

RESEARCH IN MARKETING AUDIT A SYSTEMATIC LITERATURE REVIEW

^{#1}PROF. MANESH R. PALAV & ^{#2}DR. SATISH D. JAGTAP

^{#1}Assistant Professor, JSPM's Jayawant Institute of Management Studies, Tathawade, Pune.
Email- manehpalav1@gmail.com

^{#2}Assistant Professor, New Arts, Commerce & Science College, Ahmednagar.
Email- jagtapsatish@gmail.com

Abstract

Marketing Audit as a concept has been hailed across the world as a highly useful tool for helping the overall marketing function. This article is a systematic literature review of research in marketing audit spread over two five-year periods, 2010-14 and 2015-19. The focus of the literature review was on the type of research – conceptual, empirical and mix. Using Google Scholar, 50 items of literature each, related to marketing audit, from the two periods were selected for analysis. Trends show that there is a shift in research interest from conceptual research to empirical research. Additionally, the research is becoming more and more specialized with country-specific and single-unit applications. It would be of interest to find out the reasons for this change.

Keywords: *Marketing audit, Conceptual Research, Empirical Research, Systematic Literature*

Introduction

Marketing as a function is feeling the pressure to create and execute business-arranged strategies and measures to improve marketing, and also the overall effectiveness of the business. Numerous organizations feel that their marketing activities need regular reviews and updates, yet don't have the slightest idea of how to do it. A few organizations just roll out numerous small improvements that are financially and politically practical, yet neglect to find a good pace of the issue.

The organization builds up a yearly marketing plan, but, the executives ordinarily don't investigate the marketing methodologies, approaches, associations and procedures all the time. In any case, there must be all the more efficient approaches to reorient marketing activities to change conditions and openings (Kotler and Gregor and Rodgers, 1989). In current practices of organizations, there are a few tools that can improve their marketing management, help to take care of issues, beat the hard impacts of the crisis and capitalize on all the opportunities that are

offered in the market. Their implementation is essential to guarantee long term sustenance of the organization and holding its top situation in the market. One of these tools is a marketing audit that sets "a marketing mirror" to an audited organization. This article probes into the direction of research that is happening in the area of marketing audit. It tries to capture broad trends in the research over the last 10 years through a review of 100 items of literature related to marketing audit.

Operational Definitions

- **Conceptual literature** – A literature that researches basic concepts, nature, features, characteristics, types, theoretical foundations and other such aspects (Davies, 2015). In the context of this research, any literature that primarily explores these aspects related to marketing audit has been classified as conceptual research. An alternative term used for conceptual literature is theoretical literature.
- **Mixed literature** – A literature item that doesn't fit exactly in either conceptual or empirical research and has elements of both has been considered as mixed literature for this review.
- **Context of literature** – Context of literature has been taken to mean an application to a particular country, sector of firms or individual firms.
- **General geographical area** – A geographical area that is not one-nation specific has been taken as a general geographic area.
- **Empirical literature** - A literature that is based on actual observations or experiments is called empirical literature. (University of La Verne, 2019). The focus in the case of the empirical literature is on the application or practical use of the concept. In the context of this research, any literature

that primarily explores specific contextual applications related to marketing audit has been classified as empirical research. Such contextual applications can be in the form of country-specific companies, a specific sector or a single firm. Alternative terms used for empirical literature are applied research, contextual research.

Structure of the literature review

This literature review has been carried to investigate the status of literature on the "application" of the marketing audit. The literature on a concept can be broadly divided over two segments – conceptual and empirical or application-oriented. Conceptual research examines the concept

in terms of its nature, theoretical foundations, the scope of the concept and other such areas. Application-oriented research, on the other hand, examines the practical use of the concept concerning some of the other specific contexts. The context may be a period, an industry, a geographical region, a product, etc. Application-oriented research or practice-oriented research, or practice-based research, involves an inquiry into the systems, methods, policies and programs of professional practice. In the context of a case study, this means an investigation of a particular case or example related to some dimension of practice (Mills et. al, 2010).

At the same time, it is important to note that these two approaches, conceptual and application-oriented, are not entirely different. They share a common space as well. Conceptual research ends with a recommendation for the usage of the concept. It provides some motivation for putting the concept into practice. Application-oriented research begins with foundations from conceptual research. Generalized theoretical principles of applications are often the starters for applied research. Bentley et. al (2015) observed that at university level basic or conceptual research is a dominating type while at individual levels the tendency is

to opt for a combination of basic and applied research.

This literature review has been carried with a focus on assessing the scope and extent of applied research carried in the domain of marketing audit. In this direction, this review seeks an answer to the following questions –

1. Has the applied research on marketing audit gone up in the last five years?
2. If yes, has there been an increase in the level of specialization?

The hypothesis set was as –

Ho – There is no change in the focus of research due to change in the period

Ha – There is a change in the focus of research due to change in the period

Methodology for the SLR

Selection of items for review

1. Google Scholar was used as the search engine,
2. The term "marketing audit" was used as the search term,
3. Two range of periods were used for the search, 2010-14 and 2015-19,
4. 50 items each of literature during these two periods were selected for review,

- 5.The items selected were based on their chronological appearance in the Google Scholar listing,
- 6.Items selected included books and research articles and
- 7.The relevance of the search term "marketing audit" was the key basis for the selection of an item.

Analysis of selected items

For both, the periods under review, the items were classified under three headings

1. Conceptual
2. Empirical
3. Mix

Empirical items were further analyzed for the specific context of application – sector, firm, etc., and for their geographical coverage into two types –

1. General – not related to any specific country
2. Non-general – Related to one specific country

Creation of data-set

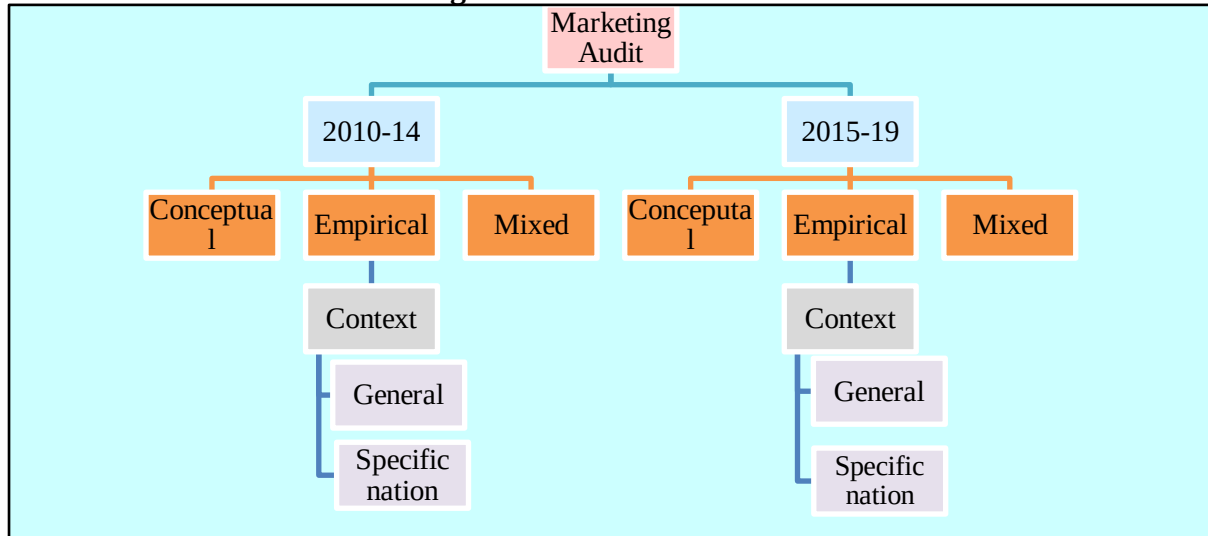
- 1) Two data-sets were created for the two periods, 2010-14 and 2015-19,
- 2) The structure of the data-sets is given in Table 1 below –

Table 1 Structure of the data-sets

Sr. No.	Column-Heading	Description
1	Item Code	The code was taken as the name of the 1 st author
2	Year	Year of publication of the item was considered
3	Type	The primary-level classification was done by using 3 codes – C – Conceptual, A – Empirical and M – Mixed
4	Context	The specific context of Empirical items was recorded for all the A marked items
5	Country	Further for all the A marked items, the specific country was mentioned wherever available, other-wise the item was categorized as General

The data-set structure can be easily understood with the help of figure 1 given below –

Figure 1 Data-set structure



Literature review

1) Period 2010-14

The review for period 2010-14 is given in Table 2 below -

Table 2 Literature Review – Period 2010-14

Sr. No	Ref. Code	Year	Title	Type-C/A/M	Context	Country
1	Lipnicka	2013	Marketing Audit And Factors Influencing Its Use In Practice Of Companies (From An Expert Point Of View	C	----	----
2	Radulescu	2012	Customer Analysis, Defining Component Of Marketing Audit	C	----	----
3	Alipour	2011	The Role Of Service Marketing Mix And Its Impact On Marketing Audit In Engineering And Technical Service Corporations	A	Engineering and Technical Firms	General
4	Alipour	2011	The Impact Of Marketing Mix (4Ps)	A	SMEs	Iran

Sr. No	Ref. Code	Year	Title	Type-C/A/M	Context	Country
5	Vana	2012	The Marketing Audit As A Method Of The Evaluation Of The Marketing Plan	C	----	----
6	Solcansky	2010	Measurement Of Marketing Effectiveness	C	----	----
7	Radulescu	2012	The Role Of Market Analysis In Developing Efficient Marketing Audit	C	----	----
8	Bolisani	2014	Marketing Audit For Knowledge-Intensive Business Services	A	Knowledge-intensive business services	General
9	Che	2010	A New Marketing Audit Value Model Based On Fuzzy Theory And Main Component Analysis Method	C	----	----
10	Blythe	2010	Marketing Planning: Strategy, Environment And Context	C	----	----
11	Parrott	2010	An Analysis Of Marketing Programs Adopted By Regional Small And Medium-Sized Enterprises	A	SMEs	UK
12	Cecco	2010	Specifics Of The Marketing Audit In The Financial-Banking Sector	A	Banking sector	General
13	Djakeli	2014	Mission-Objectives Matrix (Mom) As An Innovative Tool Of Marketing Audit	C	----	----
14	Phillips	2014	Systematic Marketing Facilitates Optimal Customer Service: The Marketing Audit Of A Rural Public Library System	A	Public Library System	USA

Sr. No	Ref. Code	Year	Title	Type-C/A/M	Context	Country
15	Cetina	2010	The Role And The Place Of Marketing Audit In The Marketing Strategic Planning	C	----	----
16	Pastiu	2014	Marketing Audit In Industrial Companies In Romania	A	Industrial Companies	Romania
17	Loya	2011	Marketing Audit–An Important Tool To Determine Strengths And Weaknesses Of The Companies	C	----	----
18	Wang	2013	Exploration Of Promoting Marketing Data Quality By Taking Advantage Of Power Marketing Audit Monitoring Management Model	C	----	----
19	Chirla	2010	External Marketing Audit And Internal Marketing Audit	C	----	----
20	Bolisani	2013	A New Marketing Audit Tool For Knowledge-Intensive Business Services	A	Knowledge-intensive business services	General
21	Lee	2014	A Systematic Review Of Store Audit Methods For Assessing Tobacco Marketing And Products At The Point Of Sale	A	Tobacco Marketing	Taiwan
22	Wu	2011	Market Environment, Marketing Audit And Performance: Empirical Evidence From Taiwanese Firms	A	Taiwanese Firms	Taiwan
23	Radulescu	2012	Strategic Marketing Planning Audit	C	----	----
24	Webster	2013	Elevating Marketing: Marketing Is Dead! Long Live Marketing!	C	----	----

Sr. No	Ref. Code	Year	Title	Type-C/A/M	Context	Country
25	Baumgarth	2013	Brand Audit For Cultural Institutions (BACI)	A	Brand Audit for cultural organization	General
26	Hashem	2013	The Impact Of Marketing Auditing On Employee Commitment With Marketing Ethics In Jordanian Five Star Hotels	A	5-star Hotels	Jordan
27	Imran	2012	The Effect Of Marketing Audit To Enhance Company Performance And Marketing Accountability	C	----	----
28	Radulescu	2012	Healthcare Marketing Contribution To The Sustainable Development Of Society	A	Healthcare	General
29	Wilson	2012	Strategic Marketing Management	C	----	----
30	Gama	2011	A Renewed Approach To Services Marketing Effectiveness	A	Services Marketing	General
31	Gama	2011	An Expanded Model Of Marketing Performance	C	----	----
32	Dano	2013	The Marketing Control System From A Theoretical And Practical Viewpoints	M	----	----
33	Gonzalez	2014	The Sales Recovery Audit: Learning To Walk The Talk	C	----	----
34	Gama	2012	Marketing Audits: The Forgotten Side Of Management?	C	----	----

Sr. No	Ref. Code	Year	Title	Type-C/A/M	Context	Country
35	Ritchie	2010	Marketing: Fast Track To Success	C	----	----
36	Patterson	2012	File Server System And Method Of Providing A Marketing Performance And Accountability Audit	C	----	----
37	Stevens	2013	Marketing Your Business: A Guide To Developing A Strategic Marketing Plan	C	----	----
38	Gao	2010	Measuring Marketing Performance: A Review And A Framework	C	----	----
39	Clark	2010	Marketing Audit	C	----	----
40	Bilinska	2011	Marketing Audit Of A Young Enterprise" Project As A Diagnostic Tool Of Marketing Activities Of Small And Medium-Sized Enterprises–Empirical Approach	A	SMEs	General
41	Westwood	2010	How To Write A Marketing Plan	C	----	----
42	Marketing	2014	How To Do A Marketing Audit For Your Small Business	A	Small Business	General
43	Yanyan	2014	Seize Power Marketing Audit Of Key Points	C	----	----
44	Chaffey	2012	Digital Marketing: Strategy	A	Digital Marketing Audit	General

Sr. No	Ref. Code	Year	Title	Type-C/A/M	Context	Country
45	Weingand	2013	Managing Outside The Box: Marketing And Quality Management As Key To Library Effectiveness	C	----	----
46	Kllincekova	2014	The Role Of Marketing Audit And Value Of Information	C	----	----
47	Azevodo	2011	A Sustainable And Inclusive City: A New City Marketing Audit Tool	C	----	----
48	Westwood	2013	How To Write A Marketing Plan	C	----	----
49	Liberko	2014	Marketing Audit And Possibilities Of Forecasting	C	----	----
50	Dryl	2013	Marketing Audit As A Tool Of Minimizing The Marketing Risk	C	----	----

2) Period 2015-19

The review for period 2015-19 is given in Table 3 below –

Table 3 Literature Review – Period 2015-19

Sr. No.	Ref. Code	Year	Title	Type-C/A/M	Context	Country
1	Fahad	2015	Marketing Audit - A Systematic And Comprehensive Marketing Examination	C	----	----
2	Abou-Warda	2015	A Standardized Marketing Audit For Entrepreneurship Education In Egypt	A	Entrepreneurship Education	Egypt

Sr. No.	Ref. Code	Year	Title	Type-C/A/M	Context	Country
3	Lamb	2017	Analyzing Marketing Performance	M	Public Sector	General
4	Mullakhmetov	2016	Control In Marketing-Based Management	C	----	----
5	Gilligan	2018	Marketing And Healthcare Organizations	M	Healthcare	General
6	Wu	2015	Antecedents And Consequences Of Marketing Audits: Empirical Evidence From Taiwanese Firms	A	Taiwanese Firms	Taiwan
7	Bondarieva	2016	Study Of Directions Of Marketing Audit In Pharmacies	A	Pharmacy firms	Iraq
8	Aquilla	2016	The Marketing Plan: An Audit-Based Approach	C	----	----
9	Baumgarth	2016	Brand Audit For Cultural Institutions	A	Cultural Institutions	General
10	Tayebi	2015	Maintenance Energy With New Approach Of Marketing Audit	A	Maintenance Energy	General
11	Serbanica	2015	The Role Of Marketing Audit In Evaluation Sustainable Marketing Performance In Romanian Organizations	A	Romanian Organizations	Romania
12	Zyma	2019	International Marketing And Marketing Audit In The Context Of European Integration And Globalization	A	European Integration & Globalization	

Sr. No.	Ref. Code	Year	Title	Type-C/A/M	Context	Country
13	SASASA	2019	International Marketing And Marketing Audit In The Context Of European Integration And Globalization	A	European Integration & Globalization	
14	McDonald	2016	Strategic Marketing Planning: Theory And Practice	C	----	----
15	Joyce	2015	A Close Look At The Options In The Health Care Industry: The Marketing Audit	A	Healthcare	General
16	Suliman	2015	The Impact Of Marketing Audit On Organizations' Marketing Performance: An Empirical Study On Private Hospitals In Amman	A	Private Hospitals	Amman
17	Loza	2016	Auditoria De Marketing Como Instrumento De Evaluación De Las Estrategias Comerciales De Las Empresas	C	----	----
18	Iliev	2019	Control And Audit In Marketing	C	----	----
19	Markiv	2017	Adaptation Of Five-Phase Marketing Audit Model Developed	M	Consulting Services	General
20	Bimanda	2015	The Efficiency And The Effectiveness Of Marketing Function Observed By Marketing Audit (Single Case Study In Pt MilleniumPharmacon International Tbk Malang Branch.	A	Pharma Company	Indonesia

Sr. No.	Ref. Code	Year	Title	Type-C/A/M	Context	Country
21	Vetrichek	2016	Audit Marketing	A	Ski Schools	South Africa
22	Camilleri	2018	Strategic Planning And The Marketing Effectiveness Audit	A	Travel & Tourism	General
23	Kusuma	2017	Marketing Audit Plan For CvKarunia Catering	A	Catering Company	Indonesia
24	Dhanti	2015	Analysis Audit OperasionalFungsiPemasaran	A	Chemical Company	Indonesia
25	Homocianu	2015	On-Line Dynamic Dashboards In Audit Activities	C	----	----
26	Nurhajati	2016	The Impact Of Cloud Computing Technology On The Audit Process And The Audit Profession	C	----	----
27	Kosenko	2019	Evaluation Of Innovative Technology Market Potential On The Basis Of Technology Audit	C	----	----
28	Vellas	2016	The International Marketing Of Travel And Tourism: A Strategic Approach	A	Travel & Tourism	General
29	Kumar	2015	Auditing: Principles And Practice	C	----	----
30	Christopher	2016	Marketing: An Introductory Text	C	----	----
31	Paramitha	2016	Management Audit To Assess The Effectiveness Of Marketing Function (Case Study Britama Product At Kantor Cabang Bank Bri	A	Banking	Indonesia

Sr. No.	Ref. Code	Year	Title	Type-C/A/M	Context	Country
			Kawi Malang			
32	Chaffey	2019	Digital Marketing	C	----	----
33	Sainsbury	2017	An Audit Of Food And Beverage Advertising On The Sydney Metropolitan Train Network: Regulation And Policy Implications	A	F & B Advertising	Australia
34	Gugel	2016	Accountable Marketing: Linking Marketing Actions To Financial Performance	C	----	----
35	Baozhu	2019	Audit Model Study Of Professional Research Institutions In Power Grid Enterprise	A	Power supply companies	China
36	Johnson	2019	IBM Cloud Strategic Audit	A	IBM Cloud Strategic Audit	USA
37	Fine	2017	Marketing The Public Sector: Promoting The Causes Of Public And Nonprofit Agencies	A	Public Sector	General
38	Brown-Liburd	2017	Big Data And Audit Evidence	C	Use of Big Data	General
39	Lowe	2018	Marketing And General Practice	C	----	----
40	Huang	2015	A Holistic Management Tool For Measuring Internal Marketing Activities	C	----	----
41	Ghosh	2017	A Study On-Evaluating Marketing Strategies Adopted By Home Appliance For Economic Development In India	A	Home Appliance Companies	India

Sr. No.	Ref. Code	Year	Title	Type-C/A/M	Context	Country
42	Mitra	2017	A Retail Audit On Customer Loyalty	A	Retail Audit	India
43	Atwal	2017	Luxury Brand Marketing– The Experience Is Everything!	C	----	----
44	Wilson	2016	Financial Dimensions Of Marketing: A Source Book	C	----	----
45	Kallmen	2015	Changes In Alcohol Consumption From 2009 To 2014 Assessed With An Audit	A	Alcohol Consumption	Sweden
46	Shanks	2015	Development And Validation Of A Farmers' Market Audit Tool In Rural And Urban Communities	A	Farm market	USA
47	Barabash	2018	Analytical Procedures For The Audit Of The Competitiveness Of Trade Enterprises	A	Trade Enterprises	General
48	Lindvall	2019	A Strategic Audit Of Boston Beer	A	Boston Beer	USA
49	Mooij	2018	Global Marketing And Advertising: Understanding Cultural Paradoxes	C	----	----
50	Palmatier	2016	Marketing Channel Strategy: An Omni-Channel Approach	C	----	----

Critical Discussion

First-level classification

For the first period 2010-14 under review, out of total 50, 32 items were of conceptual types, 17 were of empirical types and 1 was of a mixed type. For the second period 2015-19 under review, out of total 50, 20 items were of conceptual types, 27 were of empirical types and 3 were of a mixed type. In terms of percentage, in the first period of 2010-14, the percentage of conceptual, empirical and mix items of literature was 40%, 54% and 6% respectively. For the second period of 2015-19, the percentage of conceptual, empirical and mix items of literature was 64%, 34% and 2% respectively. A range of titles was found under conceptual categories of items. While some of them were quite basic, others have discussed possibilities of applying Big Data for marketing audit (Brown and Liburd, 2017). In the case of empirical items, super-specialization to the extent of auditing of one segment of a single business unit has been seen. For instance, Johnson (2019) has researched the title "IBM Cloud Strategic Audit." The growing impact of IT is quite visible in both the categories of the research.

A chi-square test was applied to test if the difference in the period is statistically significant or not. The observed value of Chi-square was 2.763 and the critical value was 3.841. The p-value was 0.096 and hence the

null hypothesis that there is no significant difference in correlation stands rejected. The results of the test were as under –

Test of independence between the rows and the columns (Chi-square):

Chi-square (Observed Value)	6.042
Chi-square (Critical value)	5.991
DF	2
p-value	0.049
alpha	0.05

Test interpretation:

H₀: The rows and the columns of the table are independent.

H_a: There is a link between the rows and the columns of the table.

As the computed p-value is lower than the significance level $\alpha=0.05$, one should reject the null hypothesis H₀, and accept the alternative hypothesis H_a.

Theoretical counts lower than 5 have been detected. To safely use the Chi-square test based on the Chi-square approximation, the theoretical counts should not be lower than 5.

Association coefficients (1):

Coefficient	Value
Pearson's Phi	0.246
Contingency coefficient	0.239
Cramer's V	0.246
Tschuprow's T	0.207
Goodman and Kruskal tau (R/C)	0.046
Goodman and Kruskal tau (C/R)	0.060

Association coefficients (2):

Coefficient	Value	Standard deviation	Lower bound 95%	Upper bound 95%
Goodman and Kruskal Gamma	-0.446	0.158	-0.757	-0.136
Kendall's tau	-0.241	0.094	-0.426	-0.056
Stuart's tau	-0.250	0.098	-0.442	-0.058
Somers' D (R/C)	-0.250	0.098	-0.442	-0.058
Somers' D (C/R)	-0.234	0.091	-0.412	-0.055
Theil's U (R/C)	0.037	0.029	-0.020	0.094
Theil's U (C/R)	0.044	0.035	-0.024	0.113
Theil's U (Symmetric)	0.040	0.032	-0.022	0.103

Contingency table:

	2015-19	2010-14
Conceptual	20	32
Empirical	27	17
Mix	3	1

Second-level classification

For the first period 2010-14 under review out of the total 17 empirical items, 7 were having country-specific context while 10 were not having any specific-country context. For the second period 2015-19 under review out of the total 27 empirical items, 18 were having country-specific context while 9 were not having any specific-country context. In percentage terms, for the first period 2010-14, the division shows a percentage share of 41% for specific-country context and 59% for general context. For the second period 2015-19, the division shows a percentage share of 67% for specific-country context and 33% for general context.

Third-level classification

For the first period 2010-14 under review out of the total 7 country-specific contextual items, 6 were having a specific sectorial context while 1 was having a single-unit context. For the first period 2015-19 under review out of the total 18 country-specific contextual items, 12 were having a specific sectorial context while 6 were having a single-unit context. In percentage terms, for the first period 2010-14, the division shows a percentage share of 86% for a sectorial context and 14% for single-unit context. For the first period 2015-19, the division shows a percentage share of 67% for a sectorial context and 33% for single-unit context.

Conclusion

There is a clear shift in the focus of research in the marketing audit during the last five years (2015-19). The percentage share of empirical research has gone up significantly during the last five years as compared to the period of earlier five years (2010-14). At the same time, empirical research is becoming more specific-country oriented than being general in context. Further, the empirical

research in the context of a single unit has also increased during the last five years as compared to the earlier five years. This leads us to conclude that empirical research in marketing audit has been a favourite segment with researchers of late. Additionally, the research is becoming more and more specialized with country-specific and single-unit applications. It would be of interest to find out the reasons for this change

References

1. Abou-Warda, S. H. (2015). *A Standardized Marketing Audit Model for Entrepreneurship Education in Egypt. International Journal of Service Science, Management, Engineering, and Technology (IJSSMET)*, 6(1), 75-92.
2. Al Fahad, A., A.R. Al Mahmud, R. Miah and U.H. Islam, (2015). *Marketing audit - a systematic and comprehensive marketing examination. International Journal of Science and Technology Research*, 4(07): 215-221.
3. Alipour, M., &Darabi, E. (2011). *The role of the service marketing mix and its impact on marketing audit in engineering and technical service corporations. Global journal of management and business research*, 11(6).
4. Alipour, M., Ghanbari, A., &Moniri, S. (2011). *The impact of marketing mix (4Ps) on marketing audit and performance in Iranian SMEs. International Journal of Humanities and Social Science*, 1(2), 112-117.
5. Aquila, A. J. (2016). *The Marketing Plan: An Audit-Based Approach. Bull's-Eye! The Ultimate How-To Marketing & Sales Guide for CPAs*, 39-64.
6. Atwal, G., & Williams, A. (2017). *Luxury brand marketing—the experience is everything!. In Advances in luxury brand management (pp. 43-57). Palgrave Macmillan, Cham.*
7. Azevedo, A. (2011). *A sustainable and inclusive city: a new city marketing audit tool. In Paper submetido para o 51º ERS—European Regional Science Association International*

- Congress, Barcelona, Espanha (Vol. 30).
8. Baozhu, Z. (2019). *Audit Model Study of Professional Research Institutions in Power Grid Enterprise*. *Journal of Finance and Accounting*, 7(5), 161.
 9. Barabash, N., & Ripa, T. (2018). *Analytical procedures for the audit of the competitiveness of trade enterprises*. *Зовнішня торгівля: економіка, фінанси, право*, (6), 86-94.
 10. Baumgarth, C., Kaluza, M., & Lohrlich, M. (2013). *Brand Audit for Cultural Institutions (BACI)–Model and Practical Application*. In *Proceedings XII. International Conference on Arts & Cultural Management (AIMAC)*, Bogota.
 11. Baumgarth, C., Kaluza, M., & Lohrlich, N. (2016). *Brand audit for cultural institutions (BAC): a validated and holistic brand controlling tool*. *International Journal of Arts Management*, 54-68.
 12. Bentley, P. J., Gulbrandsen, M., & Kyvik, S. (2015). *The relationship between basic and applied research in universities*. *Higher Education*, 70(4), 689-709.
 13. Bilińska-Reformat, K. (2011). *Marketing Audit of a Young Enterprise" project as a diagnostic tool of marketing activities of small and medium-sized enterprises—an empirical approach*. *Research Papers of Wrocław University of Economics* (237/2011), 315-325.
 14. Bimanda, Mufti (2015) *The Efficiency And The Effectiveness Of Marketing Function Observed By Marketing Audit (Single Case Study In Pt MilleniumPharmacon International Tbk Malang Branch)*. Sarjana thesis, Universitas Brawijaya.
 15. Blythe, J., & Megicks, P. (2010). *Marketing planning: strategy, environment and context*. Financial Times Prentice Hall.
 16. Bolisani, E., & Scarso, E. (2013, September). *A new marketing audit tool for knowledge-intensive business services*. In *European Conference on Knowledge Management* (p. 74). Academic Conferences International Limited.
 17. Bolisani, E., & Scarso, E. (2014). *Marketing audit for Knowledge-Intensive Business Services*. *Electronic Journal of Knowledge Management*, 12(1), 3-13.
 18. Bondarieva, I. V., & Saad, S. M. (2016). *Study of directions of marketing audit in pharmacies*.
 19. Brown-Liburd, H., & Vasarhelyi, M. A. (2015). *Big Data and audit evidence*. *Journal of Emerging Technologies in Accounting*, 12(1), 1-16.
 20. Byker Shanks, C., Jilcott Pitts, S., & Gustafson, A. (2015). *Development and validation of a farmers' market audit tool in rural and urban communities*. *Health promotion practice*, 16(6), 859-866.

21. Camilleri, M. A. (2018). *Strategic planning and marketing effectiveness audit*. In *Travel marketing, tourism economics and the airline product* (pp. 117-135). Springer, Cham.
22. Cecco, C. D., Cetină, I., Rădulescu, V., & Drăghici, M. (2010). *Specifics Of The Marketing Audit In The Financial-Banking Sector*. *Annals of SpiruHaret University, Economic Series*, 1(3), 127-137.
23. Cetină, I., Dunitru, I., & Rădulescu, V. (2010). *The role and the place of marketing audit in marketing strategic planning*. *Annals-Economy Series*, 4, 113-120.
24. Chaffey, D., & Bosomworth, D. (2012). *Digital Marketing: Strategy. Implementation and*.
25. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing*. Pearson UK.
26. Che, C. (2010, April). *A new marketing audit value model based on fuzzy theory and main component analysis method*. In *2010 2nd IEEE International Conference on Information Management and Engineering* (pp. 638-640). IEEE.
27. Chirla, G., & Funar, S. (2010). *External marketing audit and internal marketing audit. Comparative study*. *Bulletin of University of Agricultural Sciences and Veterinary Medicine Cluj-Napoca. Horticulture*, 67(2), 51-55.
28. Christopher, M. (2016). *Marketing: an introductory text*. Macmillan International Higher Education.
29. Clark, B. H. (2010). *Marketing Audit*. *Wiley International Encyclopedia of Marketing*.
30. da Gama, A. P. (2011). *A renewed approach to services marketing effectiveness. Measuring Business Excellence*.
31. da Gama, A. P. (2012). *Marketing audits: The forgotten side of management?*. *Journal of Targeting, Measurement and Analysis for Marketing*, 20(3-4), 212-222.
32. Daňo, F., & Hanuláková, E. (2013). *The marketing control system from a theoretical and practical viewpoint*. *Marketing iRynek*, 5(20), 17-23.
33. Davies HTO, Powell AE, Nutley SM (2015). *Mobilising knowledge to improve UK health care: learning from other countries and other sectors – a multi-method mapping study*. Southampton (UK): NIHR Journals Library; 2015 Jun. (Health Services and Delivery Research, No. 3.27.) Chapter 3, Mapping the conceptual literature.
34. De Mooij, M. (2018). *Global marketing and advertising: Understanding cultural paradoxes*. SAGE Publications Limited.
35. Dhanti, Y. S. (2015). *Analisis Audit Operasional Fungsi Pemasaran (Studi Kasus Pada PT. Pardic Jaya Chemicals)*. *Jurnal Administrasi Bisnis*, 23(1).
36. Djakeli, K. (2014). *Mission-Objectives Matrix (MOM) as an Innovative Tool of Marketing*

- Audit. Journal of Business*, 3(1), 37-40.
37. Dryl, W., & Dryl, T. (2013). A marketing audit is a tool for minimizing the marketing risk.
38. Fine, S. H. (2017). *Marketing the public sector: Promoting the causes of public and nonprofit agencies*. Routledge.
39. Gama, A. P. D. (2011). An expanded model of marketing performance. *Marketing Intelligence & Planning*, 29(7), 643-661.
40. Gao, Y. (2010). Measuring marketing performance: a review and a framework. *The Marketing Review*, 10(1), 25-40.
41. Ghosh, C. (2017). A study on-evaluating marketing strategies adopted by the home appliance for economic development in India. *International journal of social sciences and humanities*, 1(1), 9-15.
42. Gilligan, C., & Lowe, R. (2018). *Marketing and general practice*. CRC Press.
43. Gilligan, C., & Lowe, R. (2018). *Marketing and healthcare organizations*. CRC Press.
44. Gonzalez, G. R., Hoffman, K. D., & Ingram, T. N. (2014). The sales recovery audit: Learning to walk the talk. *Industrial Marketing Management*, 43(1), 146-154.
45. Hashem, T. N. (2013, February). *The Impact Of Marketing Auditing On Employee's Commitment With Marketing Ethics In Jordanian Five Star Hotels*. In *Proceedings of International Conference on Tourism Development*.
46. Homocianu, D., & Airinei, D. (2015). On-line dynamic dashboards in audit activities. *Financial Audit*, XIII, (5), 125.
47. Huang, Y. T., & Rundle-Thiele, S. (2015). A holistic management tool for measuring internal marketing activities. *Journal of Services Marketing*.
48. Iliev, P. (2019). Control and audit in marketing. *Challenges of the Knowledge Society*, 1053-1056.
49. Imran, M. S., & Mondal, S. A. (2012). The effect of a marketing audit to enhance company performance and marketing accountability.
50. Johnson, J. C. (2019). *IBM Cloud Strategic Audit*.
51. Joyce, M. L., & Krentler, K. A. (2015). A Close Look at the Options in the Health Care Industry: The Marketing Audit. In *Proceedings of the 1982 Academy of Marketing Science (AMS) Annual Conference* (pp. 166-171). Springer, Cham.
52. Källmén, H., Wennberg, P., Ramstedt, M., & Hallgren, M. (2015). Changes in alcohol consumption between 2009 and 2014 assessed with the AUDIT. *Scandinavian journal of public health*, 43(4), 381-384.

53. Klineckova, S., &Salgovicova, J. (2014). *The role of a marketing audit and value of information. International Journal for Innovation Education and Research*, 2(1).
54. Kosenko, O., Cherepanova, V., Dolyna, I., Matrosova, V., &Kolotiuk, O. (2019). *Evaluation of innovative technology market potential on the basis of a technology audit.*
55. Kotler, P., Gregor, W. T., & Rodgers, W. H. (1989). *The marketing Audit Comes of Age, Sloan Management Review*, 30(2), 49-62.
56. Kumar, R., & Sharma, V. (2015). *Auditing: Principles and practice. PHI Learning Pvt. Ltd.*
57. Kusuma, B. A. (2017). *Marketing Audit Plan for CV Karunia Catering.*
58. Lamb, C. W., & Crompton, J. L. (2017). *Analyzing marketing performance. In Marketing the Public Sector (pp. 173-184). Routledge.*
59. Lee, J. G., Henriksen, L., Myers, A. E., Dauphinee, A. L., &Ribisl, K. M. (2014). *A systematic review of store audit methods for assessing tobacco marketing and products at the point of sale. Tobacco Control*, 23(2), 98-106.
60. Liberko, I., Bednárová, L., Dúbravská, M., &Pacana, A. (2014). *Marketing Audit and Possibilities of Forecasting. Modern Management Review*, 19(21 (4)), 123-130.
61. Lindvall, J. (2019). *A strategic audit of Boston Beer. Undergraduate Honors Thesis. The University of Nebraska-Lincoln.*
62. Lipnická, D., & Dado, J. (2013). *Marketing audit and factors influencing its use in the practice of companies (from an expert point of view). Journal of competitiveness*, 5(4).
63. Loya, A. (2011). *Marketing audit—an important tool to determine the strengths and weaknesses of the companies. International Journal of Multidisciplinary Management Studies*, 1(2), 92-108.
64. Marketing, A. M. (2014). *How To Do A Marketing Audit For Your Small Business.*
65. Marketing, S. A. S. A. A., &jsc, p. T. O. B. A. (2019). *International marketing and marketing audit in the context of European integration and globalization. Journal Homepage Image*, 30(2).
66. Markiv, D. V. (2017). *Adaptation of the five-phase marketing audit model developed by ye. Popov to auditing marketing communications.*
67. McDONALD, M. A. L. C. O. L. M. (2016). *Strategic marketing planning: theory and practice. The marketing book (pp. 108-142). Routledge.*
68. Mills, A. J., Durepos, G., & Wiebe, E. (2010). *Sage encyclopedia of case study research.*
69. Mitra, D. (2017). *A retail audit on customer loyalty. ACADEMICIAN: An International*

Multidisciplinary Research Journal, 7(2), 91-103

70. Mullakhmetov, K. S., Sadriev, R. D., Gabidinova, G. S., & Akhmetshin, E. M. (2016). Control in marketing-based management. *Academy of Marketing Studies Journal*, 20(2), 13-19.
71. Nurhajati, Y. (2016). The Impact Of Cloud Computing Technology On The Audit Process And The Audit Profession. *Int. J. Sci. Technol. Res*, 5.
72. OquendoLoza, S. (2016). Auditoria de marketing como instrumento de evaluación de las estrategias comerciales de las empresas. *Fides et Ratio-Revista de Difusión cultural y científica de la Universidad La Salle en Bolivia*, 11(11), 181-199.
73. Palmatier, R. W., Stern, L. W., & El-Ansary, A. I. (2016). *Marketing Channel Strategy: An Omni-channel Approach*. Routledge.
74. Paramitha, S. D. (2016). Management audit to assess the effectiveness of marketing function (Case Study BRITAMA Product at Kantor Cabang Bank BRI Kawi Malang). *Jurnal Ilmiah Mahasiswa FEB*, 3(2).
75. Parrott, G., Roomi, M. A., & Holliman, D. (2010). An analysis of marketing programmes adopted by regional small and medium-sized enterprises. *Journal of small business and enterprise development*.
76. Paștiu, C., & Lazea, R. (2014). Marketing audit in industrial companies in Romania. *Progress in Economic Sciences*, (1), 281-288.
77. Patterson, Laura (2011). "File Server System and Method of Providing a Marketing Performance and Accountability Audit." U.S.
78. Phillips, A. L. (2014). Systematic marketing facilitates optimal customer service: the marketing audit of a rural public library system. *Public Library Quarterly*, 33(3), 219-235.
79. Radulescu, V. (2012). Healthcare Marketing Contribution to the Sustainable Development of Society. *International Journal of Academic Research in Business and Social Sciences*, 2(11), 351.
80. Radulescu, V. (2012). Strategic Marketing Planning Audit. *International Journal of Academic Research in Business and Social Sciences*, 2(11), 359.
81. Radulescu, V. (2012). The Role of Market Analysis in Developing Efficient Marketing Audit. *International Journal of Academic Research in Economics and Mgmt. Sciences*, 1(5), 222.
82. Radulescu, V., & Cetina, I. (2012). Customer analysis, defining component of a marketing audit. *Procedia-Social and Behavioral Sciences*, 62, 308-312.

-
83. Ritchie, C. (2010). *Marketing: Fast Track to Success: Fast Track to Success ePub eBook*. Pearson UK.
84. Sainsbury, E., Colagiuri, S., & Magnusson, R. (2017). *An audit of food and beverage advertising on the Sydney metropolitan train network: regulation and policy implications*. *BMC Public Health*, 17(1), 490.
85. Serbănică, D., Radulescu, V. and Cruceru, A.F., (2015). *The Role of Marketing Audit in Evaluation Sustainable Marketing Performance in Romanian Organizations*. *Anfiteatro Economic*, 17(40), pp. 1011-1021
86. Solcansky, M., & Simberova, I. (2010). *Measurement of marketing effectiveness*. *Economics and management*, 15, 755-759.
87. Stevens, R. E., Loudon, D. L., & Nykiel, R. A. (2013). *Marketing your business: a guide to developing a strategic marketing plan*. Routledge.
88. Stewart, D. W., & Gugel, C. T. (Eds.). (2016). *Accountable marketing: Linking marketing actions to financial performance*. Routledge.
89. Suliman, A. M. A. A. S. (2015). *The Impact of Marketing Audit on Organizations' Marketing Performance: An Empirical Study on Private Hospitals in Amman (Doctoral dissertation, Applied Science Private University (Jordan))*.
90. Tayebi, A. S. A., & Madani, S. M. J. (2015). *Maintenance energy with a new approach to marketing audit*.
91. The University of La Verne, (2019), *Empirical Research Articles: Literature Review Basics*, accessed from <https://laverne.libguides.com/c.php?g=34942&p=1446147>
92. Vaňa, K., & Černá, L. (2012). *The marketing audit as a method of the evaluation of the marketing plan*. *Research Papers Faculty of Materials Science and Technology the Slovak University of Technology*, 20(Special Number), 131-136.
93. Vellas, F. (2016). *The international marketing of travel and tourism: A strategic approach*. Macmillan International Higher Education.
94. Větríček, A. (2016). *Audit marketingulyžařskéškoly*.
95. Wang, T. B., Ma, Y. L., Cai, Y. K., Gao, X. Y., & Wang, H. M. (2013). *Exploration of Promoting Marketing Data Quality by Taking Advantage of Power Marketing Audit Monitoring Management Model [J]*. *Northeast Electric Power Technology*, 6.
96. Webster, F. E., & Lusch, R. F. (2013). *Elevating marketing: marketing is dead! Long live marketing!*. *Journal of the Academy of Marketing Science*, 41(4), 389-399.
97. Weingand, D. E. (2013, February). *Managing outside the box: marketing and quality*

management as key to library effectiveness. In *Education and Research for Marketing and Quality Management in Libraries/La formation et la recherche sur le marketing et la gestion de la qualité en bibliothèque: Satellite Meeting/Colloque Satellite Québec*, August 14-16 Août 2001 (Vol. 99, p. 8). Walter de Gruyter.

98. Westwood, J. (2010). *How to write a marketing plan* (Vol. 36). Kogan Page Publishers.
99. Westwood, J. (2013). *How to write a marketing plan*. Kogan Page Publishers.
100. Wilson, R. M. (2016). *Financial dimensions of marketing: a sourcebook*. Macmillan International Higher Education.
101. Wilson, R. M., & Gilligan, C. (2012). *Strategic marketing management*. Routledge.
102. Wu, W. K. (2011). *Market environment, marketing audit and performance: Empirical evidence from Taiwanese firms*. Wufeng District, Taichung, Taiwan: Chaoyang University of Technology.
103. Wu, W. K., Chen, H. C., & Huang, Y. X. (2015). Antecedents & consequences of Mktg. audits: Empirical evidence from Taiwanese firms. *Asia Pacific Management Review*, 20(3), 156-164.
104. Yanyan, Z., Zhaolin, H., & Huaijin, H. (2014). Seize Power Marketing Audit of Key Points. *Science and Technology & Innovation*, (23), 65.
105. Zyma, O. H., Ptashchenko, O. V., Shevchenko, I. O., & Afanasieva, O. M. (2019). *International marketing and marketing audit in the context of European integration and globalization*. *Management*, 30(2), 9-25.
