

Thomas Fandrich

Essays on

Learning from Consumer Response to Support Marketing Mix Decisions

Empirical Applications to Decisions on Product, Price and Promotion

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Vorwort

Die vorliegende Arbeit ist im Rahmen meiner Tätigkeit als wissenschaftlicher Mitarbeiter am Lehrstuhl für Innovation, Neue Medien und Marketing entstanden und wurde über zweieinhalb Jahre durch ein Forschungsstipendium der Kühne Logistics University in Hamburg gefördert. Sie setzt sich mit aktuellen Forschungsfragen zu den Marketing Mix Instrumenten Produkt, Preis und Promotion auseinander und verfolgt das Ziel, entscheidungsunterstützende Implikationen aus dem beobachtbaren Verhalten der Konsumenten zu generieren.

Eine solche Dissertation kann selbstverständlich nur mit tatkräftiger Unterstützung und in einem guten Forschungsklima gelingen. Mein größter Dank gilt in diesem Zusammenhang meinen Doktorvater Prof. Dr. Dr. h.c. Sönke Albers, der mich über die gesamte Zeit meiner Promotion sowohl fachlich als auch menschlich in sehr vielen Belangen unterstützte. Seine Expertise und sein hervorragendes Forschungsnetzwerk ermöglichten es mir schnell meine Projekte weiter zu entwickeln und auch international zu präsentieren: so z.B. bei Konferenzvorträgen an der Wharton Business School und der London Business School sowie im Rahmen meines mehrmonatigen Forschungsaufenthalts an der Özyeğin University Istanbul.

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Thomas Fandrich

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Synopsis

1 Introduction

Since the introduction of the *Marketing Mix* terminology on *product, price, place, and promotion* (McCarthy 1960) marketing research has investigated various aspects of consumers' response to these so called 4P's of marketing. Numerous articles have been published on the impact of product innovation (e.g., Hauser, Tellis, and Griffin 2006), aesthetic product design (e.g., Bloch 1995; Landwehr, McGill, and Herrmann 2011), price (e.g., Bijmolt, Van Heerde, and Pieters 2005), sales force (e.g., Albers, Mantrala, and Sridhar 2010), and promotion (e.g., Henningsen, Heuke, and Clement 2011) providing valuable insights for managers and supporting their decisions on marketing mix strategies (Albers 2012).

Nevertheless, recent developments in both marketing research and marketing practice induced several *new research streams* calling for a continuous learning from consumer response by conducting novel empirical studies. For example, the objective measurement of *aesthetic product design* has turned out to be a promising operationalization for improving the prediction accuracy of consumers' response to new product launches (Landwehr, Labroo, and Herrmann 2011). Furthermore, decades of globalization have led to a wealth of new markets and customers that have been moved to the centre of interest for future research on marketing in *emerging markets* (e.g., Burgess and Steenkamp 2006; Kumar and Steenkamp 2013; Pauwels, Erguncu, and Yildirim 2013). Moreover the continuing success story of electronic commerce, in particular online advertising has created several new opportunities for companies to market their products. In 2012 *online product videos* have been reported to be the fastest growing ad format (eMarketer 2012) but marketing research provides only very limited empirical insights yet on how consumers' purchase behavior is actually influenced by such advertisements (Jiang and Benbasat 2007).

Finally, the increasing availability of rich data on customer and market information, often called ‘Big Data’, enables researchers and marketers to develop new approaches of personalized promotion in terms of *customer targeting* (e.g., Dong, Manchanda, and Chintagunta 2009).

Dealing with methodological as well as empirical aspects, the present work builds on this new research streams relating to marketing mix decisions and investigates the following five research questions:

i. Limited Information on Consumers’ Response:

How can limited information on the dependent variable of consumer response be adequately incorporated in regression models?

ii. Aesthetic Product Design:

Can we explain and even predict consumers’ perceived similarities of aesthetic product designs by employing objective design measures?

iii. Global vs. Local Pricing and Product Strategies:

Do consumers around the world respond similarly to marketing mix decisions on price and product attributes or are there systematic differences induced by cultural and economic factors?

iv. Online Promotion:

How do online product videos affect consumers’ shopping behavior and which video content fits certain products best?

v. Targeted Promotion:

How can the economic profitability of customer targeting campaigns be assessed in advance and how should a profit margin-based targeting approach be conducted?

2 Research Contributions

This research has been conducted under the supervision of Prof. Dr. Dr. h.c. Sönke Albers during my employment as a research associate at his Department of Innovation, New Media, and Marketing at the Christian-Albrechts-University at Kiel. Furthermore the doctoral thesis has been funded by a research scholarship granted by the Kühne Logistics University Hamburg. Both their support allowed excellent research conditions which have led to the five papers on marketing mix decision support shown in Table 1.

While the first methodological article (A) presents a comprehensive overview of the technique of *limited dependent variables response modeling*, the second article (B) proposes a decompositional objective method to explain and predict consumers' perceived similarities of aesthetic *product* designs. While article B focuses on decision support for shaping and positioning aesthetic product designs, study (C) analyzes consumers' responsiveness to *price* and technical *product* attributes in a global marketing context by investigating marketing elasticities for a wide range of countries all over the world. In addition to the product and price perspective, study (D) shows how online *promotion* in terms of product videos affect consumers' shopping behavior. Finally study (E) proposes a new profit margin-oriented targeting approach that (i) helps to assess the economic profitability of targeted *promotion* efforts in advance and (ii) shows how a profit margin-based targeting should be applied. In the following, a brief summary of each paper's contribution to its respective research area is given.

Table 1: Overview of Papers

| Methodological Article | |
|---|---|
| A. Modelle für trunkierte und zensierte Variablen – eine Einführung in Stata | Thomas Fandrich Albers, Sönke, Daniel Klapper, Udo Konradt, Achim Walter and Joachim Wolf (eds.): <i>Methodik der empirischen Forschung</i> , 3 rd ed., Gabler: Wiesbaden, 2009. Complementary web article available at: www.bwl.uni-kiel.de/bwlinstitute/grad-kolleg/new/index.php?id=267 |
| Methodological Article with Empirical Application | |
| B. Employing Image Analysis for Predicting the Sense of Sameness | Thomas Fandrich, Thomas Schreiner, Mark Heitmann, and Katrin Talke Submitted to: <i>JPIM – Journal of Product Innovation Management</i> , VHB Jourqual Category A |
| Empirical Studies | |
| C. Apps Appeal: Where in the World are Consumers Sensitive to Price, Ratings and Product Characteristics? | Thomas Fandrich, Raoul V. Kübler, and Koen Pauwels Submitted to: <i>JMR – Journal of Marketing Research</i> , VHB Jourqual Category A+ |
| D. Information or Entertainment? Matching the Right Online Video Content to Your Product | Thomas Fandrich, Christian Barrot, and Martin Mittelstädt To be submitted to: <i>IJEC – International Journal of Electronic Commerce</i> , VHB Jourqual Category B |
| E. Deckungsbeitragsorientierte Steuerung von Targeting-Kampagnen | Thomas Fandrich, Christian Barrot, and Jan U. Becker Submitted to: <i>ZfbF – Zeitschrift für betriebswirtschaftliche Forschung</i> , VHB Jourqual Category B |

2.1 Methodological Article on Limited Dependent Variables

Learning from consumer response to support marketing mix decision often starts with any form of marketing response modeling, which is straightforward if there is sufficient information on all dependent and independent variables. However, in reality decision makers often face situations where complete data on consumers' response is absent which leads to dependent variables showing observations only for a limited range of values. In this context, distinction is made between censored (Tobin 1958) and truncated (Hausman und Wise 1977) variables. Both cases have important consequences regarding the distributional assumptions of the classical linear regression model because the dependent variable no longer follows a Gaussian distribution. Thus, applying simple ordinary least squares to such data leads to inconsistent estimates of response parameters (Long 1997 p. 201ff.; Wooldridge 2002 p. 524f.) which, in turn, may induce potentially biased marketing mix decisions.

Therefore, the article *Modelle für trunkeerte und zensierte Variablen – eine Einführung in Stata* presents a comprehensive overview of the technique of limited dependent variable modeling including the most relevant issues: (i) the reason for and distinction between censoring and truncation, (ii) the two main adjustments of censored and truncated regression models, (iii) interpretation of coefficients, and (iv) estimation and software application.

In sum, the article intends to encourage the awareness and application of limited dependent variable(s) models to investigate consumers' marketing responsiveness in research and practice. The article is going to be published in the upcoming new edition of the book "Methodik der Empirischen Forschung" edited by Albers, Klapper, Konradt, Walter, and Wolf whose target groups are young academics and methodologically oriented practitioners who will most hopefully act as a multiplier for this topic.

2.2 Methodological Article on Aesthetic Product Design Similarity: Employing Image Analysis for Predicting the Sense of Sameness

The common marketing mix process starts with the development of new products. Apart from technical product attributes the aesthetic product design, in particular similarity of design, has an important role for marketing decision makers as it mainly describes the balancing act of creating designs similar enough for product categorization, brand recognition, and consistency (Bloch 1995; Goode, Dahl, and Moreau 2013; Karjalainen and Snelders 2010; Kreuzbauer and Malter 2005; 2007), yet different enough for product differentiation and a unique brand positioning (Fuchs and Diamantopoulos 2012; Rubera and Droge 2013; Talke et al. 2009).

Hence, to systematically manage these outcomes of similarity, designers have to develop a deep understanding about perceived aesthetic design similarity itself. In design literature, several concepts aim at describing whether a new design deviates from the status quo: atypicality (e.g., Loken and Ward 1990), originality (e.g., Runco and Charles 1993), uniqueness (e.g., Bloch 1995), novelty (e.g., Hekkert, Snelders, and van Wieringen 2003), or newness (e.g., Talke et al. 2009). Typically customers are simply asked for holistic similarity judgments. These judgments are then related to other variables to understand the effect of similarity.

However, from a managerial point of view reliance on consumer surveys for assessing subjective design similarity has a number of shortcomings. Throughout the new product development (NPD) process, managers will be interested in testing potential design alternatives with customers. Obtaining a full picture of all pairwise similarity relations within the competitive set demands an enormous amount of effort since both time and cost of market research increase exponentially with each additional concept under investigation. Furthermore, interest in market information tends to coincide with interest in confidentiality. As a consequence, companies often refrain from surveying larger customer groups despite urgent need of market feedback which can in turn result in suboptimal managerial choices. Most importantly, product design decisions typically

require information about the reasons for similarity judgments. However, detailed surveys on all potential design characteristics would overwhelm respondents. This keeps product managers without indications on how to modify the similarity of a new design concept with respect to other (potential) products in the market. It also does not permit predictions about similarity judgments of alternative product designs not explicitly tested with customers. In consequence, the possible managerial insights derived from holistic similarity judgments remain quite limited.

Therefore, the paper *Employing Image Analysis for Predicting the Sense of Sameness* addresses these limitations and presents an innovative decompositional method employing genetic search algorithms to reproduce perceived design similarity on the basis of objective design measures. In this way we are able (i) to identify the objective design characteristics driving subjective assessment of similarity, (ii) to highlight the directional influence of those key drivers in an intuitive graphical format, and (iii) to forecast design similarities perceived by consumers.

The results of a large empirical study (n=704 participants) for two different US automobile segments demonstrate that our approach reproduces consumers' perception of aesthetic similarity very well and identifies several design characteristics that mainly drive consumer judgments. In sum, our method contributes to managerial decision support systems in NPD by clarifying the reasons for similarity judgments and predicting consumer responses to new product design concepts.

2.3 Empirical Study on Price, Customer Feedback and Product Characteristics: A Global Perspective of Marketing Elasticities

Having decided about the aesthetic characteristics of a new product design companies are faced with decisions on price and technical product attributes for the target market. Decades of globalization and rapid advancements in technology and Web 2.0 consumer-to-consumer contact have created huge global markets, especially for digital goods.

But does this mean the world has become a “global village” of similar marketing sensitivities, implying globally standardized marketing strategies as proposed by Levitt (1983)?

Although new emerging markets offer promising business opportunities including a wealth of potential new customers (Burgess and Steenkamp 2006; Chao et al. 2003) previous research offers little guidance to managers whether these customers respond similarly to marketing actions. For example, recent research on price elasticities put a strong focus on a very few mature markets (USA, Australia/New Zealand, Germany, Dutch, and Japan) but did not investigate consumer responsiveness in a wide global context including emerging as well as mature markets (Bijmolt, Van Heerde, and Pieters 2005). An even deeper knowledge gap appears for other important sales drivers, such as user ratings, which are a key source of information for many customers (Chevalier and Mayzlin 2006; Moe and Trusov 2011). Only two studies on the impact of online word-of-mouth are set outside the United States (Ye et al. 2010; Koh, Hu, and Clemons 2010). As for product, recent research has examined differences in diffusion of innovation (Tellis, Stremersch, and Yin 2003; Van den Bulte and Stremersch 2004; Yaveroglu and Donthu 2002), but not differences in response to certain product attributes.

In sum, there is a strong academic and managerial need for studies comparing consumer sensitivity to price, ratings and product characteristics around the world. Therefore, the paper *Apps Appeal: Where in the World are Consumers Sensitive to Price, Ratings and Product Characteristics?* is the first to analyze consumers’ marketing responsiveness across a wide variety of countries and addresses the two following research questions: (i) Are there cross-country differences in marketing elasticities? (ii) If so, can economic and cultural factors help to explain these differences?

Employing a hierarchical linear model to analyze sales rank data of 1,872 apps, for 276 consecutive days, across 60 countries in the world our study provides several novel findings. First, we find that marketing elasticities vary widely and systematically. Furthermore we show that price sensitivity is lower in countries with high uncertainty

avoidance, while rating sensitivity is lower in countries with higher individualism and higher masculinity scores. Product complexity hurts sales rank more in countries with high uncertainty avoidance. Finally, apps with age restriction labels score better in masculine countries. Overall, our study provides a first step towards a comprehensive understanding of global marketing elasticities and aims to stimulate further research in this area.

2.4 Empirical Study on Online Promotion: The Effect of Online Product Videos on Consumers' Shopping Behavior

Complementary to the preceding marketing mix decisions on new product development and price marketers need to promote their products after launch. In recent years, the growing trend toward using online video content has also reached online retailers. A market review conducted by the e-tailing group, a leading American e-commerce consultancy, reveals that videos were included in the online shopping experience of 70% of online retailers in 2012 versus 59% in 2011 (Invodo 2012). Furthermore, with that the American market research institute eMarketer reported that online videos are the fastest growing ad format with nearly 55% growth in 2012 (eMarketer 2012). This huge investment in video production and placement is based on the assumption that product videos enhance the purchasing experience and ultimately lead to increased conversions and sales. However, there is no publically available systematic empirical evaluation of the effects and efficiency of online product videos - only anecdotal evidence from marketing practice seems to support this assumption.

Similarly, empirical marketing research has provided only very few studies that investigate the impact that product videos have on online buying behavior (e.g., Jiang and Benbasat 2007; Park, Stoel, and Lennon 2008; Xu et al. 2012). A particular focus of these studies is the information richness of product websites, i.e., determining what combination of media elements, such as texts, pictures and videos, avoids information overload and leads to optimal reception from (potential) buyers. In general, the inclusion of online product videos has been found to be advantageous for such aspects as

product recall (Li et al. 2012), attribute belief (Klein 2003) or purchase intention (Jiang and Benbasat 2007; Park, Stoel, and Lennon 2008; Xu et al. 2012).

However, while videos in general have been found to be a helpful addition to product presentations, there is an apparent lack of research on how exactly videos affect potential buyers and what type of videos need to be combined with what specific type of products. Consequently, manufacturers, video providers and online retailers produce hundreds of thousands of product videos per year and embed them into millions of product detail pages without any substantiated guidelines regarding how to match specific video contents and different product types. Thus, a substantial share of production budgets is potentially wasted on inappropriate or inefficient content. At the same time, online retailers fail to realize the full potential of the sales or traffic increases that optimized video content matching would offer.

The paper *Information or Entertainment? Matching the Right Online Video Content to Your Product* addresses this research gap. In cooperation with the largest European provider of online product videos (more than 200,000 videos for 1,500 brands in 700 shops) we conduct large scale field experiments to determine how product videos affect consumers' online shopping behavior.

For this purpose, (i) we not only attempt to replicate previous findings that online product videos have a positive impact on revisit and purchase intentions but (ii) also why, i.e., whether these videos increase the perceived usefulness or the perceived enjoyment of a website and/or improve the viewer's attitude towards the product in question. Furthermore, we go beyond previous literature to (iii) determine the impact of different videos and products: For this purpose, we vary both the video content (informative versus emotional) and the product type (high involvement vs. low involvement) to determine what combination would provide the best fit with regard to increases in perceived enjoyment/usefulness and, ultimately, increased revisiting and purchase intentions.

Employing a structural equation model to the experimental data of n=810 participants we find that online product videos mainly improve the perceived enjoyment (rather than the perceived usefulness) of a website and lead to both higher revisiting and buying intention. Furthermore, we show that informative videos are superior for high-involvement products, whereas emotional videos should be used for low-involvement products. In sum, our study provides novel and detailed insights into whether online product videos should be used and, importantly, how.

2.5 Empirical Study on Targeted Promotion: Profit Margin Oriented Management of Targeting Campaigns

The preceding study on online product videos has shown that companies can strategically influence consumers' behavior by doing promotions. However, the increasing number of online as well as offline advertising media induces a growing information overload for consumers (Porter and Golan 2006). As a consequence, consumers mistrust traditional advertising media, avoid them actively (Hann et al. 2008), or postpone purchase decisions for an indefinite time (Iyengar und Lepper 2000). Thus, facing a decreasing efficiency of traditional advertising campaigns marketers have to react with new ways of individual customer contact.

Such approaches of individual customer contact are summarized under the term targeting, which means that individual customer information is employed to personalize advertising messages. Previous studies have shown that targeting improves conversion rates and leads to a more efficient customer acquisition accordingly (e.g., Dong, Manchanda, and Chintagunta 2009; Ansari and Mela 2003; Hinz et al. 2011). However, the sole assessment of conversion rates does not allow for any inference about the economic success of targeting and it is the latter that marketing managers strive to improve.

Therefore, the paper *Deckungsbeitragsorientierte Steuerung von Targeting-Kampagnen* introduces a new profit margin-oriented targeting approach that (i) helps

to assess the economic profitability of targeting campaigns in advance, (ii) shows how a profit margin-based targeting should be applied, and (iii) provides insights in which cost-revenue conditions targeting is worthwhile at all. We apply our approach to a large scale advertising dataset of $n=9,000$ customers in the telecommunication industry and show that, depending on the given cost-revenue condition our targeting approach outperforms untargeted customer contacts by magnitudes, whereas certain cost-revenue conditions do not offer any substantial improvements through targeting at all. In sum, our approach contributes to managerial decision support systems in advertising planning by providing an economic assessment of targeting campaigns.

3 Manifestations on Co-Authorships

Four of the five papers have been developed in co-authorship. In all of the four cases the order of authors reflects the contribution to the paper.

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A. Modelle für trunkeerte und zensierte Variablen – eine Einführung in Stata

Thomas Fandrich

Albers, Sönke, Daniel Klapper, Udo Konradt, Achim Walter, and Joachim Wolf (eds.):
Methodik der empirischen Forschung, 3rd ed., Gabler: Wiesbaden, 2009.

Complementary web article available at:

www.bwl.uni-kiel.de/bwlinstitute/grad-kolleg/new/index.php?id=267

Abstract

Researchers and managers often face situations where complete data on consumers' response is absent which leads to dependent variables showing observations only for a limited range of values. In this context, distinction is made between censored and truncated variables. Both cases have important consequences regarding the distributional assumptions of the classical linear regression model because the dependent variable no longer follows a Gaussian distribution. Thus, applying simple ordinary least squares to such data leads to inconsistent estimates of response parameters which, in turn, may induce potentially biased conclusions. Therefore, this article presents a comprehensive overview of the technique of limited dependent variable modeling including the most relevant issues: (i) the reason for and distinction between censoring and truncation, (ii) the two main adjustments of censored and truncated regression models, (iii) interpretation of coefficients, and (iv) estimation and software application.

B. Employing Image Analysis for Predicting the Sense of Sameness

Thomas Fandrich, Thomas Schreiner¹, Mark Heitmann², and Katrin Talke³

Submitted to:

JPIM – Journal of Product Innovation Management (VHB Jourqual Category A)
available at: <http://ssrn.com/abstract=2366297>

Abstract

From the late 19th century on, psychological research is interested in humans' sense of sameness, since perceived similarity between objects is fundamental for cognitive processes like object recognition and categorization. Product designers continuously emphasize how important yet difficult it is to create new products with designs similar enough for brand recognition, yet dissimilar enough for a unique positioning. Advancing the understanding of perceived design similarity would greatly help to systematically manage this balance. Design literature provides several concepts, which assess how much a new design deviates from the status quo based on consumers' holistic similarity judgments. For management practice, however, tests of numerous design alternatives with consumers throughout the NPD process are time-consuming, costly and threaten confidentiality. In addition, holistic judgments cannot provide any insights about the design elements that explain perceived similarity. For designers it thus remains unclear which elements should be modified to increase or decrease perceived similarity between new and existing designs. It also prohibits predictions about similarities of alternative product designs, which have not been explicitly tested with consumers. To overcome these drawbacks, we introduce an objective, component-based measurement approach of design similarity. Based on standardized product images, we identify a set of objective measures for all relevant design elements. The results of an empirical study demonstrate that similarity judgments of consumers can be reproduced with these measures. Our approach, thus, makes measurement of design similarity more efficient, uncovers the design elements that drive holistic similarity judgments, and enables managers to predict the positioning of alternative product designs in the perceptual space.

Keywords: Product Design, Similarity, Perception, Cognition, Information Retrieval

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C. Apps Appeal: Where in the World are Consumers Sensitive to Price, Ratings and Product Characteristics?

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Submitted to:

JMR – Journal of Marketing Research (VHB Jourqual Category A+)

available at: <http://ssrn.com/abstract=2366299>

Abstract

Research abounds on consumer price response in Western markets, but offers little guidance to managers marketing their products around the world. For instance, smartphone/tablet applications represent a global market for developers, who have yet to exploit their freedom in localizing marketing. This paper investigates how sales rank depends on app price, ratings, product complexity, product improvement and product labels for 1,800 apps across 60 countries. Beyond contrasting emerging and mature markets, we analyze how consumer response depends on cultural and economic factors. A hierarchical model distinguishes variation among apps in one country from country-level differences. We find that sales rank elasticities vary widely and systematically. The results support our hypotheses that price sensitivity is lower in countries with high uncertainty avoidance, while rating sensitivity is lower in countries with more income equality, higher individualism and higher masculinity. Product complexity hurts sales rank more in countries with high uncertainty avoidance. Finally, apps with age restriction labels score better in masculine countries with higher income and income inequality. Contrary to the common practice of global integration, we urge developers to adapt pricing and product characteristics. Economic and cultural communalities between countries allow ‘local learning’, as consumer sensitivities vary systematically in predictable patterns.

Keywords: apps, marketing effectiveness, emerging market, hierarchical linear model, individualism, power distance, uncertainty avoidance, masculinity, GDP, income inequality

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D. Information or Entertainment? Matching the Right Online Video Content to Your Product

Thomas Fandrich, Christian Barrot¹, and Martin Mittelstädt²

To be submitted to:

IJEC – International Journal of Electronic Commerce (VHB Jourqual Category B)
available at: <http://ssrn.com/abstract=2366268>

Abstract

As online video content becomes increasingly popular, online retailers try to follow this trend and incorporate product videos into their websites. By doing so, they hope to encourage re-visit and purchase intention and, ultimately, increase sales. However, the actual effect of product videos has received little attention in marketing research. In particular, what type of video content should be matched to what type of product remains unclear. Thus, product video providers face the risk of expensively producing the wrong content and online retailers forgo potential sales increases because of poorly matched product-video content combinations. In our empirical study, we analyze the effects of product videos integrated into the product detail pages of online shops. We examine the impact of different video contents (emotional/informative) for different product types (low/high involvements). We find that emotional videos are superior for low involvement products, while informative video content should be used for high involvement products.

Keywords: Electronic Commerce; Online Videos; Technology Acceptance Model; Elaboration Likelihood Model

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E. Deckungsbeitragsorientierte Steuerung von Targeting-Kampagnen

Thomas Fandrich, Christian Barrot¹, and Jan U. Becker²

Submitted to:

ZfbF – Zeitschrift für betriebswirtschaftliche Forschung (VHB Jourqual Category B)
available at: <http://ssrn.com/abstract=2366302>

Abstract

Eine Vielzahl von Studien konnte zeigen, dass sich die Konversionsraten in der Neukundenansprache durch Targeting steigern lassen. Konkrete Aussagen über den ökonomischen Erfolg von Targeting-Kampagnen können allerdings auf dieser Basis bisher nicht getroffen werden. Der vorliegende Beitrag stellt daher eine deckungsbeitragsorientierte Sichtweise zur Bewertung des Targeting vor, so dass eine Einschätzung zur Profitabilität bereits vor der Durchführung von Targeting-Kampagnen möglich ist. Auf Basis dieser Überlegungen wird erläutert, wie ein deckungsbeitragsorientiertes Targeting in der Unternehmenspraxis anzuwenden ist und wann sich die gezielte gegenüber der ungezielten Kundenansprache auszahlt.

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Education

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