

Contemporary Marketing Practices research program: a review of the first decade

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Abstract

Purpose – The objective of the Contemporary Marketing Practices (CMP) research program is to develop an understanding of how firms relate to their markets in a manner that integrates both traditional and more modern views of marketing, and incorporates an understanding of both the antecedents and consequences of different practices. This paper aims to review its first decade.

Design/methodology/approach – The paper adopts a theoretical approach. It reviews the history of CMP research and its outcomes. The assessment concludes with a discussion of the program's contribution to marketing knowledge and some issues and challenges for future research.

Findings – Now a decade old, the CMP research program has undertaken research in over 15 countries. The study finds that it has made a unique contribution to marketing knowledge by bridging the gap between theory and practice.

Originality/value – By adopting a multi-paradigm philosophy and a multi-method approach, a broad perspective has been achieved that integrates the traditional managerial view of marketing with relational and process arguments.

Keywords Marketing strategy, Relationship marketing, Communication technologies

Paper type General review

An executive summary for managers and executive readers can be found at the end of this issue.

Initiating contemporary marketing practices through the creative tension between theory and practice

Since the 1980s, a fragmentation of mainstream marketing has occurred. Greater emphasis is now placed on marketing processes, relationships with customers and relationships with other stakeholders including suppliers, channel intermediaries, and other market contacts (Wilkie and Moore, 2003; Vargo and Lusch, 2004). To reflect this perspective, the term "relationship marketing" (RM) was coined by Berry (1983). Within ten years of this, RM had gained support in the literature as a "new marketing paradigm", with a number of special journal issues and books advocating RM as an essential practice (e.g. Sheth *et al.*, 1988; Grönroos, 1990; Christopher *et al.*, 1991; Houston *et al.*, 1992).

While the arguments for a paradigm shift in marketing were persuasive, they did not support research at the University of Auckland in New Zealand. As one example, within Nicole Coviello's PhD research on the internationalisation of entrepreneurial technology-based ventures, she examined the nature of marketing in these firms (Coviello, 1994). Her findings indicated that more successful firms facilitated their growth through use of network relationships, while less

successful firms relied on a more transactional or "4P" approach to the market. Nevertheless, it was apparent that all the firms in her study employed an approach to marketing that involved a combination of classic transactional practices and a range of different relational practices. Further, unlike the debate prevalent amongst academics about which was the "correct" theoretical paradigm (i.e. transaction vs relationship marketing), the managers in Coviello's research appeared comfortable with multiple (and parallel) marketing practices, and network relationships, (which were just one form of relational marketing used by the firms). This comfort with multiple perspectives was also identified through interactions with executive students and their coursework, which gave insight into the marketing practices of their organisations, as well as the influences on these practices.

The apparent gap between theory and practice stimulated a group of researchers at the University of Auckland (Nicole Coviello, Rod Brodie, Vicki Little and Richard Brookes) to rethink a number of issues. In particular, they began to question the academic debate dichotomising the transactional marketing approach and more process-based relational efforts. The debate that ensued at the University of Auckland first caused them to reassess how they interpreted marketing practice, and then led them to conduct a review of the then extant literature. This was designed to capture how marketing was described, defined or discussed, based on both historical and contemporary scholarly arguments. During the review process, they began to question their approaches to teaching marketing and in particular, how marketing was conceptualised and treated in the classroom. The outcome of this process was the 1996 launch of a more formal research program, now known as Contemporary Marketing Practices (CMP)[1]. The program's original objective was to profile marketing practices in a contemporary environment, and to examine the relevance of relational marketing in different organisational, economic and cultural contexts. Over the last

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Contemporary Marketing Research

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CRM Roger Joseph Baran, Robert J. Galka, 2013 This book introduces students to CRM customer relationship management a strategic methodology that is being embraced in increasing numbers by organizations looking to gain a competitive advantage With in depth coverage of business and consumer markets in various vertical markets the impact of new technology and more it helps readers understand how an enhanced customer relationship environment can differentiate an organization in a highly competitive marketplace Featuring the latest developments in the discipline a cohesive approach and pedagogical materials including chapter exercises that connect theory with action it is the one stop source for a comprehensive CRM course

Contemporary Marketing Strategy Rajagopal, 2025-09-30 This book offers knowledge and skills about developing market centric and competition oriented models and illustrates the power of consumers in managing sensitive market interventions through marketing mix strategies innovation and technology applications for competitive markets This updated edition discusses applied marketing concepts in real life situations incorporating new insights on the role of technology in marketing with a particular emphasis on AI and machine learning while also addressing topics related to consumer privacy and data protection It will serve as a valuable resource for researchers interested in marketing in the digital age

Modern Marketing Research, 2013

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