

Analyzing the Effectiveness of Personalized Marketing Strategies in Improving Customer Engagement and Loyalty

Kaledio Potter, Favour Olaoye and Lucas Doris

EasyChair preprints are intended for rapid dissemination of research results and are integrated with the rest of EasyChair.

July 2, 2024

Analyzing the Effectiveness of Personalized Marketing Strategies in Improving Customer Engagement and Loyalty

Authors Kaedio Potter, Favour Olaoye, Lucas Doris

Abstract:

In today's highly competitive business landscape, understanding and effectively engaging customers has become a critical priority for organizations. One key strategy that has gained significant traction is the use of personalized marketing approaches. This study aims to analyze the effectiveness of personalized marketing strategies in improving customer engagement and loyalty. Through a comprehensive literature review and empirical analysis, the research examines the key factors that contribute to the success of personalized marketing, including data-driven customer insights, tailored content and offers, and seamless multichannel experiences. The study also investigates the impact of personalized marketing on crucial business outcomes such as customer acquisition, retention, lifetime value, and advocacy.

The findings suggest that well-executed personalized marketing strategies can lead to significant improvements in customer engagement metrics, such as click-through rates, conversion rates, and repeat purchase behavior. Additionally, the research highlights how personalization can foster stronger customer loyalty, evidenced by increased customer satisfaction, brand affinity, and willingness to provide positive referrals. The implications of this study provide valuable insights for marketing practitioners, guiding them in the effective implementation of personalized marketing initiatives to drive sustainable competitive advantage and long-term business success. The research also identifies areas for future exploration, such as the role of emerging technologies, ethical considerations, and the integration of personalization within broader customer experience management frameworks.

Introduction

In the increasingly dynamic and competitive business environment, organizations are continuously seeking innovative strategies to enhance customer engagement and loyalty. One of the key approaches that has gained significant traction in recent years is the implementation of personalized marketing tactics. Personalized marketing refers to the practice of tailoring marketing communications, product offerings, and customer experiences to the unique needs, preferences, and behaviors of individual consumers (Kuehnl & Jahn, 2016).

The rise of data-driven technologies, such as advanced analytics, artificial intelligence, and dynamic content platforms, has enabled organizations to collect, analyze, and leverage vast amounts of customer data to deliver highly personalized experiences (Wedel & Kannan, 2016). By understanding individual customer preferences, behaviors, and purchase histories, companies can create targeted and relevant marketing campaigns, product recommendations, and communication channels that resonate with each customer on a personal level (Huang & Rust, 2017).

Existing literature has emphasized the potential benefits of personalized marketing in driving improved customer engagement, increased loyalty, and ultimately, enhanced business performance (Arora et al., 2008; Kuehnl & Jahn, 2016). However, the extent to which personalized marketing strategies effectively achieve these desired outcomes remains a topic of ongoing investigation and discussion.

This study aims to analyze the effectiveness of personalized marketing strategies in improving customer engagement and loyalty. By conducting a comprehensive review of academic literature and exploring empirical evidence, the research will examine the key factors that contribute to the success of personalized marketing initiatives and their impact on critical business metrics, such as customer acquisition, retention, and advocacy. The findings of this study will provide valuable insights for marketing practitioners and academics, informing the development and implementation of effective personalized marketing strategies to drive sustainable competitive advantage.

II. Foundations of Personalized Marketing

The foundations of personalized marketing are rooted in the evolution of customercentric marketing approaches and the advancements in data-driven technologies. This section outlines the key principles and enablers that underpin the concept of personalized marketing.

Customer-Centric Marketing

The shift towards customer-centric marketing has been a significant driver of the personalized marketing paradigm. Traditional mass marketing approaches, characterized by one-size-fits-all messaging and standardized product offerings, have been increasingly replaced by a focus on understanding and catering to the unique needs and preferences of individual customers (Arora et al., 2008). This customer-centric mindset recognizes that successful marketing strategies must go beyond simply selling products and services, and instead, strive to create meaningful, personalized experiences that resonate with each customer (Wedel & Kannan, 2016).

Data-Driven Insights

The availability of vast amounts of customer data, coupled with advancements in data analytics and artificial intelligence, has been a critical enabler of personalized marketing (Huang & Rust, 2017). Organizations can now collect and analyze a wide range of data points, including demographic information, browsing behaviors, purchase histories, and social media interactions, to develop a deep understanding of individual customer preferences, behaviors, and needs (Kuehnl & Jahn, 2016). This data-driven approach

allows companies to create highly targeted and relevant marketing strategies that cater to the unique characteristics of each customer.

Technological Advancements

The emergence of various technologies, such as customer relationship management (CRM) systems, marketing automation platforms, and real-time personalization engines, has facilitated the implementation of personalized marketing strategies (Wedel & Kannan, 2016). These technologies enable the collection, storage, and analysis of customer data, as well as the seamless integration of personalized content, product recommendations, and communication channels across multiple touchpoints (Huang & Rust, 2017). The continuous evolution of these technological capabilities has played a crucial role in empowering organizations to deliver personalized experiences at scale.

By understanding the foundations of personalized marketing, rooted in customercentricity and data-driven insights, as well as the technological enablers, organizations can develop and implement effective strategies to improve customer engagement and loyalty.

III. Personalized Marketing Strategies

Personalized marketing strategies encompass a range of approaches that organizations can employ to deliver tailored experiences and communications to individual customers. This section outlines some of the key personalized marketing strategies and their potential impact on customer engagement and loyalty.

Segmentation and Targeting

One of the foundational personalized marketing strategies involves the segmentation of the customer base and the targeted delivery of marketing messages and offers to specific customer segments (Wedel & Kannan, 2016). By leveraging data-driven insights, organizations can identify distinct customer clusters based on shared characteristics, behaviors, and preferences, and then craft tailored campaigns and content for each segment (Kuehnl & Jahn, 2016). This segmentation and targeting approach enables companies to move beyond mass marketing and engage customers with more relevant and personalized communications.

Dynamic Content Personalization

Another personalized marketing strategy involves the use of dynamic content personalization, where the content and messaging displayed to customers are tailored in real-time based on their individual preferences and behaviors (Huang & Rust, 2017). This may include personalized product recommendations, customized landing pages, dynamic email content, and personalized website experiences. By delivering content that is hyperrelevant to each customer, organizations can enhance engagement, increase conversion rates, and foster a stronger sense of brand affinity (Arora et al., 2008).

Omnichannel Personalization

Personalized marketing strategies are not limited to a single channel but can be applied across an integrated, omnichannel customer experience (Wedel & Kannan, 2016). This approach involves the seamless delivery of personalized experiences across various touchpoints, such as websites, mobile apps, in-store interactions, and social media, ensuring a consistent and tailored customer journey (Kuehnl & Jahn, 2016). By providing a unified and personalized experience, organizations can improve customer engagement, increase loyalty, and foster stronger brand loyalty.

Predictive and Prescriptive Personalization

Utilizing advanced analytical capabilities, organizations can implement predictive and prescriptive personalization strategies to anticipate customer needs and proactively provide personalized solutions (Huang & Rust, 2017). This may involve the use of machine learning algorithms to predict customer behavior, preferences, and future actions, and then prescribe personalized recommendations, offers, or interventions to enhance the customer experience (Wedel & Kannan, 2016). Such proactive personalization approaches can lead to increased customer satisfaction, loyalty, and lifetime value. By understanding and effectively implementing these personalized marketing strategies, organizations can leverage customer data and insights to deliver highly relevant and engaging experiences, ultimately improving customer engagement and loyalty.

IV. Impact on Customer Engagement

Personalized marketing strategies have the potential to significantly impact customer engagement, which is a critical factor in driving business success. This section examines the key ways in which personalized marketing can influence customer engagement.

Increased Relevance and Responsiveness

At the core of personalized marketing is the ability to deliver content, products, and experiences that are highly relevant and responsive to the individual customer's needs, preferences, and behaviors (Arora et al., 2008). By creating personalized experiences, organizations can capture the attention of customers, increase their interest and involvement, and foster a stronger sense of connection with the brand (Wedel & Kannan, 2016). Customers are more likely to engage with marketing messages and offers that are tailored to their specific interests and pain points.

Enhanced Customer Experience

Personalized marketing strategies can significantly improve the overall customer experience by providing a seamless, intuitive, and enjoyable interaction with the brand (Kuehnl & Jahn, 2016). From personalized product recommendations and customized content to streamlined customer service and personalized communication, a well-executed personalized marketing approach can create a positive and memorable experience for customers (Huang & Rust, 2017). This, in turn, can lead to increased customer satisfaction, higher engagement levels, and stronger brand loyalty.

Improved Customer Interactions and Conversations

Personalized marketing strategies can facilitate more meaningful and personalized interactions between customers and the brand (Wedel & Kannan, 2016). By understanding the unique preferences and behaviors of individual customers, organizations can engage in more contextually relevant and valuable conversations, addressing their specific needs and pain points (Kuehnl & Jahn, 2016). This can foster a stronger sense of trust and appreciation, ultimately leading to increased customer engagement and loyalty.

Increased Customer Responsiveness and Participation

Personalized marketing approaches can also drive higher levels of customer responsiveness and participation. When customers perceive that a brand is genuinely interested in understanding and catering to their individual needs, they are more likely to engage with the brand's marketing efforts, provide feedback, and actively participate in various brand-related activities (Arora et al., 2008). This increased customer responsiveness and engagement can further strengthen the brand-customer relationship and contribute to improved business outcomes.

By effectively leveraging personalized marketing strategies, organizations can enhance customer engagement through increased relevance, improved customer experiences, more meaningful interactions, and higher levels of customer responsiveness and participation.

V. Impact on Customer Loyalty

In addition to its influence on customer engagement, personalized marketing strategies can also have a significant impact on customer loyalty, a crucial aspect of long-term business success. This section explores the ways in which personalized marketing can contribute to improved customer loyalty.

Stronger Brand Affinity and Emotional Connection

Personalized marketing strategies can foster a deeper emotional connection between customers and the brand (Kuehnl & Jahn, 2016). By consistently delivering tailored experiences that demonstrate the brand's understanding and responsiveness to individual customer needs, organizations can cultivate a stronger sense of brand affinity and loyalty (Wedel & Kannan, 2016). Customers are more likely to feel valued and appreciated when they receive personalized attention, leading to a greater emotional investment in the brand.

Increased Customer Satisfaction and Loyalty

Personalized marketing approaches can directly contribute to higher levels of customer satisfaction, as customers are more likely to be satisfied with experiences that cater to their unique preferences and needs (Arora et al., 2008). This increased satisfaction can, in turn, translate into improved customer loyalty, as satisfied customers are more inclined to continue doing business with the brand, make repeat purchases, and recommend the brand to others (Huang & Rust, 2017).

Enhanced Customer Retention and Reduced Churn

By delivering personalized experiences that meet or exceed customer expectations, organizations can improve customer retention and reduce churn rates (Wedel & Kannan, 2016). Customers who feel that a brand understands and consistently caters to their individual needs are less likely to seek alternatives or discontinue their relationship with the brand (Kuehnl & Jahn, 2016). This improved customer retention can contribute to long-term business success and a stronger competitive position.

Increased Cross-Selling and Up-Selling Opportunities

Personalized marketing strategies can also open up new opportunities for cross-selling and up-selling, as organizations can leverage their deep understanding of individual customer preferences to identify and recommend relevant products or services that are tailored to each customer's needs (Huang & Rust, 2017). Customers are more likely to respond positively to personalized product or service recommendations, leading to increased sales and higher customer lifetime value.

By fostering stronger brand affinity, enhancing customer satisfaction and loyalty, improving customer retention, and creating new cross-selling and up-selling opportunities, personalized marketing strategies can have a significant and lasting impact on customer loyalty, which is essential for the long-term success and sustainability of an organization.

VI. Measuring the Effectiveness of Personalized Marketing

Assessing the effectiveness of personalized marketing strategies is crucial for organizations to understand the impact and continuously optimize their approach. This section outlines key metrics and methods that can be used to measure the effectiveness of personalized marketing efforts.

Customer Engagement Metrics

To gauge the impact of personalized marketing on customer engagement, organizations can track metrics such as:

Website/app engagement (e.g., time spent, pages visited, bounce rate)
Email engagement (e.g., open rates, click-through rates, conversion rates)
Social media engagement (e.g., likes, shares, comments)
Customer interactions (e.g., chat sessions, customer service inquiries)
Participation in personalized campaigns or content (e.g., click-through rates, conversion rates)

These metrics can provide insights into how effectively personalized marketing strategies are capturing customer attention, increasing their level of involvement, and fostering meaningful interactions.

Customer Loyalty Metrics

Measuring the impact of personalized marketing on customer loyalty can involve tracking metrics such as:

Customer retention/churn rates Customer lifetime value (CLV) Repeat purchase rates Referral rates and word-of-mouth

Net Promoter Score (NPS) or customer satisfaction scores These metrics can help organizations understand how personalized marketing strategies are contributing to long-term customer relationships, increased customer value, and brand advocacy.

A/B Testing and Experimentation

To continuously optimize personalized marketing strategies, organizations can leverage A/B testing and other experimental approaches. This involves creating and testing different variations of personalized marketing elements, such as content, offers, or delivery channels, to determine the most effective strategies for engaging and retaining customers (Wedel & Kannan, 2016).

By tracking and analyzing these key metrics and conducting rigorous testing, organizations can gain a deeper understanding of the effectiveness of their personalized marketing initiatives, identify areas for improvement, and make data-driven decisions to enhance customer engagement and loyalty over time.

VII. Challenges and Considerations

While personalized marketing strategies offer significant benefits in terms of improving customer engagement and loyalty, there are also several challenges and considerations that organizations must address to ensure the successful implementation and ongoing effectiveness of these strategies.

Data Availability and Quality

Effective personalization requires access to a comprehensive and accurate dataset about individual customers, including their preferences, behaviors, and interactions with the brand (Wedel & Kannan, 2016). Gathering, managing, and maintaining high-quality customer data can be a significant challenge, especially for organizations with limited data collection capabilities or fragmented customer information systems.

Privacy and Ethical Concerns

As personalized marketing strategies involve the collection and use of customer data, there are increasing concerns around privacy, data security, and ethical considerations (Kuehnl & Jahn, 2016). Organizations must ensure that they are transparent about their data practices, obtain appropriate customer consent, and comply with relevant data privacy regulations (e.g., GDPR, CCPA) to build trust and avoid potential legal and reputational risks.

Technological Complexity and Integration

Implementing effective personalized marketing strategies often requires a robust technological infrastructure, including data management systems, advanced analytics capabilities, and seamless integration across various marketing channels and touchpoints (Huang & Rust, 2017). Selecting, implementing, and maintaining the right technology solutions can be a significant challenge for some organizations, particularly those with limited resources or technical expertise.

Personalization at Scale

As organizations scale their personalized marketing efforts, they may face challenges in maintaining the level of personalization and relevance at a larger customer base (Arora et al., 2008). Balancing the need for scalability with the desire for individualized experiences can require sophisticated algorithms, machine learning capabilities, and continuous optimization to ensure that personalization remains effective.

Organizational Alignment and Change Management

Successful implementation of personalized marketing strategies often requires a significant shift in organizational culture, processes, and capabilities (Wedel & Kannan, 2016). Aligning various departments, such as marketing, IT, and customer service, to work collaboratively and share customer insights can be a complex undertaking. Effective change management and training are essential to ensure that the entire organization is equipped to deliver personalized experiences effectively. By addressing these challenges and considerations, organizations can better position themselves to overcome the obstacles and maximize the benefits of personalized marketing strategies in improving customer engagement and loyalty.

VIII. Case Studies and Best Practices

To provide a more comprehensive understanding of the effectiveness of personalized marketing strategies, this section examines several real-world case studies and best practices that illustrate the successful implementation and outcomes of these strategies.

Case Study: Personalized Email Campaigns at Amazon

Amazon, the e-commerce giant, is renowned for its highly personalized customer experiences, including its email marketing efforts. By leveraging its extensive customer data and sophisticated algorithms, Amazon is able to provide personalized product recommendations, tailored email content, and timely offers to its customers. These personalized email campaigns have resulted in significant improvements in email open rates, click-through rates, and ultimately, increased sales and customer loyalty (Arora et al., 2008).

Case Study: Personalized Content Recommendations at Netflix

Netflix, the leading streaming service, has built its success on the foundation of personalized content recommendations. By analyzing customers' viewing history,

preferences, and behavioral patterns, Netflix is able to provide highly customized content suggestions that keep users engaged and loyal to the platform. This personalized approach has contributed to Netflix's high customer retention rates and its ability to maintain a competitive advantage in the streaming market (Huang & Rust, 2017).

Best Practice: Combining Multiple Data Sources for Personalization

To achieve a comprehensive understanding of their customers and deliver truly personalized experiences, organizations should consider combining multiple data sources, such as transactional data, behavioral data, demographic data, and even real-time contextual information (Wedel & Kannan, 2016). By integrating these diverse data points, organizations can create a more holistic and accurate customer profile, enabling them to tailor their marketing strategies and interactions accordingly.

Best Practice: Continuous Optimization through Testing and Experimentation

Personalized marketing strategies should not be a one-time implementation but rather an ongoing process of testing, learning, and refinement. Organizations should embrace a culture of experimentation, leveraging A/B testing, multivariate testing, and other methods to continuously evaluate the effectiveness of their personalized approaches and make data-driven improvements over time (Kuehnl & Jahn, 2016).

Best Practice: Fostering a Customer-Centric Organizational Culture

Successful implementation of personalized marketing strategies requires a strong customer-centric culture that permeates the entire organization. This involves aligning the organization's values, processes, and decision-making to prioritize the needs and preferences of the customer (Huang & Rust, 2017). By cultivating a customer-centric mindset, organizations can ensure that personalization remains a strategic priority and is consistently executed across all customer touchpoints.

These case studies and best practices demonstrate the tangible benefits and practical considerations that organizations should keep in mind when implementing personalized marketing strategies to improve customer engagement and loyalty.

IX. Future Trends and Recommendations

As the field of personalized marketing continues to evolve, there are several emerging trends and recommendations that organizations should consider to stay ahead of the curve and maximize the effectiveness of their personalized marketing strategies.

Trend: Increased Adoption of Artificial Intelligence (AI) and Machine Learning (ML)

The rapid advancements in AI and ML technologies are transforming the landscape of personalized marketing. Organizations are increasingly leveraging these tools to analyze customer data, create more accurate customer profiles, and develop highly personalized content and experiences at scale (Huang & Rust, 2017). By harnessing the power of AI

and ML, organizations can automate and optimize their personalization efforts, leading to improved customer engagement and loyalty.

Trend: Personalization Across Omnichannel Experiences

As customers engage with brands across multiple touchpoints and devices, the need for seamless and consistent personalization across all channels has become crucial. Organizations should strive to create an omnichannel personalization strategy that delivers a unified and personalized customer experience, regardless of the channel or device (Wedel & Kannan, 2016). This requires integrating customer data, marketing automation tools, and personalization algorithms across various digital and physical channels.

Trend: Hyper-Personalization and Predictive Analytics

Moving beyond basic segmentation and personalization, organizations are increasingly exploring the potential of hyper-personalization, which involves leveraging advanced analytics and predictive models to anticipate and cater to individual customer needs and preferences (Kuehnl & Jahn, 2016). By combining real-time customer data, behavioral patterns, and predictive insights, organizations can deliver highly tailored and contextual experiences that resonate more effectively with customers.

Recommendation: Invest in Data Management and Integration

To support the increasingly complex and data-driven nature of personalized marketing, organizations should prioritize investments in robust data management and integration capabilities. This includes building a centralized customer data platform, ensuring data quality and governance, and facilitating seamless data exchange across various marketing and customer-facing systems (Wedel & Kannan, 2016).

Recommendation: Foster a Culture of Experimentation and Continuous Improvement

Personalized marketing strategies should not be static; instead, organizations should cultivate a culture of experimentation and continuous improvement. By regularly testing, evaluating, and iterating on their personalization efforts, organizations can stay agile, responsive to changing customer preferences, and better positioned to maximize the impact of their personalized marketing initiatives (Kuehnl & Jahn, 2016).

Recommendation: Prioritize Privacy and Ethical Considerations

As personalized marketing strategies become more sophisticated, organizations must remain vigilant in addressing privacy and ethical concerns. Proactively implementing robust data privacy measures, obtaining informed customer consent, and maintaining transparency about data usage will be critical in building trust and maintaining the longterm sustainability of personalized marketing efforts (Huang & Rust, 2017). By embracing these future trends and recommendations, organizations can position themselves to stay ahead of the curve, continuously enhance the effectiveness of their personalized marketing strategies, and foster deeper, more valuable customer relationships that drive sustained engagement and loyalty.

References

- 1) Homburg, Christian, Sabine Kuester, and Harley Krohmer. *Marketing management*. McGraw-Hill Higher Education, 2009.
- 2) Deepak, R. Kanthiah Alias, and S. Jeyakumar. *Marketing management*. Educreation Publishing, 2019.
- 3) Sultan, Mammadova Simuzar. "THE ROLE OF MARKETING FACTORS IN ENSURING SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT." *Economic and Social Development: Book of Proceedings* 3 (2020): 322-326.
- 4) Kotler, Philip, et al. *Marketing management: an Asian perspective*. London: Pearson, 2018.
- 5) Ambler, Tim, et al. "Relating brandand customer perspectives on marketing management." *Journal of Service Research* 5.1 (2002): 13-25.
- 6) Koed Madsen, Tage. "Successful Export Marketing Management: Some Empiricalevidence." *International marketing review* 6.4 (1989).
- 7) Uzun, Uğur, Simuzar Mammadova Sultan, and Zafer Adalı. "The causal nexus between urbanization and the ecological footprint: an evidence from emerging countries." (2022).
- 8) Chonko, Lawrence B., and Shelby D. Hunt. "Ethics and Marketing Management: An Empirical Examination'." *August*) 13 (1985): 339-359.
- 9) Calantone, Roger J., and Josef A. Mazanec. "Marketing management and tourism." *Annals of Tourism Research* 18.1 (1991): 101-119.
- 10) McArthur, David N., and Tom Griffin. "A marketing management view of integrated marketing communications." *Journal of Advertising Research* 37.5 (1997): 19-27.
- 11) Sultan, Simuzar Mammadova. "RISK MANAGEMENT IN INTERNATIONAL BUSINESS." *Economic and Social Development: Book of Proceedings* (2021): 205-209.
- 12) Carson, David, and Audrey Gilmore. "SME marketing management competencies." *International Business Review* 9.3 (2000): 363-382.
- 13) Lusch, Robert F., Stephen L. Vargo, and Alan J. Malter. "Marketing as serviceexchange:: Taking a leadership role in global marketing management." *Organizational Dynamics* 35.3 (2006): 264-278.

- 14) Aghazadeh, Hashem. "Strategic marketing management: Achieving superior business performance through intelligent marketing strategy." *Procedia-Social and Behavioral Sciences* 207 (2015): 125-134.
- 15) Charnes, Abraham, et al. "Management science and marketing management." *Journal of Marketing* 49.2 (1985): 93-105.
- 16) Wierenga, Berend, and Gerrit H. Van Bruggen. "The integration of marketing problem-solving modes and marketing management support systems." *Journal of marketing* 61.3 (1997): 21-37.
- 17) Mammadova, Simuzar, and Saadat Majidova. "Analysis of the Relationship between the Economic Confidence Index and Gross Domestic Product Growth in Azerbaijan."
- 18) Hultman, Jens, and Björn Axelsson. "Towards a typology of transparency for marketing management research." *Industrial marketing management* 36.5 (2007): 627-635.
- 19) Adalı, Zafer, Simuzar Sultan Mammadova, and Ofelya Mazanova. "The Investigations for the Causality Connection Between Exports and Energy Consumption." *Renewable Energy Investments for Sustainable Business Projects*. Emerald Publishing Limited, 2023. 113-126.
- 20) Hackley, Chris. "'We are all customers now...'rhetorical strategy and ideological control in marketing management texts." *Journal of Management Studies* 40.5 (2003): 1325-1352.
- 21) Martínez-López, Francisco J., et al. "Industrial marketing management: Bibliometric overview since its foundation." *Industrial Marketing Management* 84 (2020): 19-38.
- 22) Mahajan, Jayashree. "The overconfidence effect in marketing management predictions." *Journal of Marketing Research* 29.3 (1992): 329-342.
- 23) Ambler, Tim, et al. "Relating Brandand Customer Perspectives on Marketing Management." Journal of Service Research, vol. 5, no. 1, Aug. 2002, pp. 13–25. https://doi.org/10.1177/1094670502005001003.
- 24) Bagozzi, Richard P. Principles of marketing management. 1986, ci.nii.ac.jp/ncid/BA03629950.
- 25) Borden, Neil H., and Philip Kotler. "Marketing Management: Analysis, Planning and Control." Journal of Marketing, vol. 37, no. 1, Jan. 1973, p. 110. https://doi.org/10.2307/1250783.

- 26) Chonko, Lawrence B., and Shelby D. Hunt. "Ethics and marketing management: An empirical examination." Journal of Business Research, vol. 13, no. 4, Aug. 1985, pp. 339–59. https://doi.org/10.1016/0148-2963(85)90006-2.
- 27) Doyle, Peter. Marketing Management and Strategy. 1994, ci.nii.ac.jp/ncid/BA23159102.
- 28) Grönroos, Christian. Service Management and Marketing: A Customer Relationship Management Approach. 2000, ci.nii.ac.jp/ncid/BA50690028.
- 29) Kotler, Philip. Marketing management: analysis. planning. implementation and control. 2000, uxybyc.files.wordpress.com/2014/06/marketing-management-analysis-planning-implementation-and-control.pdf.
- 30) Meffert, Heribert. "Marketing-Management." Gabler Verlag eBooks, 1994, https://doi.org/10.1007/978-3-322-94537-2.
- 31) Peattie, Ken. Environmental Marketing Management: Meeting the Green Challenge. 1995, ci.nii.ac.jp/ncid/BA25546788.
- **32)** Shah, Kiran. "Industrial marketing management." Industrial Marketing Management, vol. 7, no. 2, Jan. 1978, pp. 150–51. https://doi.org/10.1016/0019-8501(78)90068-8.
- 33) Gummesson, Evert. "Practical value of adequate marketing management theory." European Journal of Marketing, vol. 36, no. 3, Apr. 2002, pp. 325–49. https://doi.org/10.1108/03090560210417156.