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Book reviews

Handbooks in Operations Research and Management Science (Vol. 5), by J. Eliashberg and G.L. Lilien, (eds.). Amsterdam: North-Holland, 1993, 895 pages, ISBN 0-444-88957-4.

The purpose of this book is to present the state-of-the-art of the OR/MS approach in marketing. According to the preface, the target audience is: OR/MS people without significant knowledge of the domain of marketing, but – as I will argue – the content is at least as relevant for scholars in the field of marketing itself, which is the dominant readership of this journal.

There was a time in the sixties and early seventies, the heydays of Operations Research/ Management Science, when marketing was perceived as just another application field for the optimization procedures and additional algorithms that had been developed in OR. Here we refer to approaches such as linear programming, nonlinear and dynamic programming, stochastic processes etc. that had been so successful in the solution of production, transportation and logistical problems. The practice was to take an OR-technique and try to find a marketing problem that could be solved with that technique. If necessary, the marketing problem was moulded a bit, to adapt it to the requirements of the OR-model. A point in case is the solution of media programming problems with linear programming.

Soon it became clear that this approach was of limited use and that any quantitative/model building approach in marketing should take its starting point in the (peculiarities of) the marketing problem itself. Such an approach leads to models in which the marketing phenomena are predominant. Generally speaking, these models are of more relevance to researchers in marketing than in OR/MS. This domain-specific nature of quantitative approaches in marketing is also illustrated by the journal 'Marketing Science', which exists alongside the more general 'Management Science'.

Consequently the context of this volume is highly relevant for marketing scholars and not only for its subset of so-called 'model builders'. Besides the models, maybe we should say 'intertwined' with them, many chapters have a lot to offer about the general achievements with respect to our insight in marketing phenomena. After all, models are excellent vehicles to create scientific progress.

This volume edited by two respected model builders – Joshua Eliashberg from The Wharton School, University of Pennsylvania and Gary Lilien from Penn State University – is a clear proof of the success of the model building approach in marketing. In 18 chapters the state-of-the-art of quantitative approaches in as many subdomains of marketing is dealt with by experts in the respective fields. A typical chapter is around fifty pages long in which developments, current practices and future perspectives are discussed.

Without exception the chapters are well-structured, accessible and informative, which is a compliment to the editing process. The size of each chapter makes an in-depth treatment of the area possible.

Few readers would work through the whole volume from cover to cover. Generally one would have a specific interest in a particular domain and then choose the appropriate chapter(s). It is hoped that this review can act as a guide here. In a review of a volume like this, a real discussion of the individual chapters is not possible. So we confine ourselves to some very compact information.

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Historical perspective

In the first chapter, the editors Eliashberg and Lilien reflect on the past, present and future of mathematical marketing models. They notice an evolution in the complexity and sophistication of marketing models and illustrate this with two examples: new product models and sales force compensation models.

The editors distinguish three types of marketing models: (i) measurement models that basically measure the effect of independent variables (e.g. marketing mix variables) on dependent variables such as demand, preference or choice, (ii) decision-making models that (using, measurement models as building blocks) help to find optimal marketing policies and (iii) stylized theoretical models that, in the tradition of micro-economics, derive optimal policies through mathematical reasoning from a set of assumptions that describes a particular marketing environment

There is not one best way to classify marketing models. Consequently we take the freedom, while adopting the category labels from the editors, to discuss the remaining contributions in an order that differs from the order in the book.

Measurement models

If we take a somewhat broad definition of measurement models, i.e. as models for the (quantitative) measurement of relationships between marketing variables, then the majority of the chapters in this volume are devoted to measurement models.

This type of model is most typically represented in the chapter on *Econometric and Time-Series Market Response Models* by *Hanssens and Parsons.* They deal with very relevant topics for the model builder such as: shape of the response function, static versus dynamic models, market share models, wearout functions, reaction functions, etc. 'Use of econometrics in marketing is now mature', according to the authors of this chapter. As a new topic, they deal with 'cointegration models' in marketing.

Market Share Models as a specific type of econometric marketing models are discussed in-depth by *Cooper*. Here also 'standard approaches' are available now. New momentum is caused by the availability of scanning data.

Urban gives an up-to-date overview of models for *Pretest Market Forecasting*. These models are used in a routine way nowadays for frequently purchased consumer products. Urban also discusses the development of such models for consumer durable (e.g. automobiles) and industrial products.

Green and Krieger discuss *Conjoint Analysis with Product-Positioning Applications*: a straightforward review of origins, use and possibilities of conjoint analysis. Conjoint analysis has become a 'mainstream methodology' in marketing now.

The first half of the chapter on *Marketing Mix Models* by *Gatignon* can also be classified under the heading 'standard tools'. It is a useful complement to the Hanssens and Parsons chapter that concentrates on single marketing mix instrument models. In the second half, Gatignon deals with normative issues: how much to spend on the various marketing instruments?

In their chapter on *Sale Promotion Models, Blattberg and Neslin* discuss the progress that has been made recently in the measurement of the effects of sales promotions. This area is in full swing now, a development strongly driven by the availability of scanning data at the retail level.

A basic ingredient for marketing management is the *Assessment of Competitive Market Structure. DeSarbo, Manrai and Manrai* present an integrated review of the marketing and psychometric literature on *Non Spatial Tree Models*. It is probably the first time in marketing that the vast literature on this topic is assembled.

Finally, under the category measurement models we mention the chapter by *Roberts and Lilien* on *Models of Consumer Behavior*. These authors take the classical stages model of consumer decision making and for each stage present models that can be used for a quantitative analysis. Topics include: information search, multidimensional scaling, preference functions and purchase models. This chapter can serve very well as a bridge between (consumer) behaviour oriented researchers and model builders in marketing.

Theoretical models

Under this heading we mention the chapters in the book that discuss models that have as a primary contribution the advancement of science in marketing and are less directly used for the solution of actual marketing management problems. We take the category somewhat broader than 'Stylized Theoretical Models' which are restricted to micro-economic mathematical optimization models.

Corfman and Gupta in their chapter on *Group Choice Decisions* give an overview of the developments in this area and their (mostly still potential) applications to marketing.

Moorthy deals with *Game-Theoretic Models* and gives a survey of the state-of-the-art in this field. Although competitive situations are very common in marketing, straightforward implementation of game-theoretical models for the determination of competitive marketing strategies does not seem to happen quite often. According to Moorthy, in the game-theoretical work "the models of firm and consumer behaviour have been simple and problems rise in using these models to recommend competitive strategies for firms, and also in testing our theories".

Another substantial research area is discussed in the chapter on *New Product Diffusion Models* by *Mahajan, Muller and Bass*. This is by now a 'classic field' in marketing with a primarily scientific goal. The chapter is "concerned with the contributions of management and marketing science literature to our cumulative understanding of the dynamics of innovation diffusion". An extensive survey of current achievements is presented, followed by a research agenda.

Rao contributed a chapter on *Pricing Models in Marketing*, an area where several developments can be observed, for example the introduction of consumer behaviour constructs such as reservation price and consideration set and the use of theoretical modeling to find optimal price strategies. Nevertheless, according to Rao, "marketing research in pricing is in its early stages" and (unfortunately) "the research often seems to delve deeply into narrower substantive topics" which is not contributing to its practical use in marketing mix decision where the price is "of overriding importance".

Coughlan discusses another area of marketing with a tradition of optimization models in her chapter on *Salesforce Compensation*. This field deals with questions such as how to set commission rates, whether to delegate pricing authority to a salesforce and the optimal mix of salary and incentive compensation. Agency theory is a prominent paradigm here.

Decision making models

This category refers to models that take a typical OR/MS approach to marketing problems and with the use of optimization algorithms derive best solutions, given the objective function and taking into account the relevant constraints. As discussed earlier in this review, this once was the dominant approach in the marketing model field. In this volume we find two chapters that can be classified in this category. Not surprisingly both chapters deal with marketing topics related to operations and production.

Van den Bosch and Weinberg contribute a chapter on *Salesforce Operations* that deals with problems about salesforce sizing, territory design, the allocation of selling efforts over products, customers etc. There has not been an abundance of recent research in the area of salesforce operations (many of the presented models date back twenty years or more), but the impact of the research in this area on practitioners has been high.

Eliashberg and Steinberg in their chapter in *Marketing-Production Joint Decision in Marketing* follow the emerging trend towards the integration of the separate functional areas of the firm. Major advantages should be possible if marketing and production do not suboptimize any more, but strive for a joint optimum. The field of Business Logistics would profit much from the achievements in this respect. Eliashberg and Steinberg observe that the current models use price as the most common marketing decision variable and order quantity or production rate as the most common production decision variable. Research should aim at extensions in the direction of variables such as sales promotions and advertising (marketing) and introduction timing and quality (production).

Other approaches

There are two chapters that do not fit our classification system, but are not less interesting for that reason.

Wind and Lilien in their contribution on *Market-*

ing Strategy Models discuss how models can be used to support the formulation of marketing strategy. Prominent in this chapter are portfolio models, PIMS models and the use of the Analytic Hierarchy Process (AMP) approach. Here the role of models is not so much to find optimal solutions, but to stimulate the strategy creation process and to integrate the different views in a company.

Rangaswamy's chapter *From Linear Programs to Knowledge-Based Systems* is the most innovative contribution to the book. It discusses the potential of techniques from Artificial Intelligence (AI) in marketing. We see the emergence of Expert Systems or Knowledge Based Systems in marketing which, instead of quantitative variables, deal with the manipulating of knowledge. AI methods add to the repertoire of concepts and tools available to the marketing scientist, although many issues (e.g. knowledge, acquisition, implementation, validation) still have to be dealt with in this new area.

This finalizes our discussion of the individual chapters. we hope that this review has given enough information to lead colleagues to those parts of this impressive collection that are in their area of interest

Two final remarks can be made. The first one is that the overview of quantitative approaches in marketing in this book is not complete. As acknowledged by the authors, chapters on advertising models, channel models, product line models and some other topics are missing. Although such contributions were originally planned, these plans did not materialize. One can only imagine what would have been the size of the volume (now 900 pages) in that case.

Secondly a chapter, or at least a discussion about the limitations of marketing models and quantitative approaches to marketing problems is missing. The only thing the editors note in this respect is that the impact of marketing models on practice "remains far below its potential". Why is this the case? Is it simply a matter of not using the right implementation strategies or are there more fundamental constraints that have their basis in the 'quantifiability' of marketing phenomena or the peculiarities of the marketing management-process? Would a solution to this problem go in the direction of the more qualitative knowledge oriented approached as discussed by Rangaswamy?

However this may be, the editors have succeeded in bringing together a fine collection of expert contributions that deserves a lasting place in the marketing literature.

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Competitive Positioning. The Key to Market Success, by G.J. Hooley and J. Saunders. Englewood Cliffs, NJ: Prentice Hall International, 1993, 260 pages, ISBN 0-13-155599-5.

Creating and sustaining superior performance in the market place is the central topic the authors address in this book. This is one of the ways in which the problem of positioning can be approached. In general positioning is concerned with three issues: positioning research or analysis, the choice of competitive strategy to be pursued by an organization, and the formulation of the marketing mix in order to implement marketing strategy. The first two aspects of positioning are covered extensively by the book, while the latter is addressed to a lesser extent. In essence, this book is about the formulation of business strategy relative to competitors.

The book is divided into four parts, mainly following the central elements of marketing strategy formulation. As an introduction, part one lays the groundwork for the book in the sense that relevant concepts and frameworks are introduced and discussed. Due to rapid changes in the marketing environment of many firms nowadays, the authors argue that one has to recognize the increasing importance of the role of marketing in strategic management. This refers both to the development as well as the implementation of business strategy. Therefore, the authors term their approach as 'market-led strategic management'. Further development of this approach takes place in parts two to four of the book. These parts respectively concern the core strategy of an organization based on extensive strategic analyses, competitive positioning, and implementation of strategy. The first aspect is addressed in part two. Although this section is named 'competitive market analysis', it not only discusses the analysis of the external environment of an organization, it also addresses the internal situation and developments. Consequently, an integrated framework of strategic analysis is offered. The third part of the book addresses the issues and techniques behind segmentation and positioning research in closer detail. As such, it is an elaboration on some of the issues referred to in the second part. The book concludes with competitive positioning strategies. A commonly used technique of selecting target markets is presented as well as alternative competitive strategies business firms may pursue. The integration of a comprehensive discussion of instruments of strategic analysis and competitive positioning strategies makes this book relatively unique from other books on strategic marketing management.

As mentioned above, part one serves as the foundation of the book. Clearly, the authors take a marketing perspective instead of a strategic management perspective by presenting their ideas in the light of the marketing philosophy and the fundamental principles of marketing. Therefore, unlike authors like Porter (1980) or Johnson and Scholes (1993), they position the central topic of their book as *market-led* strategic management rather than strategic management per se. Consequently, chapter one is entirely devoted to a review of the marketing concept, while the concept of strategic marketing planning is discussed in chapter two. This chapter also serves as the general framework of the book. In this respect the main successive steps of strategic planning, i.e. formulation of the core strategy, choice of competitive position and implementation of the strategic choice, are discussed. Similar to other books on marketing strategy, Hooley and Saunders place explicit emphasis on the 'three C's': customers, competitors and corporation (see also Jain, 1993). The final chapter of part one, chapter three, elaborates on portfolio planning. Several portfolio models, including multifactor portfolio models and financial portfolio theory, are discussed extensively and their use in strategic marketing management is considered. However, the positioning of this discussion in part one of the book seems somewhat strange since it does not correspond to the introductory character of the preceding chapters. Furthermore, in the final part of the book, the portfolio concept is revisited as a means of selecting market targets once the market is segmented. Consequently, portfolio planning in the form of a multifactor portfolio model (market attractiveness business assessment model, Abell and Hammond, 1979) is considered twice.

The second part of the book is entirely devoted to the analysis of both the external and internal environment of the firm. It brings together an array of concepts and techniques to be used in strategic analyses and therefore can be very useful. First, a relatively broad view is taken by discussing the analysis of an industry in chapter five. The authors make a special case for the identification of different strategic groups in order to assess the specific group of competitors an individual organization competes with. This idea is taken further in chapter seven, which focusses on competitor analysis. In this chapter the authors discuss, in addition to the identification of a firm's competitive position by means of value chain analysis or capability profiles, also the concept of 'good competitors' and the means of obtaining competitive information. These may be especially interesting topics for marketing practitioners. Chapter six deals with customer analysis. The discussion on this topic is relatively brief in this part of the book. Most of this chapter is devoted to a discussion of marketing research in the form of different research methods and the research process. Customer analysis is in fact considered in detail in part three of the book.

Part three elaborates on one of the main central themes of the book, segmentation and positioning research. As such it is essentially this discussion that distinguishes this book from most other current marketing strategy texts (e.g. Jain, 1993; Walker, Boyd and Larréché, 1992; Aaker, 1992). Segmentation is often considered only superficially. Chapters eight and nine address segmentation of the market, while in chapter ten the position of organizations, brands and products as perceived by the customer is discussed. The division between chapters eight and nine is somewhat artificial. Chapter eight goes into the fundamental principles underlying the concept of segmentation and the different approaches that can be used in segmenting the market, whereas chapter nine provides an outline of the segmentation process. Because of this the chapters overlap, making one wonder whether they could not better be integrated. The discussion of segmentation bases is profound and includes bases for segmenting industrial markets. The fact that methodological issues of segmentation are discussed also can be considered valuable. The chapter on positioning research (chapter eleven) focusses entirely on multidimensional scaling of customer perceptions. Emphasis here is on the identification of current positions in the market place. Positioning as a means of implementing strategy is addressed in part four.

The final part of this book focusses on competitive positioning strategies. As such, it bridges the gap between strategic analysis and strategy implementation. From the above it has become clear that the aspect of strategic analysis is covered to a large extent by the book. Implementation of marketing strategy is considered in this final part as selecting and building one's position relative to others in the market place. It has to be noted that by taking this approach implementation is directed at an analytically higher level than is common in the implementation of marketing strategy. The latter is concerned with decisions on the formulation of the positioning strategy as a combination of marketing mix actions (Cravens, 1994, p. 304) and subsequently formulates objectives, strategies and action plans for each individual marketing mix variable. Instead Hooley and Saunders keep their focus on the development of sources of potential competitive advantages. As such, in chapter twelve the authors follow Porter (1985) and state that competitive advantage can be achieved either by cost leadership or differentiation on one or more of the marketing instruments. However, to build a strong, defensible position in the market, the authors argue that the initial concern should be to differentiate the company's offerings from those of its competitors on some basis of value to the customer. The second concern should then be to achieve this at the lowest possible delivered cost. These efforts are to be directed at the selected market targets. A method that can be used to select interesting market segments is 'market attractiveness business position assessment' as proposed by Abell and Hammond (1979). This is the subject of chapter eleven. Chapter thirteen takes the issue of competitive marketing further by discussing offensive and defensive marketing strategies. Kotler (1991) is followed closely on this. The final chapter summarizes the central ideas presented in the book.

This book clearly has several very strong points. In the first place it should be mentioned that the elaboration on marketing research and its role in the strategy formulation process is rather unique. Relatively few strategic marketing text books consider segmentation research and positioning research to such an extent as this book does. Furthermore, the book provides the reader with a substantial body of techniques and methods that can be used in dealing with the difficult process of choosing one's competitive position. Also worth mentioning is that the book is well written and provided with ample examples, which makes the theory more easy of access.

The book also has some minor drawbacks. Firstly, maybe due to the fact that the book is unconventional as compared to the majority of strategy textbooks, the logic behind the structure of the book is not always entirely clear. Certain concepts are presented in one part of the book and discussed more extensively in another. This point is illustrated by the fact that the discussion of customer analysis is separated from the discussion of segmentation research. The same goes for competitor analysis and positioning research. Another example, which has already been mentioned, concerns the discussion of portfolio models in both chapters three and eleven. Secondly, the discussion of competitive positioning is almost completely restricted to the level of strategic analysis and strategic choice. Little attention is given to the implications of competitive positioning for the development of the marketing instruments both interdependently and individually. In that respect some other textbooks offer more profound discussions of competitive marketing program development (e.g. Cravens, 1994).

Overall this book can be considered a valuable contribution to the literature on strategic marketing management. It can well be recommended as specialist text for students interested in both strategic management and strategic marketing. Also, it will provide practitioners with useful insights and concepts on this subject.

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Brand-Added Value: Theory and Empirical Research About the Value of Brands to Consumers, by Hendrik Jan Riezebos. Eburon: PhD Series in General Management, No. 9, 1994.

Introduction

The subtitle best describes this book. It is a study of the value of brands to the end consumer. The object of the research is to determine the perceived value of the brand proposition to consumers. The observations are limited to consumer goods and female subjects. The subject of the book is important since discounting and brand valuation are generating questions about the value of brands to the consumer and acquiring firms.

Structure

The book starts by reviewing the principle of branding as a basis for marketing strategy. There follows an extensive review of the classical and most recent writing on branding. The author adopts a framework for analysing brand characteristics used later to build the assumptions that constitute the basis of the research.

The book then defines brand-added value (BAV) as "the contribution of the brand name and its related connotations to the consumer's valuation of a (total) brand article". The work limits itself to a traditional consumer perspective of the view of brand equity, and does not consider the two stakeholders: the producer and the consumer. Both in the analysis of branding as a marketing strategy and in the discussion of ways to develop BAV, Riezebos emphasises advertising as a way to build brands. The author also reviews the influence of various factors on BAV, using as a basis for discussion the onion model of the product, that is: basic product, intrinsic cues and extrinsic cues. After analysing the extent to which differences between product classes contribute to magnitude of BAV (MBAV), Riezebos discusses the impact of intrinsic and extrinsic cues on MBAV. Nineteen propositions emerge from the discussions that are in turn converted in three research questions:

1. How can the BAV-construct be operationalised and what is the reliability and validity of the operationalisation?
2. To what degree do differences in MBAV exist between product classes and which factors contribute to such differences?
3. To what extent does advertising influence BAV and what factors may moderate a possible effect?

The author sets his method to measure BAV and MBAV in three separate studies. To test the method the sample is limited to students and finally a sample of female subjects. The statistical tests of the reliability and validity of the results are vigorous.

Comments

Components of BAV are central to this research but it is unclear why the author adopts Wierenga's (1983) decomposition of the brand characteristics. Indeed by putting other decomposition in footnotes he seems to assume that all others are equivalent. This is not the case. Kotler and Amstrong (1989), in the distinction between actual and augmented products, already include an element of customer perception (gestalt) leading to brand values whereas Wierenga limits the decomposition to isolated elements which are part of the characteristics of the brand. Riezebos discusses this distinction then ignores it when progressing with the study. This omission is surprising as the framework constitutes the foundation of the empirical work. This confusion continues with the relationship between BAV and brand equity: early in the work BAV is explained as an element of equity but later brand equity and BAV are synonymous.

The research emphasises advertising as a way to build brands. This is certainly not negligible, yet the discussion seems to ignore the numerous examples of brands developed with no or very little advertising budget. This could also explain why the results concerning advertising effects are so inconclusive. The subject of the impact of advertising on perceived added value of the brand is a major one. However, if this was the research purpose, the preliminary research could have focused differently.

The author's moves from nineteen propositions, to three research questions, and then to a series of hypotheses leave the reader confused. After widening the discussion on the potential impacts on MBAV the author too rapidly narrows the research to the questions of different scope. A fundamental question on the measurement of BAV is alongside a specialised question on the influence of advertising on BAV.

The samples used mean care needs taking in extending the results to the whole population. The products might intuitively show significant differences in buying behaviour amongst students rather than amongst the rest of the population; for example, beer is a product highly subject to the influence of opinion leaders. They also come from a closed community who are aware of experimental methods and who are likely to discuss the experiments while they are taking place. Of course, consumers in a real market may do this but not in the same way.

The author's conclusions

Operationalising the BAV construct: measuring the gap between blind and brand scores

The author found that the presentation of sets of products, either blind or branded first, did not influence scores of either. This is a strong conclusion. It suggests that even when consumers are in an environment where they can compare favoured brands, they are still unable to remember the intrinsic qualities they favoured. Favoured brand status does not transfer to favoured taste or, in other words, the brand is an important thing; the product is nothing. This conclusion is clearly conditional on brands being taken from a product class of similar quality. Most people would be able to consistently rate Brahms versus Carter and the Unstoppable Sex Machine records with or without the composer's name revealed.

The author found that consumers were inconsistent in blind rating beer, an experience product. This made the computation of BAV odd since measuring the difference between the brand and blind scores depends upon the unreliable blind score. This is a common problem in testing product classes that people tend to enjoy, confectionery being an example. There are numerous cases where products have passed taste tests and test markets only to fail in repeat purchase. This suggests that the only way to measure BAV is over long term consumption of a brand.

The comparison between numerical and graphical scoring is useful. Most academic and professional marketing research uses number or scales whereas these results show line drawing is more reliable and, one suspects, more fun.

Between product class variations in BAV

These results, summarised in Figure 1, have problems. The first conclusion by the author is that experience products have a higher BAV than search products. There are two problems with this. The classification is odd. Are automobiles experience products while washing machines are not, or does this reflect the researcher's own bent? It is similarly odd if 'aloof snobs' who buy Rolex watches are search purchasers (Macrae 1991). A second problem is the dependency of the conclusion on lipstick and sweeteners, two product classes that look like outlayers. With them removed, the claimed difference in MBAV between search and experience products looks insignificant.

The conclusion that MBAV is higher for fast moving consumer goods than durable goods is similarly dependent on the two outlayers. It is doubtful if there will ever be any pattern when the classification treats automobiles like frying pans and eggs like cigarettes. The third conclusion, that MBAV is higher for expressive than functional goods, is intuitively more appealing than the other two. Again, the validity of the classification is questionable; many functional products are also expressive. Maybe an alternative hypothesis is that MBAV increases with the expressive potential of products.

The figure shows little relationship between advertising and MBAV. The author draws sophisticated conclusions:

"An explanation for this deviation is difficult to formulate; a possible explanation may be that a saturation effect of advertising occurs in these product classes (i.e. an overkill of advertising expenditure). In other words, it looks like the relationship between advertising expenditure and MBAV is characterised by a function of diminishing returns for products with predominantly experience cues. So, at this point, we conclude that – in general, and in the case of products with predominantly search cues in particular – a higher amount of advertising expenditure within a product class corresponds to a higher MBAV. However, in this empirical study, for the products with predominantly experience cues, a higher amount of advertising expenditure within a product class corresponded with a lower MBAV. Possible causes may be ascribed to the fact that low advertising expenditure already results in a high MBAV and to the fact that this effect of advertising expenditure on MBAV decreases quickly".

Maybe, but there is a danger in drawing these conclusions using cross-sectional data. We know that advertising elasticities vary across brands within product classes, so drawing general conclusions across product classes is dangerous. There is also much more than advertising to explain MBAV. For shoes, lipstick and watches distribution is important and advertising budgets are being eroded in favour of sales promotion and direct marketing.

Factors inhibiting advertising effects on BAV

These conclusions explain why the author's advertising experiments found that after "variables were manipulated that were thought to influence BAV... an unequivocal pattern for the search and experience products is lacking". Some patterns are evident but they are difficult to rationalise. The major finding here is the that the design of the experiment was sufficient to influence BAV. Equally problematical is the general difficulty in measuring advertising effects on BAV.

Conclusion

In many parts of the world Riezebos' *Branded-added value* should

come with a warning saying: This is not a book, it is a thesis. It comes from a tradition in part of Europe that students publish their doctoral thesis. This puts the reviewer in a dilemma, particularly those like ourselves who are unused to this tradition. Should this publication be reviewed as a learned book or a thesis? If seen as a thesis, then it is logical to review other theses from countries where theses are not published. It would seem odd to review unpublished works but the argument is compelling because unpublished theses may otherwise remain unseen. In reality, if supervisors and researchers are energetic, results of both published and unpublished theses will appear at conferences or in academic journals. We draw from this alternative conclusions: (1) the book reviews should not include theses since they are not proper books, or (2) published and unpublished theses should be reviewed but in a separate thesis reviews section. The latter would provide other doctoral students with a valuable insight into the strengths and weaknesses of a range of theses.

Now for this work. When considering *Brand-added value* as a book, one question is always in the mind: is the book relevant? For other than a specialist researcher, the discussion lacks the basic marketing discipline. It does not define and understand the customers (readers) to serve them better. The value of publishing research as a book is its accessibility to a wide audience. Sadly *Brand-added value* has not moved from the thesis stage to presenting the work in a concise and accessible way for those who manage brands. The proportion of recommendations to description of research is fine for a thesis but insufficient for a manager or management teacher.

As a thesis, *Brand-added value is* good. The literature research is comprehensive and operational hypotheses are developed and tested in an important area. It documents a considerable amount of work and shows issues seriously considered. It is a good thesis but, like all theses, it is not perfect. It betrays the role of a researcher as a person who goes up alleys to see if they are blind or not. Despite the blind alleys *Brand-added value* adds value to our knowledge of branding and particularly branding research. It has strong conclusions about the graphical measurement of brand values and research methods. It also casts doubt upon the simple assumptions about how to classify brands and measure advertising's effect on them. In branding there are more expositions than research done and it is valuable to see how hard it is to measure the proposed relationships. Also, as Riezebos shows, unexpected results are a great stimulus to rethinking theory and experimental methods. Theses expose this agony of knowledge development much better than well-engineered journal articles do. We thank Rik Riezebos for sharing that with us.

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