



BEYOND MULTI- CHANNEL MARKETING

*Critical Issues in
Dual Marketing*

**MARIA PALAZZO
PANTEA FOROUDI
ALFONSO SIANO**

Beyond Multi-channel Marketing

A very significant contribution to a rapidly growing field, valuing its diversity and at the same time making important inroads into clarifying some key concepts

Prof. Jillian Farquhar PhD, AM, School of Business,
Law and Communications, Solent University, UK.

The marketing field needs more books such as this one. Dual marketing is a niche area of marketing that is very little known and written about. The authors have done a thorough and excellent job in putting together an up-to-date and comprehensive book that can become a definite work of reference on the topic of dual marketing for both scholars and practitioners.

Prof. Bang Nguyen, Professor of Marketing,
University of Southern Denmark, Kolding, Denmark.

The authors describe Dual Marketing as the 'practice of selling the same product both to consumers and business customers'. The topic has long been of interest to marketing practitioners and academics but now takes on a new importance with the blurring of barriers between channels and between supply chain members, and the digitisation of marketing processes. This book is an excellent contribution to contemporary thinking and represents an insightful, conceptual take on the important topic of Dual Marketing. I strongly recommend it to all who want to know more about dual, multi- and omni-channel marketing in the digital age.

Prof. Charles Dennis, Professor of Consumer Behaviour,
Departmental Research Leader,
Middlesex University London, UK.

Beyond Multi-channel Marketing: Critical Issues in Dual Marketing

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INVESTOR IN PEOPLE

*To my sons Giulio Maria and Giuseppe Maria
Grown-ups never understand anything by themselves, and it is tiresome for
children to be always and forever explaining things to them
–Antoine de Saint-Exupéry, The Little Prince.*

*To my Father, Dr Mohammad Foroud Foroudi, my Mum, Flora Mahdavi and
my Brother Dr Mohammad Mahdi Foroudi*

To my daughter Daniela and in memory of my father Carmine

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Part I

Introduction

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Chapter 1

Introduction

Maria Palazzo, Pantea Foroudi and Alfonso Siano

The typical feature of business in the decades straddling the millennium is undoubtedly the growing power of competitiveness, due to the ongoing changes in the digital world, technological revolution, continuing globalisation and the global credit crisis (Mudambi, 2002; Mudambi, Doyle, & Wong, 1997; Newell, 2000; Peppers & Rogers, 1993). In this scenario, it is hard to achieve and maintain success, not only because of the required investment and skills but also because the time to build up successful strategies is limited, thus, increasing perceived risk in every new project and venture (Carpenter, Glazer, & Nakamoto, 1994; Kotler, 1999). In order to succeed, it is necessary to invest more in different activities. This often means improving performances and reducing costs. This challenge is hardly sustainable for companies unless they are properly organised. One consequence may be that companies will market the same or similar products to both individual and business customers to expand their share of the market thanks to the internet through dual marketing (DM) (Hutt & Speh, 2001; Keller & Webster, 2004; Quelch, 1987; Solomon, 1985). It is also accepted that buyers can be individual and/or business customers.

DM has attracted increasing interest among organisations that serve either the consumer or industrial market, and as a result, many have achieved more significant growth (Donaldson, 1996). Nowadays – in a changing digital world – organisations are aware of the benefits of DM and are – apparently – acting accordingly. Nevertheless, in theoretical terms, the concept is still underestimated (Ferri & Palazzo, 2018; Kitchen, Siano, Confetto, & Palazzo, 2009; Siano, Palazzo, & Confetto, 2009; Siano & Palazzo, 2015). Therefore, the book presents the concept originally referred to DM, an issue mainly explored in the business-to-business sector (B2B) during the 1980s and the 1990s. As said before, despite the spread of this item in practical terms, it is easy to verify that many organisations apply the DM online – the concept is not so analysed in theory especially in the changing digital world. Thus, the book adapts the DM to the web perspective according to the multi-channel marketing's angle (Kotler, Kartajaya, & Setiawan, 2016).

Starting from the analysis of the limited existing literature on the selected subject and spread during three decades, the book opens the path to give to the topic a new youth in the traditional and digital world and to link it to the

multi-channel marketing's features (Kotler et al., 2016). In order to fulfil this duty, not only works on DM were taken into account but also other research paths that share several features with the main topic were under scrutiny. Thus, before reaching the final scope of adapting the DM to the current scenario, it was necessary, first, to find the DM's features – inside other marketing and communication approaches and programmes – and then put them together following the multi-channel marketing perspectives. All subjects explored were considered with a specific focus on their characteristics linked to the online and offline worlds.

The chapters presented in this book, *Beyond Multi-Channel Marketing: Critical Issues in Dual Marketing*, take into consideration the fact that Quelch (1987) was the first to outline the importance of DM. Nonetheless, one major limitation was that his exploration did not consider the relevance of the digital environment as it was a reality not as developed as it is today. However, several studies, after that of Quelch (1987), did start to have some concerns on the topic, and they understood how this revolutionary factor could be involved in the DM development (Biemans, 1998). It is important to include considerations about the internet due to the fact that is comparing the growth of online business-to-consumer (B2C) to online business-to-business; it is easy to say that the second one is growing faster and with less difference in terms of geographical distribution all around the world.

The book highlights that the DM, in its original form, needs to be adapted in order to reflect the current circumstances. Actually, as demonstrated in the book, redefining the DM is not so easy as the literature review shows that several relevant aspects of the issue are diluted in numerous marketing and communication approaches and programmes (i.e. integrated marketing communication, co-branding, ingredient branding, etc.). This involves that the concept had lost its proper identity. Thus, the book answered the need to structure a research agenda with the goal of finding this lost identity. In brief, it is possible to say that before reaching the final objective of rethinking the DM in the digital world, it is necessary to achieve an intermediate scope: giving to DM a clear identity in the actual context characterised by the marketing 4.0.

Main Focus of the Chapter

Issues and Perspectives

Considering that the DM is the 'practice of selling the same product both to consumers and business customers' (Biemans, 1998, p. 670), it is easily demonstrable that it is widespread in many sectors. Nevertheless, in theoretical terms, the concept is still underestimated. Therefore, the book *Beyond Multi-Channel Marketing: Critical Issues in Dual Marketing* analyses the concept originally referred to DM, an issue mainly explored in the business-to-business sector (B2B) during the 1980s and the 1990s that can be considered the antecedent of the multi-channel marketing. Moreover, the book explores the DM and adapts it to the web perspective. Authors and contributors, in fact, view the study of strategic alliances, multi-stakeholder perspective, online and offline brand management

and multi-channel and omni-channel marketing to be timely topics for further investigation on DM. The book approaches its goal proposing a mixture of theory and practice. All the chapters are enriched with case studies, case histories, case questions and diagnostic questions.

Thanks to this volume, readers are able to: comprehend the existing link between dual marketing and multi-channel marketing; acquire ‘knowledge and understanding’ of the key issues in dual marketing theories; reach the aim to find the lost dual marketing’s identity, shedding light on what and how promotional alliances, co-branding, ingredient branding and integrated marketing communication can play an important role in relation to dual marketing; analyse the practical dual marketer’s options, showing that there are different ways a company could operationalise DM; summarise the possible practical dual marketing’s options, rejuvenating the original map created to analyse DM by [Quelch \(1987\)](#) considering the digital context; classify organisations that implement the business-to-business-to-consumer (B2B2C) e-commerce; and offer relevant guidelines to organisations that are interested in applying DM to their online businesses’ process.

Furthermore, readers are able to understand research studies on dual marketing and multi-channel marketing from different strategic points of view and different geographical areas such as Europe, the United States, the United Kingdom, Asia, Africa, etc. In this sense, they can compare, contrast and comprehend whether the DM from difference lenses are delivered similarly or otherwise in different parts of the world. This enables readers to understand differences and subsequent application towards managing the relations with stakeholders of companies that develop a DM approach.

In order to open new research paths, the book is set as a conceptual study based on the description of main features of dual marketing, on a theoretical map of dual marketing’s options and on the classification of all modalities in which the concept can be declined. Moreover, the book provides empirical analyses and international case studies to illustrate DM’s dimensions and multi-channel marketing’s features.

Besides, this volume considers the concept of dual marketing not only in terms of selling but also in terms of ‘dualistically’ communicating. In fact, the DM refers to companies that are involved in both duties: selling their products and communicating their brand(s) to final consumers and business customers at the same time. In particular, starting from this consideration, the volume sees a great possibility to integrate corporate communication management and DM research.

Book Limits and Practical Implications

The main limits of the book *Beyond Multi-Channel Marketing: Critical Issues in Dual Marketing* are linked to the fact that the literature review of the DM is very circumscribed and not so recent. This made difficult the attempt to adapt the topic to the digital world. However, this relevant theoretical gap can be seen as an interesting opportunity for scholars and academics that would like to follow the original research path opened by this volume.

Rethinking the DM in the digital world and under the umbrella of multi-channel marketing has several interesting practical implications. The result of

implementing DM can be the construction of better-integrated strategies, stronger relationships between industrial marketers and their industrial/final customers (Kotler & Pfoertsch, 2006), increasing of final customer loyalty – that could push manufacturers to prefer brands which enables a DM approach – and, consequently, the potential for more value creation for customers and indeed for the B2B/B2C companies that sell their product/service within a specific sector.

Originality of the Book and Further Research

The book rethinks and rejuvenates dual marketing, considered as an antecedent of multi-channel marketing. This volume, in fact, has presented the underestimated link between these topics and other different correlated concepts, which finally received thorough analysis based on detailed theoretical and empirical research. Following the structure of the book, researchers and scholars address organisational issues typical of the DM approach, and recommendations for coordinating the management of industrial and consumer relationships are presented.

Approaches

The most stimulating aspect of this book is that readers are exposed to different methods and approaches applied to dual marketing and multi-channel marketing research. The methods range from qualitative, quantitative, case studies, interpretivistic, social narrative, etc.

Target Market

Beyond Multi-Channel Marketing: Critical Issues in Dual Marketing provides doctoral, postgraduate, graduate and final year undergraduate students in business and marketing with a comprehensive treatment of the nature of relationships between supply chains, brands and stakeholders in different areas and regions of the world. It is a supplementary text and serves as an important resource for the supply chains, management and marketing practitioners requiring more than anecdotal evidence on the structure and operation of DM and multi-channel marketing in different geographical areas. It determines current practices and researches in diverse areas, regions and commercial and non-commercial sectors across the world.

The text includes an interesting mix of theory, primary research findings and practice that engenders confidence in students, academics and practitioners of conglomerate organisations (multi-business and multi-product); international distribution; supply chain; communication; and marketing alike.

In particular, the book is aiming to reach: doctoral students in marketing and management; graduate students in marketing and management; postgraduate in marketing and management; final year undergraduates in marketing; lecturers; marketing and communication practitioners; supply chain managers; managers of conglomerate organisations; and marketing consultants. The text can be used in

the following courses: Marketing Communication; Marketing Management; Intergrated Marketing Communication; Supply Chain Management; International Distribution Management; Marketing (basic); E-commerce and E-Marketing; Retail Marketing; and International Marketing. The text has a worldwide appeal.

Product Category

Beyond Multi-Channel Marketing: Critical Issues in Dual Marketing is able to start from the issues related to the core of the industrial marketing discipline and expand them, adding useful insights on evolution of supply chain management; multi-channel marketing; marketing 4.0; dual marketing; industrial branding; and other communication-related topics such as integrated marketing communication, strategic alliances, co-marketing, co-branding and ingredient branding. Therefore, the volume is not a simple textbook aimed at core postgraduate and undergraduate courses, nor is it a research monograph. It is an edited book which serves as a supplementary text for advanced undergraduates and postgraduates and a key resource for practitioners.

Additional Concerns

Within the book, the quality of submissions is consistent and high, given the qualifications and track record of selected authors. Very interesting is the fact that Dr Maria Palazzo, Dr Pantea Foroudi and Prof. Alfonso Siano work for different universities (Middlesex University, UK, and University of Salerno, Italy) in different countries. Therefore, the structure of the book reflects their diverse expertise and viewpoints. The editors also showed their skills in assisting contributors with very different backgrounds where necessary. Editors and contributors did their best to provide a balance of theoretical, methodological and empirical studies that are expected to appeal to an international audience.

The Organisation of Beyond Multi-Channel Marketing: Critical Issues in Dual Marketing

In terms of the proposed outline for the book, there are four main parts to it. The 'Introduction' and 'Conclusion' are clear and well developed, while the middle sections are informed by contributor content. The Conclusion is distinct from the Introduction by offering coverage of practical implications for supply chain, marketing and communication practitioners. The following paragraphs outline the main sections of the book:

Part I: Introduction

- Chapter 1 'Introduction' introduces the book, its goals and briefly summarises the main topics of each part.

Part II: Mapping the Field.

This part provides knowledge about dual marketing and the role it plays in today's market.

- In Chapter 2 'Evolution of Supply Chains and Dual Marketing Strategies: A Case on the Impact of Public Policy on Dual Marketing Strategy', Cheah Chee Wei, Norbani Che-Ha and Suhana Mohezar (Faculty of Business and Accountancy, University of Malaya, cheahcw@hotmail.com, norbanicheha@um.edu.my and suhanamohezar@um.edu.my) discuss the evolution of the supply chain and the growing importance of dual marketing strategies. To understand further the concept of dual marketing, the authors present a scenario faced by property developers in Malaysia and the impact of public policy on dual marketing strategy. This study aims to uncover (1) the reasons why and how property developers adopt dual marketing strategy and (2) the impact of housing policy on the developers' dual marketing strategy and how they strategise to cope with the policy.
- Chapter 3 'Using Quelch's Tools to Explore and Put Dual Marketing into Practice: Benefits, Opportunities and Risks', written by Ogechi Adeola, Obinna Muogboh and Jimoh Fatoki (Lagos Business School, Nigeria, oadeola@lbs.edu.ng, omuogboh@lbs.edu.ng and jfatoki@lbs.edu.ng), examines the concept of dual marketing, using Quelch's tools for marketing to individual and business customers. The chapter explores the benefits, opportunities and risks involved in the practice of dual marketing in emerging economies. The need for organisations to strategically utilise dual marketing to satisfy both categories of customers is further illustrated.

Part III: Extending the Field.

This part provides knowledge about concepts related to dual marketing.

- In Chapter 4 'Industrial Branding: Communicating in Business-to-Business Sector', Nuria Rodríguez-Priego (Universidad Autónoma de Madrid, nuria.rodriguezp@uam.es) and Maria Palazzo (University of Salerno, mpalazzo@unisa.it) describe the main issues in scientific literature related to industrial branding. Firstly, the chapter outlines background focusing on industrial branding, followed by brand equity and measurement and brand orientation in business markets. The second section relies on controversies and problems, inherent in the gaps in theory and, implementation of branding. The third section proposes several solutions and recommendations for academics and practitioners, followed by proposals for future research directions and conclusions. The authors also present a case study and several case questions, which have arisen.
- Chapter 5 'Integrated Marketing Communication in B2B2C Area' written by Alireza Nankali (Tehran University, alirezanankali@ut.ac.ir), Maria Palazzo (University of Salerno, mpalazzo@unisa.it), Mohammad Jalali (Tehran University, Mohammad.jalali@Ut.ac.ir), Pantea Foroudi (Middlesex University