References

Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review, 46*(3), 2-18.

Abram, P. (2004). Leading the leaders. ADMA Pan Pacific Marketing Symposium, Sydney, ADMA.

Adler, P., & Adler, P. A. (1987). *Membership Roles in Field Research.* Thousand Oaks, Sage.

ADMA. (2004). *Report.* Paper presented at the ADMA Pan Pacific Marketing

Ahn, I., & Suominen, M. (2001). Word-of-mouth Communication and Community Enforcement. *International Economic Review, 42*(May), 399-415.

Albert, S., & Whetten, D. A. (1985). Organisational identity. *Research in Organisational Behavior, 7,* 263-295.

Aldrich, T. M. (1999). How much are donors worth? Making donor recruitment investment decisions based on lifetime value analysis. *International Journal of Nonprofit and Voluntary Sector Marketing, 5*(1), 81-89.

Alexander, R. S. (1964). The death and burial of "sick" products. *Journal of Marketing, 28*(2), 1-7.

Allport, G. W., & Postman, L. J. (1946). *The Psychology of Rumor.* Cambridge, Massachusetts: Harvard University.

Anderson, E. (1998). Customer satisfaction and word of mouth. *Journal of Service Research, 1*(August), 5-17.

Anderson, E. W., & Salisbury, L. (2003). The formation of market-level Expectations and its Covariates. *Journal of Consumer Research, 30*(1), 115-124.

Anderson, E. W., & Sullivan, M. W. (1993). The antecedents and consequences of customer satisfaction for firms. *Marketing Science, 12*(2), 125-143.

Andreassen, T. W., & Lindestad, B. (1998). Customer loyalty and complex services. *International Journal of Service Industry Management, 9*(4), 7-23.

Argenti, P. A., & Druckenmiller, B. (2004). Reputation and the corporate brand. *Corporate Reputation Review, 6*(4), 368-374.

Argenti, P., & Forman, J. (2002). *The power of corporate communication: crafting the voice and image of your business.* New York: McGraw-Hill.

Arndt, J. (1967). Role of product-related conversations in the diffusion of a new product. *Journal of Marketing Research, 4*(3), 292-294.

Aspinall, E., Nancarrow, C., & Stone, M. (2001). The meaning and measurement of customer retention. *Journal of Targeting, Measurement and Analysis for Marketing, 10*(1), 79-87.

Assael, H. (1998). *Consumer Behaviour and Marketing Action.* Cincinnati: South-Western.

Ba, S. (2001). Establishing online trust through a community responsibility system. *Decision Support Systems, 31*(3), 323-336.

Bahattacharya, C. B., & Sen, S. (2003). Consumer-company identification: a framework for understanding consumers' relationships with companies. *Journal of Marketing, 67*(2), 1-17.

Bailey, A. A. (2004). Thiscompanysucks.com: the use of the Internet in negative consumer-to-consumer articulations. *Journal of Marketing Communications, 10,* 169-182.

Bailey, K. (1982). *Methods of Social Research.* New York: The Free Press.

Bales, R. F. (1950). *Interaction process analysis.* Cambridge, MA: Addison-Wesley.

Balmer, J. M. T. (2001). Corporate identity, corporate branding and corporate marketing – seeing through the fog. *European Journal of Marketing, 35*(3/4), 248-291.

Balmer, J. M. T., & Greyser, S. A. (2002). Managing multiple identities. *California Management Review 44*(3), 72-86.

Balmer, J. M. T., & Stotvig, S. (1997). Corporate identity and private banking: a review and case study. *International Journal of Bank Marketing, 15*(4/5), 169-185.

Baloglu, S. (2002). Dimensions of customer loyalty. *Cornell Hotel and Restaurant Administration Quarterly, 43*(1), 47-50.

Balter, D., & Buttman, J. (2005). *Grapevine: The new art of word-of-mouth-marketing.* London: Portfolio Penguin Group.

Bansal, H. S., & Voyer, P. A. (2000). Word of mouth processes within a services purchase decision context. *Journal of Service Research, 3*(2), 166-177.

Barnes, J. G. (1994). *The issue of establishing relationships with customers in service companies: When are the relationships feasible and what form should they take?* Paper presented at the Third Annual Frontiers in Services Conference, 6-8 October, Nashville, Tennessee.

Barnes, J. G. (1997). Closeness, strength and satisfaction: Examining the nature of relationships between providers of financial services and their retail customers. *Psychology and Marketing, 14*(8), 765 -790.

Barnes, J. G., & Kelloway, K. R. (1980). Consumerists: Complaining behaviour and attitudes toward social and consumer issues. *Advances in Consumer Research, 7,* 329-334.

Barone, M. J., Miyazaki, A. D., & Taylor, K. A. (2000). The influence of cause related marketing on consumer choice: does one good turn deserve another. *Academy of Marketing Science, 28*(2), 248-262.

Bart, C. K., & Baetz, M. C. (1998). The relationship between mission statements and firm performance: an exploratory study. *Journal of Management Studies, 35*(6), 823–853.

Bart, C., & Baetz, M. (1996). Developing mission statements which work. *Social Science Research Network, MINT RC No 58.*

Barzun, J., & Graff, H. F. (1985). *The Modern Researcher (4th ed.).* New York: Harcourt, Brace Jovanovich.

Batra, R., & Sinha, I. (2000). Consumer-level factors moderating the success of private label brands. *Journal of Retailing, 76*(2), 175-191.

Bayus, B. L. (1985). Word of Mouth: the indirect effect of marketing efforts. *Journal of Advertising Research, 25*(3), 31-39.

Bayus, B. L., Carroll, V. P., & Rao, A. (1986). Harnessing the power of word of mouth. In V. M. a. Y. Wind (Ed.), *Innovation diffusion models of new product acceptance* (pp. 61-83). Cambridge, MA.: Ballinger.

Bayus, B. L., Jain, S., & Rao, A. G. (1986). *Too Little, Too Early: Introduction Timing and New Product Performance in the Personal.* New York: The Free Press.

Bearden, W. O, Hardesty, D. M., & Rose, R. L. (2001). Consumer self-confidence: refinements in conceptualization and measurement. *Journal of Consumer Research, 28*, 121-134.

Bearden, W. O., & Etzel, M. J. (1989). Reference group influence on product and brand purchase influence. *Journal of Service Research, 1*(1), 5-17.

Bearden, W. O., & Rose, R. L. (2001). Attributions and conformity in illicit consumption: the mediating role of group attractiveness. *Journal of Public Policy & Marketing, 20*(1), 84-92.

Bearden, W. O., & Teel, J. E. (1983). Selected determinants of consumer satisfaction and complaint reports. *Journal of Marketing Research, 20*, 21-28.

Bearden, W. O., Netmeyer, R. G., & Teel, J. E. (1989). Measurement of consumer Susceptibility to Interpersonal Influence. *Journal of Consumer Research, 15*(March), 473-481.

Bearden, W. O., Teal, J. E., & Crockett, M. (1980). A path model of consumer complaint behavior. In A. R. B. et al. (Ed.), *Marketing in the 80s.* Chicago: American Marketing Association.

Beatty, S. E., Kahle, L. R., & Homer, P. (1988). The involvement-commitment model: Theory and implications. *Journal of Business Research, 16*(March), 147-167.

Beatty, S. E., Mayer, M., Coleman, J. E., Reynolds, K. E., & J., L. (1996). Customer-sales associate retail relationships. *Journal of Retailing, 72,* 223-247.

Becker, H. S. (1970). *Sociological Work Method and Substance.* Chicago: Aldine Publishing Co.

Belk, R. W. (1988). Possessions and the extended self. *Journal of Consumer Research, 15*(September), 139-168.

Bell, G. D. (1967). Self confidence, persuasibility, and cognitive dissonance among automobile buyers. *Journal of Marketing Research, 4,* 46-52.

Beltramini, R. F. (1989). Professional service referrals: a model of information acquisition. *Journal of Services Marketing, 3,* 35-43.

Bendapudi, N., & Berry, L. L. (1997). Customers' motivations for maintaining relationships with service providers. *Journal of Retailing, 73*(1), 15-38.

Bendapudi, N., & Leone, R. P. (2002). Managing Business-to-Business customer relationships following key contact employee turnover in a vendor firm. *Journal of Marketing, 66*(2), 83-101.

Bennington, L. & Cummane, J. 1998). Measuring service equality: a hybrid methodology. *Total Quality Management, 9*(6), 395-405.

Bergami, M., & Bagozzi, R. P. (2000). Self categorisation, affective commitment and group self esteem as distinct aspects of social identity in the organisation. *British Journal of Social Psychology, 39*(4), 555-577.

Berry, J. (2001). Nothing looks like a referral in ebusiness. *Internetweek,* August 27.

Berry, L. (2000). Cultivating service brand equity. *Academy of Marketing Science, 28*(1), 128-137.

Berry, L. L., Wall, E. A., & Carbonne, L. P. (2006). Service clues and customer assessment of the service experience. *Academy of Management* (Perspectives), 43-57.

Bettman, J. R., & Park, C.W. (1980). Effects of prior knowledge and experience and phase of the choice process on consumer decision processes: a protocol analysis. *Journal of Consumer Research, 7*(December), 234-248.

Bharadwaj, S., Varadarjan, G., Rajan, P., & Fahy, J. (1993). Sustainable competitive advantage in service industries: a conceptual model and research propositions. *Journal of Marketing, 57*(October), 83-99.

Bhattacharya, C. B., & Sen, S. (2003). Consumer-company identification: a framework for understanding consumers' relationships with companies. *Journal of Marketing, 67*(April), 76-88.

Biehal, G., & Chakravarti, D. (1986). Consumers' use of memory and external information in choice: macro and micro perspectives. *Journal of Consumer Research, 12*, 382-405.

Biggart, N. W. (1989). *Charismatic capitalism: Direct selling organizations in America.* Chicago: The University of Chicago Press.

Bitner, M. J. (1990). The service encounter: diagnosing favourable and unfavourable incidents. *Journal of Marketing, 54*, 74-84.

Bitner, M. J. (1995). Building service relationships: it's all about promises. *Journal of Academy of Marketing Sciences, 23*, 236-245.

Bitner, M. J. (1997). Introduction to the second special issue services marketing: perpectives on service excellence. *Journal of Retailing, 73*(3), 299-301.

Biyalogorsky, E., Gertner, E., & Libai, B. (2001). Customer referral management: Optimal reward programs. *Marketing Science, 20*(1), 82-95.

Blattberg, R. C., Getz, G., & Thomas, J. S. (2001). *Customer Equity: Building and Managing Relationships as Valuable Assets.* Boston, MA: HBS Press.

Bloch, P., Sherrell, D., & Ridgeway, N. (1986). Consumer search: an extended framework. *Journal of Consumer Research, 13*(June), 119-126.

Blodgett, J. G., & Anderson, R. D. (2000). A Bayesian network model of a consumer complaint process. *Journal of Service Research, 2*(4), 321-338.

Blodgett, J. G., Granbois, D. H., & Walters, R. G. (1993). The effects of perceived justice on complainants' negative word-of-mouth behaviour and repatronage intention. *Journal of Retailing, 69*(Winter), 339-428.

Blodgett, J. G., Hill, D. J., & Tax, S. S. (1997). The effects of procedural and interactional justice on postcomplaint behavior. *Journal of Retailing, 73*(Spring), 185-210.

Blodgett, J. G., Wakefield, K. L., & Barnes, J. H. (1995). The effects on customer service on complaining behavior. *Journal of Services Marketing, 9*(4), 31-42.

Bloemer, J., De Ruyter, K., & Peeters, P. (1998). Investigating drivers of bank loyalty: the complex relationship between service image, service quality and satisfaction. *International Journal of Bank Marketing, 16*(7), 276-286.

Bohlmann, J. D., & Qualls, W. J. (2001). Household preference revisions and decision making: the role of disconfirmation. *International Journal of Research in Marketing, 18*(4), 319-339.

Boles, J. S., Johnson, J. T., & Barksdale, H. C. (2000). How salespeople build quality relationships. *Journal of Business Research, 48*, 75-81.

Bolfing, C. P. (1989). How do customers express dissatisfaction and what can service marketers do about it? *Journal of Services Marketing, 3*(2), 5-23.

Bolton, R. (1998). A dynamic model of duration of the customer's relationship with a continuous service provider: the role of satisfaction. *Marketing Science, 17*(1), 45-65.

Bolton, R. (2000). Implications of loyalty program membership and service experiences for customer retention and value. *Journal of the Academy of Marketing Science, 28*(1), 95-108.

Bolton, R. N., & Drew, J. H. (1991). A multistage model of customers' assessments of service quality and value. *Journal of Consumer Research, 17*(4), 375-385.

Bolton, R. N., Kannan, P. K., & Bramlett, M. D. (2000). Implications of loyalty program membership and service experiences for customer retention and value. *Journal of the Academy of Marketing Science, 28(1)*, 95-108.

Bone, P. F. (1992). Determinants of WOM communication during product consumption. *Advances in Consumer Research, 19*, 579-583.

Bone, P. F. (1995). Word of mouth effects on short-term and long-term product judgements. *Journal of Business Research, 21*(3), 213-223.

Bonoma, T. (1985). Case research in marketing: opportunities, problems, and a process. *Journal of Marketing Research, 12*, 199-208.

Bott, E. (1955). Conjugal Roles and Social Networks. *Journal of Human Relations, 8*, 345.

Bott, H. (1928). Observation of play activities in a nursery school. *Genetic Psychology Monographs, 4*, 44-88.

Bowman, D., & Narayandas, D. (2001). Managing customer-initiated contacts with manufacturers: the impact of category requirements and word-of-mouth behavior. *Journal of Marketing Research, 38*, 281-297.

Boyd, W. L., Leonard, M., & White, C. (1994). Customer preferences for financial services: an analysis. *International Journal of Bank Marketing, 12*(1), 9-12.

Brady, D. (2000). Why service stinks. *Business Week (October 23)*.

Bristor, J. M. (1990). Enhanced explanations of word of mouth communications: The power of relationships. *Research in Consumer Behaviour, 4*, 51-83.

Brown, J. J., & Reingen, P. H. (1987). Social ties and word-of-mouth referral behavior. *Journal of Consumer Research, 14*, 350-362.

Brown, S. P., & Beltramini, R. F. (1989). Consumer complaining and word of mouth activities: field evidence. *Advances in Consumer Research, 16*, 9-16.

Brown, S. W. (2001). Torment your customers (They'll love it). *Harvard Business Review, October*, 83-88.

Brown, T. J., Barry, T. E., Dacin, P. A., & Gunst, R. F. (2005). Spreading the Word: Investigating Antecedents of Consumers' Positive Word-of-Mouth Intentions and Behaviors in a Retailing Context. *Journal of the Academy of Marketing Science*, 33(2), 123-138.

Brown, T., & Dacin, P. A. (1997). The company and the product: corporate associations and consumer product responses. *Journal of Marketing, 61*(1), 68-79.

Brucks, M. (1985). The effects of product class knowledge on information search behavior. *Journal of Consumer Research, 12*(June), 1-16.

Brumburgh, R. S. (1965). Logicla and Mathematical Symbolism in Plato Scholia. II A Thousand Years of Diffusion and Redesign. *Plato Manuscripts: A Catalogue of Microfilms in the Plato Microfilm Project*. Yale University Library (Parts I and II).

Bucci, W. (1995). The power of the narrative: a multiple code account. In J. W. Pennebaker. (Ed.), *Emotion Disclosure and Health* (pp. 93-122). Washington DC: American Psychological Association.

Buda, R., & Zang, Y. (2000). Consumer product evaluation: the interactive effect of message framing, presentation order, and source credibility. *Journal of Product and Brand Management, 9*(4), 229-242.

Budd, J. F. J. (2001). How to manage corporate reputations. *Public Relations Quarterly, Winter 1994-95*.

Bulik B. S. (2006). Q & A with MySpace's Gold ... or marketing on online steroids. *Advertising Age, 77*(23), S4-S5.

Burgelman, R. (1983). A process model of internal corporate venturing in a major diversified firm. *Administrative Science Quarterly, 28*, 223-244.

Burrell, G., & Morgan, G. (1993). *Sociological Paradigms and organisational Analysis: Elements of the Sociology or Corporate Life*. Aldershot: Ashgate Publishing Limited.

Burson-Marsteller. (2001). *Influential Internet Users Rely on Company Web Sites as They Spread Word of Brands, Products and Services*. Retrieved October 5, 2005 from http://www.efluentials.com/documents/PressRelease.pdf

Buttle, F. (1998). Word of mouth: understanding and managing referral marketing. *Journal of Strategic Marketing, 6*, 241-254.

Buttle, F. A. (2002). *ROI on CRM*. Unpublished manuscript.

Buttle, F. A. (2003). *Customer Relationship Management: Concept and Tools*. Amsterdam: Elsevier, Butterworth Henemann.

Buttle, F. (2004). *Customer Relationship Management: Concept and Tools*. Oxford: Elsevier Butterworth-Heinemann.

Buttle, F. A., & Burton, J. (2002). Does service failure influence customer loyalty? *Journal of Consumer Behaviour, 1*(3), 217-227.

Cadotte, E. R., & Turgeon, N. (1988). Satisfiers and dissatisfiers: suggestions from consumer complaints and compliments. *Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behaviour, 1*, 74-79.

Cafferky, M. E. (1996). *Let Your Customer do the Talking: 301+Word-of-Mouth Marketing Tactics Guaranteed to Boost Profits.* Chicago: Upstart Publishing Company, Inc.

Carl, W. (2004). The interactional business of doing business: managing legitimacy and co-constructing entrepreneurial identities in e-commerce multilevel marketing discourse. *Western Journal of Communications, 68*(winter), 92-119.

Carl, W. (2006a). What's all the buzz about? Everyday communication and the relational basis of word-of-mouth and buzz marketing practices. *Management Communication Quarterly, 19*(4), 601-634.

Carl, W. J. (2006b). To tell or not to tell? Assessing the practical effects of disclosure for word-of-mouth marketing agents and their conversational partners. Social Science Research Network. Available at SSRN: http://ssrn.com/abstract=877760

Carson, D., Gilmore, A., Gronhaug, K., & Perry, C. (2001). *Qualitative Market Research.* London: Sage.

Cermack, D. S. P., File, K. M., & Prince, R. A. (1991). Complaining and praising in non-profit exchanges: when satisfaction matters less. *Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behaviour, 4*, 180-187.

Chaiken, S., & Y. Trope (1999). *Dual-Process Theories in Social Psychology.* New York, Guildford Press.

Chase, R. B., & Dasu, S. (2001). Want to perfect your company's service? Use behavioral science. *Harvard Business Review,* June, 79-84.

Christiansen, T., & Tax, S. S. (2000). Measuring word of mouth: the questions of who and when? *Journal of Marketing Communications, 6*, 185-199.

Christopher, M., Payne, A., & Ballantyne, D. (1991) *Relationship Marketing.* Oxford: Butterworth Heinemann.

Christopher, M., Payne, A., & Ballantyne, D. (1991). *Relationship Marketing: Bringing Quality, Customer Service and Marketing Together.* Oxford: Butterworth-Heinemann.

Chung, C. M. Y., & Darke, P. R. (2006). The consumer as advocate: Self-relevance, culture, and word-of-mouth. *Market Letters, 17*, 269-279.

Churchill, G. A. J., & Surprenant, C. F. (1982). An investigation into the determinants and norms in models of consumer satisfaction. *Journal of Market Research, 19*(November), 491-504.

Cialdini, R. B. (2001). *Influence-Science and Practice*. Boston: Allyn and Bacon.

Clark, R. A., & Goldsmith, R. E. (2005). Market mavens: psychological influences. *Psychology and Marketing, 22*(4), 289-312.

Colgate, M., & Danaher, P. J. (1999). *A cautionary note on customer relationships. Working paper.*Unpublished manuscript, University of Auckland.

Cornelissen, J. (2000). Corporate image; an audience centered model. *Corporate Communications, 5*(2), 119-125.

Coughlan, A. T., & Grayson, K. (1998). Network marketing organizations: compensation plans, retail network growth and profitability. *International Journal of Research in Marketing, 15*(5), 401-426.

Coviello, N. E., Brodie, R. J. and Munro, H. J. (1997). Understanding contemporary marketing: development of a classification scheme. *Journal of Marketing Management, 13*(6), 501-522.

Cox, D. F. (1967). *Risk taking and information handling in consumer behavior*. Boston: Harvard University Press

Cox, D. F., & Bauer, R. A. (1964). Self-confidence and persuability in women. *Public Opinion Quarterly, 28*, 453-466.

Creswell, J. W. (1997). *Qualitative Inquiry and Research Design: Choosing Among Five Traditions*. Thousand Oaks: Sage Publications.

Creswell, J. W. (1998). *Qualitative Inquiry and Research Design*. Thousand Oaks: Sage.

Creyer, E. H., & Ross Jr, W. T. (1997). The influence of firm behavior on. purchase intention: do consumers. really care about business ethics? *www.emeraldinsight.com/Insight/html/Output/Published/EmeraldFullTextArticl e/Pdf/0770140601.pdf.*

Crie, D. (2003). Consumers' complaint behaviour. Taxonomy, typology and determinants: towards a unified ontology. *Database Marketing & Customer Strategy Management, 11*(1), 60-79.

Cronin, J. J., & Taylor, S. A. (1994). Servperf versus servqual: reconciling performance-based and perceptions-minus-expectations measurement of service quality. *Journal of Marketing, 58*(January), 125-131.

Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: an interpersonal influence perspective. *Journal of Marketing, 54*(July), 68-81.

Cross, R., & Smith, J. (1995). *Customer Bonding: Pathway to Lasting Customer Loyalty*. Chicago IL: NTC Business Books.

Culligan, C. (1995). Word-of-mouth becomes the true measure of ads. *Marketing, 7*.

Daniel, A. L. (1992). Strategic planning - the role of the chief executive. *Long Range Planning, 25*(April).

Darlin, D. (2005). The only question that matters. *Business*, 2 August 25. Archived at http://www.busines2.com/b2/web/articles/0.17863,1096274,00.html

Davies, G., & Miles, L. (1998). Reputation management: theory versus practice. *Corporate Reputation Review, 2*(1), 16-27.

Davies, G., Chun, R., Da Silva, R. V., & Roper, S. (2003). *Corporate Reputation and Competitiveness.* London and New York: Routledge.

Davis, S. M., & Meyer, C. (1998). *Blur: the speed of change in the connected economy.* Reading Mass: Addison-Wesley.

Dawson, P. (1997). In the deep end: conducting processual research on organisational change. *Scandinavian Journal of Management, 13*(4), 389-405.

Day, D. S. (1978). Are consumers satisfied? In D. A. Aaker & G. S. Day (Eds.), *Consumerism: Search for the consumer interest (3rd edition.)* New York: Free Press.

Day, G. S. (1971). Attitude change, media and word of mouth. *Journal of Advertising Research, 11*(6), 31-40.

Daymon, C. & Holloway, I. (2000). Qualitative research methods in public relations and marketing communications. London: Routledge.

De Ruyter, K., & Scholl, N. (1998). Positioning qualitative market research: reflections fro theory and practice. *Qualitative Market Research: An International Journal, 1*(1), 7-14.

de Vito, J. A. (1997). *The Interpersonal Communication Book.* New York: Longman.

De Wulf, K., Odekerken-Schroder, & Iaccobucci, D. (2001). Investments in consumer relationships: a cross-country and cross-industry exploration. *Journal of Marketing, 65*(October), 33-50.

Dean, A., & Biswas, A. (2001). Third party endorsements of products: an advertising cue affecting consumer prepurpose evaluation of goods and services. *Journal of Advertising, 30*(4), 41-58.

Debling, F. (1999). Mail myopia: or examining financial services marketing from a brand commitment perspective. *International Journal of Bank Marketing, 17*(4/5), 251-159.

Debling, F. (2000). On-brand banking. *Journal of Financial Services Marketing, 5*(2), 150-173.

Deephouse, D. (2002). The term 'Reputation Management': users, uses and the trademark trade-off. *Corporate Reputation Review, 5*(1), 9-18.

Delgadillo, Y., & Escales, J. E. (2004). Narrative of word of mouth communication: exploring memory and attitude effects of consumer storytelling. *Advances in Consumer Research, 31*, 186-192.

Dellarocas, C. (2003). The digitisation of word of mouth: promise and challenges of online feedback mechanisms. *Management Science, 49*, 1407-1424.

Deming, W. E. (1986). *Out of the Crisis*. Cambridge MA: Massachusetts Institute of Technology Center for Advanced Engineering Study.

Denzin, N. K. (1978). *The Research Act: Participant Observation: Varieties and Strategies of the Field Method*. New York: McGraw-Hill.

Denzin, N. K. (1989). *Interpretive Interactionism*. Newbury Park, CA: Sage.

Derbaix, C., & Vanhamme, J. (2002). Inducing word-of-mouth by eliciting surprise-a pilot investigation. *Journal of Economic Psychology, 24*, 99-116.

Desatnick, R. L. (1987). *Managing to keep the customer*. San Francisco CA: Jossey-Bass.

Devlin, J. F., Gwynne, A. L., & Ennew, C. T. (2002). The antecedents of service expectations. *The Services Industry Journal, 22*(4).

Dholakia, R. R., & Sternthal, B. (1977). Highly credible source: persuasive facilitator or persuasive liabilities. *Journal of Consumer Research, 3*(March), 223-232.

Dichter, E. (1966). How word-of-mouth advertising works. *Harvard Business Review*, (November-December), 147-166.

Dick, A., & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of Academy of Marketing Science, 22*(2), 99-113.

Dick, A., Chakravarti, D., & Biehal, G. (1990). Memory based inferences during consumer choice. *Journal of Consumer Research, 17*, 82-93.

Dowling, G. (1994). Presidential Address: Communication or isolation? *Structural Engineer, 72*(20).

Dowling, G. R, & Uncles, M. (1997). Do customer loyalty programs really work? *Sloan Management Review, 38*(4), 71-82

Dowling, G. R. (2004). Corporate reputations: should you compete on yours? *California Management Review, 46*(3), 19-38.

Drucker, P. (1954). *The Practice of Management*. New York: Harper & Row.

Dube, L., & Morgan, M. S. (1998). Capturing the dynamics of in-process consumption emotions and satisfaction in extended service transactions. *International Journal of Research in Marketing, 15*(4), 309-320.

Duhan, D. F., Johnson, S. D., Wilcox, J. B., & Harrell, G. D. (1997). Influences on consumer word-of-mouth recommendations. *Journal of the Academy of Marketing Science, 25*(4), 283-295.

Durvasala, S., Lyonski, S., Mehta, S. C., & Tang, B. P. (2004). Forging relationships with services: the antecedents that have an impact on behavioural outcomes in the life insurance industry. *Journal of Financial Services Marketing, 8*(4), 314-326.

Dutton, J. E., Duckeridge, J., & Harquail, C. (1994). Organisational images and member identification. *Administrative Science Quarterly, 39*, 239-263.

Dwyer, F. R. (1997). Customer lifetime value to support marketing decision-making. *Journal of Direct Marketing, 11*(4), 8-15.

Dwyer, R. F., Schurr, P. H., & Sejo, O. (1987). Developing buyer-seller relationships. *Journal of Marketing, 51*(April), 11-27.

Dye, R. (2000). The Buzz on Buzz. *Harvard Business Review,* (November-December), 139.

East, R., Hammond, K., Lomax, W., & Robinson, H. (2005). What is the effect of a recommendation? *Marketing Review, 5*(2), 145-157.

Easterby-Smith, M., Thorpe, R., & Lowe, A. (1991). *Management Research: An Introduction.* London: Sage Publications.

Edwards, S. (2006). From the guest editor: special issue on electronic word of mouth and its relationship with advertising, marketing and communication. *Journal of Interactive Advertising, 6*(2), 1-2. http://jiad.org/vo6/no2/edwards/

Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review, 14*(4), 532-550.

Eisenhardt, K. M. (1991). Better stories and better constructs: the case for rigor and comparative logic. *Academy of Management Review, 16*(3), 620-627.

Emory, C. W., & Cooper, D. R. (1991). *Business Research Methods (4ᵗʰ edition).* Chicago, Irwin.

Engel, J. F., Blackwell, R. D., & Miniard, P. W. (1986). *Consumer behavior.* New York: Dryden Press.

Engel, J. F., Kegerreis, R. J., & Blackwell, R. D. (1969). Word-of-mouth communication by the innovator. *Journal of Marketing, 33*, 15-19.

Engelland, B. T., Hopkins, C. D., & Larson, D. A. (2001). Market mavenship as an influencer of service quality evaluation. *Journal of Marketing Theory and Practice, 9*(4), 15-26.

Ennew, C. T., Banerjee, A. K., & Li, D. (2000). Managing word of mouth: empirical evidence from India. *International Journal of Bank Marketing, 18*(2/3).

Essy, D. (2002). *Qualitative Analysis, Practice and Innovation.* Crows Nest, NSW: Allen and Unwin.

Etzel, M. J., & Silverman, B. (1981). A managerial perspective on directions for retail customer satisfaction research. *Journal of Retailing, 57*(3), 124-136.

Feick, L. F., & Price, L. L. (1987). The market maven; a diffuser of marketplace information. *Journal of Marketing, 51,* 83-97.

Ferreira, L. D., & Merchant, M. (1992). Field research in management accounting. *Accounting, Auditing and Accountability Journal, 5*(4), 3-34.

Festinger, L. A. (1957). *A Theory of Cognitive Dissonance.* Stanford: Stanford University Press.

File, K. M., & Prince, R. A. (1994). Marketing offshore private banking. *International Journal of Bank Marketing, 12*(3), 4-8.

File, K. M., & Prince, R. A. (1992). Positive word of mouth: customer satisfaction and buyer behavior. *International Journal of Bank Marketing, 10*(1), 25-29.

File, K. M., Cermak, D. S. P., & Prince, R. A. (1994). Word-of -mouth effects in professional service buyer behaviour. *The Services Industry Journal, 14*(July), 301-314.

File, K. M., Judd, B. B., & Prince, R. A. (1992). Interactive marketing: the influence of participation on positive word-of-mouth and referrals. *Journal of Services Marketing, 6*(4), 5-14.

Filser, M. (1996). Vers une consummation plus affective? *Revue Francaise de Gestion, 100,* 90-99.

Fisher, C. B., & Lerner, R. M. (2005). *Encyclopedia Of Applied Developmental Science Psychology*

Fisher, J. E., Garrett, D. E., Arnold, M., & Ferris, M. E. (1999). Dissatisfied consumers who complain to the Better Business Bureau. *The Journal of Consumer Marketing, 16*(6), 576-589.

Fitzgerald, K. (2001). Viral marketing breaks through. *Advertising Age, 72,* 10.

Fitzpatrick, R. L., & Reynolds, J. K. (1997). *False profits: Seeking financial and spiritual deliverance in multi-level marketing and pyramid schemes.* Charlotte, NC: Herald Press.

Foddy, W. (1993). *Constructing Questions for Interviews and Questionaires.* Cambridge: Cambridge University Press.

Folkes, V. (1984). Consumer reactions to product failure: an attributional approach. *Journal of Consumer Research, 10,* 398-409.

Folkes, V., & Kostos, B. (1986). Buyers and sellers explanations for product failure: who done it? *Journal of Marketing, 50* (April), 74-80.

Folkes, V., Koletsky, S., & Graham, J. L. (1987). A field study of causal influences and consumer reaction: The view from the airport. *Journal of Consumer Research, 13*, 534-539.

Fombrun, C. J., & Rindova, V. P. (1999). Fanning the flames: corporate reputations as social constructs of performance. In J. Porac & M. Ventresca (Eds). *The Social Construction of Industries and Markets.* New York: Oxford University Press.

Fombrun, C. J., & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal, 33*, 233-258.

Fombrun, C. J., Gardenberg, N. A., & Barnett, M. L. (2000). Opportunity platforms and safety nets: Corporate citizenship and reputational risk. *Business & Society Review, 105*(1), 85-106.

Ford, D. (1980). The development of buyer-seller relationships in industrial markets. *Industrial Marketing Management, 14*(5/6), 339-353.

Fornell, C. (1992). A national customer satisfaction barometer: the Swedish experience. *Journal of Marketing, 56*(January), 6-21.

Fornell, C., & Wernerfelt, B. (1987). Defensive marketing strategy by complaint management: a theoretical analysis. *Journal of Marketing Research, 24*(4), 337-346.

Fornell, C., & Wernerfelt, B. (1988). A model for customer complaint management. *Marketing Science, 7*(3), 287-299.

Fornier, S., Dobscha, S., & Glen M. D. (1998). Preventing the premature death of relationship marketing. *Harvard Business Review, 25*(2), 123-154.

Forsyth, R. (2003). *The role of brand in the new marketing.* Retrieved 19 June 2003, http://www.customerthing.com/forum/brand_management, formerly crmguru/

Freeman, L. C. (1979). Centrality in social networks: conceptual clarification. *Social Networks, 1*, 215-239.

Freeman, L. C. (1979). Centrality in Social Networks: Conceptual clarification. *Social Networks, 1*, 215-239.

Frenzen, J. K., & Davis, H. L. (1990). Purchasing behavior in embedded markets. *Journal of Consumer Research, 17*(June), 1-12.

Frenzen, J. K., & Nakamoto, K. (1993). Structure, cooperation and the flow of market information. *Journal of Consumer Research, 20*(December), 360-375.

Friedstad, M., & Wright, P. (1994). The persuasion-knowledge model: how people cope with persuasion attempts. *Journal of Consumer Research, 21*(June), 1-31.

Friestad, M., & Wright, P. (1994). The persuasion knowledge model: How people cope with persuasion attempts. *Journal of Consumer Research, 21*(1), 1-31.

Fullerton, G. (2003). When does commitment lead to loyalty? *Journal of Service Research, 5*(May), 333-344.

Furse, D., Punj, G., & Stewart, D. (1984). A topology of individual search strategies among purchasers of new automobiles. *Journal of Consumer Research, 10*(March), 417-431.

Gallagher, R. S. (2002). *The Soul of an Organisation: Understanding the Values that Drive Successful Corporate Cultures.* New York: Dearborn Trade Publishing/Kaplan.

Garbarino, E., & Johnson, M. S. (1999). The differential roles of satisfaction, trust and commitment in customer relationships. *Journal of Marketing, 63*(April), 70-87.

Garland, R. (2002). What influences customer profitability? Service-profit chain: non - financial drivers of customer profitability in personal retail banking. *Journal of Targeting, Measurement and Analysis for Marketing, 10*(3), 233-248.

Gatignon, H., & Robertson, T. S. (1985). A propositional inventory for a new diffusion research. *Journal of Consumer Research, 11*(4), 849-867.

Gelb, B., & Johnson, M. (1995). Word-of-mouth communication: causes and consequences. *Journal of Healthcare Marketing, 15*(3), 54-58.

Geller, L. (1997). Thank you so much for your recent purchase....customer retention begins with the basics. *Direct Marketing, 60*(5), 58-63.

George, W. R., & Berry, L. L. (1981). Guidelines for the advertising of services. *Business Horizons, 24,* 52-56.

Gilly, M. C. (1987). Postcomplaint processes: from organisational response to repurchase behaviour. *Journal of Consumer Affairs, 21*(2), 292-312.

Gilly, M. C., Graham, J. L., Wolfinbarger, M. F., & Yale, L. J. (1998). A dyadic study of interpersonal information search. *Journal of Academy of Marketing Science, 26*(2), 83-100.

Gilmore, A., Gronhaug, K., Perry, C, & Carson, D. (2001). *Qualitative Marketing Research.* London: Sage.

Giola, D., & Thomas, J. S. (1996). Identity, image and issue interpretation: sensemaking during strategic change in academia. *Administrative Science Quarterly, 41,* 370-403.

Gitelson, R., & Crompton, J. (1983). The planning horizons and sources of information by pleasure vacationers. *Journal of Travel Research, 21*(3), 2-7.

Glaser, B. G. (1978). *Advances in Methodology of Grounded Theory: Theoretical Sensitivity.* Mill Valley, CA: The Sociology Press.

Glaser, B. G., & Strauss, A. L. (1967). *The Discovery of Grounded Theory*. Chicago IL, Aldine.

Godes, D., & Mayzlin, D. (2004). Using online conversations to study word of mouth communications. *Marketing Science, 23*(4), 545-560.

Godin, S. (1999). *Permission Marketing*. New York: Simon and Schuster.

Goetz, J. P., & LeCompte, M. D. (1984). *Ethnography and Qualitative Design in Education Research*. Orlando, FL: Academic Press.

Goldenberg, J., Garber, T., Muller, E., & Libai, B. (2004). From destiny to destiny using spatial dimension of sales data for early prediction of new product success. *Marketing Science, 23*(3), 419-428.

Goldenberg, J., Libai, B., & Muller, E. (2001). Talk of the network: a complex systems look at the underlying process of word-of-mouth. *Marketing Letters, 12*(3).

Gomm, R., Hammersley, M., & Foster, P. (2000). *Case Study Method: Key Issues, Key Texts*. Thousand Oaks: Sage Publications

Goodman, J., & Ward, D. (1993). The importance of customer satisfaction. *Direct Marketing, 56*(8 December), 23-24.

Goodwin, C., & Ross, I. (1992). Consumer responses to service failures: influence of procedural and interactional fairness perceptions. *Journal of Business Research, 25*, 149-163.

Goodwin, R., & Ball, B. (2003). What marketing wants the CEO to know. *Marketing Management, 12*(5).

Gordon, I. (1998). *Relationship Marketing: New Strategies, Techniques and Technologies to Win Customers and Keep Them Forever*. Toronto, John Wiley and Sons.

Grabner-Kraeuter, S. (2002). The role of consumers' trust in online communication. *Journal of Business Ethics, 39*(1/2), 43-50.

Granbois, D. (1981). An integrated view of the store choice/patronage process in. In K. B. Monroe, (Ed.), *Advances in Consumer Research*, pp. 693-695. An Arbor MI.

Granovetter, M. S. (1973). The Strength of Weak Ties. *The American Journal of Sociology, 78*(6), 1360-1380.

Greisling, D. (1994). Quality: how to make it pay. *Business Week*, 54-59.

Gremler, D. D. (1994). Word-of-mouth about service providers: an illustration of theory development in marketing. In C. W. Park & D. Smith (Eds.), AMA Winter Educators' Conference Proceedings: Marketing Theory and Applications (pp. 62-70). Chicago, IL: American Marketing Association.

Gremler, D. D., & Brown, S. W. (1996a). Service Loyalty: its nature, importance, and implications. In B. Edvardson, S. W. Brown, R. Johnston, & E. Scheuing (Eds) *Advancing Service Quality: A Global Perspective*. New York: ISQA.

Gremler, D. D., & Brown, S. W. (1996b). Worth beyond revenue: the full value of a loyal customer. pp 156-168 in *Pursuing Service Excellence,* International Service Quality Association.

Gremler, D. D., & Brown, S. W. (1999). The loyalty ripple effect: appreciating the full value of customers. *International Journal of Service Industry Management, 10*(3), 271-294.

Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research, 3*(1), 82-104.

Gremler, D. D., Gwinner, K. P., & Brown, S. W. (2001). Generating word-of-mouth communication through customer employee relationships. *International Journal of Service Industry Management, 12*(1), 44-59.

Gronroos, C. (1984). *Strategic management and marketing in the service sector.* Bromley. Kent: Chartwell-Bratt.

Gronroos, C. (1988). Service quality: the six criteria of good perceived service quality. *Review of Business, 9*(Winter), 10-13.

Gronroos, C. (1997). Value driven relational marketing: from products to resources and competencies. *Journal of Marketing Management, 13*(5), 407-420.

Gruen, T. (1995). The outcome set of relationship marketing in consumer markets. *International Business Review, 4*(4), 447-469.

Gruen, T., Summers, J., & Acito, F. (2000). Customer-employee rapport in service relationships. *Journal of Service Research, 3*(August), 34-49.

Guba, E. G., & Lincoln, Y. S. (1988). Do inquiry paradigms imply inquiry methodologies. pp. 89-115 in *Qualitative approaches to evaluation in education.* New York: Praeger.

Guiltinan, J. P. (1989). *A classification of switching costs with implications for relationship marketing.* Paper presented at the 1989 AMA Winter Educator's Conference: Marketing Theory and Practice, Chicago.

Gummesson, E. (1987). The new marketing: developing long-term interactive relationships. *Long Range Planning, 25*(2), 60-75.

Gummesson, E. (1991). *Qualitative Methods in Management Research (revised ed.).* Newbury Park. CA & London: Sage Publications.

Gummesson, E. (1997). *Emerging approaches to return on relationships.* Paper presented at the Proceedings of the 5th International Colloquium in Relationship Marketing, Cranfield.

Gummesson, E. (1999). Total relationship marketing: experimenting with a synpaper of research frontiers. *Australasian Marketing Journal, 7*(1), 72-85.

Gummesson, E. (2000) *Qualitative Methods in Management Research.* Thousand Oaks, CA: Sage Publications Ltd.

Gummesson, E. (2002a). *Total relationship marketing (2nd edition).* Oxford: Butterworth-Heinemann.

Gummesson, E. (2002b). Practical value of adequate marketing management theory. *European Journal of Marketing, 36*(3), 325-349.

Gummesson, E. (2004). Return on relationships (ROR): the value of relationship marketing and CRM in business-to-business contexts. *Journal of Business and Industrial Marketing, 19*(2), 136-148.

Gummesson, E., & Gronroos, C. (1998). Quality of services: lessons from the product sector. In C. E. Surprenant (Ed.), *Add Value to Your Service.* Chicago, IL: American Marketing Association.

Gurhan-Canli, Z., & Batra, R. (2004). When corporate image affects product evaluations; the moderating role of perceived risk. *Journal of Marketing Research, XLI*(May), 197-205.

Gwinner, K. P., & Brown, S. W. (2001). Generating positive word of moth communication through customer employee relationships. *International Journal of Service Industry Management, 12*(1), 44.

Gwinner, K. P., Gremler, D. D., & Bitner, M. J. (1998). Relational benefits in services: the customer perspective. *Academy of Marketing Science, 26*(2), 101-114.

Hagel III, J., & Armstrong, A. (1997). Net gain: expanding markets through virtual communities. *McKinsey Quarterly, 1,* 140-153.

Håkansson, H., & Snehota, I. (1995). No business is an island: The network concept of business strategy. *Scandinavian Journal of Management, 22*(3), 256-270.

Hallowell, R. (1996). The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study. *International Journal of Service Industry Management, 7*(4), 27-42.

Harrison-Walker, L. J. (2001). The measurement of word-of-mouth communication and investigation of service quality and customer commitment as potential antecedents. *Journal of Service Marketing, 4*(1), 60-75.

Hart, C. W. L., Heskett, J., L., & Sasser, W. E., Jr. (1990). The profitable art of service recovery. *Harvard Business Review,* (July-August).

Hartline, M. D., & Jones, K. C. (1996). Employee performance cues in a hotel service environment: influence on perceived service quality, value and word of mouth intentions. *Journal of Business Research, 35,* 207-215.

Haywood (1989) Managing word of mouth communications. *The Journal of Services Marketing,* 3(2), 55-67.

Haywood, M. K. (1989). Managing word of mouth communications. *The Journal of Services Marketing,* 3(2), 55-67.

Helm, S. (2000). Calculating the value of referrals. *Managing Service Quality,* 13(92) 124-133.

Helm, S. (2003). Calculating the value of customer referrals. *Managing Service Quality,* 13(2), 24-133.

Helm, S., & Schlei, J. (1998). *Referral potential-potential referrals. An investigation into customers' communication in service markets.* Paper presented at the Track 1 Market Relationships Proceedings 27th EMAC Conference, Marketing Research and Practice.

Henneberg, S. C. (2005). An exploratory analysis of CRM implementation models. *Journal of Relationship Marketing,* 4(3/4), 85-104.

Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes: An integration of relational benefits and relationship quality. *Journal of Service Research,* 4(3), 230-247.

Herr, P. M., Kardes, F. R., & Kim, J. (1991). The effects of word-of-mouth and product-attribute information on persuasion: an accessibility-diagnosticity perspective. *Journal of Consumer Research,* 17(March), 454-461.

Heskett, J. L., Sasser Jr, W. E., & Hart, C. W. L. (1990). *Service Breakthroughs.* New York: The Free Press.

Heskett, J. L., Sasser, E. J., & Schlesinger, L. A. (1997). *The Service Profit Chain.* New York: Free Press.

Heskett, J., Jones, T. O., Loveman, G. W., L., Sasser, W.E. Jr., & Schesinger, L. A. (1994). Putting the service profit chain to work. *Harvard Business Review,* 82(March-April), 164-174.

Hess, D., Rogovsky, N., & Dunfee, T. W. (2002). The next wave of corporate community involvement. *California Management Review,* 44(2 Winter), 110-125.

Hill, D.J. (1986). Satisfaction and consumer services. *Advances in Consumer Research,* 13, 311-315.

Hodgson, G. M., & Rothman, H. (1999). The editors and authors of economics journals: a case of institutional oligopoly. *The Economic Journal,* 109, 165-186.

Hogan, J. E., Lemon, K. N., & Libai, B. (2004). Quantifying the ripple: word of mouth advertising effectiveness. *Journal of Advertising Research,* (September/October).

Hogan, J. E., Lemon, K. N., & Rust, R. (2003). What is the true value of a lost customer? *Journal of Service Research, 5*(3), 196-208.

Hogan, J., Jones, C., & Cheek, J. M. (1985). Socioanalytic theory: an alternative to armadillo psychology. pp. 175-198 in B. R. Schlenker (Ed.), *The Self and Social Life*. New York: McGraw-Hill.

Holmes, S., & Lett, J. D. (1977). Product sampling and word of mouth. *Journal of Advertising Research, 17*(5), 1-16.

Hoskin, F., & Beaver, J. (1997). *An examination of loyalty in financial services: MRS Conference Papers*. Market Research Society.

Hubbard, R.M. (1929). A method of studying spontaneous group formation. In D. S. Thomas (Ed), *Some New Techniques for Studying Social Behavior*, pp. 76-85. New York: Teachers College, Columbia University, Child Development Monographs.

Hughes, A. M. (1994). *Strategic Database Marketing*. Danvers, MA: Probus.

Hughes, M. (2005). *Buzz Marketing- Get people talking about your stuff*. New York: Penguin Group.

Hugstead, P., Taylor, J. W., & Bruce, G. D. (1987). The effects of social class and perceived risk on consumer information research. *Journal of Services Marketing, 1*(1), 47-52.

Hunt, K. (1977). *Conceptualisation and Measurement of Consumer Satisfaction and Dissatisfaction*. Cambridge MA: Marketing Science Institute.

Hunt, S. D. (1991). *Modern marketing theory: critical issues in the philosophy of marketing*. Cincinatti, OH, South-Western Publishing.

Hussey, J., & Hussey, R. (1997). *Business research: A practical guide for undergraduate and postgraduate students*. New York: Palgrave.

Iaccobucci, D., Henderson, G., Marcati, A., & Chang, J. (1996). Network analysis of brand switching behavior. *International Journal of Research in Marketing, 13*, 415-429.

Ireland, R. D., & Hitt, M. A. (1992). Mission statements: importance, challenge, and recommendations for development. *Business Horizons, 35*(3), 34-42.

Jackson, B. B. (1985). Build customer relationships that last. *Harvard Business Review*, 120-128.

Joachimsthaler, E., & Aaker, D. A. (1997). Building brands without mass media. *Harvard Business Review*, (January-February).

Johnson, M. D., & Fornell, C. (1991). A framework for comparing customer satisfaction across individuals and product categories. *Journal do Economic Psychology, 12*(2), 267-286.

Johnson, M. D., Hermann, A, Huber, F., & Gustafsson, A. (1997). *Customer Retention in the Automotive Industry: Quality, Satisfaction and Loyalty.* Wiesbaden

Jones, G., Jones, B., & Little, P. (2000). Reputation as a reservoir: buffering against times of economic crises. *Corporate Reputation Review, 3*(1), 31-43.

Jones, M. A., Motherbaugh, D. L., & Beatty, S. E. (2002). Why customers stay: measuring the underlying dimensions of services switching costs and managing their differential strategic outcomes. *Journal of Business Research, 55*, 441-450.

Jones, T., & Sasser Jr, W. E. (1995). Why satisfied customers defect. *Harvard Business Review, 73*(6), 88-99.

Kahn, C. H. (1999). Plato and the Socratic Dialogue: The Philosophical Use of a Literary Form. *American Journal of Philology, 120*(4), 624-627.

Kaplan, R. S & Norton, D.P. (2007). The balanced scorecard: measures that drive performance (HBR OnPoint Enhanced Edition). Available at http://www.amazon.com/Balanced-Scorecard-Measures-Performance-Enhanced/dp/B00005REHA

Karami, A., Rowley, J., & Analoui, F. (2006). Research and knowledge building in management studies: an analysis of methodological preferences. *International Journal of Management, 23*(1), 43-52.

Katz, E. (1957). The two-step flow of communication: an up-to-date report on a hypothesis. *Public Opinion Quarterly, 21*, 70-78.

Katz, E., & Lasarsfeld, P. F. (1955). *Personal Influence: The Part Played By People in the Flow of Mass Communication.* New York: Free Press.

Keaveney, S. (1995). Customer switching behaviour in service industries: An exploratory study. *Journal of Marketing, 59*(2), 71-83.

Keaveney, S., & Hunt, K. A. (1992). Conceptualisation and operationalisation of retail store image: a case of rival middle level theories. *Journal of Academy of Marketing Science, 20*(2), 165-175.

Keiningham, T. L., Cooil, B., Andreassen, T. W., & Aksoy, L. (2007). A Longitudinal Examination of Net Promoter and Firm Revenue Growth. *Journal of Marketing, 71*(3), 39-51.

Keiningham, T. L., Goddard, M., K. M., Vavra, T. G., & Iaci, A. J. (1999). Executive Briefing: Roche Diagnostic Systems. *Marketing Management,* (Fall), 58-63.

Keller, E., & Berry, J. (2003). *The influentials.* New York: Free Press.

Keller, K. L. (1993). Conceptualising, measuring and managing customer-based brand equity. *Journal of Marketing, 57*(January), 1-22.

Keller, K. L. (1999). Designing and implementing branding strategies. *Journal of Brand Management, 6*(5), 315-332.

Keller, K. L. (2003). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*. Upper Saddle River. NJ: Prentice Hall.

Keller, K. L. and D. A. Aaker (1998). Corporate level marketing: the impact of credibility on corporate brand extensions. *Corporate Reputation Review, 1*(4), 356-378.

Kiel, G., & Layton, R. (1981). Dimensions of consumer information seeking behavior. *Marketing Journal of Advertising Research, 18*(May), 233-239.

Kim, S., & Jin, B. (2001). An evaluation of the retail service quality Scale for US and Korean customers of discount stores. In M. C. Gilly and J. Meyers-Levy (eds.), *In Advances in Consumer Research*, 28. Provo UT.

Kim, W. C., & Mauborgne, R. (1997). Value innovation: the strategic logic of high growth. *Harvard Business Review, 75*(1), 103-112.

King, K. W., & Tinkham, S. (1990). Learning and retention of outdoor advertising. *Journal of Advertising Research, 29*, 47-51.

Kisielius, J., & Sternthal, B. (1984). Detecting and explaining vividness effects in attitudinal judgements. *Journal of Marketing Research, 21*(1), 54-64.

Knox, S. (1996). The death of brand deference: can brand management stop the rot. *Market and Intelligence Planning, 14*(7), 35-39.

Kotler, P. (1967). *Marketing Management: Analysis, Planning and Control*. Englewood Cliffs, NJ: Prentice Hall.

Kotler, P. (2000). *Marketing Management (10th edition)*. Englewood Cliffs, NJ: Prentice-Hall.

Kotler, P. (2003a). *The Future of Marcoms*. Paper presented at the Marketing Forum, London.

Kotler, P. (2003b). *Marketing Management, Eleventh Edition*. Upper Saddle River. NJ.: Pearson.

Kumar, S. R. (2002). Getting the promotional mix right. *Businessline*, September.

Kumar, V., Bohling, T. R., & Ladda, R. N. (2003). Antecedents and consequences of relationship intention: implications for transactional and relationship marketing. *Industrial Marketing Management, 32*, 667-676.

Kurtz, D. L., & Chow, K. E. (1993). Managing consumer expectations of services. *Journal of Marketing Management, 2*(2), 19-25.

Lam, D., & Miserski, D. (2005). The effects of locus of control on word-of-mouth communication. *Journal of Marketing Communications, 11*(3), 215-228.

Lancy, D. F. (1993). *Qualitative Research in Education: an Introduction to the Major Traditions*. New York, Longman.

Landon, E. L. (1977). A model of consumer complaint behaviour. pp 31-35 in A. R. L. Day (ed.), *Consumer satisfaction, dissatisfaction and complaining behaviour.* Bloomington, IN: Indiana University.

Lascu, D.-N., & Zinkhan, G. (1999). Consumer conformity: review and applications for marketing theory and practise. *Journal of Marketing, Theory and Practice, 7*(3), 1-12.

Lastovicka, J. L., & Gardner, D. (1979). The components of involvement. In J. Maloney & B. Silverman (Eds.), *Attitude Research Plays for Higher Stakes*. New York: American Marketing Association.

Lawther, K. (1978). *Social integration of the elderly consumer: Unfairness, complaint actions, and information usage.* Paper presented at the Proceedings of the 1978 educators' conference, Chicago.

Lazarsfeld, P. F. (1944). The controversy over detailed interviews-an offfer of negotiation. *Public Opinion Quarterly, 8,* 38-60.

Lazarsfeld, P. F., & Merton, R. M. (1954). Friendship as a social process: a substantive and methodologicla analysis. In *Freedom and Control in Modern Society* (pp. 18-66). New York: Van Nostrand.

Lee, N., & Broderick, A. (2004). *A social networks conceptualisation of online word-of-mouth communication: Working paper.*

Levesque, T. J., & McDougall, G. H. (1996). Customer dissatisfaction: the relationship between types of problems and consumer response. *Journal of Academy of Marketing Science, 13*(3), 264-276.

Levesque, T. J., & McDougall, G. H. (2000). Service problems and recovery strategies: an experiment. *Canadian Journal of Administrative Sciences, 17*(1), 20-37

Levine, M. (2003). *A branded World: Adventures in Public Relations and the Creation of Superbrands*. New York: John Wiley and Sons.

Levy, S. M. (1995). *"Vaporware": Working paper no 9512001 Economics Working Paper Archive November 19,* Washington University in St Louis.

Lewin, J. E., & Johnston, W. J. (1997). Relationship marketing theory in practice: a case study. *Journal of Business Research, 39*(1), 23-31.

Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry.* Beverly Hills, CA: Sage.

Lindgreen, A. and Crawford, I. (1999) Relationship marketing. *NZ Marketing Magazine, 18*(4), 41-42.

Lindgreen, A., & Swaen, V. (2005). Corporate citizenship: let not relationship marketing escape the management toolbox. *Corporate Reputation Review, Volume 7*(4), 346-363.

Liu, Y. (2006). Word of mouth for movies: its dynamics and impact on box office revenue. *Working Paper: Martin Whitman School of Management, Syracuse University.*

Livesey, S. M. (2001). Edo-identity as discursive struggle: Royal Dutch/Shell, Brent Spar, and Nigeria. *Journal of Business Communication, 38*(1), 58-91.

Lovelock. C. (1996). *Services Marketing (3rd edition).* USA: Prentice Hall.

Mael, F. A., & Ashforthm, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organisational identification. *Journal of Operational Behavior, 13,* 103-123.

Magson, N. (1999). Donors: How much do they give in a lifetime? *International Journal of Nonprofit and Voluntary Sector Marketing, 4*(1), 11-25.

Mahajan, V., & Muller, E. (1998). When is it worthwhile targeting the majority instead of the innovators in a new product launch. *Journal of Marketing Research, 35*(4), 488-495.

Mahajan, V., Muller, E., & Bass, F. (1990). New product diffusion models in marketing; a review and directions for research. *Journal of Marketing, 54*(1), 1-26.

Mahajan, V., Muller, E., & Bass, F. M. (1995). Diffusion of new products: empirical generalisations and managerial uses. *Marketing Science, 14,* G79-G89.

Maignan, I., & Ferrell, O. C. G. (2000). Measuring corporate citizenship in two countries: The case of the United states and France. *Journal of Business Ethics, 23*(3), 283-297.

Maignan, I., & Ferrell, O. C. G. (2001). Corporate citizenship as a marketing instrument – concepts, evidence and research directions. *European Journal of Marketing, 35*(3/4), 457-484.

Maignan, I., Ferrell, O. C. G., & Hult, T. M. (1999). Corporate citizenship: cultural antecedents and business benefits. *Journal of the Academy of Marketing Science, 27*(4), 455-469.

Mancusco, J. R. (1969). Why not create opinion leaders for new product introductions. *Journal of Marketing, 33*(July), 20-25.

Mangold, W. G. (1987). Use of commercial sources of information in the purchase of professional services: what the literature tells us. *Journal of Professional Services 3*(1/2), 5-17.

Mangold, W. G., Miller, F., & Brockway, G. R. (1999). Word of mouth communication in the service marketplace. *The Journal of Services Marketing, 13*(1), 73.

Marketing. (2002). Great British Brands: Dyson. *Marketing,* August 1, 21.

Marsden, P. (2005). Introduction: the connected marketing revolution. In Kirby J. and Marsden P. *Connected Marketing, Viral and Buzz and Word of Mouth Revolution.* London: Butterworth-Heinemann CH 9

Marsden, P., Samson, A., & Upton, N. (2005). Advocacy drives growth in UK businesses. *Brand Strategy, November-December,* 1-9.

Martin, C. L. (1998). Relationship marketing: a high-involvement product attribute approach. *Journal of Product and Brand Management 7*(1), 6-26.

Mattila, A. (2001). The impact of product category risk on service satisfaction evaluations. *Hospitality Management, 20,* 29-43.

Maute, M. F., & Dube, L. (1999). Patterns of emotional responses and behavioural consequences of dissatisfaction. *Applied Psychology, 48*(3), 349-366.

Maxham III, J. G. (2001). Service recovery's influence on consumer satisfaction, positive word-of-mouth, and purchase intentions. *Journal of Business Research, 54,* 11-24.

Mc Carthy, E. J. (1971). *Basic Marketing: A Managerial Approach (4th edition)* Homewood IL: Richard D Irwin.

McAdams, D. P. (1988).*Power, Intimacy and the Life Story: Personological Inquiries into Identity.* New York: Guilford Press.

McAlexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). Building brand community. *Journal of Marketing, 66,* 38-54.

McCafferkey. (1996). *Word of Mouth: 1001 ways to make it happen.* New York: Phaidon.

McCollough, M. A., & Berry, L. L. (1996). *A conceptual model and empirical investigation of customer satisfaction after service failure and recovery* Paper presented at the Frontiers in Services: A Conference co-sponsored by the American Marketing association and the Center for Service Marketing and Vandebilt University, Chicago, IL.

McCollough, M. A., & Bharadwaj, S. G. (1992). Marketing theory and applications. In C. T. Allen, T. J. Madden, T. A. Shrimp, et al. (eds). *The Recovery Paradox: An examination of consumer satisfaction in relation to disconfirmation, service quality and attribution based theories.* Chicago: American Marketing Association.

McConnell, B., & Huba, J. (2003). *Creating Customer Evangelists.* Chicago IL: Dearborn.

McGill, A. L., & Anand, P. (1989). The effect of vivid attributes on the evaluation of alternatives: the role of differential attention and cognitive elaboration. *Journal of Consumer Research, 16*(September), 188-196.

McKenna, R. (1991). *Relationship Marketing.* Reading, MA: Addison-Wesley.

McKinnon, J. (1988). Reliability and validity in field research. *Accounting, Auditing and Accountability Journal, 1*(1), 34-54.

Meidan, A. (1996). *Marketing Financial Services*. Basingstoke, UK: Macmillan.

Merriam, S. (1988). *Case study research in education: A qualitative approach*. San Francisco: Jossey-Bass.

Midgely, D. F., Morrison, P. D., & Roberts, J. H. (1992). The Effect of Network Structure in Industrial diffusion Processes. *Research Policy, 21*(6), 533-552.

Miles, L., & Snow, C. C. (1978). *Organisational Strategy, Structure and Process*. New York: McGraw-Hill.

Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: A Source Book of New Methods*. Newbury Park, CA: Sage.

Mintzberg, H. (1971). Managerial work: analysis from observation. *Management Science,* 18(2), B97-B110.

Mintzberg, H. (1973). *The Nature of Managerial Work*. New York: Harper & Row,

Mintzberg, H. (1979). An emerging strategy of "direct" research. *Administrative Science Quarterly, 21*(4), 582-589.

Miserski, R. W. (1982). An attribution explanation of disproportionate influence of unfavorable information. *Journal of Consumer Research, 9,* 301-310.

Misner, I. R., & Davis, R. (1998). *Business by Referral*. Austin: Bard Press.

Mitchell, A. A., & Dacin, P. A. (1996). The assessment of alternative measures of consumer expertise. *Journal of Consumer Research, 23*(December), 219-239.

Mitroff, I. I. (1988). Crisis management: cutting through the confusion. *Sloan Management Review,* Winter, 15-20.

Mittal, B., & Lassar, W. M. (1998). Why do customers switch? The dynamics of satisfaction versus loyalty. *Journal of Services Marketing, 12*(3), 177-194.

Moffitt, M. A. (1994). A cultural studies perspective toward understanding corporate image: a case study of State Farm Insurance. *Journal of Public Relations Research, 6,* 41-66.

Mohr, J., Sengupta, S. & Slater, S. (2005). Marketing of High Technology Products. Upper Saddle River, NJ: Pearson Education.

Monahan, G. E. (1984). A pure birth model of optimal advertising with word-of-mouth. *Marketing Science, 3*(2), 169-178.

Money, R. B., Gilly, M. C., & Graham, J. L. (1998). Explorations of national culture and word-of-mouth referral behavior in the purchase of industrial services in the US and Japan. *Journal of Marketing, 62,* 67-76.

Montgomery, A. L. (2001). Applying Quantitative Marketing Techniques to the Internet. *Interfaces, 31*(2), 90-108.

Mooradian, T. A., & Olver, J. M. (1997). I can't get no satisfaction: The impact of personality and emotion on postpurchase processes *Psychology and Marketing, 14* (4), 379-393.

Morgan, N. A., & Rego, L. L. (2004). The One Number You Need to Grow. *Harvard Business Review, 82*(4), 34-136.

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing, 58*, 20-38.

Morris, J. A., & Feldman, D. C. (1996). The Dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review, 21*, 989-1010.

Morris, R. J., & Martin, C. L. (2000). Beanie Babies: a case study in engineering of a high involvement relationship-prone brand. *The Journal of Product and Brand Management, 9*(2), 78-98.

Mowen, J. C., & Minor, M. (1998). *Consumer Behavior.* Upper Saddle River, NJ: Prentice Hall.

Mulgan, G. (1998). *Connexity: how to live in a connected world.* Boston Mass: Harvard Business School Press.

Murphy, I. P. (1997). Pillsbury proves charity marketing begins at home. *Marketing News*, February 17, 16.

Murray, K. B. (1991). A test of service marketing theory: consumer information acquisition activities. *Journal of Marketing, 55*(January), 10-15.

Murray, K. B., & Schlacter, J. L. (1990). The impact of services versus goods on consumers' assessments of perceived risk and variability. *Journal of the Academy of Marketing Science, 18*(1), 51-65.

Neelamegham, R., & Chintagunta, P. (1999). A Bayesian model to forecast new product performance in domestic and international markets. *Marketing Science, 18*(2), 115-136.

Netpromoter.com (2006) 'What is Netpromoter?' Accessed September 16 2006 [available at http://www.netpromoter.com/netpromoter/index.php]

Newman, J. W., & Staelin, R. (1972). Prepurchase information seeking for new cars and major household appliance. *Journal of Marketing Research, 9*, 249-257.

Newman, K., & Pyne, T. (1997). Service quality and blood donors - a marketing perspective. *Journal of Marketing Management, 13*, 579-599.

Newton, D., & Buttle, F. (2002). *Using Real Options to Value Customer Relationships: Working Paper.* Macquarie University: Macquarie Graduate School of Management, Sydney.

Nyer, P. (1999). Cathartic complaining as a way of reducing consumer dissatisfaction. *Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behaviour, 12,* 15-24.

O'Cass, & Grace, D. (2004). Service brands and communication effects. *Journal of Marketing Communications, 10*(December), 241-254.

Oh, H. (1999). Service quality, customer satisfaction and customer value: a holistic perspective. *International Journal of Hospitality Management, 18,* 67-82.

Oliver, R. L. (1997). *Satisfaction: A behavioural Perspective on the Consumer.* Singapore: McGraw-Hill International.

Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing, 63*(4), 33-46.

Orlikowski, W. J., & Baroudi, J. J. (1991). Studying Information Technology in organisations: research approaches and assumptions. *Accounting, and Business Review, 1*(2), 211-231.

Ozcan, K. (2004). Consumer-to-Consumer Interactions in a Networked Society: Word of Mouth Theory, Consumer Experiences, and Network Dynamics. Unpublished Ph.D. Dissertation, University of Michigan.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49*(Fall), 41-50.

Parasuraman, A., Zeithaml, V.A., & Berry, L.L., (1988). SERVQUAL: a multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 64*(Spring), 12-40.

Paridon, T. (2006). Extending and clarifying causal relationships in research involving shopping value, consumer self-confidence, and word of mouth communication. *Marketing Management Journal, 16*(1), 32-43.

Parker, L. D., & Roffey, B. H. (1997). Back to the drawing board: revisiting grounded theory. *Accounting, Auditing and Accountability Journal, 3*(2), 1-14.

Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods.* Newbury Park: Sage.

Pavlou, P. A. (2002). *Trustworthiness as a source of competitive advantage in online auction markets.*

Payne, A. (1995). *Relationship marketing: a broadened view of marketing (Ed.), Advances in Relationship Marketing.* London: Kogan Page.

Payne, A. (1998). Relationship marketing the six markets framework: a review and evaluation. Draft Working Paper. Cranfield School of Management, Cranfield University, Surrey UK.

Payne, A., & Frow, P. (1997). Relationship marketing: key issues for the utilities sector. *Journal of Marketing Management, 13*, 463-77.

Payne, A., & Frow, P. (2006). Customer relationship management: from strategy to implementation. *Journal of Marketing Management, 22*, 135-168.

Payne, A., Ballantyne, D., & Christopher, M. (2005). A stakeholder approach to relationship marketing strategy: the development and use of the 'six markets' model. *European Journal of Marketing, 39*(7/8), 855-871.

Payne, A., Holt, S., & Frow, P. (2001). Relationship value management: exploring the integration of employee, customer and shareholder value and enterprise performance models. *Journal of Marketing Management, 17*, 785-817.

Payne, A.F. (1988). Relationship Marketing -the six markets framework: A review and extension. Draft Working Paper, Cranfield School of Management, Cranfield University. UK.

Peck, H. L., Payne, A., Christopher, M., & Clark, M. (1999). *Relationship Marketing, Strategy and Implementation.* Oxford: Butterworth-Heinemann.

Peppers, D., & Rogers, M. (1993). *The One-to-One Future.* New York: Piatkus.

Perry, C. (1998). Processes of a case study methodology for postgraduate research in marketing. *European Journal of Marketing, 32*(9/10), 76-85.

Perry, C. (2001). Case research in marketing. *The Marketing Review, 1*, 303-323.

Perry, C., Reige, A., & Brown, L. (1999). Realism's role among scientific paradigms in marketing research. *Irish Marketing Review, 12*(2), 16-23.

Perry. C., Cavaye, A., & Coote, L. (2002). Technical and social bonds within business-to-business relationships. *The Journal of Business and Industrial Marketing, 17*(1), 75-88.

Pine II, J. B., & Gilmore, J. H. (2000). Satisfaction, sacrifice, surprise: three small steps create one giant leap into the experience economy. In *Strategy leadership* (pp. 10-23).

Pompa, P., Berry, M., Reid, R., & A., W. (2000). Adopting a share of wallet. *Journal of Interactive Marketing, 1*(2), 57-67.

Porter, M., & Stern, M. (2001). Innovation location matters. *MIT Sloan Management Review, 42*(4), 28-35.

Porter, M.E. (1990). The Competitive Advantage of Nations. *Harvard Business Review, March-April,* 2-3.

Price, L. L., Feick, L. F., & Guskey-Federouch, A. (1988). Couponing behaviours of the market maven: profile of a super couponer. *Advances in Consumer Research, 15,* 354-359.

Price, L. L., Feick, L. F., & Higie, R. A. (1987). Information sensitive consumers and market information. *Journal of Consumer Affairs, 21*(Winter), 328-341.

Prince, R. A., & File, K. M. (1994). *The Seven Faces of Philanthropy.* San Francisco: Jossey-Bass Inc.

Pruden, D. R., & Vavra, T. G. (2004). Controlling the grapevine: how to measure and manage word of mouth. *Marketing Management,* (July/August), 24-31.

Pugh, D. S. (2001). Service with a smile: emotional contagion in the service encounter. *Academy of Management Journal, 44*(5), 1018-1027.

Rajagopal. (2006). Measuring customer value gaps: an empirical study in the Mexican retail market. *Economic Issues, 11*(1 March), 19-40.

Ranaweera, C., & Jaideep Prabhu, J. (2003). On the relative importance of customer satisfaction and trust as determinants of customer retention and positive word of mouth. *Journal of Targeting, Measurement and Analysis for Marketing, 12*(1), 82-90.

Reichheld, F. F. (1996). Learning from customer defections. *Harvard Business Review, 74*(2), 56-61.

Reichheld, F. F. (2003). The one number you need to grow. *Harvard Business Review* (December), 1-11.

Reichheld, F. F. (2006). *The Ultimate Question: Driving Good profits and True Growth.* Boston Harvard Business School Press.

Reichheld, F. F., & Sasser, W. E. (1990). Zero defections: quality comes to services. *Harvard Business Review, 68*(September–October), 105-111.

Reichheld, F. F., & Teal, E. (1996). *The Loyalty Effect.* Boston: Harvard Business School Press.

Reinartz, W., & Kumar, V. (2002). On the profitability of long-life customers in a non-contractual setting: an empirical investigation and implications for marketing. *Journal of Marketing, 64/4*(October), 17-35.

Reingen, P. H., & Kernan, J. B. (1986). Analysis of referral networks in marketing: Methods and illustrations. *Journal of Marketing Research, 23*(4), 370-378.

Remenyi, D., Williams, B., Money, A., & Swartz, E. (1998). *Doing Research in Business and Management: An Introduction to Process and Method.* London: Sage Publications.

Reuber, A. R., & Fischer, E. (2005). The company you keep. How young firms in different comparative contexts signal reputation through their customers. *Entrepreneurship Theory and Practice* (January), 57-78.

Reynolds, K. E., & Beatty, S. E. (1999). A relationship customer typology. *Journal of Retailing, 75*(4), 509-523.

Richens, M. L. (1983). Negative word-of-mouth by dissatisfied customers: a pilot study. *Journal of Marketing, 47*(Winter), 68-78.

Richens, M. L. (1984). Word of mouth communication as negative information. pp. 697-702 In A. T. C. Kinnear (Ed.), *Advances in consumer research*. Ann Arbor MI.: Association for Consumer Research.

Richens, M. L., & Root-Shaffer, T. (1988). The role of involvement and opinion leadership in consumer word-of-mouth: an implicit model made explicit. *Advances in Consumer Research, 11*, 32-36.

Richens, M., L., (1987). A multivariate analysis of responses to dissatisfaction. *Journal of The Academy of Marketing Science, 15*(Fall), 24-31.

Ries, A., & Ries, R. (2002). *The Fall of Advertising and Rise of PR*. New York: Crain Communications.

Rindfleisch, A., & Moorman, C. (2001). The acquisition and utilisation of information in new product alliances: a strength of ties perspective. *Journal of Marketing*, April, 1-18.

Roberts, J. H. (2000). Developing new rules for new markets. *Academy of Marketing Science, 28*(1), 31-44.

Robertson, T. S., Zielinski, J., & Ward, S. (1984). *Consumer Behavior*. Glenview, IL: Scott, Foresman and Company.

Robson, C. (1993). *Real World Research: a Resource for Social Scientists and Practitioner- researchers*. Oxford: Blackwell.

Rogers, E. (1962). *Diffusion of Innovations (4th edition)*. New York: The Free Press.

Rogers, E. M. (1983). *Diffusion of Innovations*. Glencoe IL: Free Press.

Rosen, E. (2000). *The Anatomy Of Buzz*. New York: Doubleday.

Rosenberg, L. J., & Czepiel, J. A. (1984). A marketing approach for customer retention. *Journal of Consumer Marketing, 1*, 45-51.

Rosenbush, S. (2006). MySpace for the office: Venture giant Kleiner Perkins is backing Visible Path in its bid to take social networking corporate. *BusinessWeek Online*. Retrieved June 15, 2006 from http://www.businessweek.com/technology/content/apr2006/tc20060418_044277.htm

Rossister, J. R., & Percy, L. (1996). *Advertising and Promotions Management (2nd edition)*. New York: McGraw-Hill.

Rosso, H. A. (1991). *Achieving Excellence in Fundraising*. San Francisco: Jossey-Bass.

Rucci, A. J., S. P. Kirn, S. P., & R. T. Quinn, R. T. (1998). The employee-customer-profit chain at Sears. *Harvard Business Review, January-February*, 82-97.

Rust, R. T., & Oliver, R. L. (2000). Should we delight the customer? *Journal of the Academy of Marketing Science, 28*(1), 86-94.

Rust, R., Lemon, K. N., & Zeithaml, V. A. (2000). *Driving Customer Equity: How Customer Lifetime Value is Reshaping Corporate Strategy*. New York: The Free Press.

Rust, R., Lemon, K. N., & Zeithaml, V. A. (2004). Return on marketing: using customer equity to focus marketing strategy. *Journal of Marketing*, January, 109-127.

Rust, R., Subramanian, B., & Wells, M. (1992). Making complaints a management tool. *Marketing Management, 1*(3), 40-45.

Rust, R., Zahornik, A. J., & Keiningham, T. L. (1995). Return on quality (ROQ): making service quality financially accountable. *Journal of Marketing, 8*(1), 71-78.

Sarantakos, S. (2005). *Social Research (2nd edition)*. Melbourne, Macmillan.

Saxby, C. L., Tat, P. K., & Thompson Johansen, J. (2000). Measuring consumer perceptions of procedural justice in a complaint context. *The Journal of Consumer Affairs, 34*(2), 204-217.

Scapens, R. (1990). Researching management accounting practice: the role of case study methods. *British Accounting Review, 22*, 259-281.

Schiffman, L. G., & Kanuk, L. L. (1997). *Consumer Behavior*. Englewood Cliffs: Prentice Hall.

Schlesinger, L. A., & Heskett, J. L. (1991). Breaking the cycle of failure in services. *Sloan Management Review*, Spring, 17-28.

Schofield, J. W. (2000). Increasing the Generalisability of Qualitative Research. In R. Gomm. and R. Hammersley (Eds.), *Case Study Methods, Key Issues, Key Texts*. London, Sage Publications.

Selnes, F. (1993). An examination of the effect of product performance on brand reputation, satisfaction and loyalty. *European Journal of Marketing, 27*(9), 19-34.

Serwer, A. (2003). The hole story: how Krispy Kreme became the hottest brand in America. *Fortune, 148*, 52-58.

Shapiro, C. (1983). Optimal pricing of experience goods. *The Bell Journal of Economics, 14*(2), 497-507.

Shaw, I. (1999). *Qualitative Evaluation.* Thousand Oaks, CA: Sage Publications.

Sheth, J. (1971). Word-of-mouth in low risk innovations. *Journal of Advertising Research, 11*(June), 15-18.

Shultz, M., & Hatch, M. J. (1997). *The Expressive Organisation: Linking Identity, Reputation and the Corporate Brand.* Oxford: Oxford University Press.

Silk, A. J. (1966). Overlap among self-designated opinion leaders: A study of selected dental products and services. *Journal of Marketing Research, 3,* 255-259.

Silverman, G. (1999). *Doing Qualitative Research – A Practical Handbook.* Thousand Oaks, CA: Sage Publications.

Silverman, G. (2001). *The Secrets of Word-of-Mouth Marketing.* New York: Amacon.

Singh, J. (1988). Consumer complaints intentions and behavior: definitional and taxonomical issues. *Journal of Marketing, 52,* 93-107.

Singh, J. (1990). Voice, exit and negative word-of-mouth behaviour: an investigation across three service categories. *Journal of the Academy of Marketing Science, 18*(1), 1-15.

Singh, J., & Pandya, S. (1991). Exploring the effects of consumers' dissatisfaction level on complaint behaviours. *European Journal of Marketing, 25*(9), 7-21.

Singh, M., Balasubramanian, S., & Chakraborty, G. (2000). A comparative analysis of three communication formats: advertising, infomercials and direct experience. *Journal of Advertising, 29*(4), 59-76.

Slama, M. E. & Williams, S. L. (1990). Generalisation of the market maven's information provision tendency. *Advances in Consumer Research, 17,* 48-52.

Slama, M. E. & Wolfe, R. (1999). Consumption as self-presentation: a socioanalytic interpretation of Mrs Cage. *Journal of Marketing, 63*(October), 135-138.

Smith, A. K., Bolton, R. N. & Wagner, J. (1999). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research, 36,* 356-372.

Smith, M. J. (1998). *Social Science in Question.* London: Sage Publications.

Smith, R. E., & Swinyard, W. R. (1982). Information response models: an integrated approach. *Journal of Marketing, 48*(Winter), 81-93.

Snow, C. C. & Thomas, J. B. (1994). Field research methods in strategic management: contributions to theory building and testing. *Journal of Management Studies, 31*(4), 457-480.

Solomon M. R. (1994). *Consumer behaviour (2nd edition)*. Boston: Allyn and Bacon.

Solomon, M. (1998). *Consumer Behavior*. Eaglewood Cliffs, NJ: Prentice Hall.

Spector, R. (2000). *Amazon.com: Get Big Fast*. New York: Harper Business.

Spreng, R. A., Harrell, G. D., & Mackoy, R. D. (1995). Service recovery: impact on satisfaction and intentions. *Journal of Services Marketing, 9*(1), 15-23.

Stake, R. E. (1995). *The Art of Case Study Research*. Thousand Oaks: Sage.

Stauss, B., Chojnacki, K., Decker, A., & Hoffmann, F. (2001). Retention effects of a customer club. *International Journal of Service Industry Management, 12*(1), 7-19.

Steinke, I. (2000). Winners and losers: transformation processes and their consequences for adolescents. *Social Science Information, 39*(1), 131-154.

Stern, B. (1994). A revised model for advertising: multiple dimensions of the source, the message, and the recipient. *Journal of Advertising, 23*(2), 7-21.

Sterne, J. (2001). *World Wide Web Marketing: Integrating the Web into Your Marketing Strategy*. New York: Wiley Computer Publishing.

Sterne, J. (2003). *Internet Marketing (2nd edition)*. New York: John Wiley and Sons.

Steyer, A., Garcia-Bardidia, R., & Quester, P. (2006). Online discussion groups as social networks: an empirical investigation of word-of mouth on the Internet. *Journal of Interactive Advertising, 6*(2), 51-59.

Still, R. R., Barnes, J. H. J., & Kooyman, M. E. (1984). Word-of-mouth communication in low-risk product decisions. *International Journal of Advertising, 3*, 335-345.

Stokes, D., & Lomax, W. (2002). Taking control of word of mouth marketing: the case of an entrepreneuial hotelier. *Journal of Small Business and Enterprise Development, 9*(4), 349-357.

Story L. (2005). Consumers, long the targets, become shapers of campaigns. *The New York Times*, July 1, Section C. p3. column 1 CH 9

Strauss, A., & Corbin, J. (1990). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. Thousand Oaks: Sage Publications.

Strauss, J. (1997). Global word of mouth: service bashing on the Internet is a thorny issue. *Marketing Management, 6*(Fall), 28-30.

Strauss, J., & Frost, R. (2003). *E-Marketing*. Upper Saddle River, NJ: Prentice Hall.

Sun, T., Youn, S., Wu, G., & Kuntaraporn, M. (2006). Online word-of-mouth (or mouse): An exploration of its antecedents and consequences. *Journal of Computer-Mediated Communication, 11*(4), article 11. http://jcmc.indiana.edu/vol11/issue4/sun.htmlBulik,

Sundaram, D. S., Mitra, K. & Webster, C. (1998). Word of mouth communications: a motivational analysis. *Advances in Consumer Research, 25,* 527-531.

Superbrands. (2002). *Superbrands Volume III. An insight into many of Australia's trusted brands* (Vol. 3). Sydney: Superbrands Ltd.

Surprenant, C. F., & Solomon, M. R. (1987). Predicability and personalisation in the service encounter. *Journal of Marketing, 51*(April), 86-96.

Swaen, V., & Vanhamme, J. (2005). The use of corporate social responsibility arguments in communication campaigns: does source credibility matter? *Advances in Consumer Research, 32,* 590-591.

Swan, J. E., & Oliver, R. L. (1989). Postpurchase communications by consumers. *Journal of Retailing, 65*(2), 516-533.

Swanson, S. R., & Kelley, S. W. (2001). Service recovery attributions and word-of-mouth intentions. *European Journal of Marketing, 35*(1/2), 194-211.

Tan, C. T., & Dolich, I. J. (1983). A comparative study of consumer information seeking: Singapore versus U.S. *Journal of Academy of Marketing Science, 11,* 313-322.

Tanner, J. F. (1996). Buyer perceptions of the purchase process and its effects on customer satisfaction. *Industrial Marketing Management, 25,* 125-133.

TARP. (1979). *Measuring the grapevine: consumer response and word-of-mouth.* Atlanta, GA.: The Coca Cola Co.

TARP. (1989). *Measuring the Grapevine- Consumer Response to Word of Mouth: Technical Assistance Research Programs Inc. Office of Consumer Affairs.* Washington, DC.

Tate, N. T. (1995). And now a word from our sponsor. *American Demographics* (June), 46.

Tax, S. S., & Brown, S. W. (1998). Recovering and learning from service failure. *Sloan Management Review,* (Fall).

Tax, S. S., & Chandrashekaran, M. (1992). Consumer decision making following a failed service encounter: a pilot study. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour, 5,* 55-68.

Tax, S. S., Brown, S. W., & Chandrashekaran, M. (1998). Customer evaluations of service complaint experiences: implications for relationship marketing. *Journal of Marketing, 62,* 60-76.

Taylor, S. A., & Baker, T. L. (1994). An assessment of the relationship between service quality and customer satisfaction in the formation of consumers' purchase intentions. *Journal of Retailing,* 70(2), 163-178.

Theng Lau, G., & Ng, S. (2001). Individual and situational factors influencing negative word of mouth behaviour. *Canadian Journal of Administrative Sciences, 18*(3), 163-178.

Thibaut, J. W., & Kelley, H. H. (1959). *The social psychology of groups*. New York, John Wiley.

Thomas, G. M. (2004). Building buzz in the hive mind. *Journal of Consumer Behaviour, 4*(1), 64-72.

Thonssen, L., & Beard, A. D. (1948). *Speech Criticism: Development of Standards for Rhetorical Appraisal*. New York: Ronald Press.

Tosh, J. (1991). *The Pursuit of History: Values of the Historical Attitude*. London: Thames and Hudson.

Tsoukas, H. (1989). The validity of idiographic research explanations. *Academy of Management Review, 24*(4), 551-561.

Tullier, M. L. (1998). *Networking for Everyone!* Indianapolis: JIST Inc.

Tybout, A. M., Calder, B. J., & Sternthal, B. (1981). Using information processing theory to design marketing strategies. *Journal of Marketing Research, 23*, 73-79.

Uray, N., & Dedeoglu, A. (1997). Identifying fashion clothing innovators by self report method. *Journal of Euro-Marketing, 6*(3), 27-46.

Valente, T. W. (1996). Social network thresholds in the diffusion of innovations. *Social Networks, 18*(1), 69-89.

Van den Bulte, C., & Lilien, G. L. (2001). Two-stage partial observability models for innovation adoption. *Working Paper: University of Pennsylvania*.

Van Maanen, J. (1998). Tales of the field: on writing ethnography. Chicago, IL, University of Chicago Press.

Verlegh, P. W. J., Pruyn, A. T. H., & Peters, K. A. (2003). Turning shoppers into sellers: two experiments on member-get-member campaigns. *Advances in Consumer Research, 30*, 346.

Vernette, E. (2004). Targeting women's clothing fashion opinion leaders in media planning: an application for magazines. *Journal of Advertising Research*, (March), 90-107.

Vilponnen, A., Winter, S., & Sundqvist, S. (2006). Electronic word-of-mouth environments: exploring network structure and adoption behavior. *Journal of Interactive Advertising, 6*(2), 71-86.

Vranica, S. (2005). Getting buzz marketers to fess up. *Wall Street Journal*, 9 February.

Walker, R. (2004). The Hidden (in plain sight) persuaders. *The New York Times Magazine* December 5

http://www.nytimes.com/2004/12/05magasine/)%BUZZ.html?ex=1104555600&en=c
fdl.

Wallace, M. J. (1983). Methodology, research practice and progress in personnel and industrial relations. *Academy of Management Review, 8*(1), 6-13.

Watkins, H. S., & Liu, R. (1996). Collectivism, individualism and in-group membership: implications for complaining behaviours in multi-cultural contexts. *Journal of International consumer Marketing, 8*(3/4), 69-96.

Webster, C. (1991). Influences on consumer expectations of services. *Journal of Services Marketing, 5,* 516-533.

Webster, C. and D. S. Sundaram (1998). Service consumption criticality in failure recovery. *Journal of Business Research 41,* 153-59.

Weiber, R., & Kollman, T. (1998). Competitive advantages in virtual markets-perspectives on 'information-based marketing' in cyberspace. *European Journal of Marketing, 32*(7/8), 13-23.

Weiber, R., & Meyer, J. (2000). Virtual Communities Handbuch Electronic Business. In R. Webber (ed) (Ed.), *Informationstechnologien-Electronic Commerce-Geschaftprozessen.* Wiesbaden: Gabler.

Weigelt, K., & Camerer, C. (1988). Reputation and corporate strategy: a review of recent theory and applications. *Strategic Management Journal, 9,* 443-454.

Weimann, G. (1991) The Influentials: Back to the Concept of Opinion Leaders? *Public Opinion Quarterly, 55,* 267.

Weimann, G., Tustin, D. H., van Vuuren, D., & Joubert, J. P. R. (2007). Looking for Opinion Leaders: Traditional vs. Modern Measures in Traditional Societies. *International Journal of Public Opinion Research. Summer2007, 19 Issue 2,* 173-190.

Weinstein, A. (2002). Customer-specific strategies-customer retention: a usage segmentation and customer value approach. *Journal of Targeting, Measurement and Analysis for Marketing, 10*(3), 1-8.

Weitz, B., Castlebury, S. B., & Tanner, J. F. J. (2000). *Selling: building partnerships (4th Edition).* Burr Ridge, IL: Irwin/McGraw-Hill.

Wellman, B. (1926). The school child's choice of companions. *Journal of Educational Research, 14,* 126-132.

Wellman, B. (1988). Structural analysis: from method and metaphor to theory and substance. In B. Wellman & S. D. Berkowitz (eds), *Social Structures: a network approach,* pp 19-61. Cambridge & New York: Cambridge University Press.

Wellman, B., Salaff, J., Dimitrova, D., Garton, L., Gulia, M., & Haythornthwaite, C. (1996). Computer networks as social networks: collaborative work, telework, and virtual community. *Annual Review of Sociology, 22,* 213-238.

Westbrook, R. A. (1987). Product/consumption based affective responses and post purchase processes. *Journal of Marketing Research, XXIV*, 258-270.

Wheiler, K. (1987). Referrals between professional service providers. *Industrial Marketing Management, 16*, 191-200.

Whetten, D. A., & Godfrey, P. C. (1998). *Identity in Organisations: Building strategy Through Conversations.* Thousand Oaks CA: Sage Publications.

White, S. S., & Schneider, B. (2000). Climbing the commitment ladder: the role of expectations disconfirmation on customers' behavioral intentions. *Journal of Service Research, 2*(3), 240-253.

Widdows, R., & Widdows, K. (1998). Customer relationship management in the online environment. *Customer Relationship Management*, March, 21-24.

Wiedmann, K.-P., Walsh, G., & Mitchell, V.-W. (2001). The Mannmaven: an agent for diffusing market information. *Journal of Marketing Communications, 7*(4), 195-212.

Wilkie, W. L. (1990). *Consumer Behavior.* New York: John Wiley and Sons.

Williams, M. (1994). *Interactive Marketing.* Sydney: Prentice Hall.

Williams, S. L., & Moffitt, M. A. (1997). Corporate image as an impression formation process: Prioritising personal, organisational, and environmental organisational factors. *Journal of Public Relations Research, 9*(4), 237-258.

Wilson, I. (1992). Realising the power of strategic vision. *Long Range Planning, 25*(5), 18-28.

Wilson, J. (1991). *Word of Mouth Marketing.* New York: John Wiley and Sons.

Wilson, J. (1994). *Word of Mouth Marketing (2nd edition).* New York: John Wiley and Sons.

Wilson, S. R. (2002). *Seeking and resisting compliance: Why people say what they do when trying to influence others.* Thousand Oaks, CA: Sage Publications.

Wilson, W. R., & Peterson, R. A. (1989). Some limits on the potency of word-of-mouth information. *Advances in Consumer Research, 16*, 23-29.

Winer, R. S. (2001). A framework for customer relationship management. *California Management Review, 43*(Summer), 89-105.

Wisniewski, M., & Donnelly, M. (1996). Measuring service quality in the public sector: the potential for SERVQUAL. *Total Quality Management, 7*(4), 357-365.

Woodruff, C., & Jenkinson, A. (1983). Modelling consumer satisfaction processes using experience -based norms. *Journal of Marketing Research, 20*, 296-304.

422

Woratschek, H., & Horbel, C. (2005). Are variety-seekers bad customers? An analysis of the role of recommendations in the service profit chain. *Journal of Relationship Marketing, 4*(3/4), 43-57.

Wyer, R. S., & Scrull, T. K. (1986). Human cognition in its social context. *Psychological View, 93*(July), 322-359.

Yale, L. J., & Gilly, M. C. (1995). Dyadic perceptions in personal information research. *Journal of Business Research, 32*, 225-237.

Yankelovich and Partners Survey. (1999). *Reputation Survey.*

Yankelovich Research (1999). Hill and Knowlton Corporate Reputation Watch Survey. Accessed July 10 2005. [available at http://www.thefreelibrary.com/What's+in+a+Reputation%3F-a061795771]

Yin, R. (1994). *Case Study Research: Design and Methods (2nd edition)*. Thousand Oaks: Sage Publications.

Yin, R. K. (1981). The case study crisis: Some answers. *Administrative Science Quarterly, 26*, 58-65.

Yin, R. K. (1984). *Case Study Research: Design and Methods*. Thousand Oaks: Sage Publications.

Yin, R. K. (1989). *Case Study Research - Design and Methods (1st edition)*. Applied Social Research Methods Series 5. Newbury Park: Sage.

Yin, R. K. (1993). Applications of Case Study Research: Applied Social Research Methods 34. Newbury Park: Sage Publications.

Yin, R., K. (2003). *Case Study Research: Design and Methods (3rd edition)*. Thousand Oaks: Sage Publications.

Yu, Y.-T., & Dean, A. (2001). The contribution of emotional satisfaction to consumer loyalty. *International Journal of Service Industry Management, 12*(3), 234-250.

Zeederberg, M. (2004). Webside wow. *Adnews,* May 7, 17.

Zeelenberg, M. and R. Pieters (1999). Comparing service delivery to what might have been: behavioural responses of regret. *Journal of Service Research 2*(1), 86-97.

Zeithaml, V. A., & Bitner, M. J. (1996). *Services Marketing*. New York: McGraw-Hill.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). The nature and determination of customer expectation of service. *Journal of the Academy of Marketing Science, 21*(1), 1-12.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing, 60*(2), 31- 47.

Zimmermann, J. (1987). Accounting, incentives and the lot-sizing decision: a field study. In Bruns W.J. and R. S. Kaplan (Eds.), pp 268-292. *Accounting and management: field study perspectives*. Boston: Harvard Business School Press.

Appendix 1: IBEC2007 conference publication

THE ROLE OF WORD-OF-MOUTH IN CUSTOMER ACQUISITION IN SERVICE COMPANIES: A 'SIX-MARKETS MODEL' ANALYSIS

Martin Williams[1], Macquarie Graduate School of Management

ABSTRACT

Many authors maintain that word-of-mouth (WOM) from satisfied customers is a significant contributor to customer acquisition, and professional firms and SMEs rely on it. However, we know little about how WOM processes work for service firms, and how managers can influence recommendations. This multiple case study of three service organizations is used to explore the significance of WOM as a contributor to new customer acquisition. Even when organizations focus on and apply sizeable resources to customer relationship management (CRM) in order to achieve customer satisfaction, WOM is weak and very much less significant than anticipated. WOM's power in attracting new customers lies in organization-influenced WOM and relationship marketing networks. Some of these organization-influenced WOM processes are managed, some are relatively unrecognized, but all may be important contributors to new customer acquisition.

I believe a sound understanding of the organizational factors influencing WOM amongst customers and non-customers may help to create more pro-active and productive communications within organizations, and more effective use of WOM in customer acquisition.

Keywords: Word-of-mouth, customer acquisition, lead generation, network marketing, customer relationship marketing, services marketing.

INTRODUCTION

This paper reports partial findings from a larger ongoing study of the management of word-of-mouth (WOM) by service organizations. The aim of the overall research program is to discover whether, and how, companies manage WOM, and to recommend strategies for WOM management that might be applied by service organizations. This multiple case study focuses on several key aspects of WOM:

- Corporate understanding of WOM management. How aware, if at all, are companies of the role and importance of WOM?
- The objectives of WOM management. What, if anything, do companies (hope to) gain from WOM management?
- Generation of positive WOM. How, if at all, do companies generate positive WOM?
- Prevention and control of negative WOM. How, if at all, do companies prevent, or control, negative WOM?

425

Appendix 1: IBEC2007 conference publication

- Processes and structures for managing WOM. Is WOM management a defined organizational responsibility? What metrics, if any, are employed to measure WOM activity and effects? What processes and technologies, if any, are deployed to support the management of WOM?
- How can companies improve their management of WOM?

Previous research indicates that WOM can influence marketing outcomes, suggesting that management should take a more systematic view of WOM communications. However, examples of researched cases are few. While it is generally agreed that WOM is the principal source of new business acquisition for professional firms and SMEs (Stokes and Lomax, 2002), little is known about whether or how service companies have incorporated WOM strategies into their marketing.

This paper reports on WOM and WOM networking effects as they apply to customer acquisition within the services sector. Using three case studies it examines the influence of WOM on new customer acquisition in the context of the Six Markets Model of Relationship Marketing (Christopher et al., 1991; Peck et al., 1999) and proposes an expansion of the categories to more accurately reflect the sources and circumstances in which the prospect was initially attracted to the organization.

LITERATURE REVIEW

WOM communication has long been regarded as an important source of influence on short-term and long-term consumer attitudes (Bone, 1992) and purchase behavior in many service contexts (Price et al., 1987; Gremler and Brown, 1999). WOM is widely thought to be credible and independent, being beyond the influence of organizational management (Arndt, 1967; Murray, 1991). A number of authors maintain that WOM influences new customer acquisition and purchase of new products (Rogers, 2003), and services (Mangold et al., 1999) is a significant contributor to organizational performance (Reichheld, 1996). WOM has been reported to be many times more influential than information derived from newspapers and magazines, personal selling, and radio advertising (Katz and Lazarsfeld, 1955; Herr et al., 1991). Evidence of a powerful role for WOM in the diffusion of innovations is well documented (Mahajan and Muller, 1998). Katz and Lazarsfeld (1955) stressed that the diffusion of innovations and information acceleration rely on opinion leaders who impart a large amount of information to others in their social networks via WOM (Fieck and Price, 1987; Slama and Williams, 1990) and, in spreading WOM, they legitimize the product for other consumers (Uray and Dedeoglu, 1997).

The general consensus in the literature is that positive WOM is an outcome of customer satisfaction (Anderson, 1998), whereas negative WOM results from customer dissatisfaction (Richens, 1983; Richens and Root-Shaffer, 1988; Sundaram et al., 1998). Many practitioners and researchers focus on the power of WOM from satisfied customers in influencing new customer acquisition (McKenna, 1991; Murray, 1991; Tax and Chandrashekaran, 1992; Mittal and Lassar, 1998; Mangold et al., 1999; Harrison-Walker, 2001). In practice, Eismann, a German frozen food manufacturer, estimates that 30 per cent of its new customers are recruited by referrals from satisfied customers (Naumann, 1995). Industry leaders have also trumpeted the importance of WOM. James Dyson, inventor of the bag-less vacuum cleaner, believes WOM is responsible for the company's profits (Marketing, 2002), and Richard Branson of Virgin

Appendix 1: IBEC2007 conference publication

has lauded the beneficial effect of WOM referrals on business performance (Peck et al., 1999).

More recently, WOM has been given added significance by the Internet (Dellarocas, 2003; Carl, 2006). It is now very easy for consumers who have never met to exchange positive or negative views about products and organizations (Widdows and Widdows, 1998). The WOM effect on new customer acquisition is most noticeable in the literature concerning online companies who have built their customer numbers and their profitability through eWOM (electronic word-of-mouth) processes (e.g. Hotmail and Google). For example, Meg Whitman, eBay's CEO, was reported in the Wall Street Journal as saying 'We're spending less than $10 to acquire a new customer, the reason is that we are being driven by WOM' (Strauss, 1997). Jupiter Media Metrix 2001 confirmed that 45 per cent of online shoppers choose e-commerce sites based on WOM (Berry, 2001). WOM is also being more closely integrated into the operations of many Internet companies with beneficial effect (Reichheld and Shefter, 2000). This includes customer referral ratings and affiliate referral; for example, Amazon's reader ratings and affiliates alliance partners who receive monetary compensation for referral.

While Internet WOM is clearly conducted in a highly networked environment, many authors have endorsed the idea of WOM itself as a networking activity involving multiple recipients (Brown and Reingen, 1987; Heskett et al., 1997; Tullier, 1998; Goldenberg et al., 2001). Freeman (1979, p. 219) used the example of a communication network to describe an actor with a high degree of centrality as a person 'in the thick of things', highly connected with many others, a person who is 'a major channel of information' for other contacts. File and Prince's (1992) findings extended the exploration of WOM and referral networks in non-profit settings where informal networks are supplemented by formal intermediaries and philanthropic advisors, as well as key influencers who recruit new donors from amongst their own business and social networks (Rosso, 1991; File et al., 1994). Gummesson (2002) went further, stressing the importance of relationships with the media, local governments, local trading block partners, and others overseas. The nature and composition of these networks has been explicated by Christopher et al. (1991) and Peck et al. (1999), in their Six Markets Model of Relationship Marketing (Figure 1). I use this model to structure and present my findings.

The six markets model proposes six key market domains that can contribute towards organizational value in both business-to-consumer and business-to-business markets:

1. Customer markets are made up of buyers, intermediaries and consumers.

2. Referral markets, comprising both customer and non-customer referral sources, produce advocacy referrals and customer-initiated referrals. These referrals can be further divided into general, incentive-based and staff referrals.

Appendix 1: IBEC2007 conference publication

FIGURE 1

Six Markets Model
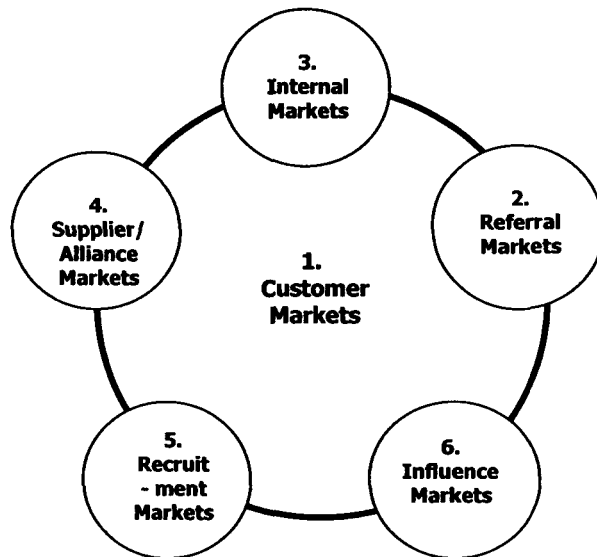
Source : Six Markets Model, Peck, Payne, Christopher, and Clark 1999

3. Internal markets are composed of employees and staff, some of whom deal directly with customers and may be in a position to influence referral behaviors.

4. Supplier and alliance markets include inter-organizational alliances. These are often struck to gain access to each others' customers (Payne, 1995).

5. Recruitment markets are composed of potential employees.

6. Influence markets comprise a divergent range of constituent groups: regulatory bodies, industry bodies, press and media, user and evaluator groups, environmental groups, political and government agencies, and competitors as well as financial and investor groups, and unions.

Other researchers have also recognized the contribution of organization-influenced WOM, for instance, the control of negative WOM within complaint management processes (Buttle, 1998) and WOM's contribution to network organizations, such as Amway or Avon (Coughlan and Grayson, 1998). Thus WOM processes may be more prevalent than has been thought. Buttle (1998, p. 243) concluded 'perhaps all that distinguishes WOM is that it is uttered by sources, who are assumed by receivers to be independent of corporate influence.'

Despite these authors' findings, Mangold et al. (1999) believe only a small proportion of WOM communications are stimulated by commercial efforts. Indeed, according to Gremler et al. (2001), many companies have struggled to develop effective marketing

428

Appendix 1: IBEC2007 conference publication

programs that encourage WOM. Perhaps this is because WOM is particularly applicable to certain industries (Dye, 2000) or because to elicit WOM that is sufficiently powerful to influence customer acquisition, conditions of customer affect have to exceed the norm (Gremler and Brown, 1996; Reynolds and Beatty, 1999; Gremler et al., 2001).

Thus there is ambivalence in the literature. Peck et al. (1999) endorsed Bayus's (1985) argument that WOM has received little attention, particularly as regards marketing in *service settings. They consider that the subject of advocacy and referral marketing is* significantly under-emphasized from the perspective of both academic research and corporate practice.

Many questions remain unanswered. For example, we do not know how organizations regard WOM; nor do we understand what companies gain, if anything, from management of WOM, its stimulation, control and measurement (Buttle, 1998).

METHODOLOGY

The research approach has used qualitative multiple case studies with a replication design as defined by Yin (1994). Cross-analysis and comparison of cases improve the generalizability of the findings beyond that afforded by a single case. Primary data sources and collection methods comprised interviews, texts, observation and transcripts – the four classifications outlined by Scapens (1990). Interviews were the primary source of data and were fully transcribed. Transcripts were triangulated with internal documentation and other materials such as company annual reports, newspaper stories, marketing plans and internal memos, and creative communication including television commercials.

My research comprised three case studies of companies with offices in Australia; two have overseas head offices. The companies are a regional energy company which is expanding its commercial divisions beyond its traditional boundaries, and two multinational organizations; one from the financial services sector and the other from the not-for-profit (NFP) welfare sector. The latter is reviewed from its donor services perspective, rather than from its welfare perspective. We gathered data from 54 in-depth and semi-structured face-to-face interviews with managers of the companies' marketing and communication departments, and from participant observation during business meetings.
The interviewees were selected using snowball sampling (Hussey and Hussey, 1997). Initial interviewees were chosen on the recommendations of the firm's executive who authorized research access. Interviews were conducted until it was obvious that theoretical saturation had occurred (Glaser and Strauss, 1967) and that triangulation with documentation and interviews was consistent. Participant observation (Denzin, 1978) in business meetings and observation of business practices helped to create an understanding of the role of communications processes involved in new customer acquisition. Adopting the approach of Ferreira and Merchant (1992) the study also ensured there was 'an attempt to explicitly link the observations to a pre-existing body of knowledge' i.e. within the literature.

The cross-case analysis, guided by Creswell (1997), brought together the findings of the three individual cases and the literature. First, the services sector organizations were compared, then these were compared with the NFP. During this process, I followed

Appendix 1: IBEC2007 conference publication

Miles and Huberman's (1994) model of qualitative data analysis, using various analytical techniques including pattern matching, i.e. word tables, the display of data and searching for patterns (Yin, 1994, 2003). N-Vivo software was used as a repository and analytical tool to manage coding of the voluminous and complex data. It also provided a location to record observations, questions and thoughts.

RESULTS

I report here the findings from the three cases of the role of WOM in new customer, or donor, acquisition.

Case A: Not-for-profit welfare organization

WOM in this context occurs primarily as a result of organization-influenced communications, significantly from media comment, and from satisfied volunteer donors. WOM can be positive or negative. Not surprisingly, positive WOM is strongly linked to increased donations from loyal donors, while negative WOM, often sparked by media comment, is linked to significant donation reduction from current donors and affects new donor acquisition. Negative WOM effects tend to be further reaching, causing internal management upheaval and longer term negative image effects amongst key influencers, including the media, corporate donor decision-makers and the federal government, a major stakeholder. Thus media comment and negative WOM are considered a major threat to the organization. A crisis management process, managed through the Public Relations department, has proven inadequate in preventing negative WOM.

Organizational policy precludes paying for media; space and time are donated by media owners and managers. Consequently mass communications are inconsistent. However, new donor acquisition is effected through direct mailings, inserts in newspapers, and PR exposure. Fundraising is focused on one key annual public doorknock appeal, using the testimonials of media and sporting identities to create publicity and WOM. Other press releases throughout the year highlight the organization's welfare commitments; the resulting WOM is not always positive. In fact, the most significant positive WOM has been sparked from widespread exposure given to the organization's involvement in disaster relief. This managed exposure contributes significantly to the organization's image and triggers positive WOM and donations from previous and some new donors. Increasing numbers of donations from past donors come via the website. However, WOM from satisfied donors does not significantly influence new donor acquisition.

A more significant contribution to new donor acquisition is made by formal WOM networking strategies. A volunteer fundraising sales force, using a strategy similar to pyramid selling, identifies influencers within the business community who, in turn, use their networks to raise more donations. Approximately one quarter of the organization's annual fundraising target has been met by bequests generated through formal identification and visitation programs to key influencer solicitors who, in construction of a will, can refer the charity to their clients. Other significant referral occurs between business donors who are voluntary committee members and their contacts with past business donors who are, in turn, connected with corporate fundraisers.

430

Appendix 1: IBEC2007 conference publication

Case B: Financial services company

In this context WOM is closely linked to customer dissatisfaction with service, and to the organization's sophisticated customer complaint processes. While the organization seeks minimization of negative WOM and maximization of positive WOM outcomes, dissatisfied customers demand authoritative handling and speedy resolution to their complaints. However, customer dissatisfaction can linger suppressed; many potential new customers have been lost because of the testimonials of customers the company thought would be advocates, but who actually uttered negative WOM. Negative WOM is also promoted by competitors who have 'bad-mouthed' the company resulting in the company gathering data on a worldwide basis in formulation of counteractive measures.

Against a background of consistently low customer satisfaction, the company is actively pursuing increased customer satisfaction levels and positive WOM by conducting intensive call center and sales force customer service training. CRM work practices are being used to identify dissatisfied customers. Spontaneous WOM from satisfied customers has been deemed an insignificant contributor to either the consumer or business divisions' new customer acquisition. Management's doubts are reflected in the regular collection of statistics from new customers, which include data about WOM, but which are deemed unreliable and inoperable.

Negative WOM is also strongly associated with crises that touch the company. The resulting negative publicity creates negative WOM, which detracts from management tasks, affects the company identity, and brings pressure from stakeholders. During a crisis, the Public Relations department and senior management all follow a rigorously enforced protocol, which includes media liaison. The PR department seeks positive WOM by generating press releases, providing company exposure, and encouraging employees' involvement in sponsorship; over one third of employees are involved in social welfare programs.

Though WOM is not considered to be a significant component of the marketing mix, on investigation, WOM processes abound. Both the company's advertising strategy, implemented over 30 years, and its online viral campaigns are testimonial-based. Though viral success is yet to be established, the website is becoming a channel for significant new customer acquisition, facilitated by discrete enquiry and eWOM. Other influences on new customer acquisition include cultivation of advocates and use of their testimonials in new business presentations, formal and informal networking arrangements amongst industry-associated third parties, and sponsorship within the corporate travel and finance industries and leisure events promoted by the organization. These events are used, first, to convert invited new business prospects to customers and, second, to convert customers, key influencer non-customers and media into advocates. The striking of supplier/alliance partnerships has markedly increased new customer acquisition, mainly by WOM from satisfied new customers. Thus management's attitude towards the importance of WOM to new customer acquisition is changing.

Case C: Regional energy company

In this context, WOM is strongly associated with customer dissatisfaction with service. Negative WOM is widespread in times of power outage, which have been frequent, but it is also generated by unsatisfactory handling of billing queries by the call center and

by the delivery of poor service by the outsourced installation company. Both these sources offer opportunities for positive WOM through satisfactory customer complaint resolution. However, complaints can escalate into disputes and crises if customers complain to the company's government stakeholder or to the media, who champion the customer's cause. Such incidents damage the company's image, and also disrupt normal business practice and put management under significant additional pressure. Thus management are ever conscious of the threat of criticism from incidents that generate negative WOM and require thorough regulatory investigation and lengthy explanation to government.

As a result, CRM processes and strategies have been established to counteract customer dissatisfaction and negative WOM outcomes. Two processes dominate: 1) customer complaints handling processes, which are handled by customer service and the sales force and 2) the crisis management process. The latter is directed through the corporate PR department, who implement crisis management protocols and media liaison processes in concert with senior management, including the managing director. Corporate PR is also responsible for stimulating positive WOM outcomes. This is closely linked to press releases and to the exposure given to the company's sponsorships of the arts, environmental and social causes, the rescue helicopter and notably its four-year rugby union sponsorship. Team player endorsements, used in TV advertising, have achieved high advertising awareness for the brand.

The incidence of positive WOM related to customer satisfaction is inhibited by consumers having little choice of energy supply. However, the company is facing deregulation, and has embarked on initiatives for cross-selling appliances and energy products. The Energy Institute, an authoritative body endorsed by the federal government, gives free advice on energy savings and appliances. While both are blatantly organization-influenced, management believe they influence WOM, and as such have proved successful in creating additional sales and establishing customer loyalty. The company regularly collects statistics regarding reasons for selecting the firm, which include WOM, but the data are not considered reliable.

Of more significance to new customer acquisition is the WOM networking strategy based on the sponsorship of the country's national rugby team. While this has afforded image benefits, it has also given the sales force access to difficult-to-reach target decision-makers in national businesses through their fixture event attendances. Other WOM referral schemes include expertise referrals given to key health influencers, fee agreements and employee incentives for referral amongst third parties. Fee agreements have been struck with third parties to help build relationships amongst family groups to influence schools. Alliances with innovative energy and air-conditioning suppliers, with links to partner organizations' websites for each-way referral, also promote WOM.

Cross Case Analysis

While the ongoing battle to raise customer satisfaction levels remains high on management's agenda, these cases show that management's main concern surrounds processes designed to reduce customer dissatisfaction and negative WOM. Thus complaint management processes have been built around CRM systems. However, management are most concerned about issues emanating from media comment which can 'hit the organization from out of the blue.' Thus the sampled companies have

Appendix 1: IBEC2007 conference publication

developed sophisticated crisis management processes designed to counteract any negative WOM from the media which puts focus from stakeholders upon the organization and its management and disrupts day-to-day management of the company. In fact, the organizations devote much of their effort to counteracting negative WOM, or the threat of it.

New customer acquisition is barely influenced by WOM from satisfied customers in company-to-consumer markets. More vital have been the WOM advocacy and the significant and varied networking practices, both reciprocal and incentivized, undertaken by sales forces in these organizations' business-to-business divisions. Alliance partnerships struck with complementary suppliers and marketers have also contributed significantly to WOM referral.

DISCUSSION

The role of WOM in new customer acquisition

The power of WOM referral is found not in business-to-consumer markets but in business-to-business markets, where sales force personnel are closely involved with customers and key influencers, and organization-influenced WOM is widely practiced. In the quest for new customer acquisition these organizations actively embrace both formal and informal WOM processes that include fee-based and reciprocal referral arrangements with third parties. New customer conversion techniques include customer and non-customer advocacy and testimonial endorsements. WOM networking opportunities designed to link sales force personnel with identified difficult-to-reach prospects provide a productive platform for WOM amongst customers and prospects. These have gone beyond the work environment, for example, socializing 'in one's own time' at sponsored industry conferences and at specifically targeted sponsored events, where cultivation of customer advocates, non-customer advocates and media key influencers can also be effected. Alliances with complementary suppliers also offer major opportunities to improve awareness and gain new customers by WOM referral amongst their customer bases.

Findings compared with the literature

A large body of literature maintains that positive WOM from satisfied customers is a significant contributor to new customer acquisition. Two main types of outcome from customer satisfaction are highly regarded (Durvasula et al., 2004): behavioral loyalty, related to repurchase of the service, and attitudinal loyalty (Reinhartz and Kumar, 2002), which is reflected in a customer's likelihood to recommend the service provider to their social networks (Dick and Basu, 1994). While the majority of customers remain loyal, this research suggests attitudinal loyalty is weak and that WOM from customer satisfaction is not occurring amongst business-to-consumer customers. A plausible explanation is suggested by Gremler and Brown (1996). They maintain that when customer satisfaction falls below certain industry norms, stimulation of WOM is less likely, and new customer acquisition is unaffected. Dye (2000) also states that some industries are more WOM-susceptible than others; the energy industry (Case C), for example, enjoys limited opportunities for WOM.

Appendix 1: IBEC2007 conference publication

However, organizational-influenced WOM is widely used by these service companies. For instance, Case A demonstrates the use of media manipulation, which has led to donations from new donors, existing donors and long lapsed donors. Testimonial-based communications in all cases have created both awareness and WOM. When these integrated programs migrate to their business-to-business operations, particularly the employment of heavily promoted sponsorships which also facilitate networking amongst key target audiences, these significantly promote new customer acquisition. This study has found that WOM is most pronounced in the business-to-customer divisions when senior management and the sales force direct referral networking and WOM processes amongst prospects, customers and key influencers. The diverse range of referral techniques described within the six- markets model suggest that though customer satisfaction is not high, positive WOM can be stimulated to benefit new customer acquisition. This finding is contrary to those of Mangold et al. (1999) and Gremler et al. (2001).
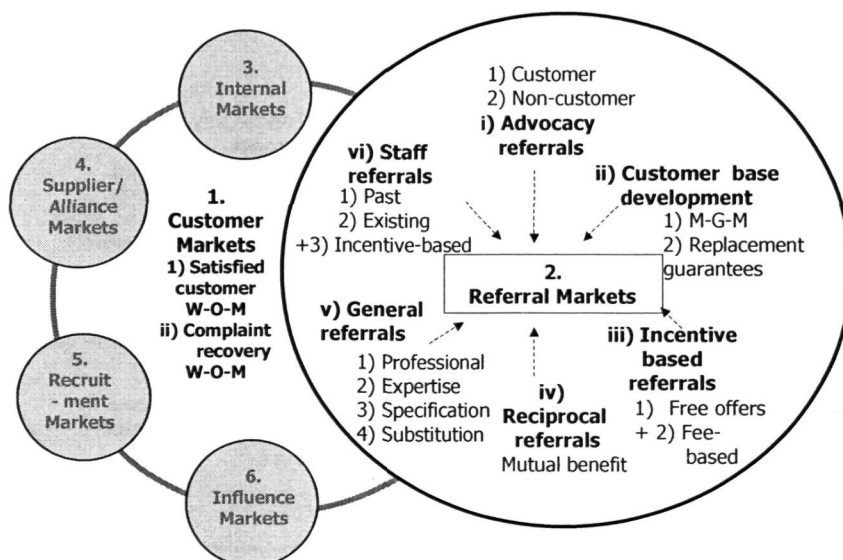
The Six Markets Model as an analytical frame work

The three cases have provided substantial insights into the influence of WOM on new customer acquisition. I now use the Six Markets Model of Relationship Marketing to help structure the findings.

The model highlights the network of relationships in which firms engage that influence new customer acquisition. The market domains that proved significant to cultivating both customer and non-customer advocates are customer markets, supplier/alliance markets, influence markets and referral markets – both customer and non-customer. Data from the three cases illustrate all categories within these four domains, with two exceptions: referral markets–substitute/complementary referrals and influence markets–financial investor categories. The case data did not support a role for internal and recruitment markets in new customer acquisition.

The model also helps identify the crucial role of non-customer key influencers and the interrelationships between markets and organizational-influenced methodologies. For instance, the act of sponsorship involves several markets within the model. As an example, under Influence markets media/celebrity, when using sports personalities' endorsements in advertising, the same activity involving sporting fixtures and sports personalities and their personal appearances may also occur within referral activity around new customer prospecting. The same activity may also be categorised under Customer-based development (existing customer advocacy development), as well as those categories concerning Fees. This model allows each activity to be identified.

Appendix 1: IBEC2007 conference publication

FIGURE 2

Six Markets Model: Referral Markets

3.
Internal
Markets

4.
Supplier/
Alliance
Markets

5.
Recruit
- ment
Markets

6.
Influence
Markets

**1.
Customer
Markets
1) Satisfied
customer
W-O-M
ii) Complaint
recovery
W-O-M**

1) Customer
2) Non-customer
**i) Advocacy
referrals**

**vi) Staff
referrals**
1) Past
2) Existing
+3) Incentive-based

**ii) Customer base
development**
1) M-G-M
2) Replacement
guarantees

**2.
Referral Markets**

**v) General
referrals**
1) Professional
2) Expertise
3) Specification
4) Substitution

**iv)
Reciprocal
referrals**
Mutual benefit

**iii) Incentive
based
referrals**
1) Free offers
+ 2) Fee-
based

Source: Based on Six Markets Model, Peck, Payne, Christopher, and Clark 1999

Thus, not all findings from this study fit easily into the organization of the Six Markets Model. I am therefore proposing that customer markets, referral markets, supplier/alliance markets and influence markets within the model be modified. These proposed revisions are illustrated in figures 2 and 3 and are discussed below.

The following discussion relates to Figure 2, which is a modification of the original model that takes account of these research findings.

Customer markets: The case data identify the importance of customer-generated WOM following satisfactory complaint resolution. This has not been adequately addressed in the current model. Viral email pass-on also needs to be addressed.

Referral markets: The current model does not recognize the importance of incentive-based referrals. The significant fees paid out through sponsorship endorsements differ considerably from the nominal amounts that might be spent on a lunch, bottle of wine or invitation to a sporting event. I propose, therefore, the addition of a *fees-based* category.

Referral Markets–Staff referrals: This category includes referrals generated by sales staff's networks, attendance at conferences, or company sponsorships. The evidence from the cases suggests there is merit in introducing the category *incentive-based referral* to include sales drives initiated by management, which have the objective of gaining additional referrals. Referrals attributed to various echelons of senior management are also identified in my case data.

Appendix 1: IBEC2007 conference publication

Referral Markets–Advocacy referrals: Viral WOM, albeit organization-influenced, is transmitted by customers, and thus merits inclusion in this category.

FIGURE 3

Six Markets Model: Influence Markets
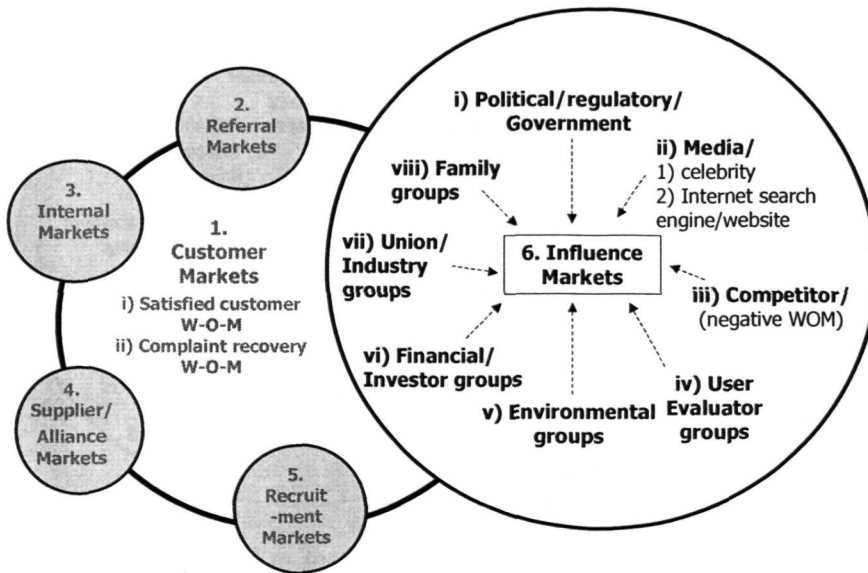
Source: Based on Six Markets Model, Peck, Payne, Christopher, and Clark 1999

The following discussion relates to Figure 3, which is also a modification of the original model that takes account of these research findings.

Influence Markets–Media: (1)The influence of journalists has been established in the model. However, media influencers also include media identities and celebrities who, on account of their profile within the community and the exposure of their testimonial in advertising or sponsorship, also stimulate WOM. (2) The current model fails to acknowledge websites as a referral source. Search engine eWOM rankings also affect consumer acquisition. Therefore, the revised model includes search engine and website categorizations.

Influence Markets–Family Groups: Family Group WOM was observed in Case B. In its ethnic markets, the brand was reviled by some family key influencers and thus merchant adoption was prevented. In Case A, donations were withheld by paternalistic veto.

The data also suggest a further modification to Supplier/Alliance Markets (Figure 1). My case data identify referrals generated both by the alliance partner's employees and their third party suppliers and customers, many of whom may become the customers of the sponsor of the alliance.

Appendix 1: IBEC2007 conference publication

CONCLUSIONS

The importance of WOM to customer acquisition is generally recognized in the service marketplace. However, across all three cases, WOM generated by satisfied customers has had little impact on new customer acquisition. On the other hand, organization-influenced WOM does contribute significantly to new customer acquisition, particularly in business-to-business divisions, where it has been shown to have a much greater role than anticipated or previously realized. In fact, it could be argued on the basis of the case data that organization-influenced WOM is predominant.

The influence of WOM in customer acquisition appears to be relatively weak in those organizations with low customer satisfaction, or where there is little direct customer interaction. In these circumstances WOM has to be stimulated by organization-influenced methods. For instance, sponsorship of industry-related conferences and sports sponsorships promote WOM networking and cultivation of advocacy amongst customers and non-customers, and a significant number of sales force programs encourage incentivized and cultivated referrals through third party vendors.

This study has shown that organization-influenced WOM is also an essential complement to new customer acquisition in those situations where customer satisfaction is low but direct contact with customers is available.

Therefore the cultivation of advocacy amongst customers who have direct experience of a service, as well as the stimulation of advocacy amongst non-customers, are essential to the new customer acquisition process. Tactics for promoting advocacy might include sponsoring industry seminars and forums, sports sponsorship activities, and popular community events. However, a significant component of organization-influenced WOM's success in these instances relies on encroachment on employees' and customers' social environments and their own time, suggesting these events should be selected for their strong affinity with the target audiences of both prospects and customer-facing employees.

Other WOM methods include those related to the marketer's offering of knowledge-based services that assist risk reduction, i.e. Case C's Energy Institute. Each-way referral is being achieved via online links to reputable companies offering complementary services. Testimonials from unpaid advocates linked to websites are an effective way of establishing connections with prospects who seek information.

This study investigated three widely different industries – financial services, energy supply, and fundraising – with similarities in terms of marketing department structure, customer acquisition goals, and organizational communications, in order to explore the significance of WOM as contributor to new customer acquisition. The findings could be expanded in future research by undertaking a multiple-source study covering a larger variety of industries that market to both business and consumer markets, comparing organizations that display higher levels of customer satisfaction.

[1] Martin Williams is a doctoral candidate at Macquarie Graduate School of Management, Sydney, NSW 2109, Australia. e: martin.williams@mq.edu.au/ dmartinwilliams@gmail.com

Appendix 1: IBEC2007 conference publication

REFERENCES

Anderson, E., (1998) "Customer satisfaction and word of mouth," Journal of Service Research, 1(August), 5-17.

Arndt, J., (1967) "Role of product-related conversations in the diffusion of a new product," Journal of Marketing Research, 4(3), 292-294.

Bayus, B.L., (1985) "Word of Mouth: The indirect effect of marketing efforts," Journal of Advertising Research, 24(3), 11-23.

Berry, J., (2001) "Nothing looks like a referral in ebusiness," Internetweek.

Bone, P.F., (1992) "Determinants of WOM communication during product consumption," in Sherry, J.F. and Sternthal, B. (Eds) Advances in Consumer Research, 19: Association for Consumer Research: 579-583.

Brown, J.J. and P.H. Reingen, (1987) "Social ties and word-of-mouth referral behaviour," Journal of Consumer Research, 14, 350-362.

Buttle, F., (1998) "Word of mouth: understanding and managing referral marketing," Journal of Strategic Marketing, 6, 241-254.

Carl, W., (2006) "What's all the buzz about? Everyday communication and the relational basis of word-of-mouth and buzz marketing practices." Management Communication Quarterly, 19, 601-634.

Christopher, M., A. Payne and D. Ballantyne, (1991) Relationship Marketing: Bringing Quality, Customer Service and Marketing Together, Oxford: Butterworth-Heinemann.

Coughlan, A.T. and K. Grayson, (1998) "Network marketing organisations: Compensation plans, retail network growth and profitability," International Journal of Research in Marketing, 15(5), 401-426.

Creswell, J.W., (1997) Qualitative Inquiry and Research Design: Choosing Among Five Traditions, Thousand Oaks: Sage Publications.

Dellarocas, C., (2003) "The digitisation of word of mouth: Promise and challenges of online feedback mechanisms," Management Science, 49(10), 1407-1424.

Denzin, N.K., (1978) The Research Act: Participant Observation: Varieties and Strategies of the Field Method, New York; McGraw-Hill.

Dick, A. and K. Basu, (1994) "Customer loyalty: Toward an integrated conceptual framework," Journal of Academy of Marketing Science, 22(2), 99-113.

Durvasala, S., S. Lyonski, S.C. Mehta and B.P. Tang,(2004) "Forging relationships with services," Journal of Financial Services Marketing, 8(4), 314-326.

Dye, R., (2000) "The Buzz on Buzz." Harvard Business Review, November-December, 139.

Feick, L.F. and L.L. Price, (1987) "The market maven; a diffuser of marketplace information," Journal of Marketing, 51, 83-97.

Ferreira, L.D. and M. Merchant, (1992) "Field Research in Management Accounting," Accounting, Auditing and Accountability Journal, 5(4), 3-34.

File, K.M and R.A. Prince, (1992) "Positive Word of Mouth: Customer Satisfaction and Buyer Behavior," International Journal of Bank Marketing, 10, 25-29.

File, K.M., D.S.P. Cermak and R.A. Prince, (1994) "Word-of -mouth effects in professional service buyer behaviour," The Services Industry Journal, 14(July), 301-314.

Freeman, L.C., (1979) "Centrality in social networks: Conceptual clarification," Social Networks, 1, 215-239.

Glaser, B. and A. Strauss, (1967) The Discovery of Grounded Theory: Strategies for Qualitative Research, Chicago; Aldine.

Appendix 1: IBEC2007 conference publication

Goldenberg, J., B. Libai and E. Muller, (2001) "Talk of the Network: A Complex Systems Look at the Underlying Processes of Word-of-mouth", Letters, Business and Economic Journal, 12(3), 211-223.

Gremler, D.D. and S.W. Brown, (1996) "Service Loyalty: its nature, importance, and implications," in B. Edvardson, S.W. Brown and R. Johnston, (Eds) Advancing Service Quality: A Global Perspective, International Service Quality Association, 171-180.

Gremler, D.D. and S.W. Brown, (1999) "The loyalty ripple effect: Appreciating the full value of customers," International Journal of Service Industry Management, 10, 271-294.

Gremler, D.D., K.P. Gwinner and S.W. Brown, (2001) "Generating word-of-mouth communication through customer employee relationships," International Journal of Service Industry Management, 12(1), 44-59.

Gummesson, E., (2002) "Practical value of adequate marketing management theory," European Journal of Marketing, 36(3), 325-349.

Harrison-Walker, L.J., (2001) "The Measurement of Word-of-Mouth Communication and Investigation of Service Quality and Customer Commitment as Potential Antecedents," Journal of Service Marketing, 4(1), 60-75.

Herr, P.M., F.R. Kardes and J. Kim, (1991) "The effects of word-of-mouth and product-attribute information on persuasion: An accessibility-diagnosticity perspective," Journal of Consumer Research, 17(March), 454-461.

Heskett, J.L., E.J. Sasser and L.A. Schlesinger, (1997) The Service Profit Chain, New York: Free press.

Hussey, J. and R. Hussey, (1997) Business research: A practical guide for undergraduate and postgraduate students, New York: Palgrave.

Katz, E. and P.F. Lazarsfeld, (1955) Personal Influence: The Part Played By People in the Flow of Mass Communication, New York: Free Press.

Mahajan, V. and E. Muller, (1998) "When is it worthwhile targeting the majority instead of the innovators in a new product launch," Journal of Marketing Research, 35(4), 488-495.

Mangold, W.G., F. Miller and G.R. Brockway, (1999) "Word of mouth communication in the service marketplace," The Journal of Services Marketing, 13(1), 73-89.

Marketing, (2002) "Great British Brands: Dyson," Marketing, August 1, 21.

McKenna, R., (1991) Relationship Marketing. Reading, MA: Addison-Wesley.

Miles, M.B. and A.M. Huberman, (1994) Qualitative Data Analysis: A Source Book of New Methods, Newbury Park, CA: Sage.

Mittal, B. and W.M. Lassar, (1998) "Why do customers switch? The dynamics of satisfaction versus loyalty," Journal of Services Marketing, 12(3), 177-194.

Murray, K.B., (1991) "A test of service marketing theory: consumer information acquisition activities," Journal of Marketing, 55(January), 10-15.

Naumann, E., (1995) Creating customer value: the path to sustainable competitive advantage. Cincinnati, OH.: International Thomson Press.

Payne, A., (1995) Relationship marketing: a broadened view of marketing, Advances in Relationship Marketing. London: Kogan Page.

Peck, H.L., A. Payne, M. Christopher and M. Clark, (1999) Relationship Marketing, Strategy and Implementation, Oxford: Butterworth-Heinemann.

Price, L.L., L.F. Feick and R.A. Higie, (1987) "Information Sensitive Consumers and Market Information," Journal of Consumer Affairs, 21(Winter), 328-41.

Reichheld, F.F., (1996) The Loyalty Effect, Boston: Harvard Business School Press.

Reichheld, F.F. and P. Schefter, (2000) "E-Loyalty: Your secret weapon on the web," Harvard Business Review, July-August, 105-113.

Appendix 1: IBEC2007 conference publication

Reinhartz, W and V. Kumar, (2002) "On the profitability of long-life customers in a non-contractual setting: an empirical investigation and implications for marketing," Journal of Marketing, 64(4), 17-35.

Reynolds, K.E. and S.E. Beatty, (1999) "A relationship customer typology," Journal of Retailing, 75(4), 509-523.

Richens, M.L., (1983), "Negative word-of-mouth by dissatisfied customers: A pilot study," Journal of Marketing, 47(Winter), 68-78.

Richens, M.L. and T. Root-Shaffer, (1988) "The role of involvement and opinion leadership in consumer word-of-mouth: An implict model made explicit," Association of Consumer Research, 11, 32-36.

Rogers, D., (2003) "World's coolest brands," Marketing (UK), August 21.

Rosso, H.A., (1991) Achieving Excellence in Fundraising, San Francisco: Jossey-Bass.

Scapens, R., (1990) "Researching Management Accounting Practice: The Role of Case Study Methods," British Accounting Review, 22, 259-281.

Slama, M.E. and S.L. Williams, (1990) "Generalisation of the market maven's information provision tendency," Advances in Consumer Research, 17, 48-52.

Stokes, D. and W. Lomax, (2002) "Taking control of word of mouth marketing: the case of an entrepreneuial hotelier," Journal of Small Business and Enterprise Development, 9(4), 349-357.

Strauss, J., (1997) "Global word of mouth: service bashing on the Internet is a thorny issue," Marketing Management, 6(Fall), 28-30.

Sundaram, D.S., K. Mitra and C. Webster, (1998) "Word of mouth communications: A motivational analysis," Advances in Consumer Research, 25, 527-531.

Tax, S.S. and M. Chandrashekaran, (1992) "Consumer decision making following a failed service encounter: a pilot study," Journal Of Consumer Satisfaction/Dissatisfaction, and Complaining Behaviour, 5, 55-68.

Tullier, M.L., (1998) Networking for Everyone! Indianapolis: JIST Inc.

Uray, N. and A. Dedeoglu, (1997) "Identifying fashion clothing innovators by self report method," Journal of Euro-Marketing, 6(3), 27-46.

Widdows, R. and K. Widdows, (1998) "Customer relationship management in the online environment," Customer Relationship Management, March, 21-24.

Yin, R., (1994) Case Study Research: Design and Methods (2nd edition), Thousand Oaks: Sage Publications.

Yin, R.K., (2003) Case Study Research: Design and Methods (Third edition, Vol 5), Thousand Oaks: Sage Publications.

Appendix 2: Abstract of submission for WOMMA 2007 conference

WOM in Services: Identifying the sources and improving the processes.

Martin Williams and Francis Buttle

Word-of-mouth in services can be a powerful tool for marketing a brand. The effect of advocacy from customers and stakeholders as well as non-customers can have a significant effect. This research studied the influence of organisational influences particularly internal and external WOM networks and the various advocacy and referral processes organisations can employ to stimulate and manage word-of-mouth communications. The results showed that organisational influenced WOM processes have significant effects on new customer acquisition. However, these processes are not well organised or understood. This paper puts forward a WOM model for understanding and categorising advocacy processes, and to help in directing sales force and communications departments' efforts more productively.

Appendix 3: Abstract of submission for ANZMAC 2007 conference

WOM in Service Organisations: The case for talking louder to people that matter.

Martin Williams and Francis Buttle

This article presents an analysis of word-of-mouth referral communication in the service environment. The goal of the paper was to clarify the existing terminology of WOM behavior, and to examine the different structures and networks that encourage WOM within such an environment. The study showed that in services, where there is low customer satisfaction and WOM, that the dominant WOM is created by organizational influenced means and these are directed through WOM networks and targeted communications. Results suggest these organizations could benefit from WOM when a balance is placed towards communication effects. These findings would help in directing their promotional programs more effectively.

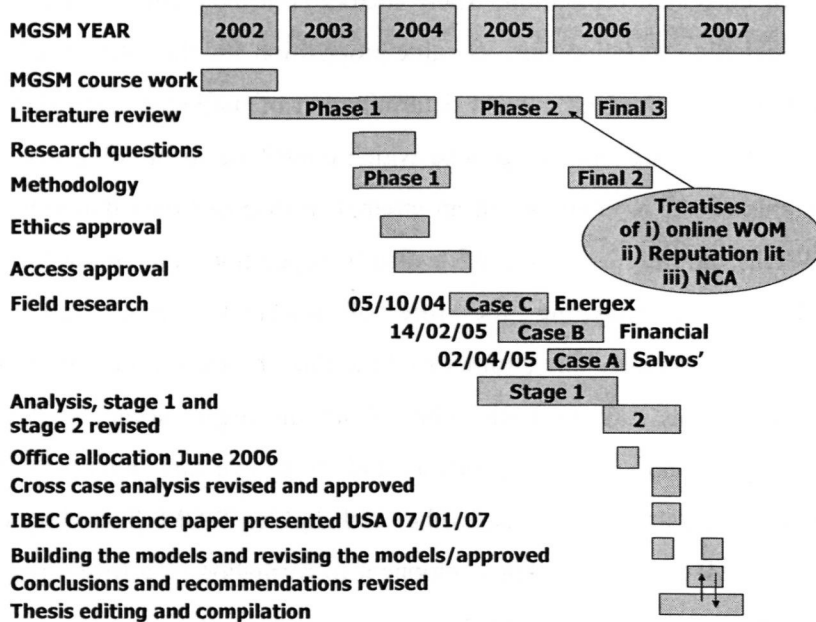# Appendix 4: Abstract of paper to be submitted to *Journal of Reputation Management*

Is your reputation worth talking about?

Martin Williams and Francis Buttle

This paper makes a case for further understanding of the power of WOM in the formation of corporate reputation. Many factors contribute towards an organisation's reputation including its behaviour, its value proposition and the integrity of its top team. This report presents the best current determination of marketer controlled signals and other signals to key stakeholder groups which contribute to building and maintaining strong organisational reputations. In an attempt to discover data that substantiates the role of WOM in the formation of a firm's reputation, this report's emphasis is concerned with investigating the role of informal communication (word of mouth/WOM) in services. The authors find the links between corporate reputation and WOM (what people say to each other about an organisation, its reputation, its legitimacy, the reputation of its products and its people and other stakeholders) the results indicating that customer and other stakeholder WOM (including organisation influenced WOM) is an important component to formation of a firm's reputation (and its destruction) and thus its performance.

Appendix 5: The thesis journey

This thesis, The Management of WOM in Services: A Multiple Case Study, has taken five years six months from start to finish (see diagram below). During much of that time approximately 30 hours has been allocated to the project per week.

MGSM YEAR	2002	2003	2004	2005	2006	2007
MGSM course work						
Literature review		Phase 1		Phase 2	Final 3	
Research questions						
Methodology		Phase 1		Final 2		
Ethics approval						
Access approval						

Treatises of i) online WOM ii) Reputation lit iii) NCA

Field research   05/10/04 Case C Energex
                  14/02/05 Case B Financial
                  02/04/05 Case A Salvos'

Analysis, stage 1 and stage 2 revised   Stage 1   2

Office allocation June 2006
Cross case analysis revised and approved
IBEC Conference paper presented USA 07/01/07
Building the models and revising the models/approved
Conclusions and recommendations revised
Thesis editing and compilation

iii) NCA= New customer acquisition and lead generation.

Martin Williams' thesis journey of five and a half years

A major proportion of time included the literature review. The most recent online WOM literature was researched and the rudiments of a paper were completed. However, it was decided to abandon this in favour of concentrating properly on case analysis. Other major diversions included undertaking comprehensive reviews of the reputation and new customer acquisition literatures. The resulting sizeable document is likely to be published online by MGSM after the completion of this project. This again took focus away from the task in hand. Other incidents closer to home included the sale of a property and a move from Sydney up the coast, and the ill health of my father and his subsequent demise, which entailed more frequent trips to the UK than had been anticipated.

Appendix 5: The thesis journey

Perhaps the greatest learning took place during the data analysis phase, where major hurdles were encountered. The amount of data collected, particularly from Case A, was overwhelming, a point recognised by Professor Peter Steane during coursework and in the publication by <u>David Silverman</u> (2000) *Doing Qualitative Research: A Practical Handbook* (Paperback) published by Sage. Ill. Indeed the project lost its way. However, this was addressed with supervisory guidance and the research questions were revisited across all three cases, resulting in a revision of the previous analysis.

The result of this process allowed the cross-case analysis to answer the questions more thoroughly, and in a way in which results could be validated and more rigorously compared with the literature. This revision took approximately 14 months and included going back through the interviews and extracting additional data. This shortcoming added significantly to the overall time of the project (a point identified by Laurence Prusak and Thomas H. Davenport in their 1998 publication Working Knowledge: How Organizations Manage What They Know. Harvard Business School Press ISBN 0875846556). Thesis progress was also delayed at this time by allocating approximately 8–10 weeks to the preparation and presentation of a paper at the International Business and Economic Conference 2007 in San Francisco, the attendance at which was subsidised by a Macquarie University grant.

The lessons learned are chiefly that the stages clearly delineated during coursework were not adhered to. For instance, my literature review became enormous, and at times seemed never-ending. I just could not stop myself going well beyond my boundaries, (<u>John W. Creswell</u>, 2002, *Research Design Qualitative, Quantitative, and Mixed Methods Approaches.* Sage Publications) into sometimes seemingly unrelated territory. Despite this, these departures eventually produced benefits, particularly the excursion into the literature on reputation, which has contributed to this WOM study. The lack of discipline could be criticised; however, I was not held to account on the research methodology, which then had to be revisited in relatively late stages of the process. Each of the 'milestone reviews' simply rubber-stamped my slough. There were no benchmarks against which I could judge my progress. In fact, since the disappearance of DBA colleagues Janaky Grant and Sergio Biggemann, with whom I shared every moment for the first three years, the balance of the DBA journey has, until the advent of editorial input from Alison Basden, been less much less eventful. I have missed their cajolling.

Appendix 5: The thesis journey

So, significant assistance has come from the contribution of an editor. She has helped me not only produce a more coherent document but has assisted with style and presentation that had been of increasing concern. Another human being to share more simple queries, even fears and doubts and interactions along the journey, is therefore highly recommended. Furthermore, the sheer weight of the task in terms of the assembly of the material had previously weighed heavily. To get to the final cross-case analysis and trip over thoughts that have more to do with presentation – through the clarity of the data and the dispatch of the weight of other more pedestrian worries – allowed these emerging thoughts to flow. Thus I have been altering the WOM model beyond the recommendations made in my WOM conference paper, right up until the last moments.

Another advantage that helped advance the thesis came in the form of an office allocation, Office 153, which I shared with PhD student Lien Thi Pham. This worked well. I now had at my disposal a dedicated computer with online access and an office with storage for books and materials. It also gave a sense of self and its location opposite the offices of Associate Professor Lesley White, coincidentally in her past life a client of my company Cartwright Williams, and Dr Chris Clark, a fellow DBA student of 2002, added to a sense of purpose and often humour. I am also grateful to Professor Ernest Jordan for unlocking the doors to both this office and various grants, as well as for his encouragement throughout the process. Indeed, my thanks go to the research office, particularly Elizabeth Thomas and Jayshree Thuraisingam. Despite the sometimes long hours there have been great moments of friendship and, in academic discovery, even elation.

RESEARCH INTO CUSTOMER RELATIONSHIPS

Your company is invited to participate in a research program being conducted from Macquarie Graduate School of Management. Participation will yield specific benefits for managers of the communication, marketing, sales and service functions. This is leading edge doctoral-level research, not being carried out anywhere else in the world.

Goals of the research

The goal of this research is to help companies enhance their influence with their customers and in turn, their referral persuasiveness over potential customers, so that overall business performance is improved.
We have some early indications that it is possible to measure and manage 'word of mouth' to improve reputation for service excellence with customers, in terms of their influence over their networks, both work and social. The idea of managing 'word of mouth' is new and relatively unexplored.

Companies have long been able to measure and manage service quality and customer satisfaction and determine how that impacts on performance. We are now developing tools and methods for aligning customer expectations with relationship market strategies and business structures, which we believe, offer considerable potential for competitive advantage.

Benefits for your company

The results from the research will be made available to participating companies before publication in the doctoral thesis of the principal researcher. We expect that the research will answer the following questions:

1. what do your managers believe counts towards attracting prospects and profitable customers?

2. what levers can the company pull to shape expectations, through word of mouth, within marketing, sales, service or other networks?

3. what can managers do within the company in terms of strengthening relationships and loyalty with their customers to generate word of mouth?

4. what levers can managers pull to stimulate positive word of mouth amongst the company's customers?

5. what are mangers doing to address negative word of mouth influences?

We believe the results of the research will enable the company to improve its reputation with both customers and prospects. From a marketing perspective we anticipate that enhanced positive word of mouth utterance would lead to

1. improved image and reputation

2. greater share of new prospects with high profit potential.

3. improved employee loyalty.

4. longer customer tenure, and

5. reduced costs of selling.

Appendix 6: Invitation to participate

Participation

Your company would incur no costs through its participation. It would involve permitting the principal researcher, Martin Williams, to generate enough information to write a detailed analysis. He would expect to interview employees of your company and possibly attend meetings, examine documents and observe work practices. The precise research program would be agreed with your company.

Confidentiality and ethical standards

The entire research program is conducted according to Macquarie University's Code of Practice for Research. This ensures the integrity of the research process. All data will be held in confidence and used only for the purposes intended. The principal researcher, Martin Williams, is working under the guidance of Professor Francis Buttle. These two will be the only Macquarie University persons to see the data. The main academic product from the research will be a DBA (Doctor of Business Administration) thesis. This will be examined by academics in other institutions. It is expected that academic research be eventually published in academic journals and at academic conferences. Any publications that employ data that might be traceable to your company will be cleared with the company first.

Introducing the Principal Researcher

Martin Williams is a database and CRM expert with more than 25 years of business experience. He has a Diploma in Marketing and has earned Fellowships from The Chartered Institute of Marketing of which he is a graduate and The Australian Institute of Company Directors. Now he is enrolled on the DBA program at Macquarie Graduate School of Management.
Prior to coming to MGSM, he was CEO of Cartwright Williams direct marketing for 16 years and a director of CW Database Services, both now part of Leo Burnett/Publicis. He has published over 250 articles on Customer Management and is author of Interactive Marketing, Building loyalty one to one, published by Prentice Hall. A lecturer at Masters level, teaching database practise at UNSW and MGSM, he has consulted on Customer Management processes and practices in Australia, New Zealand and Asia.

What to do next

This document is a short introduction to the proposal. Please contact Martin Williams, Doctoral Candidate. to follow up, or with any queries. He can be reached at: Email1: mmrs6698@bigpond.net.au Email2: dennismartinwilliams@hotmail.com

Phone: (02) 9363 1295   Mobile: 0438 355 015

Appendix 7: Interview protocol

Interview Protocol for research on of word of mouth and its contribution to business performance.

1. The Research Study

This will encompass an assessment of word of mouth (WOM) practice and comparison in service companies.

The title is: Word of mouth management in service companies, its generation and measurement: A multiple case study.

At this stage the research phenomenon will be generally defined by two major research questions:

i). What, if any, systems or processes do organisations employ to generate WOM referrals?

ii). How do service companies manage and measure the effectiveness of WOM?

2. Research Objective

The purpose of this study is to examine, in depth, the state of the processes of word of mouth referral (WOM) from the organisation's perspective, within the service sector. It will render a critical perspective on the strategies and processes of the part played by WOM in customer acquisition. It will determine current management practice, as well as encompass management beliefs of the effects WOM utterance has on business performance. This theory of best practise of the phenomenon can then be used to influence future communications action.

A series of papers will be produced including a paper on customer acquisition and how customers are acquired.

To effect this we wish to investigate the following 5 areas :-

- Organisation's commitment to a market orientation.
- Word of Mouth (WOM) strategies for customer acquisition.
- WOM stimulation amongst customers and key influencer networks.
- WOM management (systems) and measurement processes.
- WOM's relationship to business performance.

Specific questions are:-

Customer acquisition
- Tell me how the organisation goes about encouraging lead generation and customer acquisition? Whom do you target and what are the sources of new

customers? Establish what the current incidence of acquisition of new customers through existing methods?

- How many customers (percentage vs other means) come to the company via word of mouth referral vs customer (personal) referral either given directly or sought, as distinct from acquisition of customers through media buzz or advertising?
- *How many sources of information does a customer rely on? Which ones are more important?* Explore the influence of networks.
- What are the effects of networks of influence? Media, Sales processes, Advertising, PR, employees, The web/Internet, Member get member schemes etc. What is it's/ are their relative success?
- What, if anything, does the company do to leverage value from Investors/owners, Board, Suppliers, Bankers, Management, Media, Customers, and Unions. Employees

What other kinds of information are being spread through them?

- Do you plan these aspects of your new customer acquisition strategy? How manageable is it?

WOM stimulation

- *What do people say when they recommend your products or service?*
- How do you get people talking about your company?
- *How fast does information about your product spread, compared to other products on the market?*
- Tell me how the organisation goes about encouraging WOM generation amongst existing customers to stimulate new customer acquisition?
- *When and where does information about you hit a road-block?*
- What elements of the company's marketing mix, (7Ps stimuli jigsaw) or which channels of communication have most impact on creating positive WOM?
- What else might cause positive WOM? What incentives have worked to encourage WOM? And how about rewarding customers? ie Offers, Advertising, or special networks of people, like user groups? Tell about referral schemes like friend get friend or M-G-M ones?
- If the creation of advocates is a positive business advantage, what are you doing to perpetuate the process?
- What else could the company be doing to create a zone of high conversational value?
- (Also explore why companies don't try and stimulate WOM?)

Appendix 7: Interview protocol

Customer retention

- What is the current state of customer retention? Tell me how you stop customers leaving and what success do you have? (keeping customers)
- What is a customer to you? What is that to the market?
- What determines a loyal customer to your company? Is that the same as the market's perception?
- What about 'Welcome' processes? Is there a planned process? Who carries it out?
- How does customer's loyalty impact on convincing other customers to use or to try your services? Does the longer a customer stays with you have any impact on the WOM effect? (ie. the possible impact of a customer's lifetime value).
- Tell me about the depth of a customer's loyalty, (number of products held, total share of wallet other family members relationships). How does this kind of loyalty impact on positive WOM for the company?
- Is a WOM customer any more likely to be a good customer? Do they in turn give good WOM?

WOM Measurement

- Tell me how you measure customers' loyalty/retention? Raw numbers? Sales? Profit? LTV? Behaviour? Attitude? What about customer satisfaction studies?
- Tell about how WOM impacts on business performance, and if so, in which areas?
- Tell me how you measure your customers' predisposition to spread good word to other prospective customers about you?
- Are there customers who strongly recommend? How can you identify them? (segmentation)
- What is the company doing to measure WOM effects for example in terms of reputation or gaining new customers?

Negative WOM

- Tell me about the causes of negative WOM? How important is its potential impact on business performance? What does the company do to go about dealing with it?
- Tell me about the processes does the company employ to reduce the incidence of negative WOM? What is the relationship of negative WOM and with a customer defection? Volume/sales reduction?
- How do you gain clues about customers preparing to defect/complaint WOM?
- Tell me about the ways you stop defection or any WIN-Back processes
- How do you analyse defection? (After they've gone, before they go/exit survey)

In terms of its impact on creating negativity in the market, (impacting existing customers and potential ones) how important is stopping it to management? Is there a process to manage it?

Appendix 8: Entering the field, data collection and analysis

My research gathered data from 54 in-depth and semi-structured face-to-face interviews with managers of the companies' marketing and communication departments, and from participant observation during business meetings. The research approach has used qualitative multiple case studies with a replication design as defined by Yin (1994).

To decide which companies to target a purposeful sampling methodology is normally followed (Daymon & Holloway 2002). The objective was to study companies that offer diverse services, that is, to avoid cases in the same industrial group and yet choose companies from within the top 100 Australian companies. In the end he process to gain access to the companies relied heavily on the researcher's personal relationships established during business activity prior to joining the DBA course, however significantly large organizations with international affiliations or head offices were chosen. I made contact with five companies, four of which finally granted access, with three eventually participating. The fourth was not finally approached as sufficient data had been gathered from the first three participants.

Those relationships provided the initial contact with an individual occupying a senior position within the targeted organisation, termed by Creswell (1998) as the 'gatekeeper', in these cases, 'the research champion'. Having established the initial contact, I despatched a brief document describing the research goals, the core research questions, the expected benefits for the participating company, the activities proposed for data collection, the standards for confidentiality and ethics, an introduction to the principal researcher, and an invitation to make contact for further explanation (See 'Access Proposal').

Follow-up calls arranged an initial research meeting; in two cases these initial meetings resulted in Pilot Interviews. Each case study has its own peculiarities. For Case A, a national subsidiary of a large international organisation operating in the welfare and non-profit arena, contact had been made with a senior manager interested in participating because of his relationship with the researcher. This person received the 'Access Proposal' and provided access to

Appendix 8: Entering the field, data collection and analysis

senior management levels and the person responsible for communications, who is higher within the organisation and reports to a person directly under the Commissioner, their CEO. The planning process consisted of a preparation meeting in which the research objectives were explained and it was made clear that the organisation would bear no costs associated with the research. Access to research is always a problem that needs to be solved. Gatekeepers are likely to decide whether or not access will be granted after evaluating costs and benefits involved (Daymon & Holloway 2002). This initial meeting commenced to build rapport between the researcher regarding the project and the project champion within the company, in a different way from how previous relationships had been struck. This person felt that both he and the organisation could benefit from the research, particularly when comparing it with other similar research activity that involved considerable cost to the organisation. He also felt empowered by being involved in setting the agenda and the anticipated outcomes.

Once the initial interest was attained, and the preliminary meetings were held, I submitted a summary of the meeting reflecting the topics discussed. Following discussion of objectives and precise research questions, the project champion's major concerns were tabled, and any other topics arising from the preliminary meeting were discussed and resolved. Finally, a list of potential participants was prepared and a time-line for interviews and analysis was suggested.

Purposeful sampling strategy

Once the case has been chosen and initial access granted, the next step is the sampling strategy – determining who to involve in the research and who to exclude. Glaser and Strauss (1967) propose the theoretical sampling method that includes any person encountered during the research who can be relevant to better understand a particular topic. This strategy is different for each case and depends on the type of themes emerging.

A number of essential employees were delineated. Each participant received an email memo giving them details of the project and the tacit agreement that

should they at any stage of the process wish to withdraw, this was their decision with no consequences attached. Each was subsequently telephoned and the memo explained. The project champion defined almost the complete list of participants at the beginning. However, each company expected these actors would be confined to communications. Therefore a case had to be made for including sales forces and call centre personnel, and the participants were selected relying on theoretical sampling. Thus participants included employees from marketing and sales, customer service and operations, as well as senior line management.

The interviewees were selected using snowball sampling (Hussey and Hussey, 1997). Initial interviewees were chosen on the recommendations of the firm's executive who authorized research access. New participants were added later following the snowball process (Creswell 1998). These new informants were identified during interviews with key initial interviewees. However, in four instances those nominated could not, for different reasons, make themselves available for interviews arranged. Other employees – either within their department or nominated by the original participant – were interviewed instead. Their agreement to proceed followed a similar process. It is notable that these respondents felt more pressure to participate. A follow-up memo to their superior by way of thanks for their substitution and subsequent participation was appreciated and led to other meetings being recommended.

For Case B, an initial meeting was arranged internally with the senior general managers of the company. Having the research approved took longer than the researcher or gatekeeper had anticipated, because of the uncertainty of the ultimate benefits to the company, given that this is doctoral research, weighed against any expected costs (Thibaut & Kelley 1959). The project champion had to expend considerable energies to ensure the research was approved at senior level. Generally keeping expected costs low resulted in a positive evaluation of rewards by the companies that agreed to participate, particularly when the value of the outcomes was balanced with the option of participating at little or no cost. However, provisos were established. The research would be sanctioned by senior management only if the organisation would be anonymous and results were not made public. With my supervisor's approval, such reassurances were

Appendix 8: Entering the field, data collection and analysis

given and following resolution the same path as in the other cases was adopted
and access was granted. For Case C, the project champion strongly suggested to
his superiors that it would be beneficial to participate. From then onwards, the
process was similar to the previous Case A study. Within the companies that
granted access for this research, potential participants were selected following a
purposeful sampling strategy.

Making appointments

Participation in the study was always voluntary. Initially, the project champion,
a senior manager, sent emails to potential informants inviting them to
participate, always stressing the voluntary character of their participation. Then,
a list of names, their positions and contact details was made available to me. I
sent emails to those on the list arranging for a one-hour interview. Most replied
suggesting a date and time. However, it was necessary to send a second email to
a number of potential participants. Then I telephoned those who did not answer,
sent a second email across all participants giving access to the complete group,
and the subsequent peer pressure apparently contributed to the necessary
appointments being made.

The interview

As part of the standards of Macquarie University's Ethics Review Committee,
each interviewee has to fill in a consent form before being interviewed. This
consent form includes a brief description of the project, information about the
principal researcher and his supervisor, acknowledgment that the research is
being conducted to obtain a doctoral degree, an explanation about what is
expected from the participant, information about the recording methods,
information regarding privacy and confidentiality, information of the means to
obtain feedback, a statement that guarantees participants the right to withdraw
from further participation at any time without having to give a reason and

without adverse consequences, and a footnote regarding complaint procedures and any negative WOM about the process ('Consent form').

Finalising these consent forms took much time. The forms reassured participants but provided a barrier for some at the start of the meeting. However, some decided they would sign their copy at the close of the meeting. Generally participants felt happier when they had signed the form and noted their ability to withdraw and the ethical nature of the processes. The University's endorsement regarding high ethics standards established grounds for commitment to the meeting (Scanzoni 1979), built trust and added to the validity of the process taking place. This was, above all, reassuring to respondents.

Gaining interview participant agreement

The nature of the agreement to participate was stressed at every respondent interview. The proviso by Case B that their company should remain anonymous was lauded by participants. In fact, the idea that respondents' superiors had insisted on this clause was widely endorsed by participants. It was clear participants believed that as a market leader they could be contributing information useful to a competitor, and which could potentially damage their individual positions and that of the organisation.

Collecting Data

Three main data collection methods were used: 1) Interviews, 2) Observation, and 3) Analysis of documents.

1) Interview

Interviews were the main and most important source of data obtained, and upon which the research is based. One hour in-depth semi-structured interviews were conducted and tape-recorded with employees of the three focal companies, with

Appendix 8: Entering the field, data collection and analysis

the addition of one volunteer donor of the non-profit organisation. The purpose of the interviews was to access the managers' perspectives on the features, relevance, value and dynamics of WOM and WOM networking. Prior to starting the interview itself, participants were asked to read and sign the consent form, of which they had previously received a copy signed by the researcher and the researcher's supervisor. Then each interviewee's agreement to use the tape recorder was verified.

The primary relationship to be managed was that between researcher and the researched. Participants in some instances believed their time was more valuable than any benefit being derived. This made for some moments that had to be skilfully managed. However, following the initial part of interview and their involvement in what respondents came to understand was a worthwhile project for them and the organisation, they became satisfied to contribute.

The interviews commenced by giving a general explanation of the research aims, and subsequently very open question, typically "Tell me, what do you think in this organisation is important to stimulating WOM?" or "How does your company manage WOM?" or "How does the organisation benefit from WOM?" was asked. As this was the starting point, the interviewee was subsequently allowed to build on his/her ideas.

During the interview, probes rather than direct questions were used to permit the relevant topics to emerge and to lessen the likelihood of influencing the interviewees. The interviewees were asked to describe their views of WOM, and also to recall specific WOM episodes, both within and beyond their jurisdiction. The interviewees were strongly encouraged to comment on episodes that could enhance understanding of the topic, even if the episode occurred with a competitor.

The prepared interview protocol served as a reminder of the topics and as a source of probes. However, it was impossible to be used in any particular order. Participants would take a particular route and only when the topic was extinguished in their minds could the interview revert to the protocol. All interviewees agreed to the use of the recorder. The interviewees appeared to be

less concerned and forget about the presence of the recorder soon after the interview commenced. Another advantage in the use of a digital device is that it worked in the background without interfering with the conversation but it also helped in the later process of transcription. The tape recorder was alluded to by only one participant who felt he had given information about which more senior managed might have a different opinion.

2) Observation

It was not possible to observe meetings in all the cases. For the interview, the observation protocol contains a grouped list of the research objectives (see 'Observation protocol'). Given that the observation opportunities were diverse, the observation protocol worked as a guide and was customised to the specific situation. For example, participants' agreement was sought for observation of inter-company meetings. However, the addition of more people, whether part of the internal structure of the company or their customers or part of an industry group, can create difficulties arising from how they perceive their participation might immediately benefit themselves or the organisation. This was particularly evident where meetings involved more than one actor.

Different observation opportunities existed during the research process. They were subject to the specifics of each case study. Within the three case studies, I observed business practices whilst waiting for interviews and during the interviews themselves when somebody interrupted with an urgent problem. For case study C, I was given full access to a sales team meeting; for Case B, I attended no meetings with more than three participants. For Case A, I observed three inter-departmental review meetings and committee meetings of the City of Sydney Central Committee meeting, which involved both employees and volunteer donors. I also attended a relationship management meeting with 'Customer Loyalty Futures' to which Case A subscribes, in which 11 (non-sponsoring company) members took part. I visited a number of sales channels looking for specific advertising material produced by the company and noted if sales people tended to favour any modus operandi in their interaction, and

Appendix 8: Entering the field, data collection and analysis

collected evidence of direct marketing, advertising and electronic communications.

3) Documents and artefacts

During the data gathering process in the three case studies, which included 56 interviews, four meetings were observed, and marketing strategy documentation and several advertising videos and emails were collected in each case. (See each case for specific details). Among the public documents are those available on the companies' websites, printed publications, sales catalogues, TV commercials, direct mail and other advertising communication. Internal documents included customer surveys, strategy documents, employee updates, internal emails and internal communiqués. Physical artefacts were also presented and collected, for instance, direct mail communication and incentive communications used to inform sales forces.

Single source data analysis/contact summary form

Soon after the interview, a Contact Summary Form (explicated by Miles & Huberman 1994) was produced. This had the purpose of collating the information obtained during the interview and helped the researcher keep in mind emerging topics stemming from the interview. These topics could need further explanation from the same informant, they could be complemented by information provided by another informant, or they could be triangulated from other sources to increase reliability. An interview report (see over) summarised the points discussed in the interview.

The interviews were transcribed in full and were supplemented by notes from observations and pertinent parts of the reviewed documents. Interview reports were sent to some interviewees, through the project champion, if a specific topic needed clarification. The next operation was document coding.

Appendix 8: Entering the field, data collection and analysis

WOM Contact summary	Date Code number/
Contact name	
Company/case	
Position held	Contact telephone
Email contact	Mobile number
Department	Other relevant actors?
Address, floor and office	
Personal assistant/If any	
Meeting date and time, and duration	

Contact type	1. One-to-one	2. Meeting	3. Telephone

1. What people, events or situations were involved?
2. What were the main themes or issues of contact?
3. Which research questions and which variables in the initial framework, did the contact bear on most centrally?
4. What new hypotheses, speculations, or hunches about the field situations were suggested by the contact?
5. Where should this researcher place most emphasis during the next contact? And what information should be sought?

(Source: adapted from Miles and Huberman 1994)

Contact summary report

Analysis of data

Data analysis was conducted throughout the research. Two stages in analysis are generally acknowledged: within-case and cross-case analysis (Daymon & Holloway 2002). Cross-analysis and comparison of cases improve the generalizability of the findings beyond that afforded by a single case. Primary data sources and collection methods comprised interviews, texts, observation and transcripts – the four classifications outlined by Scapens (1990). Interviews were the primary source of data and were fully transcribed. Transcripts were triangulated with internal documentation

Appendix 8: Entering the field, data collection and analysis

and other materials such as company annual reports, newspaper stories, marketing plans and internal memos, and creative communications including television commercials.

Interviews were conducted until it was obvious that theoretical saturation had occurred (Glaser and Strauss, 1967) and that triangulation with documentation and interviews was consistent. Participant observation (Denzin, 1978) in business meetings and observation of business practices helped to create an understanding of the role of communications processes. Adopting the approach of Ferreira and Merchant (1992) the study also ensured there was 'an attempt to explicitly link the observations to a pre-existing body of knowledge' i.e. within the literature.

Within-Case Analysis

All case interviews were transcribed in full. The notes from observations as well as pertinent parts of the additional documents reviewed were also word-processed. These operations provided the basis for the next operation of document coding.

Coding and Memo-ing

Coding is the process of defining categories in which field notes and transcriptions can be sorted and compared for searching and theorising (Yin 2003), in which field notes and transcriptions can be sorted (Sayre 2001). It can also be regarded as putting labels to themes that shared common patterns in the data (Llewellyn, 1993; Miles & Huberman, 1994). Themes that have various dimensions were defined as nodes, child and sub-child, using NVivo 2.0, a software program that permits management of qualitative data. These categories, labels, or nodes as they are called in this thesis, represent themes extracted from the literature review. NVivo 2.0 software permits management of qualitative data into which the data was loaded. The researcher attended a three day residential workshop to allow training in the software's use. NVivo software was used as a repository and analytical tool to manage coding of the voluminous and complex data. All documentary evidence and interview transcripts being loaded, the software was used to manage the coding activities described in earlier sections while also

Appendix 8: Entering the field, data collection and analysis

providing a location to record other observations, questions and thoughts which form an important role of theoretical memos described by Glaser (1978 p. 83-92). All documents, transcripts of interviews, presentations, internal letters, observation notes and inter-company documentation, were coded with the assistance of NVivo 2.0.

The procedures followed several steps:

1) Documents were converted into rich text format and then imported to a project created using NVivo 2.0.

2) Attributes were assigned to characterise each document. This helped in grouping and separating documents. Document attributes include the case study to which it belongs, the correct number to identify quotes, the position of the interviewee within the company and the document type.

3) Each document was read through seeking to match paragraphs –the initially defined coding unit– with a previously defined node. At this stage it became clear that within a paragraph several themes were mentioned, therefore the coding unit was reduced to the sentence level.

4) Passages that could be coded with more than one node were initially assigned more than one node. Thus constructs that have various dimensions were defined as nodes, child and sub-child, using NVivo 2.0 notation. Because of the flexibility that NVivo 2.0 offers, it was always possible to withdraw a code or to recode a passage or document.

5) Any new theme emerging from the data resulted in the creation of a new node, which afterwards was made available to be used with other documents. With this procedure in place, any new data were potentially suitable for straightforward comparison, insertion and analysis. This prescription was then applied to other documents, and the rules were thus uniform across documents. Therefore any newly introduced data were potentially suitable for analysis. This also occurred when non-verbal information, from text or observation, was added to verify and confirm data. In addition, each document was colour-coded to allow easy identification of the source of the information, and its repetition within cases.

Appendix 8: Entering the field, data collection and analysis

Writing the Reports

Having all the documents completely coded, reports by node were produced to make the texts suitable for writing the case study reports. The structure of the case study reports was prepared to be as consistent as possible. The NVivo software was especially helpful in displaying the coding schematics in hierarchical order which enabled recording of reflections during the coding process, often reminding the researcher of incidents which allowed for more accurate analysis. It also assisted in linking data in documents allowing cross-referencing of the memos with codes when developing themes and in data pattern matching. To start with, the initial codes created were linked to existing literature and to the research questions, thereby grounding the conceptual constructs directly to the field data (Miles and Huberman, 1994). However, as the data collection and analysis progressed, codes were redefined or often merged, or alternatively discarded, which allowed the analysis to develop inductively. Within the reorganised texts opposing views were sought to confirm or alter the researcher's interpretation of the organisation and its officers (those who participated in the study) and their viewpoints. Thus, within the data reduction process the researcher reviewed and re-reviewed the data and verified any reflective views within the organisations.

The three case study reports include many quotes to assist in illustrating a point and to enhance validity and reliability, and also to give life to the report. Each quote ends with a code and paragraph number. This protects the respondent's identity whilst making it possible to trace the source of the information in the original data back to its place within the NVivo software. This allows other research analysis to be undertaken or other researchers to access the original data.

Early versions of each case's transcripts were sent to participant companies to seek organisational feedback. Meetings were arranged when the topics presented within the transcripts and queries from either party were discussed. The views expressed in these meetings were used to make clarifications. These meetings were also useful to examine if the taxonomy used within the report made sense to the company members. Each one of the organisations operates in different contexts with different traditions towards its customer relationships and variance in the ways each communicates with its audiences.

Appendix 8: Entering the field, data collection and analysis

Thus each case study has its own peculiarities. They have also provided different amounts of information relevant to the various research questions. Consequently, the three case study reports vary. However, there are more similarities than differences for most research questions. Eisenhardt (1989) urges that an essential feature of theory building is the comparison of emergent concepts, theory and hypotheses with the existing literature. This has helped sharpen the construct definitions, and identify connections between themes not normally associated with each other. The within case analysis for each case was assisted by data displays. An initial WOM effects display chart helped to condense information on the overall structural context of the first case. By systematically analysing all interview transcripts and documents the series of structural events that contributed to the influence of WOM within the organisation could be established and practices and processes identified, enabling comparisons to be made during analysis of subsequent cases.

Shaping Hypotheses

Whilst there are no testable hypotheses in this research, the researcher has sought evidence that could be used either to endorse a construct or to suggest its modification. For example, given the various uses made of the word 'advocacy', it became necessary to refer to the literature in an attempt to understand its different meanings within the context of their use.

Enfolding Literature

This was an aspect observed throughout the research. The case study reports have relied on comparing current WOM knowledge with the emerging empirical evidence and this has been referred as the analysis progressed. Therefore evidence obtained in the literature has been cross-referenced with the data. However readers will recognise this validation process being particularly evident in Chapter 8.

Reaching Closure

Appendix 8: Entering the field, data collection and analysis

Reaching closure is the recognition that the evidence has been exhausted (Eisenhardt, 1989). Chapter 3 explains why three case studies were conducted. In summary, three case studies were felt to offer sufficient variety to answer the research questions. Regarding the number of interviews conducted in each case, as many respondents as possible were approached who could improve the researcher's understanding of WOM management. Levels of data saturation were reached regarding the many themes that emerged in the data gathering process when high levels of respondent iteration occurred. Since WOM processes are permanently evolving (e.g. online innovations) and new WOM-related episodes keep occurring, closure was reached by imposing a limit in time to which new topics could be added. The DBA research journey is understood to take three years. My journey took considerably longer.

Cross-Case Analysis

The cross-case analysis, guided by Creswell (1997), brought together the findings of the three individual cases and the literature. First, the services sector organizations were compared; these were further compared with Case A. During this process, I followed Miles and Huberman's (1994) model of qualitative data analysis, using various analytical techniques including pattern matching, i.e. word tables, the display of data and searching for patterns (Yin, 1994, 2003).

Both within-case and cross-case analyses were guided by Yin's (2003) model of multiple cases research, which proposes a three-step model. 1) the process of define and design, 2) prepare collect and analyse and re-analyse and 3) conclude for data analysis within multiple case studies. This last phase includes the processes needed to write the cross case report, which potentially included theory modifications. The first two steps have been already described; one of the tasks within the third step is the cross-case analysis. The cross-case analysis, which is presented at length in chapter 7, sought to accomplish three objectives: 1) Show commonalities and differences amongst the cases that could be explained drawing on contemporary knowledge; 2) Based on the empirical evidence, make propositions that advance current theory and management practice; . 3) To better articulate WOM within these service organisations and assist in building a model of WOM.

Appendix 8: Entering the field, data collection and analysis

During the cross-case analysis it became clear that comparisons must be built on detailed case-by-case analysis. It was decided to score the incidence of WOM activity on a departmental basis, each case having a comparable number of like departments. The departments scored included 1) senior management/administration (includes volunteer committee member Case A), 2) marketing department, 3) sales department, 4) customer service/ telemarketing department, 5) PR department, 6) direct marketing/database department, and 7) advertising department. For the purposes of the comparison, other departments were discounted.

Though more than one respondent was sometimes interviewed from any one department, the scoring system reflects the importance of the WOM activity as perceived by respondents, not the number of times the activity was mentioned. The scores are reported in tables throughout the thesis and and use an asterisk rating. The greater the number of asterisks, the more important the activity. Consider, for example, Table 7.10. This shows that respondents across six departments in case B, six departments in case C, and seven departments in case A were convinced of the role of PR in stimulating WOM. Within the case study text, the intensity of each of these phenomena has been underscored case by case. Heeding the advice of theorists (Eisenhardt, 1989; Miles and Huberman, 1994; Yin, 2003) the broad themes and patterns that were identified in the research were reduced to ensure that each research question was answered specifically. Thus the research's conclusions have been drawn against the research questions (pages 2–4).

Addendum

Each case study has its own particularities. Each of the companies operates in different contexts with particular marketing approaches, however similar they may at first appear. However, the modus operandi of the non-profit organisation has more pronounced differences than the variations between the service companies. Because these cases consequently provided different amounts of information about different topics, the case study reports are different. For this reason, the cross-case analysis was made first between the service cases and then the non-profit organisation was compared. In other words, the non-profit

Appendix 8: Entering the field, data collection and analysis

results were overlain over the results from the first two. The decision to conduct the analysis this way was not part of the initial analysis. I had submitted a paper to IBEC USA in September 2006 and the reviewers suggested this approach. Consequently, I am indebted to Professor John Marsden and Professor Anand Shetty of IBEC for their observations and suggestions that helped explicate the conditions of WOM in service cases and explanations for the differences that may exist in the non-profit.

One other observation may have hastened the culmination of the thesis: in the early stages I was not predisposed to printing reams of paper. This has proved to be counterproductive. Interpretation of one's ideas and diagnosis is greatly assisted by printing out analyses of case reports, rather than attempting to do the same on the computer screen. Despite the devastation done to forests, my experience suggests a 'publish and be damned' attitude is probably a necessary evil in the timely completion of a DBA thesis.

Within case and cross case analysis

Data analysis commenced as soon as data collection processes started, driven by the reality that a staggering amount of data would be collected (Pettigrew 1988). The analysis comprised two stages: 'within case' analysis and 'cross-case' analysis. For the 'within case' analysis, following the interview a contact report was prepared which recorded the interview its circumstances and any emerging themes that could be further explained in subsequent interview with the same or different informants. Miles and Huberman (1994) advise addressing five questions:-

1. What people, events or situations were involved?

2. What were the main themes or issues of contact?

3. Which research questions and which variables in the initial framework, did the contact bear on most centrally?

4. What new hypotheses, speculations, or hunches about the field situations were suggested by the contact?

Appendix 8: Entering the field, data collection and analysis

5. Where should this researcher place most emphasis during the next contact? And what information should be sought?

An interview report supplemented this information, summarising the points discussed in the interview. Interview reports were collated and discussed with the project champion in each case. In some instances they were used to shape further questions and to seek clarification.

Appendix 9: Business Appeal results in $000

Business	1999	2000	2001	2002	2003	2004
Committee	42.4	27.7	42.3	72.4	61.6	73.5
Commercial	361.1	461.0	239.5	360.9	364.7	407.9
Finance	182.6	200.7	193.0	252.6	205.7	211.8
Industrial	319.4	248.5	364.7	496.8	359.4	374.7
Professional	525.3	518.1	641.2	688.2	681.9	609.7
Total	**$1,430.9**	**$1,558.0**	**$1,480.9**	**$1,871.1**	**$1,673.4**	**$1,677.8**
Special funds	500.0	551.0	N/A	N/A	N/A	N/A
± average	−1.1%	−0.03%	−0.08%	+16%	+0.03%	+0.03%

Appendix 10: Salvos' donor profile

Data comparison Research 2002	2005 Research (NB. Database has been de-duplicated since 2002)
42 % of donors have given over 5 years +	50 % of donors have given over 5 years +
20 % of donors have given over 10 years +	25 % of donors have given over 10 years
54% mailed hadn't given in past 2 years	25% mailed haven't given in past 5 years
N/A	65 % donate more than once per annum
N/A	Only 1% donate after four years
N/A	Only 0.5% donate after five years
N/A	40% are 65 years +
40% give under $30	60 % give under $30
16% give over $50	22% give over $50
Donor average $85	Donor average $51
LTV/ NA	LTV Average LTV $445-$500/ 5 years 27% donors have LTV of less than $50/over 5 years
After first donation 40 % loss	After first donation 40% loss

Source: Data Profile by R Pester 2004

470

Appendix 11: Total individual Salvos' donors 2004/2005

Donation (monetary) segment		General donors	Business donors	All donors
$1–$19	number	23,555	630	24,185
	± 5-year average	–75%	–46%	
$20–$99	number	80,759	5,253	86,012
	± 5-year average	–12%	–20%	
$100–$999	number	32,495	5,491	37,986
	± 5-year average	+27%	+4%	
$1000–$4999	number	1,515	922	2,437
	± 5-year average	+11%	+4%	
$5000 +	number	187	369	556
	± 5-year average	+4%		
Total number of donors		138,511	12,665	151,176

Appendix 12: Donor/fundraising acquisition

Donor Acquisition		RSA Response			Christmas Appeal Response		Total Appeal Responses
2003 inserts In newspapers		6,652*			7,466*		Est total *After de-duplication Approx 6,000
2004 inserts In newspapers		6,067*			5,690*		Est total *After de-duplication Approx 6,000
2003 rented lists		3,510			3,463		6,974
2004 rented lists		4,028			9,764		13,792
Website 2004							2,100
133032 Hotline 2004							Credit card 2,500***
WOM							N/A
WOM networking		12,000 Individual Business Appeal RSA donors					12,000 individuals give approx $1.2 million per annum
Doorknock		7,500 RSA individuals					? /No record
WOM advocacy Bequests 2004							230 approx bequestors per annum

*** Not necessarily all new donors (Source: JH 05/2005)
RSA =Red Shield Appeal
*Inserts are responded to by existing donors who for different reasons react to the insert trigger, rather than to the appeal mailing. Existing donors are therefore de-duplicated and taken out of the insert response calculation.

Appendix 13: Donor reactivation

Donor Re-activation	Feb OTS	Red Shield Appeal	June OTS	Sept OTS	Christmas Appeal	Dec OTS	Total per annum
2004 Mail	10,883	**34,444**	15,925	18,533	**53,352**	17,764	**150,000E**
2005 Mail	16,429	**36,612**	10,161	16,690	**55,124**	20,208	**150,000E**

OTS: "On the Scene"

Appendix 14: Red Shield Appeal mailing, Doorknock and Business Appeal results

Results Eastern Territory Red Shield Appeal	Red Shield Mailings $000 National	± 5-year average	Total Doorknock Sydney East $000	± 5-year average	Red Shield Business Appeal $000	± 5-year average
2000	$4,476.1	−13%	$1,195.6	−0.07%	$1,558.0	−0.05%
2001	$5,773.6	+11%	$1,370.1	+ .06%	$1,480.9	−10%
2002	$5,515.0	+6%	$1,454.9	+13%	$1,871.1	+13%
2003	$5,299.4	+-%	$1,228.5	+-%	$1,673.4	+-%
2004	$4,876.9	−5%	$1,189.9	−0 07%	$1,677.8	+-%

Results for the past five years indicate that within the three categories of fundraising within the Red Shield Appeal, Mailings, Doorknock, Business Appeal, the latter relies on WOM (Appendix 10). Thus a minimum of 20 per cent of funds raised are achieved directly through WOM. However, the Doorknock collectors are also recruited through WOM, thus up to 35 percent of funds raised can be attributed to WOM in some way. In addition, receipts attributable through solicitor 'Honoured Friends' bequest recommendations amount to approximately 15 million dollars, the majority of which are receipted in the Sydney area, thus WOM and WOM networking are the dominant stimuli of fundraising for the Salvos'.

Appendix 15: Red Shield Doorknock Appeal recruitment processes: Doorknock Appeal Chairman

---

Qualities

- Leadership ability
- Outstanding community leader
- Financial leader in own right

Role

- Member of City of Sydney Appeal Committee
- Overall responsibility of the Doorknock (house-to-house solicitation)
- Develops an implements a plan to achieve 100% coverage
- Identifies and enlists committee members
- Liases with Salvation Army personnel
- Makes a standard setting gift
- Ex officio member of all subsequent Doorknock Committees
- Assists subordinates in identification and enlistment of Chairmen

Method

- Chairs all meetings of the Doorknock committee
- Enlists **Area Chairmen** who in turn
- Enlists **Zone Chairmen** who in turn
- Enlists **District Chairmen** who in turn
- Enlist **Section Chairmen** who in turn
- Enlist **Team Captains**
- Enlist **Collectors**

Aim

To have a member of the Appeal organisation to call at every home

---

(Source: Appeal Chairman's Briefing Document 2004)

475

Appendix 16: Red Shield Business Appeal volunteer recruitment process

Objective

To use your time, influence and personal example within the designated Division of the Sydney Metropolitan business community to generate 'standard setting' giving to the Salvation Army Red Shield Appeal

THE ARMY in effect asks the chairperson the advantage of:

The influence of his/her person (developing a peer network of support throughout the community)

The influence of his/her gift (the opportunity for the community to generously give to the Salvation Army)

The influence of his/her time (a minimum investment of time to produce a maximum effect).

Procedure

Enlist the top financial and influential leaders within the defined division as committee members (a minimum of 5 members).

The Salvo Business coordinators will provide co-ordination, liaison and organisational support.

The enlistment process follows the proper progression.

Select-inform-invite-enlist

After enlistment is complete, arrange training-

- To give a sound view of the concept
- To give information on Appeal procedures
- To give explicit training in how to solicit a gift at various committee meetings

1. Provide inspiration and a sense of urgency and *worthwhileness* of the common effort

2. Call a meeting with committee members to confirm goals for presentation to the City of Sydney Appeal Committee, activate top 50 givers on the existing mailing list in each respective Group and emphasise the importance of the personal follow-up

3. Make your own donation early as a standard setting exercise when requested by Appeal chairman.

4. Follow up your personal donation with letters to committee members seeking their personal and business donations prior to the official opening.

5. Personally identify names of individuals and companies (suggest 20) for making personal contact prior to the Official Opening function seeking their financial support.

6. Invite at least eight of these prominent business people to the Official Opening function where you will host them at your table.

7. Secure five, 15 minute presentations at prospective corporations with the intention of securing significant donations.

8. Seeks to develop more and appropriate ways to completely engage the Business community in the work of the Salvation Army

Personally follow-up on those contacts on your list, asking them for a generous gift prior to the close of the financial year.

Keep personal contact with Committee members following the Official Opening to ensure follow-up donations.

(Source: City of Sydney Appeal Committee, Chairman's Information Brief 2004)

Appendix 17: Case specific recommendations I: Case B

A17.1 Conclusions Case B

Table A17.1 overleaf summarises the WOM problems and solutions for Case B.

A17.2 Product/service WOM Pillar 1

Stop negative WOM triggered by a division of Case B

Travel insurance is creating a WOM problem for Case B and is a threat to new customer acquisition. It is unreasonable to anticipate WOM will be generated on Case B's behalf in the fiercely competitive travel securitisation business, and thus negative WOM is likely to continue from this source. If Case B focuses on clearly defined targets, negative WOM from certain sectors of the industry, threatened by doubts towards their intentions, could be reduced. To reduce negative WOM being stimulated by Case B's own business units, it may be more pertinent to put these businesses under a separate brand name.

A17.3 Customer service WOM Pillar 2

Complaint resolution amongst the many, not the few

Complaint resolution can occur on a customer base that is small and is outside the orbit of senior customer decision-makers. Complaints have been resolved at a level of management that is too low to maintain strong customer relationships. The resulting customer dissatisfaction has led to loss of important accounts and lingering negative WOM. The memory of the complaint lingers and can result in that company using a past event to terminate the business. In fact, many researchers have suggested that receivers of negative information give it a disproportionate level of importance in subsequent dealings with the company (Wright 1974; Lutz 1975; Miserski 1982).

Appendix 17: Case specific recommendations I: Case B

Case B: WOM Problem	WOM Solution
Case B has no universal understanding of WOM, its contribution to its image or its effect on new customer acquisition.	The precise contribution of the various types of WOM and its channels needs to be understood. Analysis of the value of the various stimuli of WOM, including image contribution to customer acquisition, is required.
Customer acquisition and customer retention are divided responsibilities in Case B. This has major effects on the understanding and deployment of WOM strategies.	The retention team, as part of their task, should be charged with delivering a significant quota of referrals to the acquisition team.
The Internet is a new customer acquisition channel which needs supporting by the acquisition team.	The effect of search engines on prospecting to be assessed. Case B website to be linked with testimonials and eWOM prospects navigation understood.
Advocates pose a negative WOM threat to new customer acquisition.	WOM customer advocates to be identified and to receive education and advocacy information.
Amongst WOM networking, there is threat of WOM referral defection from key influencer referrer/advocates.	Employ more talented WOM networkers. Incentivise key influencers, referrers and employees receiving the referral.
Complaint resolution occurs amongst too few decision makers and leads to dissatisfaction and to customer attrition.	Complaint handling procedures require thought as to how to demonstrate amongst senior managers that satisfactory resolution has occurred.
Negative WOM occurs when customer acquisition is mismatched with customer needs	Qualify prospect customers more thoroughly and motivate the field force to concentrate on high value prospects only.
Negative WOM, rumour and innuendo circulate when the company comes under media scrutiny. Negative WOM damages the organisation's internal image.	In crises existing internal employee communication processes are inadequate. Internal communications need to form a significant part of crisis management and negative WOM reduction.
WOM and the willingness to utter WOM currently go unrecognised. Satisfaction research uses WOM measures but finds them inoperable.	WOM measures could be an advantage. Reichheld's (2002) findings regarding customer satisfaction research and WOM require investigation, including the understanding of WOM detractors.
Trade press coverage and awareness of 'Corporate Services' could be louder and more consistent.	Media liaison and placement amongst trade press are required, particularly Case studies destined for consumption by financial management. Consideration to be given to a Case B financial newsletter to relevant customers.
Case B service innovations which create WOM are not being capitalised upon.	More discriminate selection of relevant innovations and their promotion will enhance positive WOM.
Case B consumer card members could advocate Corporate Services.	WOM referral could be effected across Case B Corporate cardholder members.
Negative WOM from Case B's travel securitisation division.	As price of negative WOM might be too high, consider Brand name change to this division.

Table A17.1: Case B WOM problems and solutions

Appendix 17: Case specific recommendations I: Case B

Case B's complaint resolution must be spread across a wider customer–employee base than simply the program administrator. Complaint handling, when effective, offers the opportunity to develop customer loyalty, whereas unsatisfactory resolution of complaints can lead to negative WOM and customer attrition. Case B needs to resolve issues within senior management circles of aggrieved parties, thus preventing negative WOM prejudicing the service in the longer term. This requires a team approach, including senior management, retention management, customer service and the field force. Each of these departments has a role to play in the management of WOM outcomes.

Stop negative WOM triggered by customers oversold and mismatched against the offer

There are indications that the Case B product is mismatched against a segment of its 'middle market' target audience, which causes dissatisfaction and negative WOM. One of Case B's field force managers has described those running 'mid market' companies as less sophisticated and less skilled than those in larger markets, with company needs that do not extend to sophisticated management expenses processes. With no dedicated staff to manage, they tend to be 'stretched' and do not appreciate the value of Case B's service offer. The Case B field force needs to screen prospective customers more thoroughly. As the cost-to-serve component and negative WOM may be too high a price to pay, they should decide whether the smaller customer is inappropriate and whether the field force NCA incentives need to be reconfigured. Alternatively, Case B could create a different level product to suit these smaller customers.

Customer satisfaction market research could provide advocacy insights

WOM measures could provide more insights into customer satisfaction, commitment and loyalty, segment by customer segment. Making the current customer satisfaction research available to customer acquisition and retention managers for statistical cross analysis would give Case B management a better idea of its standing with customers. Currently Case B does not scale its customer satisfaction scores to any particular

Appendix 17: Case specific recommendations I: Case B

customer segment. In other words, the customer database analysis uses transactional information and other demographic overlays, but includes no cross-tabulation that could provide information on customer satisfaction. Albeit that only 30 per cent of responses can be ascribed to a definite corporation, cross-tabulation could still provide valuable insights. A research executive believes a useful exercise would be to overlay customer satisfaction results onto specific customer segments to give a better idea of strengths or weaknesses: *'We only get 30 per cent disclosure. But it's a good idea.'* *(AA0 134-141)*

A17.4 Communications WOM Pillar 3

Websites need more WOM hooks

Case B's worldwide website home page takes visitors immediately to the page containing current media comment or information on recent Case B press releases. Management consider this feature contributes to knowledge of the company. It should be employed on the Australian site. The Case B worldwide website also has a particular focus on the Small Business Network and a variety of relevant information. It promotes 'Rewards and Benefits', 'Open Savings' and 'Articles and Discussions'. This latter facility talks about 'How to increase cash flow', 'Access articles about Case B' and how to 'Connect with other businesses', a network maintained by Case B. Lessons learned in the US could be relevant to an Australian web site aimed more towards Australia's 'middle market'. Such a site would be a less expensive way of producing more WOM, reducing purchase anxiety and gaining new customers. Appropriate strategies could include testimonials from satisfied customers, case studies of advocates, and descriptions of companies who have benefited from Case B's service under the page 'Connect with other businesses'. Supporting advocacy programs segmented by business size (as on the Case B worldwide website), and referral rewards for new customer introductions by alliance WOM partners, as well as advocates, should be considered.

Appendix 17: Case specific recommendations I: Case B

Increase WOM referral through Case B Card Member Services' database

It has been suggested that Corporate Services' positioning complements Member Services. Therefore, WOM referral could be effected across Member Services cardholders advocating Corporate Services at their workplace. In this way Member Services card members targeted from the database, such as key influencer business people, could receive information on Case B Corporate Services.

Increase WOM through business trade journals and the financial press

Press coverage for Corporate Services could be more obvious and more consistent. Executives believe that while negative WOM control through Public Affairs has been impressive, press attention can favour Member Services. Corporate Services could focus more on financial management, press exposure and positive WOM. What is required is media liaison and placement amongst trade press, particularly that destined for consumption by financial management, and possibly a Case B financial newsletter targeted at key decision makers.

A17.5 Influence markets WOM Pillar 4

See general recommendations in Chapter 8, Section 8.5.5.

A17.6 Referral markets WOM Pillar 5

Stop advocates posing a negative WOM threat

Because radical changes to the service model have not been communicated, the 'champions of the brand' are possibly not equipped to articulate the brand adequately or entirely in Case B's favour. The field force feel that advocates and the field force's special 'mentors' – however keen to give WOM about Case B – are not in a position to effectively sell Case B's proposition. Yet despite the dismissal of advocacy by some Case B executives, genuine advocacy exists amongst loyal customers and other

advocates and it can be harnessed to enhance Case B's new customer prospecting: *"(I don't want) my advocates and my mentors out there to sell it, because we always do a better job than they will."* (AA7 384-396). Therefore, rather than dismiss advocacy altogether, Case B must consider methods in which loyal customer advocates can transmit WOM to customers without its back-firing on new business acquisition.

Stop WOM referral defection amongst key advocates

A significant quantity of WOM referral leads come to Case B's field force and to other employees from personal ties rather than through company relationships, though both may happen in tandem. In fact, WOM referral is considered by the field force 'to be ours', not the company's. Management endorse this view by encouraging the autonomy enjoyed by the field force. So whilst these personal relationships are unstructured and seemingly a consequence of an organisation's business relationship building, there is a strong bond between referrer and the Case B employee. WOM referral ties may be stronger and longer lasting than inter-company ties. In other words, while the conditions have to be right, which includes the service offering, the dominant relationship is that between the referrer and the employee to whom the referral has been given.

In the travel industry, relying exclusively on individual WOM key influencer advocates raises the risk of potential defection to competitors and loss of WOM referral. Therefore Case B proposes to introduce incentives to encourage more referees to refer directly to the company, rather than through these non-company advocates. They see a more successful strategy is to offer incentives to the referrer who gives the lead, their salesperson who brings in the lead and, if their 'key influencer' referrer is involved, that person also.

Employ talented WOM networkers

Case B should employ field salespeople who have already demonstrated networks. Case B should be prepared to pay more highly for those talented individuals who can bring high quality leads through cultivating their network. Based on this interpretation,

Appendix 17: Case specific recommendations I: Case B

employing those without a WOM networking track record, and relying on NCA incentives, will be unproductive.

A17.7 Supplier/alliance markets WOM Pillar 6

See general recommendations in Chapter 8, Section 8.5.7.

Appendix 18: Case specific recommendations II: Case C

A18.1 Conclusions Case C

Table A18.1 summarises the WOM problems and solutions for Case C.

A18.2 Product/service WOM Pillar 1

See general discussion in Chapter 8, Section 8.5.2.

A18.3 Customer service WOM Pillar 2

Stop negative WOM disaffecting both customers and employees

Power outages and government policies have damaged Energex's image and standing within the community. The public believe the government has responsibility for Energex's performance, and so an environment of negative sentiment and negative WOM towards the government surrounds Energex. In this regard Energex has had to call on its 'bank of goodwill' but, despite its heavy emphasis on sports, social and business sponsorships, Energex may still be found wanting. Of major concern for management are the effects of negative WOM on employees. The morale of the company rests with its employees, who can be affected by the constant pillory of the media. This is compounded through employees' business and social networks by constant questioning. If the management cannot bring some perspective to this problem, the consequences of a negative WOM epidemic may cause key staff to reconsider their employment options. If not contained, a perpetual circle of negative WOM may spiral to the detriment of Energex. Solutions may be found in separation from government through a capital-raising buyout by the private sector. However, before that occurs, infrastructure must be built and interim supplies from other states assured. When this is achieved the organisation can reinvest in a similar formula of sporting sponsorship activity localised to its markets and appropriate to building relationships with target key influencer prospects within them.

Appendix 18: Case specific recommendations II: Case C

Case C: WOM Problem	WOM Solution
Energex has no company-wide understanding of WOM, its stimulation or its contribution new customer acquisition or to the organisation's image.	Definition of WOM's role in each department. Rigour in data collection of lead sources required. WOM's contribution to new customer acquisition to be measured.
WOM data collection is unreliable. Management ignore lead source data.	Precise lead source data (lead source DNA) will allow assessment of channels to define WOM's contribution.
WOM referral as a result of customer service experience and resulting image enhancement has not been measured.	Measurement of sources of WOM and the effect in terms of contribution, in terms of both image and sales, required.
Annual customer satisfaction market research and loyalty/WOM measures are deemed as being unusable.	Energex require to reassess their customer satisfaction criteria and to substantiate whether 'likelihood of referral' is a valid customer measure. Reichheld's (2002) research work into WOM and customer satisfaction deserves further enquiry.
Customer satisfaction measures are not shared with those responsible for the corporation's image and reputation.	Participation in customer satisfaction measurement is required by Energex's advertising and PR department personnel.
The Internet's contribution to referral and customer acquisition goes unrecognised.	Ownership must be balanced more equably between the Advertising Public Relations and Energex regulatory authorities in tandem.
Negative WOM surrounding Energex is disaffecting both customers and employees.	Influence to be brought to stemming prevailing internal negative WOM sentiment through service and process initiatives.
How will Energex continue their WOM networking without the sponsorship. What consequences are there to WOM, WOM networking and image?	Energex must find a strategy to equal the effect of their existing sponsorship in the prevailing negative WOM surrounding the organisation, or wait until supply problems are solved.
The Energex Energy Institute is under-valued as an image enhancing WOM device.	The Energex Energy Institute sponsorship could form the basis of Energex's push into small business.
After-marketing customer care WOM opportunities are not being exploited.	A follow-up customer care procedure would enhance Energex's standing with customer installations and stimulate WOM.
The innovation of alliance partners could be put to better WOM benefit.	Support budget via alliance partners with both interest-laden information and those with co-op money to spend.
Segmented communications means WOM output may be unevenly allocated favouring less valuable 'value destroyer' segments. Watershed events offer better WOM opportunities for campaign development.	Energex could encourage more positive WOM outcomes with more careful handling of the 'value destroyer' segment. WOM campaigns aimed at targeting young couples, and their parents, in press media, particularly magazines is advised.
Bonus incentives could include incentives for WOM recommendations.	Review of sales force bonus systems with addition of incentives to generate WOM referrals.

Table A18.1: **Case C WOM problems and solutions**

Appendix 18: Case specific recommendations II: Case C

Institute after-marketing customer care, a heightened time for WOM

Energex could be losing a significant customer acquisition opportunity through WOM. Not all customers of Home Suite installations receive follow-up customer care calls. Though the Home Suite call centre conducts post-installation campaigns to gauge customer satisfaction, they are limited by capacity. For example, the call centre employs casual staff during peak seasonal periods when customer expectation or need is relatively high. Thus when capacity is stretched and efficiencies are reduced, Energex has less control over its external image. Energex is then in a very weak position and is crucially vulnerable to negative WOM stemming from dissatisfied customers.

Furthermore, licencees are working to capacity and presumably also stretched to their limit. Therefore when work is at its peak, control of independent contractors and call centre are both at their lowest point. At this time it is very unlikely that completed work is being evaluated.

Better control and instant feedback could occur with a follow-up customer care/CRM touch point process, together with a comprehensive customer satisfaction monitor. For example, Blodgett et al. (1995) determined that there is a clear relationship between customer satisfaction and WOM, and one of the positive effects of satisfaction is that new customers, at this stage of the purchase cycle, are more prone to delivering advocacy-based referrals.

Therefore a follow-up 'after-marketing' customer care procedure could enhance Energex's standing with customers. It would provide immediate feedback on the installer's processes, motivate the installer and promote an Energex connection while improving relationships with the customer. Any customer doubts or dissatisfactions could be addressed there and then. Negative WOM could be 'nipped in the bud', a potential disaster turned to the company's advantage, and positive WOM amongst satisfied customers could be magnified.

There are grounds for suggesting the follow-up customer care processes (Vavra 1994) could be better effected under the aegis of the Energex Energy Institute, as customers could benefit from advice about the purchase of saving energy devices and consequently produce positive WOM.

486

Appendix 18: Case specific recommendations II: Case C

"I remember we had a call from a customer last year who had just spent $16,500 on ducted air conditioning. The installer said that it was more energy efficient for her to leave this air-conditioner on 24 hours a day, than to turn it on and off. She rang us after week two and we've managed to save her $1,400." (EE70 302-321)

A18.4 Communications WOM Pillar 3

Repeat success through WOM producing sponsorships

WOM for the industrial and commercial division has created awareness for the Energex brand over a relatively short time. The WOM networking component of this division has been outstandingly successful in facilitating lead generation and customer acquisition through the sales force. However, this three-year sports sponsorship, which has given Energex a significant advantage in entrée into new markets, ends soon. This sponsorship and its effects will be difficult to replace. Any resulting WOM vacuum would be undesirable for Energex in current circumstances. Energex has to find a strategy to equal the effect of their existing sponsorship, which has carried the Energex brand into new territories and new accounts and facilitated WOM and WOM networking.

Segmented communications means more or less WOM

Energex may be encouraging more WOM at opposing ends of their customer segmentation spectrum. Energex concentrate their marketing action in either making money from the 'higher value' and 'priority customer' segments of the business, or alternately in saving money in the 'value destroyer' segment. In Energex, these segments receive most communication. While 'higher value' and 'priority customers' receive more targeted communication designed to stimulate WOM, the middle customer segment, the majority of Energex's customer base, receives less communication and so less WOM may be occurring in that segment.

Ironically the 'value destroyer' segment may be in a better position to utter more WOM. This segment appears to be in more frequent direct contact with the company than any other group, particularly through Energex's call centre employees. Energex

Appendix 18: Case specific recommendations II: Case C

could therefore take advantage of the greater customer service experience of this group. Further research might be undertaken to establish whether these customers are providing above or below average WOM output, whether it is positive or negative, and where best potential exists for WOM referral *(EE50 362-370)*. Energex could encourage more positive WOM outcomes with better handling of the 'value destroyer' segment, which might be more disposed to giving out negative WOM. Limiting negative sentiment, which might be poisoning the marketplace, is desirable.

On the other hand, Energex's Home Suite has a potential customer base of about one million customers, and carries out about 20,000 jobs a year. Over the last few years the company has estimated that approximately 50,000–70,000 of these home-based customers are in a position to utter WOM. These customers may be the best place to begin when aiming to design WOM activity to help sell more services amongst Energex customers. Secondly, watershed events, particularly young married couples setting up home, provide Energex with opportunity for sales which should be targeted. The Energex Energy Institute could initiate WOM campaigns in relevant magazines aimed at targeting parents or young couples.

A18.5 Influence markets WOM Pillar 4

See general recommendations in Chapter 8, Section 8.5.5.

A18.6 Referral markets WOM Pillar 5

Include WOM referral incentives in bonus schemes

Energex LPG's bonus system, called the Customer Excellence Awards and based on volume, safety and customer satisfaction, are awarded each quarter to two tanker drivers who go out of their way for the customer. This incentive should be expanded into generating customer referrals. For instance, Brown (1999), citing Southwest Airlines' employee rapport policy, suggested that management should train and reward employees for positive interpersonal behaviours with customers in situations where rapport building leads to referrals. The Energex LPG reward system could beneficially

Appendix 18: Case specific recommendations II: Case C

adopt a similar approach, including a review of sales force bonus systems with the addition of incentives to generate referrals.

A18.7 Supplier/alliance markets WOM Pillar 6

See general recommendations in Chapter 8, Section 8.5.7.

Appendix 19: Case specific recommendations III: Case A

A19.1 Conclusions Case A

Table A19.1 summarises the WOM problems and solutions for Case A.

A19.2 Product/service WOM Pillar 1

See general discussion in Chapter 8, Section 8.5.2.

CASE A (NP): WOM Problem	WOM Solution
WOM benefits in terms of donor acquisition, or WOM's contribution to image is across all departments, not well understood.	Form an understanding of WOM's contribution to each department and hence to the organisation. Develop a WOM team to include human relations, corporate communications, service employees(and volunteers), operations, marketing, finance and crisis management.
Salvos are not donor or relationship oriented. No inclusion of donor satisfaction within its mission statement. No complaints management system. No satisfaction measurement.	Revise Mission Statement to reflect donor orientation. Instigate stakeholder satisfaction measurement.
Consideration to be given to instigating complaints management processes	Employ CRM management tools to allow central communication and agreed fast response to be executed locally.

Table 8.4: Case A WOM problems and solutions

Appendix 19: Case specific recommendations III: Case A

CASE A (NP): WOM Problem (continued)	WOM Solution (continued)
Donor relationships with Salvos' top 3000 donors are weak. Relationship processes are lacking with donors, donor volunteers, advocates and the media.	Revise donor contact. Program/relationship management and 'thanking' visitation is urgently required. Donor volunteer contact management (CRM) tools would assist WOM Networking.
Donor satisfaction is low. Thus WOM output is low, affecting image and donor recruitment.	Instigate 'cradle to the grave' donor relationship strategy, through first donation 'welcome' process up 'relationship ladder' to bequestor status. CRM tools would assist.
In conditions of high staff turnover, Case A has lost management control of identification and recruitment of advocates. The relationship processes with key business leaders and advocates is weak	WOM networking volunteer donor recruitment or acquisition must be commenced from the highest levels of management. CRM tools are deemed essential.
The Salvos have no ability to manage the pipeline of WOM prospecting and donor acquisition. Key influencer relationships are weak.	Increased management control of WOM networking prospecting with adoption of CRM tools, and provide prospect, key influencer, and integrate volunteer donor and advocate WOM referral.
Doorknock WOM donor volunteer acquisition is becoming less effective,	Adoption of CRM tools distributed over the Internet would allow better local practices, integration, enhanced management and control
The Salvos' image is indistinct; advertising and communications schedules are not competitive. The Salvos have less relevance amongst women in the 55-plus age group. In this segment there is a WOM black hole.	Revise advertising policy to include 'paid for' schedules in DRTV and the Internet. Create innovative products attractive to womens' concerns, particularly 45-55-plus age segments
Case A use limited channels for PR exposure and exercise no media relationships. There is no PR presence in corporate, business, trade press or youth programs	Instigate PR media liaison processes directed by senior management. Business and financial PR strategic planning required
Advertising and direct marketing and PR creative content to be more emotive and reflective of the Salvos' mission.	Institute WOM objectives in all communication. Use victims' testimonials to enhance emotional content and WOM.
Crisis management response varies.	Crisis management requires an overhaul and adoption of key principles recommended by Davies et al. (2003).
Negative WOM lingers harming image amongst key influencers	Instigation of relationship management processes and CRM system should obviate problem
Negative WOM is occurring as a result of a perceived lack of professionalism, thus disaster PR opportunities are jeopardized.	Increase professionalism, particularly amongst government welfare staff, and institute government lobbying.
Negative WOM is being used as a competitive advantage against Case A.	Log occurrences, integrate with crises management and industry representation

Table 8.4 (continued)

Appendix 19: Case specific recommendations III: Case A

A19.3 Customer(donor) service WOM Pillar 2

Increase donor satisfaction and WOM

Unlike customer-focused organisations, the Salvos' do not include objectives of donor satisfaction within their Mission Statement. Thus lack of relationship concern may not only be connected to mobility but may also stem from its absence in the Salvos' objective to *'save souls, grow saints and serve suffering humanity'*. Furthermore, their goal 'to grow saints' is confined to 'saints' within their own ranks, and does not include donors or donor volunteers.

The Salvos' WOM networking relationships with their donor volunteers have been thwarted through constant job mobility and pressure of work. The Salvos' resources are stretched and relationships are soon broken, creating dissatisfaction when parties move. Relationships are further frustrated through donor information being held in individual Salvos' heads. Data on donor volunteers are not shared with incoming management. With no process to capture and distribute donor data, WOM networking to build relationships is made complex, particularly with Red Shield Appeal donor volunteers.

Amongst the 'Wills and Bequests' program's 'Honoured Friends', from whom the most prolific donations are derived, visitation and 'thanking' is again severely limited. 'Honoured Friend' bequestor acquisition and retention strategies are inconsistent and communications budgets are stretched. This research indicates that 'Honoured Friends' do not generally have a happy, rewarding experience. Honoured Friends representatives already have 100 donors in their charge and are stretched to their limit. Thus there are not enough 'Honoured Friends' representatives, nor are they of the calibre their bequestors expect. Thus the strength of the donor volunteer relationship in this segment is weaker than ideal, with unsatisfactory relationships, dissatisfaction and negative WOM a likely occurrence. A revision of the current contact management and visitation program amongst these advocates is strongly advised.

Get the measure of WOM networking

The need for employment of software that assists the WOM networking process is glaringly obvious. Case A has no system to manage donor relationships or determine

Appendix 19: Case specific recommendations III: Case A

their strength. With no tracking of existing relationships between prospects, donor volunteers and Business Appeal donors and Doorknock volunteers, relationships with individuals within companies cannot be effectively passed from officer to officer, or shared with line management and volunteers whose task it is to manage relationships and gain donations.
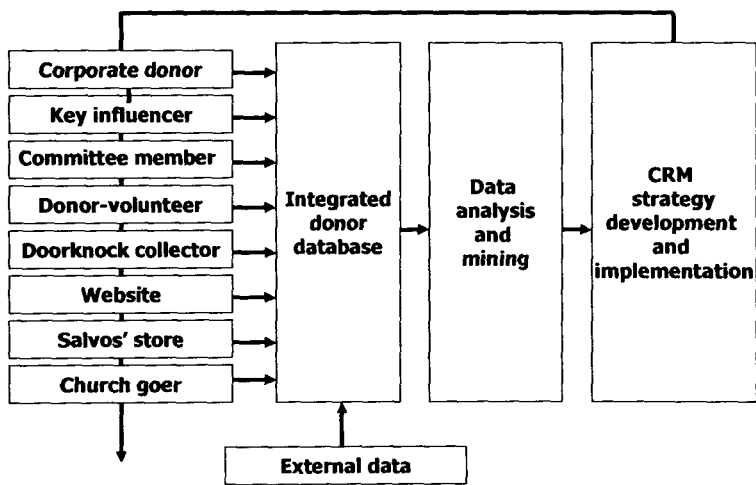
(Source: Modified from Buttle 2004 p.159)

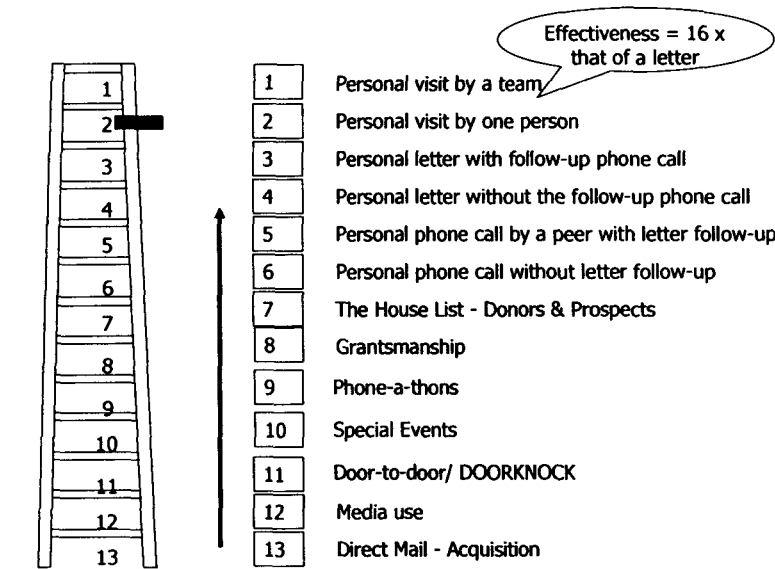Figure A19.1: **Proposed DRM database implementation (Donor RM)**

Implementation of a CRM database (Figure A19.1) is recommended, with contact management and Doorknock volunteer contact management systems being accessible over the Internet to facilitate WOM networking.

Reassess direct marketing relationships, satisfaction and WOM

The Salvos have a loyal donor base of approximately 33,000 donors and a total of approximately 150,000 donors per annum. However, the Salvos' *On the Scene* newsletter suggests that WOM utterance is poor amongst those donors receiving direct mail Appeal communications, which reflects a low level of donor satisfaction. In fact,

Appendix 19: Case specific recommendations III: Case A

overall the Salvos' relationship experiences contradict the arguments of Prince and File (1994) and Rosso (1991) for signalling more donor visitation and appreciation.

		Effectiveness = 16 x that of a letter
1	1	Personal visit by a team
2	2	Personal visit by one person
3	3	Personal letter with follow-up phone call
4	4	Personal letter without the follow-up phone call
5	5	Personal phone call by a peer with letter follow-up
6	6	Personal phone call without letter follow-up
7	7	The House List - Donors & Prospects
8	8	Grantsmanship
9	9	Phone-a-thons
10	10	Special Events
11	11	Door-to-door/ DOORKNOCK
12	12	Media use
13	13	Direct Mail - Acquisition

(Source: Ladder of Effectiveness-Soliciting Donations
Achieving Excellence in Fundraising; Rosso 1991 p. 59 – 61)

Figure A19.2: Ladder of fundraising effectiveness (Rosso 1991)

Therefore a complete revision of the Salvos' donor database relationship management, information dissemination and visitation policies are urgently needed. A 'cradle to the grave' relationship for all donors through the employment of the relationship ladder from Appeal to Appeal (Christopher et al.1991) should be instigated and a contact strategy (Figure A19.2) outlined by Rosso (1991), implemented. Existing donors who are identified using CRM tools as being higher donors, should be offered a more interactive and intimate relationship. A new contact strategy to service the approximately 600 high value donors and 2500 existing 'Honoured Friends' needs to be initiated and carefully policed. A key influencer WOM relationship strategy, which encompasses solicitor and Public Trustee identification with targeting of financial advisors, is recommended (see Prince and File 1994, p.195 for discussion of such strategic alliances). So likely is the program to contribute significant funds it may occasion a redirection of the current duties of serving officers.

494

Appendix 19: Case specific recommendations III: Case A

Employ donor satisfaction market research

The Salvos need to identify what correlates with stakeholder satisfaction and business performance. They need to establish a WOM monitor, which measures donor satisfaction and how this relates to the Salvos' image. Knowledge of volunteer–donors and donors and their opinions are essential to keeping the Salvos' relationship and communication processes relevant and current. The Salvos also need to investigate the reasons for negativity, and the feasibility of establishing further image and identity research measures with employees and perhaps other stakeholders, such as government.

Institute a complaints management system

Case A has no method of collecting or addressing grievances of donors or the public. In other words, unlike customer-focused service organisations, they have no complaints management system which, giving early warning of customer or donor grievances, can be used stem negative WOM, prevent attrition and win back dissatisfied donors. Therefore a new CRM system, incorporating a complaints process administered by senior Salvos and integrated with crisis management, is deemed essential.

A19.4 Communications WOM Pillar 3

Reduce negative WOM through revised crisis management processes

Bad publicity and negative WOM have not been contained. Whilst the organisation has crisis management procedures to ameliorate or eradicate bad publicity and negative WOM, they have no early warning system to deal with negative WOM or complaints from dissatisfied customers or donors. The Commissioner is less involved in media liaison than are counterpart CEOs in industry. No finite procedure has been put in place.

In fact, Davies et al. (2003) consider the management of crises too important to be left to the Public Relations department; rather, most senior management should direct processes to ameliorate negative publicity and consequences of media attack, a

sentiment endorsed by Australian PR practitioner Kazi (2005). Thus the Commissioner has a key role to play in forming the public's opinion of the organisation and reducing negative WOM. Existing crises management procedures need to be assessed, with clearly stated functions for the job of the CEO, and a greater public profile role for the Commissioner in public relations, WOM networking and in defence of adverse criticism in times of crisis (Davies et al. 2003).

To effect WOM, communications should be emotive

The Salvos enjoy comparatively greater numbers and amounts of donations at times of disasters, whereas their appeals are less successful. This suggests that their regular communications for funding may lack the emotional power associated with donations for disasters. Disasters aside, other competing causes are possibly perceived as having higher relevance, emotive power and more WOM, especially in the expanding 'baby boomer' segment now critically important to donor acquisition for the Salvos and to their future prosperity.

There is a reticence to use victims' testimonials in the direct marketing appeal communications, even though their power in increasing donations is recognised, as endorsed by File and Prince (1993). By not employing victims' testimonials, the Salvos are negatively affecting business performance by not bringing donors to an emotional state where they will gladly give.

For instance, Bennetton's advertising concerning social issues has sparked comment through its being controversial, and has led to the brand's growth. Bennetton's stated aim was to display photographs that would overcome cultural barriers and human indifference, with the hidden agenda of causing a stir and deliberately inviting media comment. Through this strategy it was able to boast the highest levels of spontaneous recall in the history of advertising. The campaign also achieved high WOM, both for and against the ideas (Saunders 1994).

Therefore, advertising and PR objectives should incorporate WOM objectives.

Appendix 19: Case specific recommendations III: Case A

More WOM hooks in financial and business press and amongst youth

Despite strategic objectives placed against corporate donors and more emphasis being placed on corporate-designated 'Major Gifts', the Salvos have little focus on the business audience in any of their communications. For instance, there are no specific business PR plans designed to impact the financial quarters of the press. WOM stimuli in support of WOM networking from PR would be an advantage for the Business Appeal, where the response to direct mail appeals and levels of donation are higher. There are no plans to promote to youth. Therefore, in this segment, WOM is also less likely.

Public relations needs media relationships to maximise WOM

Three other WOM communications opportunities exist (Figure A19.3). First, the PR department needs to focus on creating relationships and conducting media liaison with journalists of the news and public affairs consumer media as well as the business and industry trade press. Media liaison should commence with relationship building across all media, with emphasis on appropriate WOM stimulating media such as press and magazines (Vernette 2004) and business-oriented newsletters. There is evidence that placement in webzines would be appropriate for younger online audiences.

Second, PR functions have no clear policy of engagement. For example, the Salvos' most outstanding opportunity for affecting their image lies with disasters, yet reticence towards media manipulation pervades Salvos' internal management. The Salvos must participate in PR media activity, and put their message across in the media by identifying and appropriately training suitably talented personnel.

Third, PR communications are inconsistent. Policies on drugs and 'media hijack' have gained exposure but conflict with Case C's core mission, and so positive exposure – and subsequent satisfactory WOM outcomes – have been less likely. This contrasts with Rosso's (1991) recommendations that the content of PR and communications must reflect the needs and desires of the donor base in a way that will increase donor satisfaction, donations and donor goodwill.

Appendix 19: Case specific recommendations III: Case A
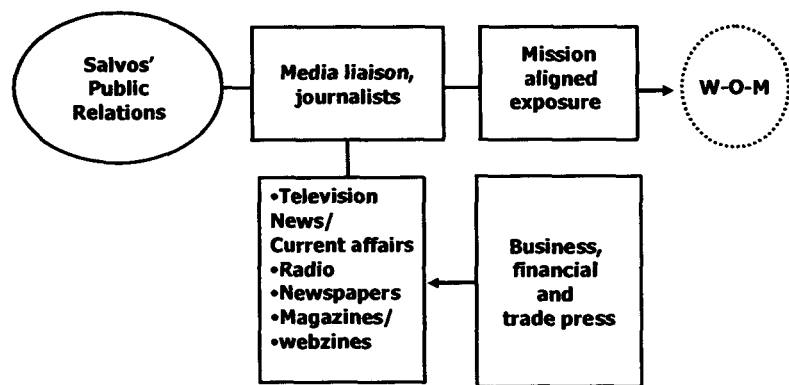
Figure A19.3: Proposed Salvos' PR media strategy

Organisation-stimulated communications should aim to reproduce the emotions created by disasters. Advertising content needs to reflect the Salvos' mission. Victims' testimonials should form a significant part of appeal communications. The organisation could re-employ the tagline "Thank God for the Salvos!", which encapsulates Case A's core values and is easily remembered and associated with the organisation. Lifting the public's awareness would possibly increase WOM output (See Appendix 18 for example of mission oriented press exposure: Opportunity Knocks).

Increase donor satisfaction and WOM

Direct marketing campaigns have hitherto resulted in significantly low levels of donations. The organisation should try other potentially more effective methods (Figure A19.4), such as telemarketing. Employing a CRM system would enable individualised responses, which would enhance donor satisfaction and positive WOM.

Direct marketing should aim to create relationships with a degree of donor intimacy. CRM donor management systems would help the volunteers and the Salvos execute

Appendix 19: Case specific recommendations III: Case A

their individual prospecting and fundraising tasks. It would assist the prospecting, reactivation and retention processes of the corporate 'Major Gifts' donor base without the current duplication. It would decrease the resulting dissatisfactions and negative WOM and rejection occurring with the Business Appeal. It would be compatible with the needs of the 'Wills and Bequests' program prospecting. In short, it would benefit new customer acquisition overall. A contact management system available over the Internet would facilitate the Doorknock. The gradual accumulation of donor information and their WOM referral connections would eventually become the Salvos' greatest fundraising asset.

(Source: File and Prince (1991) customer satisfaction research,
*Pruden and Vavra W-O-M research 2003).
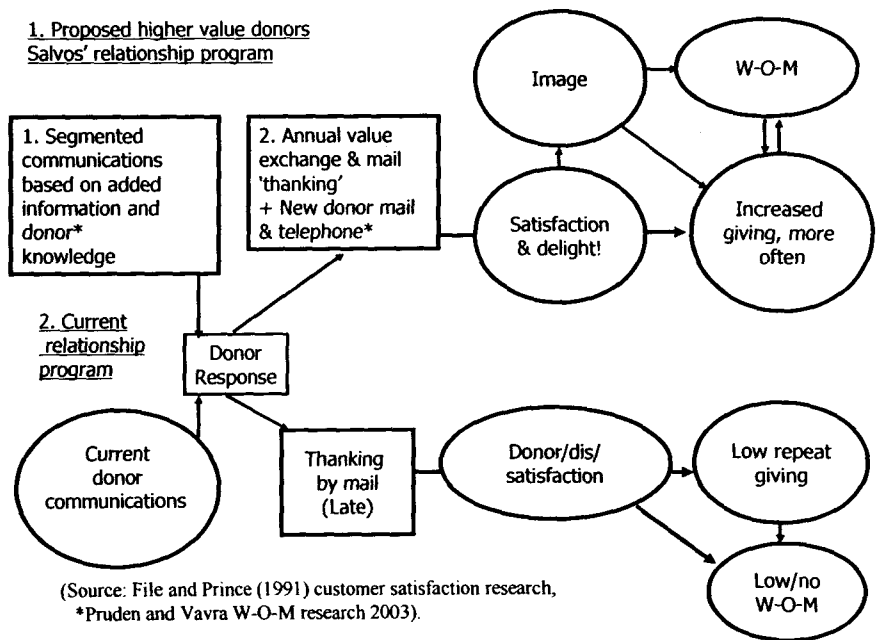
Figure A19.4: Proposed donor relationship exchanges

The relationship with first-time donors may well be reinforced by more interaction with the organisation, such as a telephone and a more responsive 'thanking' process; such a strategy could also be used by the Salvos to gain more donor information and promote WOM at an early stage of engagement.

Appendix 19: Case specific recommendations III: Case A

A19.5 Influence markets WOM Pillar 4

Stop negative WOM being used as a competitive advantage

Competitive causes have used negative WOM, emanating from media scrutiny, as a competitive advantage. Such tactics can exacerbate the negative publicity and WOM across all industry competitors. Protocols should be reinforced amongst the Salvos and their workforce. Industry bodies such as the Australian Institute of Fundraising could be co-opted to produce a charter to limit utterance of competitors' negative WOM.

Stop negative WOM occurring from a perceived lack of professionalism

Negative WOM amongst key welfare and government influencers is undermining the Salvos' contribution in disasters, which further limits the Salvos' role. Therefore access to free PR exposure is diminishing. The organisation must address lack of professionalism in court work and disaster management, which sparks negative WOM amongst government circles. Non-ordained staff should have professional qualifications. Finally, lobbying government for maintenance of the Salvos' role in disasters is recommended.

A19.6 Referral markets WOM Pillar 5

Increase donor volunteer relationships with individuals of influence

Case A management is losing WOM networking influence, particularly in the corporate and business arenas (Figure A19.5). Identification of influential business people has diminished significantly. Abrogating the major part of WOM networking management to volunteer-donors, and the consequent inability to direct these volunteers, has significantly affected donor volunteer acquisition and allowed relationships to lapse. Even with clearly defined 'one-gets-five' and 'right asker' WOM networking strategies, the absence of a strong mechanism of control makes the Salvos' appear less capable and less interested in the outcome.

Appendix 19: Case specific recommendations III: Case A
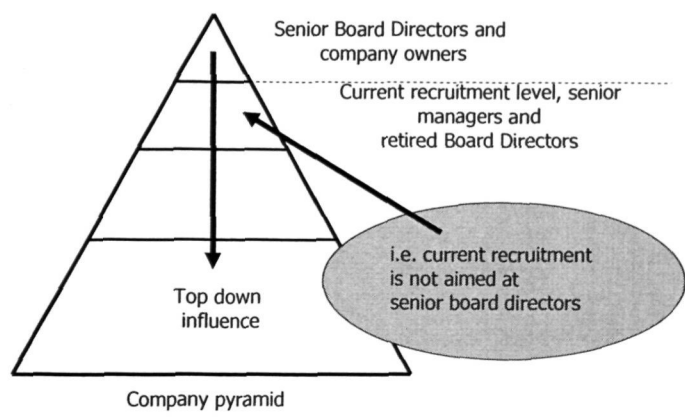
Figure A19.5: The Salvos' low-level influential donor volunteer recruitment

Another major area being impacted by WOM networking breakdown is the 'Major Gifts' program. Here, the goals of its adviser, Navion, are predicated on WOM networking relationships that no longer exist as their WOM networking committee members have resigned. Therefore pressure has to be applied from the Commissioner down to identify the most influential business people who have the interests of the Case A at heart. This activity will form the basis of a revival of the WOM networking performance, affecting the Red Shield Business Appeal and the 'Major Gifts' program. Because of the competition in Australia for non-profit advocates, this task should not be underestimated (Kazi 2005).

A19.7 Supplier/alliance WOM Pillar 6

See general recommendations in Chapter 8, Section 8.5.7.

An opportunity knocks

Hope, not charity . . . Kathryn, who has successfully undergone a Salvation Army rehabilitation program for her drug and alcohol addictions.   Picture: JEFF HERBERT

You can help the Salvation Army change lives this weekend

By GREG DANVERS

There's bound to be a knock on your door this weekend and it won't be a door-to-door salesman or the dreaded "We'd just like to take a minute or two of your time" — it will be the Salvation Army.

The Salvos' annual Red Shield Appeal takes place this weekend, a time when the organisation raises funds for programs aimed at helping those in need turn their lives around. Former drug addict, Kathryn, 25 — who has also battled alcoholism and depression — is just one person who saw her life turn around thanks to the intervention of The Salvation Army.

Kathryn, who asks that her surname be withheld, says her struggle spanned more than a decade.

"My father has recently retired from the police force and my mother stayed at home to look after us," says Kathryn, the fourth of five children.

"Neither of my parents drink. Our home was a loving home and my parents gave us all the care we needed but I remember that somehow, I just didn't fit in."

As a young girl Kathryn was shy and bullied at school to the point where she started to believe what her peers were saying — self-doubt had eroded her confidence.

"The doubts turned into self hatred and the shyness into fear," she says. "I had my first suicide attempt a week after my 13th birthday. I was 15 when I first got drunk and I loved it; it took away the fear and shyness and inhibitions; it gave me confidence I'd never had and

filled a void within me. I tried marijuana at 16 and also loved the happy feeling it gave me."

Kathryn made several more attempts on her life before she was 18, was on anti-depressants and under the care of a psychiatrist.

"For so long all I wanted to do was die," she says. "The speed that I was falling apart got faster but I continued to pretend everything was OK when everyone could clearly see how damaged I was."

The marijuana smoking, the binge drinking and the visits to the psychiatrist continued until three years ago, when Kathryn was admitted to a psychiatric unit as her attempts to end her life became more frequent.

She had no self-esteem, no self-respect and no trust — but knew there had to be an answer to her problems. Kathryn's parents were left with no choice — they had to be cruel to be kind. "In May last year my parents told me they'd had enough and they couldn't continue to stand by me as I slowly but surely destroyed myself," she says.

Kathryn left home to start detoxification, and in September of last year arrived at the Salvation Army Rehabilitation Centre on the Central Coast of NSW.

"I did not believe I would last the 10 months it has taken to complete the program," Kathryn says. "But it didn't take long for me to get this tiny glimmer of hope inside that maybe, just maybe, there was a chance of a better life for me.

"Now I am in the very final stages of my program and as I graduate on Tuesday I have been integrating myself back into the community, which is something I find extremely exciting as a whole new world of opportunities has opened up."

Kathryn's journey to recovery, self-esteem restored, drugs gone, alcohol non-existent in her life, thoughts of self harm locked in a vault (never to be opened) are strengthened by her love of God and the work the Salvos do.

"From someone who hated the

world I am now overflowing with gratitude for the chance I have been given," Kathryn says of her time at the Salvation Army rehab.

"I am proud of myself for the things I have worked hard to achieve ... I don't let my feelings of guilt; shame and remorse rule my life any more.

"I no longer suffer from depression and for the first time in my life, I am genuinely happy."

Kathryn, by her own admission, does not strive for perfection but has given her all, building self-esteem and confidence, restoring and growing relationships with family and friends.

She no longer walks around with her head down and has a sense of self-worth, respect and trust.

"Today I have a chance at a life beyond my wildest dreams. Words can not describe the gratitude I feel," she says. "The biggest gift I have received is that today I have the will to live and for that I can never repay them."

The road for the Salvos themselves has not been easy. Since as far back as the late 1950s, the need for funds to meet the ever-increasing demand on their social services has been paramount.

The Red Shield Appeal was developed for Australia, based on a Canadian model of the 1940s, in response to those issues.

"We call on Australians to help those in need and donate to The Salvation Army's Red Shield Appeal," Major Mark Campbell says. "The Salvation Army needs to reach a national goal of $8 million if we are to maintain services in the year ahead. Many farmers are suffering the effects of the drought, single mothers are in crisis and many young people are fighting addiction and homelessness.

"Without the hundreds of millions of dollars raised through the appeal to date, The Salvation Army's extensive social service network simply would not be what it is today." Thank God for the Salvos.