

Book Reviews

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by Kalman Appelbaum (London: Routledge, 2004, 283 pp., \$110.00)

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edited by Philip J. Kitchen (London: Palgrave Macmillan, 2003, 196 pp., \$99.95)

***The Handbook of Marketing Research: Uses, Misuses, and Future Advances*
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The Handbook of Marketing Research aims to contribute to the need for changes in marketing research to satisfy the changing needs of clients. As Grover describes (p. ix) in the introduction, "[I]t is not adequately recognized that discovering market insights also requires that the right problems that need to be addressed by marketing research be identified and the right questions that need to be asked be posed." This book provides the reader with a discussion of generating insights through creative data gathering, deep analytics, and right problem definition.

The book is divided into four parts. Grover and Vriens and their 48 expert contributors present the different aspects and ways of delivering insights in each part of the book. Part 1, "Foundational Design," comprises three chapters that complement one another. Grover and Vriens argue that marketing researchers should attain the status of a trusted advisor role. Such a status or role can be instrumental, for example, when the client articulates the symptoms of the problem to the market researcher. If the role is played well, the interaction with the client and the subsequent determination of the root of the problem become easier. Chapter 1 identifies two types of problems in marketing research:

decision-making problems and market-learning problems. According to the editors (p. 7), "[D]ecision-making problems are those that, when solved, help clients make a decision. Market-learning problems, on the other hand, are those that, when addressed, shed light on the company's and the competitors' products, existing and potential customers, environment, and so forth."

Whereas Chapter 1 focuses on individual market researchers' delivery of insights, Chapter 2 presents a detailed discussion of how the structure of a marketing research department—along with its various processes—affects how insights can be communicated and disseminated. There are times when technical competence in collecting and analyzing data in market research is not enough. Therefore, managers and researchers must be "really good" to take on the trusted advisor role. Such qualities are listed and discussed in Chapter 3.

Part 2, "Data Collection," comprises seven chapters. Data collection and measurement are known to be important; however, there are many instances in which the collected data provide either no information or misleading information about the effect under study. Therefore, the data collection method is important in marketing research, as well as in other areas of applied science, because the data collection method is related to the nature of the problem to be solved, and ethical or practical considerations may constrain collecting data in some environments. Furthermore, in statistical analysis, it is not usually possible to recover from poorly measured concepts or badly collected measurements. For these reasons, Part 2 is mainly devoted to discussions of the techniques of gathering accurate data that are capable of yielding insights. It presents traditional quantitative data-gathering techniques, innovative qualitative techniques, and emerging online methods and discusses how accuracy and representativeness of data can be ensured through minimization of response bias, utilization of proper sampling techniques, weighting of data, and appropriate treatment of missing data.

Solving problems quickly is essential to business and personal success, and the problem-sensing and -solving processes include data collection, data organizing and summarizing, and data interpretation. To yield insights, market researchers need to learn how to organize, develop, and use appropriate models. The model-building process begins with the desire to understand a relationship between two or more variables. Choosing the type of model to represent the relationship is not an easy task, because there are an almost infinite number of possible models that could be selected. Therefore, Part 3, "Analysis and Modeling," constitutes the largest section of the book. This part begins with basic data analysis techniques and then goes on to present advanced analytics techniques. The aim is to highlight criteria for selecting the right techniques and identifying the conditions and settings in which to use these advanced techniques to have a greater chance of producing market insights. The major topics described in detail in this section are marketing decision support models, logit, tobit, probit, conjoint, discrete choice, latent structure regression, structural equation, hazard/survival, hierarchical Bayes, and data mining. The authors who discuss these topics do a masterful job of balancing depth and rigor with providing a relatively nontechnical overview of the various techniques. Most of these chapters have an annotated bibliography and an appendix with further technical

details.

Unlike most books on marketing research, *The Handbook of Marketing Research* devotes attention to data-mining issues as well. This focus seems logical given the exponential explosion in data over the past two decades in all areas of business. "Data mining is the exploration and analysis of data in order to discover patterns, correlations and other regularities—as characterized by the search for predictability. This can be approached in two principal ways: First, one may posit a particular model to describe a pattern, then test it and validate it on the data. This is the 'top-down' approach. Alternatively, one may discover a pattern without priori model in mind by letting the data speak for themselves" (p. 456). In statistics, a model is the law of uncertainty in reproduction of observed data, but in data mining, the model is a global summary of the data information.

Finally, Part 4 contains an assortment of conceptual applications based on various marketing issues, ranging from ad testing, the modeling marketing mix, and measuring brand equity to customer satisfaction research and international marketing research.

In addition to discussing relevant content, the various contributors to the book are excellent communicators. Sentences are clear, paragraphs are coherent, and chapters fulfill the promise of their introductions, and readers will benefit from the diagrams, figures, and charts that are used to enhance the text. Every section contains references and examples. Although it would have been a plus if a CD with full numerical data and programs were included, overall, I enjoyed reading this book and recommend it highly. This book will be of particular interest to advanced students, academics, and practitioners. Although statistical background is necessary to comprehend the advanced analytical techniques, most readers are likely to benefit from the overviews provided in this well-written book.

—Guldem Gokcek, New York University

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The Future of Marketing: A Reformed Character?

The new millennium is ripe with future thinking. Three books have been published recently that account for changes in the context and nature of marketing and raise

questions about the current state and the possible future of the discipline and the field. These books are both similar and different.

When I picked up these books to read, I wanted to know what must be done for a better future in a market-based life. Both Sheth and Sisodia and Kitchen envision a different marketing in the future, though their "differents" are not the same. In the books, some commentators focus on effectiveness, and some urge alternative ways of explaining and understanding marketing. In many respects, these are complementary books, covering effectiveness and efficiency of marketing forms and suggesting, and even recommending, a different marketing form, purpose, and process in the future. In contrast, Applbaum's book is a relatively radical interrogation of the ontological and epistemological foundations of marketing by an anthropologist-as-marketing-specialist.

The Origin of a Species (or a Brief History of Marketing)

In *The Marketing Era: From Professional Practice to Global Provisioning*, Kalman Applbaum's project is to explore how marketers try to understand consumers and to account for the principles of their practice and the underlying doctrine. What is the nature of the marketing worldview? In Part 1 of the book, Applbaum defines the foundational, conceptual, and practical principles of marketing and the logic and assumptions of marketing strategy. In Part 2, he explains the emergence and rise of marketing and how it has become an "assumed category" of everyday life. The effect of this naturalization is to forget marketing's cultural foundations and to veil its operation.

What he shows is an unwitting acceptance of the doctrine of human satisfaction that draws on a particular understanding of satisfaction and a theory of materialist necessity. The marketing system actively defines consumers' needs and the best means for their satisfaction, assuming universal needs and wants as the impetus for the growth of marketing and its ethical justification. The market is a "realised myth," and the successful marketer is a trusted performer of this myth. Indeed, the professional marketer is a maker of that myth.

Marketing has been largely overlooked by critical social science because it has become totally habitual as an accepted category of experience. This particular set of cultural practices is borne out of the affluence and abundance of Western society and is the driver for globalization, transnational corporations, and pervasive consumer culture. There are implicit cultural theories embedded in the practice and rationality of marketing, especially the inevitability of the self-evident and natural market. Marketing, then, is the necessary tool for converting production into consumption, and it presumes control over consumption. Marketing is active selling beyond the physical point of exchange. Applbaum's examination of the historical unfolding of the marketing profession shows that it arose as the solution to the problem of saturated market demand, with origins in missionary methods of dissemination and persuasion.

The market appears to be the fundamental location for the automatic and natural fulfilment of human requirements. In the commercial ethic, identification with products

and the means for their dissemination is the basis for the profession of marketer. Conversely, being a consumer means being a particular kind of cultural being, and marketing contributes to this constitution. Desires expand with progress in society, and marketers develop professional efficiency in focusing on people's "needs," for which there are products for purchase and use. When people accept their role as consumers, they become active satisfiers; both marketers and consumers construct a shared cosmos and cultural conception. Marketers have succeeded in positioning marketing as the creative source of the good life, and their shared vision of consumer culture prevails. Marketing cannot operate outside this way of thinking. As a culturally specified provisioning system, marketing promotes the kind of (private) consumption that is supposed to provide happiness through material prosperity and a chosen and purchased lifestyle.

Applbaum's analysis challenges the idea that the market is a universal, natural phenomenon and shows that the notion is a way of thinking—a powerful, underlying guide to commercialization. Applbaum offers a theory to explain the existence and actions of the commoditizers and purveyors of capitalist culture. He attempts this through parallel anthropological investigation and genealogy. His work is not an ethnography of marketing procedure. First, he asks what is the scope and cultural logic of marketing. He illustrates managerial strategies and assumptions about consumers, competitors, globalization, and constraints. He is struck by how cohesive the managerial mode of reasoning was and how difficult it was for him to stand outside it as an anthropologist. Marketers' way of thinking seemed so reasonable, even as he recognized that he shared their epistemological assumptions. He examines marketers' embedded theories of practice to understand how this contemporary commercial society has become possible.

Is Applbaum successful? I say yes. He reconnects marketing with everyday life and culture and shows how the marketing of marketing has installed consumption as the way of life. He analyzes marketing's theory of practice, reveals the mechanisms and assumptions, and explains why it has ascended to an assumed category of contemporary life. He explains how marketing has transformed the capitalist market society from a collection of exchanges into a total system of provisioning. He reveals the institutionalization of the profession and the naturalization of the basic assumptions, and he distinguishes two models of the purpose of marketing: service to society and benefit to individual lifestyle. This is accomplished without resorting to alarmist judgments about conspiracies to exploit or to the minimization of marketing's agency and responsibility to that of mere reaction.

Applbaum pursues his conviction that marketing needs to be conceptualized separately from consumption, production, the market, and advertising, and then it needs to be reintegrated into the analysis of these ideas. A thorough reading of his work offers some fascinating insights and many pauses for thought as apparently familiar concepts (consumption, identity, economy, globalization, and marketing) are re-presented in an alternative critical framework. I recommend that anyone who believes that they understand the purpose and effects of marketing should read and reflect on this analysis.

Marketing Reform

Sheth and Sisodia have assembled most of the eminent North American marketing scholars in an attempt to ask and answer the question, Does marketing need reform? Their collective mission seems to be an alternative future for marketing than that which they foresee in projecting from their professional and scholarly experience. This is a big book physically and, more important, intellectually (it is about the size of a textbook!). In 40 concise chapters, each of which is approximately six pages long, leading thinkers survey a diverse landscape to produce collectively a refreshing (in the sense of now and of the moment) overview of the discipline that serves as a catalyst to scholarship and teaching and as a call to action. This collection reminds us that marketing is a big field.

The contributors were invited to address the question posed in the book's title, *Does Marketing Need Reform?* The perspective is mostly that of North American practice, research, and education, so perhaps the book more correctly answers some of the question, Should the practice of marketing and marketing scholarship in the United States and in the North American way be reformed?

The book is arranged in seven parts that seek answers to questions such as, What does contemporary marketing look like? How can the marketing discipline self-correct its failings? How fundamental are the problems? What is the contemporary context within which marketing must operate? What about the people who can't be affluent customers? What reform is necessary in academic research and education? and What is the noble calling of marketing? In Part 1, discussion ranges from marketing's image problem and consumer resistance to excessive buying and marketing as promotion. Part 2 covers Stephen Brown's characteristic words game, a rereading of Drucker (1954) that suggests restraint rather than reform, and the centrality of social values and the importance of macro analysis. There is optimism that marketing can right itself if it goes back to core basics.

Part 3 spells out some fundamental problems in the field, including unhelpful mental models and excessive marketing focus, the need for interaction and customer advocacy to be taken seriously, emphasis on markets rather than on marketing, and the need to move beyond no-longer-appropriate "modern" thinking and to realize that marketing is being changed by people living their lives as consumers. Part 4 begins with Kotler's reflections on practical actions for responsible marketing, and the nature of the market (at least in the "mature" United States) is revealed. Suggestions for shifting from "targeted harassment" to "automated consumption" are future oriented, though the technology exists now. This technology theme continues with attention to interaction as the source of value creation. This part focuses on improving marketing by focusing on customers.

In Part 5, stakeholders and positive effects of globalization are addressed. Wider perspectives are proposed beyond U.S. market activity, including consideration of the nature of industrializing countries in which reform may be unnecessary if marketing takes responsibility for representing customer interests. In Part 6, attention to the overall marketing system is advocated, along with a more balanced humanistic/intuitive and

analytic/scientific understanding. Marketing academics can lead the way by emphasizing intellectual rigour and practice-relevant research to enhance the prestige and tenure of marketing specialists. Notably, Chapter 32 illustrates a misuse of the marketing concept as business schools become erroneously "customer oriented." This part of the book ends with an experienced journal editor's suggested remedies to counter the loss of academic and practitioner influence.

Part 7 advocates a broader range of knowledge, including historical developments and conceptual thinking, and one of the chapters laments the discipline's loss of power for social good in the shift from serving needs to catering to desires. Another chapter suggests a holistic understanding and practice of marketing as an integration of people, processes, programs, and performance. Marketing has become dehumanized in the rush for scientific credibility, objectifying everyone involved as revenue generators. Fisk and colleagues suggest an artistic basis for marketing as theatrical performance. The next chapter proposes a type of metric modeling that allows for generalizations about marketing performance on several dimensions. The penultimate chapter suggests a postindustrial viewpoint: The supplier–customer relationship needs to be understood as sense-and-respond value creation, and this requires an adaptive system design. The intriguing analogy provided is the contrast between (scheduled) bus service and on-call taxi service; the former tries to anticipate and attract and thus organizes in advance for the customer, whereas the latter recognizes that at the outset, only the customer determines his or her starting point and knows where he or she wants to go.

The final chapter, which is written by the editors, does not comment on what has gone before but provides a closing for their statements in Chapter 1. They want to outline how to reform marketing. In conclusion, the discipline has lost respect and trust because it does not represent customers' interests. The reform must address the need for wellness, not remedies for illnesses. The simplicity of the marketing logic is stark. Marketing should make good products; sell them only to the people who will benefit; and treat everyone with respect and decency, as a good citizen, and at a fair profit. This is the noble profession of marketing—a far cry from the social parasite that is the specter of the antimarketing critique. Sheth and Sisodia suggest an inspiring developmental agenda for the discipline. For policy makers, the discipline must become a real profession. For academics, it should serve the interests of customers and society and then those of managers. For practitioners, the discipline must become a customer-driven strategic function that contributes to the commercial balance sheet. In short, the discipline must mature if it is to catch up with the new world order in which it can thrive or die.

This is a book of depth and creativity that indicates the state of the art. Although it is not an easy read, the journey is extensive and enriching and will be valuable as an update for everyone working in the discipline. By providing compelling and authoritative assessments of the state of the discipline and contributions that push the boundaries and refresh the understanding of the purpose, nature, and scope of contemporary marketing, this book steps firmly beyond what a textbook would accomplish. Perhaps more than anything else, this book provides a wake-up call in a style that transcends the glitz and/or technically precise conservatism of most texts on marketing. This arises because the

voices of the authors are allowed to bring the ideas alive.

The King Is Dead, Long Live the King!

The Future of Marketing, edited by Philip Kitchen, a slim volume of just 196 pages and somewhat reminiscent of a pocketbook in style, seems to be for Western European marketing managers and students. The ten chapters are a collection of essays by academics from various perspectives on the role of marketing as a business practice and as an academic subject that is promoted as a critical review yet is unashamedly managerial. The issues raised in these commentaries may be significant in a managerial agenda, but for the most part, they do not get beyond this to anything resembling a critique.

The collective credentials of the contributors are intriguing. The editor, Philip Kitchen, is British and has collaborated extensively with Don Schultz, a North American specialist in integrated marketing communications. Three contributors are Dutch marketing professors (Fred van Raaij, Theo Poiesz, and Els Gilbrecht), and one is Belgian (Walter van Waterschoot). Michael Thomas is British and is the former chairman of the Chartered Institute of Marketing, and Philip Jones is a British advertising specialist who has been based in the United States for the past 20 years. Stephen Brown is a marketing professor with a literary bent and is based in Northern Ireland. Professors Jagdish Sheth and Rajendra Sisodia are U.S. based and provide the link to the other future-gazing book reviewed herein. Cees van Riel is a professor of corporate communication, and Guido Berens is a doctoral student at Erasmus University, the Netherlands.

This is the third in a series of books from Kitchen, who is a specialist in marketing communications and marketing management. It appears that the contributors were drawn into this project through Kitchen's personal invitation. The editor "tops" and "tails" the book by setting up the book structure to ask about and then conclude and reflect on the intellectual journey the reader is supposed to have taken.

The reflections eclectically range from the redesign of marketing in response to a changing world to redefining what constitutes value. An analysis of popular marketing textbooks suggests that marketing educators are not very accurate in conceptualizing the logic of marketing, ironically taking one of Sheth's theoretical models as an example. Even with a sound body of theory, marketing academics may not effectively propagate the profession among students as managers of the future.

Chapter 5 is perhaps the one that most seriously attempts to be critical insofar as it raises queries and alternative perspectives, asking whether marketing can be professional in the true sense. Thomas's queries range from social responsibility, to democracy, to citizenship, to stakeholder value, to the pathology of epistemological commitments (dogma). He concludes that marketing needs reform.

Decision making in advertising expenditure then comes under the spotlight; it is argued that much advertising is bureaucratically sponsored, lacks necessary creativity, and is bad

for business. The importance of corporate branding in marketing is examined, suggesting that consumer judgment and decision is at stake. Stephen Brown then unleashes a peculiar dance routine to show that despite the best efforts of business schools, marketing is thriving out in the real world.

In Chapter 9, Sheth and Sisodia discuss the "future of marketing," suggesting a shift to individualization and personalized customer interactions by applying information and communication technologies. They recognize that simply spending time and money on such things is not going to work; the hard yards are in significantly changing the culture, incentive systems, and business processes of the firms that want to prosper from customer well-being. In Chapter 10, Kitchen "draws the strands together," though this proves somewhat difficult, given the diversity and selectivity of the preceding discussions. He concludes that there are opportunities and challenges in new theorizing and behavior in the field. Maybe this disparate collection will provoke, inspire, and catalyze. However, in reading this book without reading the other two, I am not sure how much progress is made.

Only Michael Thomas urges anything like a radical rethinking of the profession by critically revisiting the purpose and finding a "sightless psychopath" in the manager's chair. For me, Thomas's inspiring critique and social conscience is out of place, even hidden, in the middle of this book; he would have added something to Sheth and Sisodia's "fresh perspectives on the future."

Overview

These books are each worthy of careful and serious attention. Applbaum reveals the context of developments in marketing by examining the origins and nature of these social practices. Sheth and Sisodia create a mammoth work of wide-ranging and comprehensive proportions that constructively responds to the antimarketing criticisms by assessing and proposing a renewal of the purpose of marketing. Kitchen produces a work with nowhere near the scope and range of reflection, critique, and proposition as Sheth and Sisodia's work. In revisiting them in chronological order, Kitchen's book seems equivalent to the final section of the most recent collection, but somewhat fragmented and limited and with too few perspectives. I recommend reading this, but only alongside the other two so that the landscape is sufficiently broad and future oriented. These books are not of the same scale and ambition; however, they seem worthy of reading together.

From my own (British) point of view, I began with the expectation that Kitchen's book would be critical. I am reminded of another collected work on the future of marketing (Brownlie et al. 1999). This volume on marketing as a field of study, research, and practice proposes ways forward for the discipline and the profession. The contributors discuss a range of important issues, including marketing philosophy, marketing ethics, the marketing profession, and marketing teaching and research. It seems that this is not the kind of criticality Kitchen intend. For Kitchen, "critical" means necessary for the "success" of the marketing manager. Two other books have been published recently that bear the title "Rethinking Marketing." Hakansson, Harrison, and Waluszewski (2004)

assemble a set of contributions from a series of seminars on understanding markets and business-to-business marketing, and Walle (2001) draws insights from the social sciences and humanities to understand marketing and popular culture from a humanistic perspective. These would be worthy additions to a contemporary bookshelf that enriches understanding of the marketing discipline. Whereas musings on the future of marketing mostly consider technology as the driver of change, rethinking marketing is more about purpose and character.

I believed that Sheth and Sisodia's book would overtly perpetuate the Wall Street stock-option managerialism, but I found the opposite to be true. Furthermore, Applbaum provides the view from outside the citadel walls. As an anthropologist, not only is he outside the discipline, but he also begins with the basic idea of marketing as a social institution and maps out the cultural logic of the enterprise.

My recommendation is not to read one of these books but rather to read all of them. This will comprehensively provide a contemporary perspective on marketing as we now know it and extensions to the ways of knowing marketing. As such, marketers will be better equipped to find their future in the past while ensuring that they do not simply and mindlessly replicate the past in the future, at everyone else's expense.

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—Richard J. Varey, The Waikato Management School