Value of customer—value of loyalty, lifetime value of customer, brand loyalty (across products).

“Early warning” marketing indicators.

The relationship between actual company performance and measures of customer satisfaction.

New metrics—customer valuation vs. unit sales; “share of wallet”/loyalty vs. repeat purchase.

Evaluating marketing accountability.

#### **2. Understanding the Consumer Experience**

Understanding value from a customer perspective.

How much of a relationship do consumers really need, or want? What is the optimal level of interaction?

Value derived from store shopping; the social psychology of the retail experience.

Market segmentation based on emotional variables. Going beyond rational choice models to understand how consumers really make choices.

Understanding the consumer experience from multi-disciplinary perspectives (e.g., anthropology, neuroscience).

Customer satisfaction.

### **Other Priorities**

#### **3. Marketing and the Internet**

Electronic commerce on the Internet (who buys, why, what do they buy, when, from where, how often, etc?)

Utilizing the Internet for conducting marketing research.

The role of brands in an e-business world.

The likely effect of the Internet on everyday life in the American household.

Does the Internet defy any of the old marketing rules and processes? Research procedures, consumer behavior, etc.

#### **4. Relationship Marketing**

Quantifying the effectiveness of customer loyalty initiatives.

Integrating one-to-one, interactive marketing techniques with manufacturing and support functions.

Developing a clear platform for customer relationship management. What are the functional, organizational and strategic competencies necessary for competent and profitable customer relationship management?

Long term promotional or direct-marketing tools for building relationships.

#### **5. Managing Brands: Brand Equity, Product Management**

The relation between the semiotics of a brand and brand momentum.

Product lines—optimal size and range of product lines for manufacturers, retailers, and sales representatives.

How brands can be enhanced or damaged over time via marketing activity. How to value a brand and how to measure changes in that value—in various countries.

How to effectively manage branding as acquisitions and affiliations produce varying levels of quality and performance within the corporation; post-merger branding.

Product design—how do we measure the impact/value of “design”? What are the constructs?—ease of use, visual appeal, newness, etc? How do you track or compare your design capabilities versus competition?

What are the characteristics of leadership brands?

Pros and cons of branding strategies—umbrella branding, branding of new product generations, brand renewal, global branding, etc.

## **6. Marketing Innovation: Creating Customers, Creating Really New Products**

Best practices for identifying “breakthrough new product platforms” as the basis of a company’s core competencies.

Best practices for identifying fresh consumer/customer insights.

How marketing can play the most effective role in new and “really new” product development and management.

Techniques and methods used to successfully implement innovation in an organization.

Network externalities in innovation.

Predicting demand and usage of really new products/services.

## **7. Market Knowledge Management**

How codified and tacit knowledge can be valued.

Information management—techniques, technologies, and data base design to deal with information. Value of information.

Better collection and usage of knowledge about markets and customers.

Transfer of experiential marketing learning across brands.

Inter and intra-group communications and coordination (i.e., sharing best practice methods and strategies across groups and divisions).

Learning from experimentation, including mistakes.

## **8. Marketing Across Cultures and Countries**

Which customer needs are the same or different across cultures?

Effective global account management.

Best global and local practices in transnational management—strategies, people, marketing processes, and organization.

How to prepare the marketing mix for the “Euro” currency.

How to optimize the organization across countries with different economic/technology levels.

Standardization versus customization of marketing activities.

Accelerating speed-to-market outside the U.S. and Japan.

How different cultures respond to different marketing stimuli.

## **9. Marketing Communications and Media**

How to successfully market/target services to consumers; how best to get across benefits; what are the best media to break through ad clutter?

New media—effectiveness, value and role vis-à-vis traditional media.

How does print advertising really work? Similarly for outdoor?

Long term impact of advertising/marketing activity. Impact of alternative marketing elements, e.g., sponsorship, Internet, cause; joint impact of multiple marketing media on a single consumer.

Assessing the value of advertising.

## **10. Marketing Organizations: Structures, Processes, Capabilities**

Effecting significant, long-lasting, cultural change in organizations.

Future organizational structure—what form will organizations take in the 21<sup>st</sup> century and what role will marketing play within these organizations?

Leadership and management systems—are there alternatives to the implied management system of the Baldrige award criteria? What is the relationship of leadership values and corporate values in defining the management system?

The optimal marketing organization—aligning marketing to deliver value as perceived by the customer.

Giving employees skill sets and competencies needed for marketing.

How to develop, deliver, and manage global marketing training?

## **11. Evaluating and Choosing Market Research**

What elements of marketing research can be outsourced?

How to get insights on affective, unconscious, unarticulated needs?

Market research on the Internet.

How to evaluate the cost versus performance of market research investments?

Case studies that show how different market research tools have evolved—to what effect.

The degree to which marketing will, in the next five years, be subsumed into a much wider field of “Customer Contact”; the likely effect of this on the role of the research department.

## **12. Pricing and Promotion**

Pricing/competitive strategy—how do companies with an entrenched premium price position fend off low-price entrants?

Pricing strategy—relative benefits of incenting volume, loyalty, and trial.

Pricing execution—would simplifying rates/offers increase sales effectiveness and customer credibility or would customers balk at having fewer choices?

Long term impacts of price promotion on brand equity; when do price and advertising work together to build equity? Can pricing activity diminish the effectiveness of advertising?

### **13. Distribution Channels, Strategic Alliances, and Supply Chain Management**

Optimizing the channel mix.

Category management at the retailer level.

How can retailers and manufacturers partner to create value for customers?

Strategic opportunities for joint marketing activities, e.g., partnerships, joint ventures, alliances.

Product logistics, inventory management, on-time delivery.

Efficiency in supply quality (cross-functional).

### **14. Managing Market Orientation**

Knowledge transfer and accumulation in a truly learning organization. How do you organize/train/empower to become a learning organization? Cultural barriers; compensation issues/reward structures; measurement.

Recreating “consumer focus” in an era of cost-cutting, and re-engineering.

How does an organization alter the frame of reference from strongly decentralized to an integrated unified perspective for the benefit of all its consumers?

How to organize to focus on end consumer, on trade customer?

### **15. Environmental and Social Contexts Affecting the Future of Marketing**

Privacy of consumer data.

The development of an “evolutionary” path for the growth of consumerism in developing countries.

Storing, evaluating, and protecting intellectual property.

Impact of deregulation on the future of marketing.

## **1996-1998**

### **Capital Topic**

#### **1. Customers and Consumers**

Measuring lifetime value of customers and consumers. Economic worth of a customer or segment. How to identify and monitor valuable/vulnerable customers? Relating marketing activities to value of customer.

Measuring the value of customer relationships, customer satisfaction, and loyalty. Value of loyal and satisfied customers. What are good practices?

Understanding the components and drivers of customer loyalty. Loyalty versus inertia. How to sustain and retain customer loyalty? Effectiveness and use of loyalty programs.

How do customers and consumers perceive the "total" value proposition (e.g., product, services, channels, ideas)?

How do customers and consumers get their information when making buying decisions? Does this differ by segment? Impact of the new channels and media?

Impact of technology in everyday life. Implications for marketing.

How to correctly identify and validate continuously shifting market segments? How to allocate resources appropriately in dynamic conditions?

Completely satisfied customers — What drives them? What are the financial implications and impact on customer retention and propensity to buy new products?

What will be the drivers of customer preferences in the 21st century? How many relationships do customers want?

Customer management, database marketing, and cross selling.

Impact on behavior and choice of increasingly time rationed customers and consumers.

Relationship between customer satisfaction and employee attitudes/satisfaction. How to manage this relationship for sustainable competitive advantage?

Cross-divisional measurement of customer satisfaction and cross-divisional partnering to deliver value through customer relationship management.

### **Other Priorities**

#### **2. Innovation and Really New Products and Markets**

Discovering and testing really new products and services. Concept testing.

Forecasting adoption/diffusion of really new products. Anticipating demand and marketplace reaction to sets of really new products.

Developing organizational processes and culture for innovation.

Market driving vs. market driven development; value of leading vs. following.

Decision criteria for new market entry.

Analyzing and managing risk/opportunity. Matching trajectory of technologies and emerging markets with organizational capabilities.

### **3. Information Technology and New Media**

Customer acceptance of and behavior toward the new media. Are there qualitative differences in response to different media?

Measuring effectiveness in the new media and allocation of resources across new media.

Impact on future of communications, advertising, and promotions.

Impact on channels, direct sales, customer service, and customer training.

Impact of new media on knowledge transfer.

### **4. Marketing Management Organization and Processes**

Impact of information technology on the marketing function.

Appropriate performance measures (e.g., loyalty, growth, share, profits, customer value, societal value).

Marketing as a function (big M) in relation to marketing as a process and vision (little m) in the future. How to best adapt? Consequences for companies that transition from function to process.

Understanding marketing decision processes within the firm. How information affects these processes. Knowledge transfer in organizations.

Building marketing competence. Managing people as an asset.

Interfunctional interfaces — managing corporate fault zones. Interface of marketing with finance, operations, and R&D. Cross-functional teams.

Strategic alliances and managing inter-enterprise collaboration in a networked world.

Facilitating coordination and cooperation across divisions and country organizations.

Marketing organization — forms, incentives, and methods for adaptation in a dynamic, often chaotic global environment.

Employee attitudes, customer retention, and performance. Impact of restructuring.

### **5. Global Marketing**

Global branding — Does the customer value a global brand? Can brand equity be transferred internationally? Under what conditions and how?

Emerging markets and transitional economies. How is value defined and delivered? How to understand and manage in different cultures under different business ground rules? How to track products and services?

Global market entry and timing — tools to aid decisions and research (e.g., portfolio analysis of emerging markets).

Transnational differences and similarities in marketing mix functioning, effectiveness, and market response.

Developing comparable scales and measures in global environments.

Cross-border strategic alliances — understanding partners and effective management of the process.

Impact on consumers, producers, and retailers of the internationalization of retailing.

## **6. Management Use of Information and Market Research**

Dealing with information overload — developing decision aids, data aggregation methods, and tools for robust data mining.

How to increase the impact of market research — making market research timely, understandable, actionable, and affordable.

Use of new interactive media for market research.

Relating information management to how managers utilize information and make marketing decisions.

Strategic intelligence and decision support systems.

Assessing the value of market research and information.

Characteristics of useful information (form and content).

## **7. Brand Equity and Product and Brand Management**

Brand extensions and their impact on brand equity. How to manage brands and brand equity in this environment of co-branding and alliances?

Positioning the corporate brand.

Building and managing brand equity in a dynamic, ever-changing consumer environment.

Quantifying brand equity and comparison of alternative measures.

Growth strategies for mature brands. Managing the marketing mix at different stages of product development.

Foundations of branding — guidelines for branding strategy, brand hierarchies, integrated marketing communications.

Changing role of brand/marketing manager in corporations.

## **8. Marketing Measurement, Engineering, and Empirical Generalization**

Measurement of key constructs (e.g., market orientation, brand equity, customer satisfaction) and their performance impact (e.g., profits, market share, loyalty).

Measuring the impact of marketing activities. Measuring returns to marketing and marketing productivity.

Decision support systems to assist managers to combine data and judgment to assess impact of alternative marketing actions. Structuring the fuzzy front end of financial analysis with marketing relationships and measures.

How to assess the economic potential of the "value creation system" (all components, influences in value chain).

Establishing empirical generalizations across existing data, studies; meta-analysis methods and results.

## **9. Pricing and Promotions**

Pricing policy and its impact on brand equity and management.

Packaging and bundling of products/services — how to avoid price wars and get choice on value.

Pricing in complex competitive markets — e.g., non-linear pricing and optimal price setting in complex markets such as deregulated telecommunications.

Measuring and pricing for total value delivered.

Understanding price response and price setting across multiple channels.

Measuring the long-term impact of promotions and relation of promotions to retailer brands.

## **10. Service**

How to assess customer value for components of a service offering? How to competitively differentiate?

Understanding service loyalty and equity. What are customer reactions to service recovery?

What are the drivers of financial performance in services? How to assess service strategy and tactics in economic and non-economic terms? What are the right measures?

Building people competence in service organizations. Evaluation methods.

## **11. Channels and Sales/Value Chain**

Relation of channel and brand equity. Who owns customer in the new retail environment?

Reaching the consumer through the retailer.

Impact of direct marketing via information technology on channels and sales forces.

How to understand and predict changing power balance in the value chain?

Developing and coordinating partnerships in the value chain.

Channel selection and integration in a proliferating environment.

Managing channel conflict.

## **12. Understanding Competition**

Competitive strategy and patterns.

Competitive tactics in a turbulent environment where the set of competitors is continually changing.

Understanding marketing decision processes of competitors.

Identification of potential global competitors and anticipating their behavior.

## **13. Market Orientation**

Tracking customer expectations and values.

Methods for getting close to customers.

Achieving customer focus in people and across functions.

Implementation of market orientation throughout the supply (or value) chain and across functions.

Cross-company, industry, and country comparisons of implementation and success and failure factors and extent and methods of implementation.

## **14. Marketing Communications**

Evaluating advertising in new electronic media.

Long-run impact of advertising.

Integrated marketing communications.

Individual differences in response to media and advertising.

## **15. Public Issues**

Privacy and the ownership of customer information.

## 1994-1996

### **Capital Topics**

#### **1. Successfully Introducing Really New Products**

Forecasting adoption/diffusion; incorporation customer reactions and input

Anticipating future scenarios

Market driving vs. market driven development; the benefits of leading vs. following

Discovering and creating new products and services

Appropriate nurture (e.g., internal venturing), screening, and evaluation of really new products

Dealing with suppliers, channels, and end users

#### **2. Market Orientation**

Methods for getting close to customers

Achieving customer focus

Tracking customer expectations and customer values

Implementing market orientation with employees, suppliers

Structuring information and information flows through the organization

Encouraging flexibility, innovation, and risk taking

#### **3. Customer Relationships**

Segmentation; identifying and sustaining relations with the "right" (profitable) customers

Customer management, data-base marketing, and cross-selling

Achieving short-run satisfaction vs. long-term value

Benefits vs. costs of mass customization

Total customer experience

### **Other Priorities**

#### **4. Information Technology and the Information Highway**

Impact on the future of communication and advertising

Methods for dealing with information

Impact on channels and direct sales

Customer acceptance of interactive media

**5. Marketing Engineering and Empirical Generalization**

Measuring the effect of marketing activities

Measuring key constructs (e.g., equity, satisfaction) and their effect on performance (e.g., loyalty, share, profits)

Establishing empirical generalizations across existing data, studies; meta analysis

**6. Managerial use of Information**

Dealing with the information load/overload; developing decision aids and aggregating data

Assessing the value of marketing research

Characteristics of useful information (form and content)

Methodologies for interpreting information and data

How managers make (competitive) decisions

**7. Brand Equity and Product Management**

Brand equity as a performance measure

Brand extensions and their impact on equity

Category vs. brand management; management of brand equity

Managing co-branding; picking partners, who own the customer

**8. Marketing Function, Structure, Culture, and Intrafirm Relations**

Appropriate performance measures (e.g. loyalty, growth, share, profits, customer value, societal value)

Impact of information technology on the marketing function

Employee satisfaction, customer retention, and performance; impact of restructuring

Role of marketing vs. top management, other functions (e.g., manufacturing); defunctionalizing business

**9. Channels and Sales**

The relation of channel and brand equity

Impact of direct marketing via the information highway on channels and sales forces

Changes in channels; new channels

Developing and coordinating partnerships in the value chain

Manufacturer/retailer relationships

Integrated logistics systems; divisions of profits, responsibilities

**10. Service**

Measuring the impact of customer satisfaction on performance

The blending of service and product and implications for satisfaction measurement

Improving the performance of customer contact people

The role of self-service

**11. Marketing Communication and Promotion**

The long-run impact of advertising

Evaluating advertising in new electronic media

Integrated marketing communication

Long-term impact of promotions for different types of products

**12. Pricing**

Measuring and pricing for total value delivered

Pricing in complex competitive markets

Pricing to sustain relationships with the "right" (profitable) customers

**13. Global Marketing**

Research methods across cultures

The balance between global and local; mass vs. niche

**14. Public Policy**

Privacy and the ownership of customer information

**1992-1994**

**Developing a Customer and Market Orientation**

1. Bottom-Line Benefits of Being Market Oriented (Fourth highest-ranked topic)
2. Implementing a Market Orientation
3. Market Orientation and the Marketing Department

**Managing Inter-Firm Relationships**

1. Vertical and Horizontal Alliance/Partnerships/Networks
2. Issues in Manufacturer/Retailer Relationships

**Managing, Measuring, Integrating Marketing Communications**

1. Measuring and Managing Brand Equity (Third highest-ranked topic)

2. Integrating the Marketing Mix Decisions
3. Theories and Measures of the Impact of Communications on Individuals
4. Allocations Among Marketing Communication Vehicles

### **Marketing and External Publics**

1. The Environment
2. Social Issues

### **Marketing Strategies**

1. Identifying, Anticipating, and Responding to Competitors
2. Strategies in Global Context

### **New Product Development Process**

1. Improving the New Product Development Process (Highest-ranked topic)
2. Strategic New Product Issues

### **Salesforce Management**

1. Improving Salesforce Productivity and Efficiency

### **Service Marketing**

1. Service Quality and Performance Links
2. Understanding the Customer
3. Designing and Managing Service and Delivery Systems

### **Understanding, Selecting, and Reaching Customer Groups**

1. Market Segmentation and Implementation Issues
2. Understanding Buyer Behavior
3. Direct Marketing

### **Using Information**

1. Improving the Use of Market Information (Second-highest ranked topic)
2. Information Technology as a Competitive Advantage
3. Managerial Decision Making
4. Strategic Use of Large-Scale Data Bases

## **1990-1992**

### **Capital Topics**

1. Improving the Utilization of Market Information
2. Measuring and Managing Brand Equity
3. Developing a Market-Driven, Customer-Oriented Organization
4. Social Issues Shaping Marketing Practice

### **Advertising Priorities**

1. Measuring of Advertising Effects
2. Theories and Measures of the Impact of Advertising on Individuals
3. Advertising Targeting Decisions

### **Business-to-Business Priorities**

1. Managing Business-to-Business Marketing Channel Systems
2. Describing and Understanding Increasingly Complex Buyer and Seller Relationships
3. Understanding Buyer Behavior in the Value Chain

### **Consumer Goods Priorities**

1. Trade-Offs Among Advertising, Sales Promotion, and Merchandising
2. Understanding Retailer Strategies and Behavior
3. Understanding Quality, Price, and Value Perceptions
4. Micromarketing
5. Predicting Demand for Innovative Consumer Products

### **Information Technology and Management Priorities**

1. Using Information Technology as a Competitive Weapon
2. Managing the Marketing Information Revolution
3. Creating and Implementing Information-Intensive Business Strategies

### **International and Global Marketing Priorities**

1. Strategies for Competing in Global Markets
2. Understanding Customers and Competitors in International Markets
3. Formulating Strategies for Entering New International Markets

**Marketing Strategies Priorities**

1. Improving Processes for Developing New Products and Services
2. Understanding and Managing Value-Based Pricing
3. Enhancing Marketing Productivity
4. Identifying, Anticipating, and Responding to Competitors

**Services Marketing Priorities**

1. Understanding, Measuring, and Managing Service Quality
2. Building Relationships with Service Customers
3. Organizing and Managing Services Marketing Functions
4. Methods and Techniques for Services Market Research
5. Economics of Serving Different Market Segments

## **1988-1990**

### **Capital Topics**

1. Creating, Maintaining, and Expanding Brand Equity
2. Developing and Maintaining a Customer and Market Focus
3. Quality as a Concept for Focusing the Organization on Delivering Superior Customer Value
4. Measuring Marketing Performance
5. Making Marketing Research More Effective
6. Adapting and Creating New Distribution Systems: New Ways to Get Products and Services to the Market
  - Advertising
  - Business to Business Marketing
  - Consumer Goods Marketing
  - Information Technology
  - International Marketing
  - Marketing Strategies
  - Services Marketing

## **1986-1988**

### **Capital Topics**

1. New information technology: Understanding its impact on marketing and how to serve new markets
2. Developing new research methodologies and improving existing ones
3. "Marketing" marketing to top management
4. Control, dissemination, and use of marketing information/knowledge within the firm
  - Advertising
  - Consumer Durables Marketing
  - Industrial Marketing
  - Internal Marketing
  - Packaged Goods Marketing
  - Services Marketing

## **1984-1985**

### **Highest Priority Topics**

1. Developing New Business Opportunities
2. Advertising and Corporate Communications
3. Marketing Resource Trade-Offs and Interactions
4. The Role of Marketing in Strategic Planning

### **Other Priority Topics**

5. Marketing Management and Planning
6. Marketing Resources: Elements of the Marketing Mix
7. The Marketing Environment
8. Research, Measurement, and Analysis Techniques

## **1982-1983**

All topics grouped into four parts:

1. Marketing Management and Planning  
Corporate Strategy and Marketing Planning  
Determining Effective Strategies
2. Marketing Resources: Strategic Elements of the Marketing Mix  
Marketing Resource Allocation  
Pricing  
Advertising
3. The Marketing Environment: External Influences and Marketing Behavior
4. Marketing Measurement and Analysis Techniques  
Advertising Theory

## **1980**

1. Marketing Productivity
2. Marketing Orientation and Strategic Marketing Planning
3. Corporate Communications
4. Government Regulation and Marketing Practice  
Which includes:
  - Marketing Management
  - Industrial Marketing
  - Consumer Services Marketing
  - Communications and Consumer Behavior
  - Retail and Wholesale Distribution
  - Marketing Models and Methods
  - Marketing and Public Interest

## **1979**

1. Marketing Management  
(Including Marketing and Economics)
2. Industrial Marketing
3. Consumer Services Marketing
4. Communications and Consumer Behavior
5. Retail and Wholesale Distribution
6. Marketing Models and Methods
7. Marketing and Public Interest

## **1978**

1. Marketing Management  
(Including Marketing and Economics)
2. Industrial Marketing
3. Consumer Services Marketing
4. Communications and Consumer Behavior
5. Retail and Wholesale Distribution
6. Marketing Models and Methods
7. Marketing and Public Interest

## **1977**

1. Marketing Management
2. Industrial Marketing
3. Consumer Services Marketing
4. Communications and Consumer Behavior
5. Retail and Wholesale Distribution
6. Marketing Models and Methods
7. Marketing and Public Interest

## **1975-1976**

1. Marketing Management
2. Communications and Consumer Behavior
3. Retail and Wholesale Distribution
4. Marketing and Public Interest
5. Industrial Marketing
6. Marketing and Economics
7. Marketing Models and Methods

## **1974-1975**

1. Marketing Management
2. Industrial Marketing
3. Communications and Consumer Behavior
4. Consumer Learning
5. Marketing and Economics
6. Marketing Models and Methods
7. Retail and Wholesale Distribution