Available online at www.sciencedirect.com
ScienceDirect
Journal of Interactive Marketing 24 (2010) 58 – 70
JOURNAL OF INTERACTIVE MARKETING
www.elsevier.com/locate/intmar

Invited article

Brand Equity Management in a Multichannel, Multimedia Retail Environment

Kevin Lane Keller

Tuck School of Business, Dartmouth College, Hanover, NH 03755, USA

Abstract

Today's multichannel, multimedia retail marketing environment presents a number of brand management challenges. From a micro perspective, marketers must manage each individual channel and communication option to maximize their direct sales and brand equity effects, as well as any indirect brand equity effects from being associated with a particular channel or communication option. From a macro perspective, marketers must design and implement channel and communication options such that sales and brand equity effects are synergistic. Concepts, frameworks, and future research directions are put forth to address these different challenges.

Keywords: Branding; Multichannel; Multimedia; Retailing; Brand equity

Introduction

Modern marketing is all about choices. The recent decade has seen an explosion of different means to communicate about and sell products to consumers.[1] Fig. 1 displays some of the more prevalent means of marketing communications and distribution for brands. These communication and channel options vary on a number of different dimensions and offer various pros and cons. The challenge for marketers is to choose among these options to devise coordinated communication and channel strategies that maximize "push" and "pull" in today's complex multichannel, multimedia retail environment.

In terms of channels of distribution, options can be broadly classified into direct and interactive channels and indirect channels. *Direct and interactive channels* involve selling through personal contacts from the company to prospective customers by mail, phone, Internet, mobile, in-person visits, and so forth. *Indirect channels* involve selling to customers through third-party intermediaries such as agents or broker representatives, wholesalers or distributors, and retailers or dealers.

In terms of marketing communications, they can be broadly classified into personal communications and mass communications. *Personal communications* involve 1-to-1 communications between a marketing person or representative and an individual consumer through personal selling, direct marketing, online marketing, word-of-mouth, etc. *Mass communications* involve communications to a group(s) of consumers through advertising, sales promotions, events and experiences, etc.

In a digital world, the lines are getting increasingly blurred between channels and communications as marketers often blend persuasion and selling in much of what they do (Winer 2009). These options are now increasingly becoming available to customers as a result of the burgeoning role of interactive technologies in the retail environment (Varadarajan et al. 2010). For example, many marketers who sell online combine direct channels and personal communications in their interactive marketing programs.

Our focus, however, is on both channels and communications and on how to manage brands in a multichannel, multimedia retail environment. These days, marketers are employing a vast range of distribution options. Increasingly, winning channel strategies will likely be those that offer customers integrated shopping experiences that skillfully "mix and match" direct and indirect

E-mail address: Kevin.Lane.Keller@Dartmouth.edu.

[1] For expositional ease, we use the terms, consumer and customer, interchangeably throughout the paper.

1094-9968/$ - see front matter © 2010 Direct Marketing Educational Foundation, Inc. Published by Elsevier Inc. All rights reserved.
doi:10.1016/j.intmar.2010.03.001

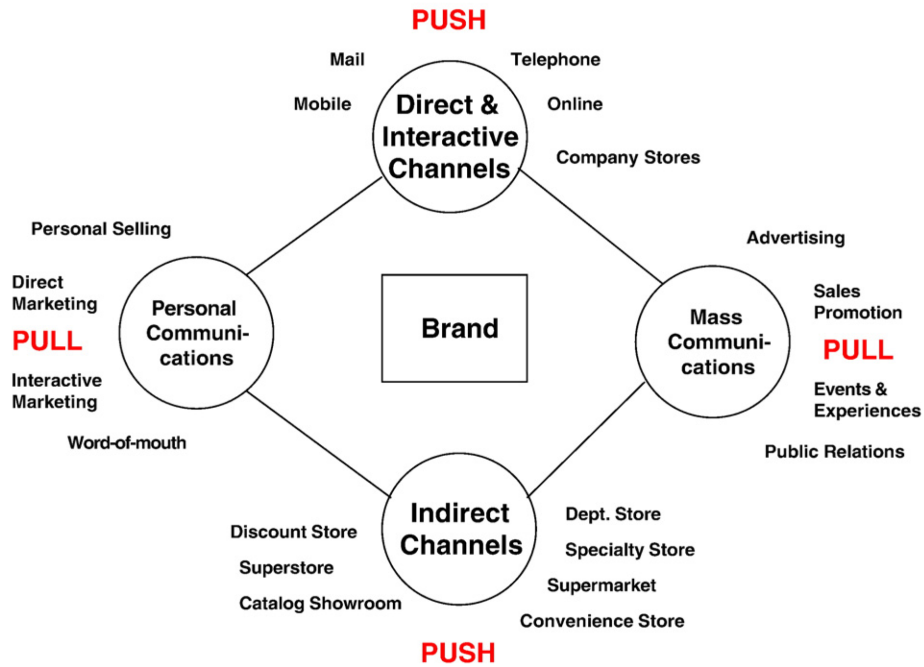

Fig. 1. Marketing integration.

channels via physical stores, Internet, telephone, catalogs, and so forth. For example, consider the wide variety of channels through which Nike sells its shoes, apparel, and equipment:

- *Branded Nike Town stores*: Nike Town stores, located in prime shopping avenues in metropolitan centers around the globe, offer a complete range of Nike products and serve as showcases for their latest products.
- *Niketown.com*: Nike's e-commerce site allows consumers to place online orders for a wide range of products.
- *Catalog retailers*: Nike's products appear in numerous shoes, sporting goods, and clothing catalogs.
- *Online stores*: Nike products are sold by online retailers such as Amazon and eBay.
- *Outlet stores*: Outlet stores feature discounted Nike merchandise.
- *Other bricks-and-mortar retailers and their websites*: Nike products are sold by other bricks-and-mortar retailers such as shoe stores, sporting goods stores, department stores, and clothing stores, as well as on many of these retailers' web sites.
- *Specialty stores*: Nike product lines such as Nike Golf and Nike ACG are often sold through specialty stores such as golf pro shops and outdoor gear suppliers.

Similarly, Table 1 displays the wide variety of communications that firms can use. Consider how Nike chose to launch one of their new brands of shoes:

> When Nike introduced the latest version of its successful line of sneakers endorsed by basketball star LeBron James, it was supported by supported by a wide range of traditional and non-traditional communications: The first episode of "SportsCenter" on ESPN to be sponsored by a single advertiser; the distribution of 400,000 copies of DVDs about the making of the shoe and the ad campaign; saturation advertising on espn.com, mtv.com, and some other sites; a "pop-up retail store" in Manhattan; video clips appearing as short programs on the MTV2 cable network; a retro-chic neon billboard near Madison Square Garden that

Table 1
Major Communication Types.

1. *Advertising* — any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.
2. *Sales promotion* — a variety of short-term incentives to encourage trial or purchase of a product or service.
3. *Events and experiences* — company-sponsored activities and programs designed to create daily or special brand-related interactions.
4. *Public relations and publicity* — a variety of programs designed to promote or protect a company's image or its individual products.
5. *Direct marketing* — use of mail, telephone, fax, email, or Internet to communicate directly with or solicit response or dialogue from specific customers and prospects.
6. *Interactive marketing* — online activities and programs designed to engage customers or prospects and directly or indirectly raise awareness, improve image or elicit sales of products and services.
7. *Word-of-mouth marketing* — people-to-people oral, written, or electronic communications which relate to the merits or experiences of purchasing or using products or services.
8. *Personal selling* — face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders.

showed a continuously dunking Mr. James; as well as television and print ads and online videos featuring James as "the LeBrons," characters who represent four sides of his personality.

Firms use multiple channels and communications for several reasons. Because different people are likely to shop different channels or be exposed to or use different media, multiple channels and communications are necessary to create adequate reach and coverage. Different communications and channels also play different roles and create different effects for any one consumer (Dholakia et al. 2010; Neslin et al. 2006; Neslin and Shankar 2009; Verhoef et al. 2010; Zhang et al. 2010).

Channels and communications would ideally work effectively and efficiently together regardless of the particular attitudes and behaviors of all the different consumers involved. They should also allow for differing levels of consumer engagement and involvement. Some consumers actively engage with their brands in communication channels (Prahalad and Ramaswamy 2004a,b; Vargo and Lusch 2004). They seek to co-create and co-produce their brand experiences with the firm or other consumers. However, other consumers are less interested in being involved with brands or in co-creating experiences. Similarly, some retailers provide extensive brand support; others merely want to sell the brand in any way.

The challenge for Nike and other top marketers is how to assemble the best set of channel and communication options to maximize sales in the short-run and brand equity in the long-run in today's complex retail environment.

The remainder of the paper is organized as follows. We first consider some micro issues relating to the direct and indirect effects created by channels and communications. We next examine some macro factors in developing an integrated marketing channel and communication strategy. We conclude by considering some of the implications and future research directions that arise from our analysis.

Understanding Branding Effects

The Roles of Channels and Communications

With regard to brand building, the ability of marketing channels to persuade and incent consumers is especially important. By blending information, entertainment, and experiences, marketing channels can have cognitive, affective, and conative (or behavioral) effects on consumers. Consumers may learn about a brand, what it does, and why it is special. They may also understand how the channel facilitates brand shopping and purchases. They may be able to participate in brand-specific channel activities and experience interactive services (Bolton and Saxena-Iyer 2009). All of these and other outcomes can lead to greater brand preference and thus purchases for the retailer and marketer.

Marketing communications help to build brands by informing, persuading, and reminding consumers – directly or indirectly – about a brand's products and services. In a sense, marketing communications represent the "voice" of the brand and are a means by which it can establish a dialogue and build relationships with and among consumers about its brands. Marketing communications can tell or show consumers how and why a brand is used, by what kind of person, and where and when it is used. Consumers can learn about who makes the brand and for what the company and brand stand, and get an incentive or reward for trial or usage. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. Marketing communications can create experiences and build communities both online and offline.

As a result of the characteristics and functionality of a particular channel and communication option, there are two broad classes of effects that it can have on brands. The first effect is a direct effect by virtue of consumer interactions and experiences with 1) the communication option over time or 2) the channel option as consumers shop and purchase for products and brands. These direct branding effects will exist regardless of whether there are direct vs. indirect channels or personal vs. mass communications involved. The second effect is an indirect branding effect resulting from being associated with a particular retailer or channel type or particular media vehicle or media type. We consider the issues related to each of these effects.

Modeling Direct Branding Effects

The actions retailers take in performing their channel functions such as stocking, displaying, and selling products can enhance or detract from brand equity, suggesting that manufacturers must take an active role in helping retailers add value to their brands. Similarly, the content and creative strategy – what and how a brand message is expressed – of marketing communication will also add to or subtract from brand equity.

It is helpful to have a model of brand equity to understand the brand equity effects that might result from these marketing activities. Although various perspectives have been employed to study brand equity (Aaker 1991, 1996; see Shankar, Azar, and Fuller 2008 for a financial model of brand equity), one well-established view is the customer-based brand equity (CBBE) model which views brand equity from the perspective of the consumer (Keller 2008; Keller and Lehmann 2003).

The basic premise of the CBBE model is that the power of a brand lies in what customers have learned, felt, seen, and heard about the brand as a result of their experiences over time. According to the CBBE model, to build a strong brand and maximize brand equity, marketers must ensure that customers have the right type of experiences with their products and services and accompanying marketing programs and activities so that the desired thoughts, feelings, images, beliefs, perceptions, and opinions become linked to the brand.

To guide brand building, one model related to the CBBE model is the brand resonance model (Keller 2001a). The brand resonance model outlines how to build strong consumer loyalty relationships for a brand. According to this model, building a strong brand involves a sequence of steps which are contingent on successful achievement of the previous steps. All the steps involve accomplishing certain objectives with existing or potential customers. The steps are as follows:

1) Ensuring identification of the brand with customers and an association of the brand in customers' minds with a specific product class or customer need.
2) Firmly establishing the totality of brand meaning in the minds of customers by strategically linking a host of tangible and intangible brand associations with certain properties.
3) Eliciting the proper customer responses to the brand identification and brand meaning.
4) Converting brand response to create an intense, active loyalty relationship between customers and the brand.

The brand resonance model contains much detail on how to build a brand. For our purposes, however, and to simplify the discussion, we can focus on five key hierarchical branding factors that usefully summarize the model. These factors may be influenced by any channel or communication marketing activity. Dubbed the "5 A's" for short, the five factors or dimensions, from bottom to top, are: brand awareness, brand associations, brand attitudes, brand attachment, and brand activity, as summarized in the Appendix A. As will be developed below, the design and marketing activities in any one channel or communication option may affect one or more of these five different factors.

Direct Branding Effects of Marketing Channels

Channel Dimensions

Channels vary on a host of different dimensions. For example, Ailawadi and Keller (2004) identify five image dimensions that function as important criteria in consumers' store evaluations and choice decisions. These dimensions can be interpreted differently in terms of whether they are being applied for online vs. offline channel options, as follows.

1) *Access*: This characteristic refers to the time, effort, and resources to reach a retail store. Access will depend on the physical location of a store and the distance that the consumer must travel or, in the case of online channels, perhaps the network of links and entry points to virtually traverse to a retail web site.
2) *In-store atmosphere*: The elements of in-store atmosphere can be classified into three main categories (Baker et al. 2002): *physical features* like design, lighting, and layout, *ambient features* like music and smell, and *social features* like type of clientele, employee availability and friendliness. Online web sites and stores can also vary in terms of functional ease of use and aesthetic attractiveness. Online store atmosphere may depend on factors such as site functionality, design, look and personality (Rayport and Jaworski 2000).
3) *Price and promotion*: A retailer's price image is influenced by attributes such as average level of prices, how much variation there is in prices over time, the frequency and depth of promotions, whether the retailer positions itself as EDLP (Every Day Low Price) or HILO (High–Low Promotional Pricing) (Bolton and Shankar 2003). Price and promotion associations are generated in fairly similar fashion online and offline, although that will depend some on relative price observability and comparability of the particular channel options in question.
4) *Cross-category product/service assortment*: Consumers' perceptions of the breadth and range of different types of products and services offered by a retailer may differ by channel. Online, consumers may be exposed to menus displaying the range of products sold by a retailer. Offline, a consumer may browse through a store or be exposed to advertising that reveals the retailer's product range. In both cases, however, consumers may overlook or fail to comprehend the range of products that are sold by a retailer if they are not visible or prominent enough.
5) *Within-category brand/item assortment*: Consumers' perceptions of the depth of a retailer's assortment within a product category in terms of brands and their variants (different flavors and sizes) also matter. In terms of visibility and prominence, issues similar to those with cross-category product assortment are also evident for within-category and brand assortments. These variety perceptions may be especially meaningful for a brand in terms of how consumers assess brand breadth and possible variety-seeking. In other words, how retailers stock, display, promote, and otherwise treat a brand can affect how consumers view that brand in terms of its scope and relevant variants.

Channels vary on other dimensions, such as whether they allow for one vs. two-way communications, the relative degree of control between consumers and the firm, their scope and reach, the clientele they attract, and the degree to which they permit or even encourage experiential involvement. We next consider some important channel issues for each of the five branding factors.

Brand Awareness

Channels affect brand awareness at purchase in the manner in which they display and promote a brand. For example, with consumer packaged goods, it is often crucial that they are stocked in the right aisles and sections within the store so that they are thought about at the right time and in the right way. To the extent that in-store decision-making is prevalent in a category, retail channels will play a particularly important role in facilitating brand recognition. Similarly, the page displays and page positions for a brand online also affect its awareness there.

Brand Associations

Channels can play an extremely important role in the formation or strengthening of brand associations. Channels can impact performance and imagery associations about the brands they sell by exactly how they choose to sell them. Moreover, as noted above, they also can influence these image associations indirectly by virtue of their own brand image and how it transfers to the product brands they sell.

Channels can be highly beneficial in managing the imagery of the brand. By virtue of the imagery associations of the retailer — who shops at the stores; what it is like to shop at the stores;

what is the look and personalities of store employees, floor personnel, the physical facilities and so on — imagery associations for the product brands that are sold there may also be created or impacted (Inman, Shankar, and Ferraro 2004; Desai and Keller 2009). Because customers and employees are not physically visible over the Internet, online channels may be less effective at building imagery associations for a brand. On the other hand, online channels can provide much detailed product information that can help to build or strengthen performance associations.

Brand Attitudes

Channels can play important roles for both types of attitudes — judgments and feelings. Given the constructive nature of much consumer decision-making, judgments are often formed at the point-of-purchase, whether that is in a store or on a web site. The ability of the retailer through salespeople, online information, or other means to shape those final judgments is thus crucial. Retailers are especially influential in shaping consideration sets by virtue of where and how they stock, display, and promote brands and products. They also can impact superiority judgments and purchase intentions through product comparisons in various ways. Finally, retailers almost by definition, create experiences and thus have an opportunity to influence experiential feelings for a brand. For example, an exciting retail store environment or dazzling Web site may make a brand available in that store appear more exciting than otherwise.

Brand Attachment

Physical stores – either company-owned or independently owned – may be able to create a sense of friendship and community with salespeople and their customers. For example, Nordstrom has encouraged the cultivation of long-term business relationships with their sales force and Nordstrom clientele. As consumers may form separate attachments to individual employees relative to the brand as a whole (Hansen, Sandvik, and Selnes 2003; Palmatier, Scheer, and Steenkamp 2007), strategies must be put into place to ensure that the former (employee ties) impacts the latter (company ties).

Online channels may also affect attachment through communications that foster community building or by virtue of reinforcing the emotional rewards that consumers might enjoy from a brand (Ward and Ostrom 2006). On the other side of the coin, regardless of channel form, if the brand is not "treated well" by a channel member or is made ordinary in some way, such an action could potentially harm brand attachment.

Brand Activity

Brand activity is one brand equity factor in which channels play a critical role. Channels can facilitate brand activities by providing additional information, entertainment, or experiences with a brand. For example, Amazon and many other online retailers supplement the products they sell with detailed reviews and additional details. In an offline world, retailers can create product experiences with displays and demonstrations that encourage greater inspection and trial.

Direct Branding Effects of Marketing Communications

Marketing communications offer many different options and potential brand equity effects. To illustrate these effects, it is useful to focus on interactive marketing communications given their continually increasing importance. The Internet, in particular, provides marketers and consumers with increasing opportunities for interaction and individualization. Few brand marketing programs are considered complete without some prominent online component.

Online, companies can send tailored messages that can engage different segments of consumers by reflecting their special interests and behavior. The Internet offers the advantage of contextual placement, or sites for ad placement that are related to the marketer's offerings. The Internet is highly accountable and its effects can be easily traced. Online, advertisers can gauge response instantaneously by noting how many unique visitors click on a page or ad, how long they spend with it, and where they go afterwards.

Interactive marketing communications do have its challenges though. Customers define the rules of engagement and can insulate themselves with the help of agents and intermediaries if they so choose. Customers define what information they need, what offerings they are interested in, and what they are willing to pay. Marketers can lose some control over what consumers will do with their online messages and activity. Consumers could place a video in undesirable or unseemly places. In that regard, traditional media can offer greater control of the message that can be more clearly formulated and expressed than in the online media.

However, the power of interactive marketing communications as a brand-building tool is its versatility. It can positively impact every level of the 5 A's model as follows.

Brand Awareness

Interactive marketing can improve both the breadth and depth of brand awareness. The Internet permits specific targeting of potentially difficult-to-reach groups, facilitating the creation of strong brand awareness for those market segments which are online. Light consumers of other media, especially television, can be reached online. The Web is especially effective at reaching people during the day. The obvious caveat is that it will be ineffective for those target customers who are strictly offline, at least in a direct sense.

One of interactive marketing communication's key advantages is the ability to reach customers as they seek information, heightening awareness at potential purchase opportunities. For example, marketers can place advertising based on keywords from search engines to reach people when they have actually started the buying process. On the downside for breadth, however, it is difficult for interactive marketing to have as much offline impact at potential consumption opportunities for already purchased brands.

Brand Associations

Interactive marketing communications can help establish a number of key performance and imagery associations for a brand relative to its competitors. On websites, marketers can provide much detail and supporting reasons-to-believe for any advertised claims, even providing direct comparisons to competitors on prices, designs, and performance. Websites can also convey rich accounts of history, heritage and experiences, a key dimension of brand imagery. Interactive marketing communications can also help establish brand personality by its tone and creative content.

Brand Attitudes

Interactive marketing communications can encourage attitude formation and decision-making, especially when combined with offline channels. Because of the ability to deliver sight, sound and motion in all forms, interactive marketing communications can create impactful experiential and enduring feelings.

Brand Attachment

Interactive marketing communications are perhaps most useful in creating attachment as it permits consumers to have daily or frequent encounters and feedback opportunities with a brand. These interactions can help strengthen brand attachment. Via bulletin boards, blogs, and other means, interactive marketing communications also help build brand community among consumers and between the company and consumers.

Brand Activity

Perhaps the area of branding where interactive marketing communications can have the greatest impact is active engagment with the brand. Interactive marketing communications allow consumers to learn from and teach others about a brand, as well as express their commitment to a brand and observe the brand loyalty of others. Companies can explain their brand marketing rationale and treatment of their customers. Customers can bond with other customers. Allowing consumers to proactively engage in online activities to co-create their brand experiences can be a powerful marketing tool. Yet, it must also be matched by attention to transparency, fairness, and privacy to reassure all consumers as to the safety and security of their online interactions with the brand (Urban, Amyx, and Lorenzon 2009).

Illustrative Interactive Examples

Each interactive communication option can be evaluated according to its ability to build brand equity and drive sales. Although any interactive marketing communication option may affect more than one dimension of the brand resonance model, most options have strong effects in certain areas. Here are a few considerations for three widely-used online marketing communication options.

– *Web sites* have a range of functionality that allows them to be a potentially highly effective and efficient communication option to affect brand attachment and activity. Marketers can communicate directly with actual and potential customers to provide more information than can be found in any other medium to strengthen or add brand associations.

– *Online ads and videos* permit highly targeted, timely messages that can expand brand awareness. Moreover, online ads and videos can extend the creative or legal restrictions of traditional print and broadcast media to persuasively communicate brand positioning and elicit positive judgments and feelings to affect brand attitudes.

– *Blogs, bulletin boards, and tweets* can help to improve brand awareness and associations, depending on the discourse involved, but are likely to be more valuable at higher levels of the brand resonance model. By permitting personal, independent expression, blogs, bulletin boards, and tweets can create a sense of community and foster active engagement, enhancing brand attachment and activity.

An interactive tool of growing importance, mobile marketing can essentially affect every brand equity dimension (Shankar and Balasubramanian 2009; Shankar et al. 2010). It can be particularly useful with brand awareness — where GPS-type features can help identify shopping or purchase opportunities for consumers with brands – and with brand activity – by permitting brand-related interactions with promotions.

The existence of mobile channels and media can broaden and deepen brand experiences by keeping consumers connected and interacting with a brand throughout their day-to-day lives. For example, Nysveen et al. (2005) found that SMS channel additions were perceived as complements to the brands' main channel, whereas MMS channel additions were perceived as supplementary channels. Their findings also suggested that a promising strategy for increasing consumption of the brand's main channel is facilitation of the consumers' direct relationship investment in the mobile services.

Indirect Branding Effects of Brand Channels and Communications

As the above discussion suggests, there are a number of dimensions of brand equity and therefore, a number of ways that channels and communications can potentially directly build brand equity. There are also potential indirect effects that may emerge just by virtue of where and how a brand is being communicated and sold.

There may especially be an image "rub-off" in the minds of consumers from a brand's choice of particular distribution options. The following three factors are important in predicting the extent of leverage and image transfer that can result from a brand being sold by a specific retailer.

1) *Awareness and knowledge of the retailer*. If consumers have no familiarity with or knowledge of the retailer, then there is nothing that can be transferred. Ideally, consumers would be aware of the retailer, hold some strong, favorable, and perhaps even unique associations towards the retailer, and have positive judgments and feelings about the retailer.

2) *Meaningfulness of knowledge about the retailer*. Given that the retailer has some potentially positive associations, judgments, and/or feelings in the minds of consumers, to

what extent do they deem this knowledge relevant and meaningful for the brand? The meaningfulness of retailer knowledge may vary depending on the brand and product contexts. Some associations, judgments, or feelings may seem relevant to and valuable for the brand, whereas other knowledge may seem to consumers to have little connection.

3) *Transferability of the retailer's knowledge*. Assuming that some potentially useful and meaningful associations, judgments or feelings exist for the retailer and could possibly be transferred to the brand, to what extent will this knowledge actually become linked to brand? Thus, a key issue is the extent to which associations about the retailer will become strong, favorable, and unique and judgments and feelings about the retailer will become positive *in the context of the brand*. This transfer will depend on a number of factors, such as the fit between the retailer and the product brand and the prominence the product brand receives in the store or its communications. This property is key to the success of private labels and store brands.

In other words, the basic questions involved with the indirect image effects that arise from a brand being sold by a retailer are: 1) What do consumers know about the retailer; and 2) Does any of this knowledge affect what they think about a product brand when it becomes linked or associated in some fashion with this retailer? Because of the knowledge and associations that consumers have regarding retailers, consumers infer or make certain assumptions about the products they sell, such as “this store only sells good-quality, high-value merchandise, so this particular product must also be good quality and high value.”

The transfer of store image associations can be either positive or negative for a brand. For many high-end brands, a natural growth strategy is to expand their customer base by tapping into new, lower-priced channels of distribution. Such mass-market expansion strategies can be dangerous, however, depending on how existing customers and retailers react. When Levi Strauss & Company decided to expand the distribution channels for its Levi’s jeans in the early 1980s beyond department and specialty shops to include mass-market chains Sears and Penney’s, Macy’s decided to drop the brand because it felt the brand’s image had been cheapened. A brand revitalization program in the mid-1980s brought the jeans back into the department store chain, and Levi’s was careful to sub-brand its later entry into discount retailers Target and Wal-Mart as Levi Strauss Signature.

Note that this same image transfer may even operate at the communication option or media vehicle level. For example, some consumers may view television “infomercials” as sleazy and demeaning. If so, a brand may find its image diluted if sold in that fashion. On the other hand, some consumers may see engaging in active GPS-driven mobile marketing as dynamic and progressive. In this case, a brand may find its image enhanced by being sold in that way.

Perhaps because media types and vehicles are less integral to the actual consumer shopping experience, however, prior research has shown that communication context effects are often minimal. Indirect branding effects in general, however, are not necessarily substantial with any type of marketing activity. Even with channels, research has sometimes found relatively modest effects of retailer images on at least quality evaluations for product brands (Dawar and Parker 1994; Dodds, Monroe, and Grewal 1991; Rao and Monroe 1989; Teas and Agarwal 2000). Nevertheless, research has also shown that in certain circumstances, the image and reputation of a retail store can play a significant role in product evaluations (Lee and Shavitt 2006; Desai and Keller 2009). We return to the topic of channel image rub-off in discussing future research opportunities.

Integrating Marketing Channels and Communications

Channels and communications can thus affect brand equity directly through consumer interactions and experiences and indirectly by the appropriation of the image of a retailer or media option. These direct and indirect channel and communication effects may be manifested in a number of different ways in terms of the equity of a brand.

Developing an effective channel strategy in a multichannel, multimedia retail environment involves integrating channels by “mixing and matching” different channel options to maximize their individual and collective effects across all members of the target market (Neslin and Shankar 2009; Zhang et al. 2010). As noted above, marketers employ multiple marketing channels, in part, to reach different consumers who shop at different channels, as well as to sell to those consumers who shop multiple channels due to different goals or need states. Consumers who shop multiple channels increasingly expect channel integration (Berry et al. 2010), characterized by features such as:

- The ability to order a product online and pick it up at a convenient retail location.
- The ability to return an online-ordered product to a nearby store of the retailer.
- The right to receive discounts and promotional offers based on total online and offline purchases.

Marketers can take advantage of the relative strengths of different types of channels to ensure that all target market customers are adequately served.

Similarly, consumers increasingly expect – or at least desire – appropriately entertaining and informative marketing communications that are relevant for their particular situation and needs at any one time. With constrained time and resources and a greater ability to edit or just avoid any marketing communications they encounter, consumers will quickly reject sketchy Web sites, dense print ads, or obscure TV ads. Marketers must also take advantage of the relative strengths of different types of communications to impact a diverse target audience.

Marketing Integration Criteria

A number of factors need to be considered in developing the most effective and efficient marketing program possible. In assessing whether a set of marketing channels and communications are well-integrated, there are a number of different possible criteria. In particular, the following six criteria may be relevant (Keller 1996; Keller 2001b).

1. *Coverage*. Coverage relates to the proportion of the audience that is reached by each channel and communication option employed, as well as how much overlap exists among options. In other words, to what extent do different channel or communication options reach the designated target market and the same or different consumers making up that market?

2. *Cost*. Evaluations of all the advantages of marketing channels and communications must be weighed against their potential cost.

3. *Contribution*. Contribution relates to the inherent ability of a marketing channel or communication to create the desired response and communication effects from consumers *in the absence of exposure to any other channel or communication option*. In other words, contribution relates to the "main effects" of a marketing option in terms of how it affects consumers' interactions with a channel or processing of a communication and the resulting outcomes (e.g., building awareness, enhancing image, eliciting responses, inducing sales).

4. *Commonality*. Commonality relates to the extent to which *common* associations and experiences are reinforced across channel and communication options. That is, commonality relates to the extent to which different communication options share meaning and different channel options reinforce experiences.

5. *Complementarity*. Complementarity relates to the extent to which *different* associations and experiences are emphasized across channels or communication options. The ideal marketing program would ensure that the channel and communication options chosen are mutually compensatory to create desired consumer knowledge structures and experiences.

6. *Versatility*. Versatility refers to the extent that a marketing channel or communication option is robust and effective for different groups of consumers. A marketing channel or communication option is deemed versatile when it achieves its desired effect *regardless* of consumers' past channel or communication history, level of brand or product knowledge or processing goals, etc.

These six criteria can be combined into two summary criteria – efficiency and effectiveness – as follows.

Efficiency

The first two criteria – coverage and cost – deal with the efficiency of channels and communications to reach or influence as many target market consumers as possible at the lowest possible cost. To do so, marketers must be able to identify and understand individual consumers or segments of consumers well enough to design channel and communications strategies to appeal specifically to those consumers. For example, business-to-business marketers use different channels for selling to business customers of different sizes: Direct sales force can sell to large customers; telemarketing can sell to mid-size customers, and distributors can sell to small customers.

Marketers must be able to launch marketing programs and activities that will induce consumers to shop at those channels deemed most desirable from both the customer and the firm's perspective. One advantage of employing multiple channels is thus the ability to tailor channel selling efforts to sell to particular market segments, e.g., adding a technical sales force to sell more complex equipment to customers with highly technical needs. On the revenue side, channel customization can also incorporate pricing which can be adjusted to reflect different willingness-to-pay by customers in different channels (Grewal et al. 2010).

Having a strong brand with much equity can help channel and communications efficiency. Consumers may be more receptive to communications and willing to seek the brand in a channel if the brand is strong. Creating significant "pull" as a result of well-designed products and communications can make channel "push" more efficient as a result. A well-branded product in the form of creative, engaging packaging and appropriate labels can also help drive consumer demand in the store. An umbrella branding strategy that uses the brand across all product variations can improve efficiency by facilitating consumer cross-channel shopping.

Much of the marketing effort against this efficiency criterion involves customer relationship management (CRM) type activities. This area has received much attention by marketing academics in recent years who have emphasized such core concepts as customer lifetime value; customer retention, acquisition, and cross-selling activities; and customer contact schedules (Blattberg, Getz, and Thomas 2001; Gupta and Lehmann 2005; Kumar, 2008, 2010; Rust, Zeithaml, and Lemon 2000).

CRM insights are invaluable in terms of profiling the potential profit contribution of the customer base and how it should be managed, in particular, in a multichannel, multimedia retailing environment (Kumar 2010). Such perspectives, however, provide limited diagnostic and prescriptive information as to how customer lifetime value – or brand equity for that matter – can best be created or enhanced by channels. To do so, it is necessary to consider the other main criteria — channel effectiveness.

Effectiveness

The latter four criteria deal with the ability of channels and communications to work singularly and in combination to generate maximum sales in the short-run and maximum brand equity in the long-run.

Direct sales or brand equity effects occur when a particular marketing channel or communication option generates sales and improves brand equity in isolation without the need for consumers to necessarily experience any other marketing activity. For example, consumers may read online or offline a favorable product review of a new brand of tires. They may be motivated to buy a new set of tires and then choose to go to a particular tire retailer (e.g., Big O Tires). After some additional deliberation and consultation, they may choose to purchase the new brand of tires they read about. Marketers would attempt to work with that retailer to devise a set of marketing activities for their brand to maximize sales in that particular retailer's stores, but also build long-term brand equity at the same time.

Indirect sales or brand equity effects arise when a channel or communication option works, in part, in combination with another channel option. Extending the example from above, consumers may have decided to read the review after having seen an ad for the brand. They also may have chosen to shop in a particular tire store to physically inspect and consult on sample tires in person, but then choose to actually purchase their tires online in order to obtain the lowest possible price (e.g., at Tire Rack).

Mixing and Matching Channels and Communications

Marketers can thus take advantage of the relative strength of each channel and communication option so they collectively work together more effectively. For example, even though outdoor accessories retailer Smith & Hawken saw its Web site sales increase while its catalog sales decline, the company vowed to not abandon their paper catalogs sent through the mail. They believed catalogs were a valuable branding device and the most effective way to make an emotional appeal and convince customers to go online.

Marketers must make sure that, collectively, their marketing activities reflect the fact that some consumers may be using multiple channels and be exposed to multiple communications. Interactive marketing communications, in particular, often work well together and with other offline communications. Attention-getting online ads and videos can drive consumers to a brand's web sites where they can learn and experience more about the brand. Company-managed bulletin boards, blogs, and tweets may help to create more engagement.

When consumers use multiple channels, those who shop at a particular channel may have prior or subsequent encounters with other channel options. Consumers in such situations would be expected to have very different total channel experiences: They may have different objectives for different channels and may experience temporal delays between their shopping and purchase. Channels must be designed with these consumer behavior realities in mind.

Similarly, a consumer who reads a magazine ad or views a TV ad may or may not have been exposed to other PR efforts, seasonal promotions or whatever else was making up the marketing communications effort. A well-designed web site can often effectively communicate and sell to consumers regardless of their personal shopping or communications history.

Maximizing Retailer Support

A manufacturer can initiate a number of marketing and merchandising programs to assist retailers' selling efforts. Different retailers may need to be given different product mixes, special delivery systems, customized promotions, or even their own branded version of the products. Branded variants are branded items that are not directly comparable to other items carrying the same brand name in different stores (Shugan 1989). Manufacturers create branded variants in many ways, including changes in color, design, flavor, options, style, stain, motif, features, and layout.

Given the control and influence that retailers have over the consumer shopper experience, these retailer-specific efforts are crucial as the incentives for the retailer may not be at all aligned with the manufacturers. The emergence of shopper marketing as a corporate priority by many firms reflects the importance of in-store experiences, the influence of multichannel and multimedia messages and the need for manufacturers to effectively co-operate with retailers (Shankar et al. 2010). Manufacturers must understand and affect retailers' knowledge and behaviors with their brands so that supporting in-store retail services (e.g., promotion, display, etc.) can be properly managed.

Balancing Channel and Communication Objectives

The marketing channels and communications for a brand have to satisfy the dual objectives of effectiveness and efficiency. A channel and communication strategy is deemed well-integrated when the target market is fully covered, each consumer has channel and communication options to his or her liking, and channels and communications work together in a cost-effective fashion so that they individually are as effective as possible and, at the same time, synergistic effects occur such that "the whole is great than the sum of the parts."

In other words, a channel and communication strategy is well-integrated when, across channels and communications, there are significant main and interaction effects for both sales of the brand and its equity. Part of this optimization involves understanding the strengths and weaknesses of different channel and communication options and how the strengths of one option can potentially compensate for the weakness of another option.

Channel Challenges

There are several challenges in achieving these objectives with channels. One challenge is managing intra- and inter-channel relationships. Selling through multiple channels can result in conflict and control problems. Two or more channels may end up competing for the same customers. New channels in particular may be more independent and make cooperation with older, already existing channels more difficult. Adding too many channel options may result in oversaturation and overexposure. Or even within a particular channel, different outlets for a retailer may compete among themselves. Such competition may result in an overemphasis on price in selling, resulting in price-cutting. All of these different phenomena can be expected to result in an erosion of brand equity.

Another huge challenge is the potential conflict faced by brand marketers between short-run sales and long-term brand equity. In a channel setting, there can be considerable pressure from retailers to discount certain items or to only offer certain lower-priced items. Marketers must be able to devise channel strategies that create "win–win" solutions and satisfy the retailer's demands and desires, but also allow the marketer to achieve the marketing plan goals for that channel option.

In general, marketers must attempt to develop marketing programs and activities with each channel option that sells products and builds brand equity in the process. For example, in-store or on-premise taste test challenges or sampling activities that allow consumers to directly experience product differences among a set of brands can educate and motivate consumers such that there are both short-term and long-term pay-offs.

Communication Challenges

With communications, newly empowered consumers are playing a much bigger role in setting the direction of a brand and how it is marketed. Consumers are more actively involved in the fortunes of brands than ever before. But the reality is, only *some of the consumers* want to get involved with *some of the brands* they use and, even then, only *some of the time*.

That fact is, some consumers will want to become engaged at a deeper level with a brand, and marketers must obviously do everything they can to encourage them to do so. But regardless, many consumers will choose not to do so and understanding how to best market a brand given such diversity in consumer backgrounds and interests is crucially important.

Moreover, consumers often have difficult-to-express, undefined, ambiguous, or conflicting preferences. As a result, consumers may need guidance and assistance in even forming and conveying their preferences. In that regard, the challenge for marketers is to engage in "participation marketing," because marketers and consumers need to work together to find out how the firm can best satisfy consumer goals given consumer knowledge and interests and what they are willing to put into and hope to get out of the brand.

Conclusions

In a multichannel, multimedia retail marketing environment, marketers must design and implement an integrated channel and communications strategy that maximizes short-run sales and long-run brand equity. We introduced a number of concepts and frameworks to help the development of such strategies. Some of the key points are:

1) Channels and communications have direct and indirect effects on brand equity.

2) Direct effects on brands arise from the activities and experiences that consumers encounter with a channel or a communication option.

3) Indirect effects on brands arise from an association with a particular channel or a communication option and depend on the awareness, meaningfulness and transferability of the image and equity of that option.

4) The brand resonance model can be used to help interpret these direct and indirect effects from channels and communications. It can be summarized in terms of the "5 A's" and five ascending dimensions of brand building: Brand awareness, associations, attitudes, attachment, and activity.

5) Marketers must "mix and match" channel and communication options so that they collectively maximize efficiency and effectiveness.

6) A channel or communications strategy is deemed well-integrated when the target market is fully covered, each consumer has channel or communication options to his or her liking, and the channels and communications work together in a cost-effective fashion so that they individually are effective and, at the same time, synergistic, that is, "the whole is great than the sum of the parts."

Given the complexity involved, much research still needs to be conducted to better understand how all the different types of marketing channel and communication options can be effectively and efficiently employed to collectively maximize short-term profitability as well as long-term brand equity. In closing, it is worth noting several areas that deserve additional research attention for conceptual insights and managerial guidelines.

Leveraging Retail Images

As noted above, by virtue of where it is sold, it is possible that a retailer's image may influence the image of a brand. The brand resonance model is a means to understand the range of these possible secondary effects created by an association with a retailer or other channel option. Understanding exactly under what conditions those effects are most likely to be manifested and what factors mediate and moderate those effects, however, are an important research priority.

Given the mixed results concerning the image rub-off from retail channels reviewed above, there clearly needs to be a comprehensive set of guidelines that outline when and how retailer images impact the images of the product brands they sell. Lee and Shavitt (2006) point out that one reason why some prior research failed to find any retailer image rub-off may have been, in part, the utilitarian nature of the products studied. Another possible reason is that researchers have failed to understand the full range of possible effects that may have been created. Additional research using different types of brands and products and a full set of measures should amplify on these issues.

Optimal Channel Integration

An area that has received some increased research attention in recent years – but still needs more – is optimizing channel integration (Neslin and Shankar 2009). The macro efficiency and effectiveness criteria outlined above provide some broad guidelines that may be useful, but much more specific prescriptive advice is needed.

Understanding how particular channels work or do not work together is an obvious priority. Special emphasis needs to be placed on newly emerging channels via interactive and mobile marketing. It will be important to take a consumer, a firm and a retailer's perspective to assess all the different issues involved. A "bottoms-up" approach that delves deeply into individual channel options and then contrasts them based on that analysis may be a particularly fruitful approach.

From a firm perspective, there are a number of other branding issues that need to be considered in designing the optimal channel portfolio. Branding implications of channel coordination in terms of guidelines as to the proper means of control of channel options to maximize brand equity need to be specified. Prior research has considered issues around the relative contribution and allocation of revenue between the manufacturer and retailer (and other channel members). These analyses, however, need to also consider the contribution of channels in building long-term brand equity. How do these channels benefit from their brand-building efforts and in what ways should they be rewarded? Many retailers have extensive private label branding strategies. How should coordination and control vary when retailers also present a strong competitive threat?

Specification of Communication Effects

There needs to be a more complete understanding of the range of communication effects created by different communication options. In other words, how does consumer brand knowledge change as the result of an exposure to a communication and how does that changed knowledge, in turn, affect how consumers respond to the brand itself and how it is marketed? The brand resonance model provides some insights, but an even fuller picture of brand knowledge that recognizes the type, strength, valence, and uniqueness of all brand associations engendered by different types of communication options is still needed.

This is particularly true for online and interactive marketing which has received less academic scrutiny and study and is exploding with a diverse array of different types of communication activities that were not even available to marketers a mere few years ago. With consumers taking a more active role in shaping the meaning of brands in the marketplace, as noted above, understanding if and how brand equity models such as the brand resonance model captures this more socially constructed reality of brand building is clearly an important priority. Is it necessary to develop new or refined concepts of brand knowledge and meaning to better understand the effects of blogs, social communities and company-supported consumer forums?

Integration Scorecards

There needs to be a more explicit understanding of the role of different channel and communication options and how they complement and substitute for each other. The unique aspects of each channel and communication option need to be carefully delineated, but also contrasted with the more common aspects that are shared with other options. At the same time, it is important to have a clearer picture as to how different channel and communication options work in combination to create enhanced effects.

Coordinating channels and communication options to create synergistic effects would seem to be one of the most potent ways to increase marketing productivity. Ultimately, marketers need to have detailed, concrete guidelines that help them develop fully integrated marketing programs such that the right marketing channels and communications are chosen and main and interaction effects are maximized for each option that is employed. Marketers need to be able to evaluate a proposed marketing plan or fully realized marketing program according to a scorecard or some other means to assess exactly how well integrated the marketing program is.

Acknowledgments

Thanks are extended to participants at a Dartmouth College marketing seminar, the co-editors and two reviewers for extremely detailed, helpful, and constructive comments.

Appendix A. The 5 A's Version of the Brand Resonance Model

Brand Awareness

- The depth and breadth of awareness of a brand defines its salience — how easily and often the brand is thought of under various situations and circumstances at purchase and consumption.
- To what extent is the brand top-of-mind and easily recalled or recognized? What types of cues or reminders are necessary? How pervasive is this brand awareness?
- A highly salient brand is one that has both depth and breadth of brand awareness, such that customers always make sufficient purchases as well as always think of the brand across a variety of settings in which it could possibly be employed or consumed.

Brand Associations

- The set of *brand associations* that define a brand make up its brand image. Brand associations reflect, in part, the positioning of a brand and the key decision factors for consumers. Although a myriad of different types of brand associations are possible, they broadly can be distinguished in terms of more functional, performance-related considerations versus more abstract, imagery-related considerations.
- *Brand performance* relates to the ways in which the product or service attempts to meet customers' more functional needs. Thus, brand performance refers to the intrinsic properties of the brand in terms of inherent product or service characteristics. How well does the brand rate on objective assessments of quality? To what extent does the brand satisfy utilitarian, aesthetic, and economic customer needs and wants in the product or service category?

- *Brand imagery* deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social needs. Brand imagery is how people think about a brand abstractly, rather than what they think the brand actually does. Thus, imagery refers to more intangible aspects of the brand such as user and usage imagery, brand personality, history and heritage, etc.

Brand Attitudes

- *Brand attitudes* can be defined in terms of cognitive and affective dimensions and judgments and feelings. Although all types of customer attitudes are possible – driven from both the head and heart – ultimately what matters is how positive these attitudes are.
- *Brand judgments* focus on customers' personal opinions and evaluations with regard to the brand. Brand judgments involve how customers put together all the different performance and imagery associations of the brand to form different kinds of opinions.
- Customers may make all types of judgments with respect to a brand, but in terms of creating a strong brand, four types of summary brand judgments are particularly important: quality, credibility, consideration, and superiority.
- *Brand feelings* are customers' emotional responses and reactions with respect to the brand. Brand feelings also relate to the social currency evoked by the brand. These feelings can be mild or intense and can be positive or negative. There are six important types of brand-building feelings. Three types of feelings are experiential and immediate, increasing in level of intensity (warm, fun and exciting); the other three types of feelings are private and enduring, increasing in level of gravity (sense of security, social approval and self-respect).

Brand Attachment

- *Brand attachment* is the psychological strength of the consumer loyalty relationship with a brand. Ideally, customers would go beyond having a positive attitude to viewing the brand as being something special in a broader context.
- Customers with a great deal of attitudinal attachment to a brand may state that they "love" the brand, describe it as one of their favorite possessions, or view it as a "little pleasure" that they look forward to. There is thus a strong emotional component to brand attachment, although rational performance dimensions can also come into play.
- Attachment may also take the form of a sense of community. Identification with a brand community may reflect an important social phenomenon whereby customers feel an attachment or kinship with other people associated with the brand. These connections may involve fellow brand users or customers or may involve employees or representatives of the company. They may also occur online or offline.

Brand Activity

- *Brand activity* refers to how frequently the consumer buys and uses the brand, as well as engages in other activities not related to purchase and consumption. In other words, in how many different ways does brand loyalty manifest itself in day-to-day consumer behavior?
- Brand activity includes behavioral brand loyalty in terms of repeat purchases and the amount or share of category volume attributed to the brand, that is, the "share of category requirements." In other words, how often do customers purchase a brand and how much do they purchase?
- Perhaps the strongest affirmation of brand loyalty, however, is when customers are willing to invest time, energy, money, or other resources in the brand beyond those expended during purchase or consumption of the brand. For example, customers may choose to join a club centered on a brand, receive updates, and exchange correspondence with other brand users or formal or informal representatives of the brand itself. They may choose to visit brand-related Web sites, participate in brand-related chat rooms, write blogs or send "tweets" about the brand and so on. In this case, customers themselves become brand evangelists and ambassadors and help to communicate about the brand and strengthen the brand ties of others.

References

Aaker, David A. (1991), *Managing Brand Equity*. New York: Free Press.

——— (1996), "Measuring Brand Equity Across Products and Markets," *California Management Review*, 38, spring, 102–20.

Ailawadi, Kusum L. and Kevin Lane Keller (2004), "Understanding Retail Branding: Conceptual Insights and Research Priorities," *Journal of Retailing*, 80, 31–342.

Baker, Julie, A. Parsuraman, Dhruv Grewal, and Glenn B. Voss (2002), "The Influence of Multiple Store Environment Cues on Perceived Merchandise Value and Patronage Intentions," *Journal of Marketing*, 66, April, 120–41.

Berry, Leonard L., Ruth N. Bolton, Cheryl H. Bridges, Jeffrey Meyer, A. Parasuraman, and Kathleen Seiders (2010), "Opportunities for Innovation in the Delivery of Interactive Retail Services," *Journal of Interactive Marketing*, 24, 2, 155–67.

Blattberg, Robert C., Gary Getz, and Jacquelyn S. Thomas (2001), *Customer Equity: Building and Managing Relationships as Valuable Assets*. New York, NY: Harvard Business School Publishing.

Bolton, Ruth N. and Venkatesh Shankar (2003), "An Empirically Driven Taxonomy of Retailer Pricing and Promotion Strategies," *Journal of Retailing*, 79, 4, 213–24.

——— and Shruti Saxena-Iyer (2009), "Interactive Services: A Framework, Synthesis and Research Direction," *Journal of Interactive Marketing*, 23, 1, 91–104.

Dawar, Niraj and Philip Parker (1994), "Marketing Universals: The Use of Brand Name, Price, Physical Appearance, and Retailers' Reputation as Signals of Product Quality," *Journal of Marketing*, 58, 2, 81–95.

Desai, Kalpesh Kaushik and Kevin Lane Keller (2009), "Understanding Channel Fit: The Reciprocal Effects of Product and Retailer Brand Images," working paper, School of Management, The State University of New York at Binghamton.

Dholakia, Utpal, Barbara Kahn, Randy Reeves, Aric Rindfleish, David Stewart, and Earl Taylor (2010), "Consumer Behavior in a Multichannel, Multimedia Retailing Environment," *Journal of Interactive Marketing*, 24, 2, 86–95.

Dodds, William B., Kent B. Monroe, and Dhruv Grewal (1991), "Effects of Price, Brand, and Store Information on Buyers' Product Evaluations," *Journal of Marketing Research*, 28, August, 307–19.

Grewal, Dhruv, Ram Janakiraman, Kirthi Kalyanam, P.K. Kannan, Brian Ratchford, Reo Song et al. (2010), "Strategic Online and Offline Retail Pricing: A Review and Research Agenda," *Journal of Interactive Marketing*, 24, 2, 138–54.

Gupta, Sunil and Donald R. Lehmann (2005), *Managing Customers as Investments: The Strategic Value of Customers in the Long-Run*. Upper Saddle River, NJ: Wharton School Publishing.

Hansen, Havard, Kare Sandvik, and Fred Selnes (2003), "Direct and Indirect Effects of Commitment to a Service Employee on the Intention to Stay," *Journal of Service Research*, 5, 4, 356–68.

Inman, J. Jeffrey, Venkatesh Shankar, and Rosellina Ferraro (2004), "The Roles of Channel-Category Associations and Geodemographics in Channel Patronage," *Journal of Marketing*, 68, 2, 51–71.

Keller, Kevin Lane (1996), "Integrated Marketing Communications and Brand Equity," in *Integrated Marketing Communications*, Jeri Moore and Esther Thorsen, eds. Mahwah, NJ: Lawrence Erlbaum Associates, 103–32.

——— (2001), "Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands," *Marketing Management*, July/August, 15–9.

——— (2001), "Mastering the Marketing Communications Mix: Micro and Macro Perspectives on Integrated Marketing Communication Programs," *Journal of Marketing Management*, 17, September, 819–48.

——— and Don Lehmann (2003), "How Do Brands Create Value," *Marketing Management*, May/June, 26–31.

——— (2008), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Third Edition. Upper Saddle River, NJ: Pearson Prentice Hall.

Kumar, V. (2008), *Managing Customers for Profit: Strategies to Increase Profits and Build Loyalty*. Upper Saddle River, NJ: Wharton School Publishing.

——— (2010), "A Customer Lifetime Value-based Approach to Marketing in the Multichannel, Multimedia Retailing Environment," *Journal of Interactive Marketing*, 24, 2, 71–85.

Lee, Kyoungmi and Sharon Shavitt (2006), "The Use of Cues Depends on Goals: Store Reputation Affects Product Judgments When Social Identity Goals Are Salient," *Journal of Consumer Psychology*, 16, 3, 260–71.

Neslin, Scott A., Dhruv Grewal, Robert Leghorn, Venkatesh Shankar, Marije L. Teerling, and Jacquelyn S. Thomas, et al (2006), "Challenges and Opportunities in Multichannel Customer Management," *Journal of Service Research*, 9, 2, 95–112.

——— and Venkatesh Shankar (2009), "Key Issues in Multichannel Customer Management: Current Knowledge and Future Directions," *Journal of Interactive Marketing*, 23, 1, 70–81.

Nysveen, Herbjørn, Per E. Pedersen, Helge Thorbjørnsen, and Pierre Berthon (2005), "Mobilizing the Brand: The Effects of Mobile Services on Brand Relationships and Main Channel Use," *Journal of Service Research*, 7, 3, 257–76.

Palmatier, Robert W., Lisa K. Scheer, and Jan-Benedict Steenkamp (2007), "Customer Loyalty to Whom? Managing the Benefits and Risks of Salesperson-Owned Loyalty," *Journal of Marketing Research*, 44, 2, 185–99.

Prahalad, C.K. and Venkatram Ramaswamy (2004a), *The Future of Competition: Co-creating Unique Value with Customers*. Boston, MA: Harvard Business School Press.

——— and ——— (2004b), "Co-Creation Experiences: The Next Practice in Value Creation," *Journal of Interactive Marketing*, 18, 3, 5–14.

Rao, Akshay R. and Kent B. Monroe (1989), "The Effect of Price, Brand Name, and Store Name on Buyers Perceptions of Product Quality: An Integrative Review," *Journal of Marketing Research*, 26, August, 351–7.

Rayport, Jeffrey F. and Bernard Jaworski (2000), *e-Commerce*. New York, NY: McGraw-Hill Irwin.

Rust, Roland T., Valarie A. Zeithaml, and Katherine N. Lemon (2000), *Driving Customer Equity: How Customer Lifetime Value is Reshaping Corporate Strategy*. New York, NY: Free Press.

Shankar, Venkatesh, Pablo Azar, and Matthew Fuller (2008), "BRAN*EQT: A Model for Estimating, Tracking, and Managing Brand Equity for Multi-category Brands," *Marketing Science*, 27, 4, 545–66.

——— and Sridhar Balasubramanian (2009), "Mobile Marketing: A Synthesis and Prognosis," *Journal of Interactive Marketing*, 23, 2, 118–29.

———, Alladi Venkatesh, Charles Hofacker, and Prasad Naik (2010), "Mobile Marketing in the Retailing Environment: Current Insights and Future Research Avenues," *Journal of Interactive Marketing*, 24, 2, 111–20.

———(2010-this issue), "Shopper Marketing: Current Insights, Emerging Trends, and Future Directions", *MSI Fast Forward Report*.

Shugan, Steven M. (1989), "Branded Variants," Research in Marketing, AMA Educators' Proceedings, Series No. 55. Chicago: American Marketing Association. p. 33–8.

Teas, R. Kenneth and Sanjeev Agarwal (2000), "The Effects of Extrinsic Product Cues on Consumers' Perceptions of Quality, Sacrifice, and Value," *Journal of the Academy of Marketing Science*, 28, 2, 278–90.

Urban, Glen, Cindy Amyx, and Antonio Lorenzon (2009), "Online Trust: State of the Art, New Frontiers, and Research Potential," *Journal of Interactive Marketing*, 23, 2, 179–90.

Varadarajan, Rajan, Raji Srinivasan, Gautham Gopal Vadakkepatt, Manjit S. Yadav, Paul A. Pavlou, Sandeep Krishnamurthy, and Tom Krause (2010), "Interactive Technologies and Retailing Strategy: A Review, Conceptual Framework and Future Research Directions," *Journal of Interactive Marketing*, 24, 2, 96–110.

Vargo, Stephen L. and Robert F. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, 68, 1, 1–17.

Verhoef, Peter C., Rajkumar Venkatesan, Leigh McAlister, Edward C. Malthouse, Manfred Krafft, and Shankar Ganesan (2010), "CRM in Data-rich Multichannel Retailing Environments: A Review and Future Research Directions," *Journal of Interactive Marketing*, 24, 2, 121–37.

Ward, James C. and Amy L. Ostrom (2006), "Complaining to the Masses: The Role of Protest Framing in Consumer Created Complaint Web Sites," *Journal of Consumer Research*, December, 220–30.

Winer, Russell S. (2009), "New Communication Approaches in Marketing: Issues and Research Directions," *Journal of Interactive Marketing*, 23, 2, 108–17.

Zhang, Jie, Paul Farris, John W. Irvin, Tarun Kushwaha, Thomas Steenburgh, and Barton Weitz (2010), "Crafting Integrated Multichannel Retailing Strategies," *Journal of Interactive Marketing*, 24, 2, 168–80.