

**The thinking of Geraldine Fennell**  
**A compilation and organization of quotes**

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This paper summarizes and organizes part of the thinking of Dr. Geraldine Fennell. It was written with the intention of understanding the multiple dimensions of her work, in order to expand it. It is not a compilation of all the articles, but only of the ones the author considered most relevant.

All the text is composed of quotes from different publications.

The paper was not professionally edited. The references are not in an academic format, as originally it was not intended to be shared, as it eventually was, if you are reading it.

The organization of the paper is inspired in the Marketing process.

## Index

### Part I: Conceptual framework

1. On the purpose of Marketing
  - a. The role/essence of Marketing
  - b. Marketing is not selling
  - c. Marketers do not create demand
2. Key concepts
  - a. Markets
    - i. Representing the universe of interest
    - ii. Representing individual processes of interest
    - iii. Prospects: the relevant universe
  - b. Segments
    - i. Heterogeneity of demand
    - ii. Prospective customers' wants
      1. From product to situation
      2. Upstream wants versus instrumental wants
      3. Upstream wants
      4. The motivating conditions: intersection between person and environment
      5. The unit of analysis
    - iii. Targets
    - iv. Do Hispanics constitute a market segment?
3. The model: Consumer Motivation Classes
4. Brand Choice, positioning and new product development

### Part II: Putting it on practice

1. Researching demand
2. On market segmentation research
  - a. What to investigate
    - i. Ex Ante Market Segmentation Research
    - ii. Ex Post Market Segmentation Research (*SPECIFY, UNPARALLEL*)
  - b. How to investigate-qualitative: discovering concerns and interests
    - i. Using focus groups to explore domains of action
    - ii. Screening
    - iii. Generating candidate Items/statements
  - c. How to investigate-quantitative: measuring segments
    - i. Measuring the Importance of Motivating Wants
    - ii. Investigating differences between motivating and instrumental wants
    - iii. Data and Parameter Estimates

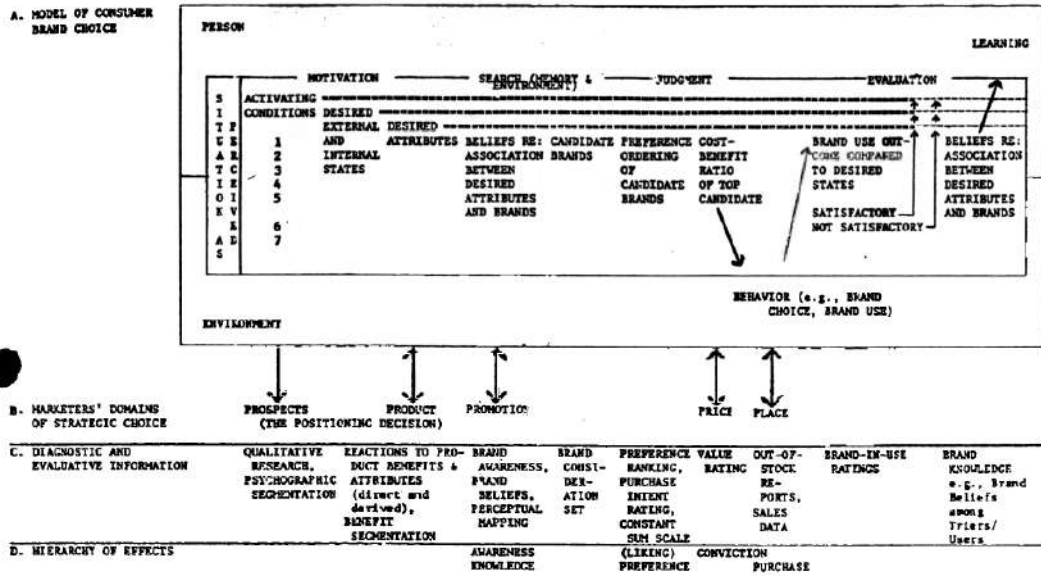
### Part III: Special Issues

1. On social responsibility
2. On globalization
3. On attention engagement

### References

## Part I: Conceptual framework

FIGURE 5 MARKETING'S PARADIGM OF APPLIED BEHAVIORAL SCIENCE AND THE "HIERARCHY OF EFFECTS"



### I. 1. On the purpose of Marketing

#### I. 1.a. The role/essence of Marketing

The reasons for marketing's existence in society and in individual firms flow from two features of our current arrangements for the production of goods and services: the separation of the user and producer functions that occurred when society evolved a system of division of labor, and the producer's need for a strategy of survival in the competitive conditions of a free market. (1987, Radical F)

When users and producers are in direct contact with each other, face-to-face communication may overcome the problem that flows from assigning the roles of user and producer to separate individuals. That problem must be addressed explicitly when mass manufacturing and mass media of communications result in impersonal exchange-at-a-distance between users and producers. Society needs an institution that returns to users control over what is produced, which they give up for the efficiency that results from specialization. (1987, Radical F)

In a free enterprise economy, the marketplace performs such a function by penalizing producers whose offerings users find to be less than desirable or useful, relative to the competition. (1987, Radical F)

When society opted for division of labor, it severed the natural connection between user and producer that is found when individuals play both roles-producing what they use or consume. It needed a mechanism by which users could control what is produced in their name. One such mechanism is the free-market economy, where people may choose among the offerings of competing producers. For the mechanism to do the job society intends, at least two things must happen: (1) The consequences of disregarding the circumstances of prospective users (e.g., competitive disadvantage, wasted resources, threat to one's survival) must be salient for producers as they answer the question: What shall we produce? (2) Given that a reason for committing society's resources to the production of goods/services is to help people make adjustments that their circumstances dictate, producers must understand those circumstances. In individual firms, it is marketers' responsibility to provide the information that leads to such understanding.

It is the responsibility of marketing scientists to create the representations that help practitioners to do their job. (1987, Radical F) It is marketers' task to speak for the wants of prospective users and to ensure that the firm's productive output is responsive to some specific subset of want-creating conditions (1987, Radical F). Representing users to producers (1986, "Extending the thinkable: consumer research for marketing practice", Geraldine Fennell) The nature of the marketer's task, namely to provide the interface between customers and the firm's productive capability (S&F, 1991)

When the marketing concept directs producers to adapt to the circumstances of prospective users, it merely extends to the behavioral domain the essential genius humans have shown in putting the natural world to work for their purposes. We have not put waterfalls to work by first requiring the water to reverse its direction; our windmills are designed to respond to the wind's characteristics. We have not learnt to use the sources of energy found in nature by first requiring them to change their ways. It has been the genius of the marketing concept to capture the same idea. (1987, Radical F)

the role of marketing is to respond to wants as found (S&F, 1991)

success lies in responding to wants as found (S&F, 1991)

MARKETING'S FIRST LAW, "Don't sell what you happen to make; make what the consumer wants to buy," is implemented through the identification of consumer wants and the formulation of brand positionings to respond to these wants. In a competitive environment, this means, in particular, the identification of consumer wants that are not being addressed or adequately satisfied by the brands currently available. (F, 1978)

Above all, marketers need to understand the natural process of want-occurrence and want-satisfaction; in particular, we need to be conversant with the kinds of condition that allocate an individual's resources to effecting change and with the means of making appropriate adjustments. (1987, Radical F)

Marketing's role includes describing the user's world in a way that helps producers to proactively design offerings that are appropriate to the current state of want-satisfaction in their product

category... For guidance in choosing brand features, producers require a conceptualization of the user's world that permits identifying conditions, across time and space, that are similar enough to be accommodated within a single physical and psychological offering. (F&S, 1995)

Fennell's conception of marketing compared to the recent mainstream conception. At the source of these differences is Fennell's view that the marketing concept (that is, don't sell what you happen to make; make what the customer wants to buy) is to be taken at face value. It requires scientists to develop conceptualizations of the user's world to guide systematically the producer's choice of features, whether for new or existing brands. Addressing this oversight, Fennell explicitly considers how the source of valued brand attributes is to be conceptualized, and describes seven general classes of demand-creating condition whose scope is appropriate to individual occasions for action and, hence, for brand performance. (F&S, 1995)

The marketing concept is unambiguous in its focus on consumer wants as the producers point of departure. At the core of marketing thinking and practice, this insistence on the direction of influence, from consumer to producer, is sharply at variance with a view of marketing as manipulator of consumer wants. (F, 1978)

Perhaps the aspect of the marketing concept that has the most far-reaching implications for marketing research is the notion that customer wants take precedence over goods/services (S&F, 1991)

Since the producer's job is to offer goods/services that help users to do what they are already trying to do, the marketer's task includes modeling and then describing the (heterogeneous) context in which individuals try to act (S&F, 1991)

Marketers must distinguish and investigate both (a) the conditions that lead to customer wants and (b) what the customer knows and believes about brands (S&F, 1991)

A marketing orientation influences the design of empirical research in characteristic ways, as yet seldom present in the literature. (1987, Radical F)

Marketing research can be said to be the primary means by which the marketing concept is implemented. That is, marketing research is a set of procedures by which the state of want satisfaction, the sine qua non of marketing practice, is revealed to producers. (S&F, 1991)

#### I. 1.b. Marketing is not selling

The essential difference between marketing and selling is this: marketers want to engage in exchanges (usually on an ongoing basis', and, within broad limits, are open-minded with regard to the specifications of their offering. Sellers have ready-made offerings for which they want something in exchange. (1987, Radical F)

For a number of reasons, selling as an activity has a place in the public's consciousness, while marketing does not. (1987, Radical F)

Used as a verb, to market has acquired pejorative connotations similar to those associated with high-pressure sales tactics; more sinisterly, for some, it may even connote using a special expertise held within the profession to manipulate the trusting and the unsuspecting. It is worth noting that marketing practitioners and a very few authors who understand the marketing-selling distinction do not use market as a transitive verb, for the excellent reason that, once the object exists, the opportunity to engage in marketing is severely restricted. Moreover, many other words are available (e.g., promote, advertise, publicize, sell) to refer to activities that may occur when the characteristics of an offering are regarded as fixed. (1987, Radical F)

In marketing, persuasion or behavioral influence is achieved by adapting the characteristics of offerings to those of the targets' use-context. Coercive measures and the suggestion that a prospective purchaser should adapt to fit the seller's specifications are foreign to the notion of marketing. (1987, Radical F)

#### I.1.c. Marketers do not create demand

we are not doing our job if we produce goods/services at random and wait until year's end to learn if demand exists. Marketers need a concept of demand that is independent of the goods/services that satisfy demand. For us, demand is already there in the conditions that allocate people's resources to doing what they do, and it is marketers' task to describe it in a way that guides the production of saleable products. (1987, Radical F)

#### I.2. Key concepts

##### I.2.a. Markets

###### i. Representing the universe of interest

It becomes apparent that a population is not optimally represented as a universe of individuals, but, minimally, must be viewed as a universe of occasions for all of the activities in which human beings engage. We must then find ways to represent the fact that individual producers do not try to respond to all the circumstances that allocate human resources. A first cut through a universe of activity-occasions is needed in order to exclude the portion for which a producer's domain of expertise is likely to be irrelevant (nonprospects). Within the remainder; prospects; circumstances are likely to be varied. (Behavioral demand is segmented.) From the totality of the producer's domain of expertise, only a portion may be deployed in producing an offering, which likely responds to a subset of the circumstances of prospective users (targeted circumstances). (1987, Radical F)

In sum, marketing scientists must conceptualize populations in ways that reflect the systematic relationships between producers and the circumstances of prospective users. An immediate benefit will accrue in that the practitioner's two-stage analysis of naturally occurring populations will be recognized in marketing theory—a first cut that defines a market of interest (the portion of a universe of activity-occasions to which the producer's domain of expertise is likely to be relevant), followed by analysis of the nature of segmented demand within that market (market

segmentation), leading to the producer's selecting some region of that demand to respond to (i.e. the positioning decision). (1987, Radical F)

For management to decide just which conditions they will choose to respond to through their brand's attributes, both tangible and intangible, and which individuals who experience those conditions they will pursue, is a complex matter. It entails choosing: (1) which individuals to regard as prospects, (2) which prospects to regard as worth studying and, within those studied, (3) which conditions warrant regarding as targets those individuals who experience them and are not too costly to pursue. It is useful to assign such decisions to two systematically distinct tasks of: (1) defining the arena in which the firm is going to compete for business within a given product category, and (2) within that arena, choosing the kind of demand it proposes to satisfy. (F&S, 1995)

## ii. Representing individual processes of interest

Having regard to marketing's grounding in division of labor, society assigns marketers the task of helping producers to participate in behavior that is underway. It follows that one of the first tasks that becomes the lot of marketing scientists is to represent the natural processes of want-occurrence and want-satisfaction-to develop, in fact, a general model of instrumental action with particular attention to representing the conditions that allocate people's resources. If the productive enterprise is helping users to do what they wish to do for themselves, then it must be possible to show how the attributes of individual goods/services are responsive to the conditions that allocate people's resources to making adjustments. (1987, Radical F)

The appropriate unit of analysis is 'occasions' (of a focal activity) rather than individuals because, among other reasons, conditions may vary within individuals across occasions of a focal activity. Moreover, to estimate the relative frequency of various kinds of demand-creating condition, it is appropriate to consider a universe comprising individuals times occasions for the focal activity in some appropriate period of time, often a calendar year. Accordingly, 'prospects' in panel B represents occasions for engaging in the focal activity in some geographic region and period of time; for example, occasions on which bathers (as defined) consider bathing, worldwide, in calendar year 1995 (Fennell, 1991a; 1994). (F&S, 1995)

## iii. Prospects: the relevant universe

Researchers in marketing conduct their studies in one of three universes—general population, members of a product market, customers of a firm (F, S, Gilbride, Responding..2002)

"segmentation" research as found in the recent literature (e.g., Wedel and Kamakura, 1998, 2000) comprises studies conducted in universes that are larger (e.g., the adult population) or smaller (e.g., customers of a single firm) than a market. (F, S, Gilbride, Responding..2002)

The product market is a universe one of whose dimensions consists of individuals whom management identifies as predisposed to buy/use some version of its product category, i.e., its



prospects. (F, S, Gilbride, Responding..2002) individuals as predisposed to allocate resources to the behavioral domain of management's product category (F, S, Gilbride, Responding..2002)

A first consideration in any strategic task is clarifying the relevant universe. The outer limit of the relevant universe is **prospects**, i.e., individuals qualified as *ready to spend* to acquire or use some version of management's product class. Within that outer limit, a marketing analysis may focus on specific sub universes, e.g., customers, triers, users of major competitors' brands, prospects who are unaware of management's brand or what it claims to offer. (F, S, Gilbride, Responding..2002)

The concept of **prospect** refers to readiness to spend resources in a particular product category, and comprises all who qualify on that criterion, ranging from those who will buy in a mindless or purely routine manner to those for whom buying some brand in the product category is a matter of high personal significance, whether to solve a current problem, present a desired image, grasp an opportunity for fun, or indulge a desire for sensory pleasure. (F, S, Gilbride, Responding..2002)

The concept of prospect has no close relative among the traditional concepts found in advertising research, e.g., awareness, familiarity, personal relevance, involvement. Such concepts may be suited to understanding brand choice, whereas "prospect" is relevant to product choice. (F, S, Gilbride, Responding..2002)

In sum, the concept of prospect is intended to identify the *outer limit* of likely interest in management's *product category*—in effect it serves to *exclude* individuals in line with a policy of putting resources to best use. (F, S, Gilbride, Responding..2002)

*a marketing focus dictates including questions that permit analyzing findings separately for prospects and nonprospects and, for a target/nontarget analysis, within prospects by kind of want within the product class that the brand addresses (F, S, Gilbride, Responding..2002)*

### 1.2.b. Segments

#### i. Heterogeneity of demand

The marketing concept states that brands are formulated on the basis of identified customer wants. Wants vary as a function of heterogeneity in the contexts in which prospects engage in a focal activity. (F,S,P,J, 1992)

heterogeneity is the basis for competitive advantage in marketing: heterogeneous motivations among a firm's prospects provide opportunity for brand differentiation that is responsive to the characteristics of demand as found (S&F, 1991)

it is necessary to think of markets as segmented because demand is heterogeneous, and the producer's decision, i.e., in a competitive context, choosing brand attributes to appeal to at least some prospects, requires reducing the heterogeneity of varied individual contexts to a manageable number of homogeneous segments. (F,S,P,J, 1992)

market segments are properly conceptualized as qualitatively varying conditions for engaging *in the focal activity*, (F&S, 1995)

ii. Prospective customers' wants

1. From Product to Situation

A moment's thought makes it clear that words such as power, ease of handling, complexion care, cleansing, etc., while referring to product benefits that may satisfy wants, do not in themselves tell us anything about the situations in which consumers find themselves—the situations that make power, complexion care, and the like desirable to them. (F, 1978)

Accordingly, when we learn from the consumer that he or she wants *power* or *complexion care*, we have done little more than scratch the surface of consumer wants. We begin to have some understanding of what the consumer is asking for only when we refuse to be satisfied with answers expressed in the form of product benefits and enquire further into the conditions that lead the consumer to ask for *power* and *complexion care*. When we shift focus from what consume» ask for to the conditions that lead them to want what they ask for, we become better able to understand their wants and we find a common motivational ground for all goods and services. (F, 1978)

2. Upstream wants versus instrumental wants

Researchers in marketing attempt to read wants by measuring and decomposing consumer preferences for marketplace offerings. (F&A, 2013)...Wants are typically associated with actual or hypothetical marketplace offerings (e.g., wanting a brand of toothpaste, soda, or a pet), and associated attributes (e.g., good breath freshening, citrus flavored, easy care). The importance of marketplace, or instrumental, wants is measured with data that reflect consumer preferences for real and hypothetical offerings,... (F&A, 2013)

By marketplace or instrumental wants, we refer to wants inferred from reactions to goods/services offered. (F&A, 2013)

motivating wants that exist upstream from the marketplace, and instrumental wants that are expressed as reactions to marketplace offerings (F&A, 2013)

3. Upstream wants

While there is wide acceptance for a view of motivation as arising from disparity between an individual's current state and imagined, desired state, theory and research have favored studying the imagined or goal state to the virtual neglect of the current state...Such analysis does not investigate the motivating conditions that allocate an individual's resources in the first place, which describe the current state of the individual. The individual is simply assumed to be motivated toward the imagined state. (F&A, 2013)

User wants originate upstream from the marketplace, in the context of everyday life and work. (F&A, 2013)

user wants as concerns/interests relevant to engaging in the focal task/interest, (What Market Segmentation is, and What it isn't", Geraldine Fennell, Joel Saegert, Robert Hoover).

motivating conditions that drive preferences. (F&A, 2013)

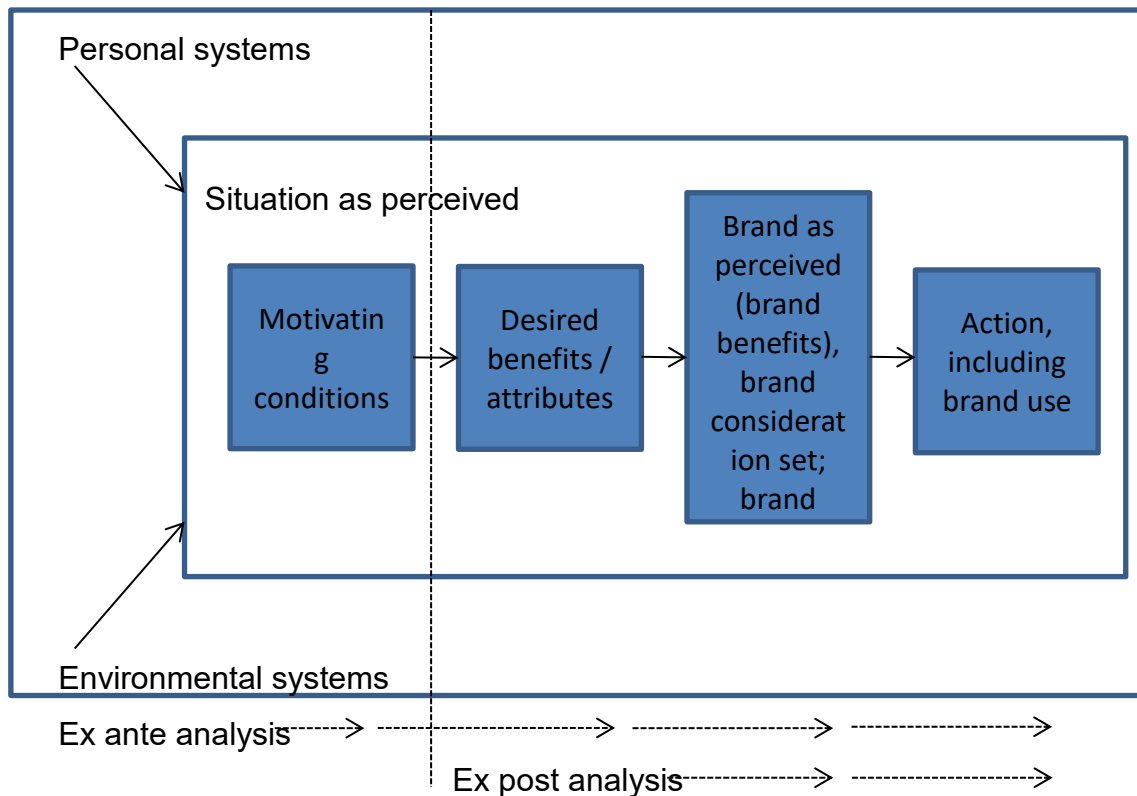
Thus, our analysis encompasses both where one is coming from and where one is headed, providing insight into conditions for which a brand is preferred. When no variable that describes the current (motivating) state is included, analysis of consumer preferences leaves much ambiguity regarding the nature of the motivating conditions, which are the conditions that valued goods and services must address. (F&A, 2013)

For example, consumers may report that they want to "look good" and "feel good" in relation to the goal of losing body weight. Such items are end points and do not state the conditions that lead to wanting to "look good." Is the person overweight over all their body, or just in particular places? Which places? Does their shortness/height enter their sense of not looking good? Do non-apparent muscles enter their concern? Do they have concerns about hanging skin, if they lose weight? Is their sense of not feeling good due to their having failed to take care of their appearance? Do they feel bad because they can't move easily due to being overweight? Has their present condition happened slowly or rapidly? Knowing where one is coming from provides guidance to manufacturers for brand (re)formulation and the creation of media content that is often not available from knowing only the imagined state. (F&A, 2013)

#### 4. The motivating conditions: intersection between person and environment

Personal and environmental systems intersect to produce motivating conditions that lead to desired benefits and attributes, and eventually to marketplace action including brand choice. Motivating conditions allocate an individual's resources to a domain of action and prompt them to adjust their relationship with the environment within that domain. For example, an individual may feel cold because of a drop in the ambient temperature, and become motivated to ease their discomfort. The individual may look to remedies at hand (e.g., close the window), and/or marketplace offerings (e.g., a sweater) to improve their condition or, weighing resources required against discomfort, may decide that adjustment is not cost-worthy, and action is not forthcoming. (F&A, 2013)

Person and environment are assumed to jointly contribute to a situation in which behavior may arise (i.e.,  $S = g(P,E)$ ), and behavior is assumed to arise from within the situation (i.e.,  $B = f(S)$ ). (F&A, 2013)



Adapted from Fennell 1988 (F&A, 2013)

Viewed from left to right, the model represents a behavioral process that allocates an individual's resources to a substantive domain (e.g., stomach condition), and desired state (e.g., not feeling upset), and directs how the individual deploys those resources within that domain – favoring actions and objects (consuming brand of stomach remedy, retail outlet) likely to bring about an improved state of being. Management's advertising promises that its brand offers certain attributes and benefits, which management has arranged to deliver via the brand's physical and psychological formulation. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences, 2001/2002)

The presence of motivating conditions without corresponding marketplace offerings can be regarded as unmet demand. Similarly, the presence of offerings without corresponding motivating conditions likely leads to insufficient sales for satisfactory return on management's investment. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences, 2001/2002)

Person and environment are viewed as comprising multiple systems, allowing for a small subset of each intersecting to produce motivating conditions by instating a desired state, i.e., comparing the present with an imagined state, the individual is ready to allocate resources to bring about the imagined state, expecting or hoping to improve their state of being. Viewed from left to right, the model displayed in figure 1 represents a behavioral process that allocates an individual's resources to a substantive domain (e.g., feeling lonely) and desired state (e.g., reconnecting with friends), and directs how the individual deploys those resources within that domain – favoring actions and objects (e.g., attending a picnic, making a phone call, writing a letter) likely to bring about an improved state of being. In figure 1, motivating wants correspond

to motivating conditions, and the instrumental wants they specify correspond to desired benefits and attributes. The terms ex-ante and ex-post superimposed on figure 1 refer respectively to two concepts of demand. Ex-post represents a view of demand where the offering is given; ex-ante is a view of demand based on conditions that pre-exist the offering (Fennell 1987). (F&A, 2013)

Motivation is operationalized as the concerns and interests relevant to an activity (F&A, 2013)

desirable attributes in brands vary, across and within individuals, as a function of enduring and transitory elements in the contexts for engaging in the focal activity (F,S,P,J, 1992)

The conditions that lead consumers to want specific product benefits are found in aspects of both their personality and their life situation. (F, 1978)

motivating conditions -individuals' sensitivities and environmental circumstances- (Using focus groups...Joel Saegert, Robert Hoover, Michael Landeck, 1993)

Further, I take it as given that brands are tailored to respond to consumer wants, and that consumer wants exist independently of, and are logically prior to, the brands that are created to satisfy them. Accordingly, I consider separately the determinants of the consumer's perception of the product-use situation and of brands. (F, 1978)

...pre-marketplace environment variables<sup>5</sup> that, in conjunction with person variables,<sup>6</sup> structure the consumers perception of the product- use situation. In large measure, determinants of the consumer's perception of the product-use situation are outside the control of the marketer. But the marketer needs to understand how this person environment intersection has structured the product-use situation for the consumer, for its elements direct the consumer's choice among competing brands. (F, 1978)

Personal and environmental systems intersect to form motivating conditions, or wants, allocating an individual resources to a domain of action, within a situation as perceived. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

More immediately under the marketer's control are the marketplace variables, in particular the physical and intangible aspects of brand offerings, and their communication through advertising and promotional activity. Even here the marketer's control is limited, not only by the influence of other environment variables, but also by the consumer's interpretation and evaluation of the marketing communications and brand offerings. (F, 1978)

Examples of motivating conditions that describe the current state of the individual include items such as "I'm concerned that my skin becomes rough and scaly when exposed to harsh winds," "I'm concerned that my skin peels and takes days to come back to normal," "I'm concerned about getting cold sores when exposed to sun and wind" and "I'm concerned that sun blocks leave indelible stains on towels, clothes, accessories and furnishings." Such items describe the motivating features of the individual's current state (i.e., where the individual is coming from), which specify features of the desired state (i.e., where the individual is going to). (F&A, 2013)

## 5. The unit of analysis

For my purposes here, the choice of situational units corresponds to the activities and conditions for which products are created and marketed, such as doing the laundry, feeding the dog, having a headache. The marketing concept implies that the meaning of such product-use situations differs in important ways across consumers, and calls for an approach stated in terms of participants' perceptions. Accordingly, *a product-use situation as perceived* is my unit of analysis. (F, 1978)

i. Targets

A second and distinct issue is the nature of diverse demand with the relevant universe, and the subset of wants that management may choose to serve, i.e., the focus of market segmentation analysis. When management is developing an advertising campaign, it will have decided how it is defining prospects and **targets**—for the latter, that means the subset of wants within the product class that it plans to address via its brand's attributes. (F, S, Gilbride, Responding..2002)

ii. Do Hispanics Constitute a Market Segment? (F,S,P,J, 1992)

FALLACIES IN THE CONCEPT OF A "HISPANIC SEGMENT"

A hispanic "market segment" implies that Hispanics are homogeneous.

Wants vary as a function of heterogeneity in the contexts in which prospects engage in a focal activity. Such contextual heterogeneity occurs among and within individuals and is not illuminated by the labels of demographic classes. Plainly, there is no basis for assuming that Hispanic wants are homogeneous, that Hispanics do not share the full range of human wants found among nonhispanics, or that producers may devise a simplistic strategy to appeal to Hispanics.

Those who would regard Hispanics as a market segment contribute, doubtless unwittingly, to confused thinking about both Hispanics and marketing strategy.

To suggest that Hispanics, or any ethnic group, constitute a market segment implies that Hispanic wants and desires are homogeneous within their ethnic group. Of course, no one explicitly argues this and, in fact, many authors emphasize the need to distinguish among subgroups of hispanics, most frequently, for example, as a function of their country of origin (e.g., Mexico, Puerto Rico, Cuba, or other hispanic countries). Nevertheless, it is easy to see that distinguishing among such subpopulations merely extends a presumption of homogeneity to another level; that is, it presumes that Mexicans, Puerto Ricans and Cubans are homogeneous within their respective subgroups, an assumption, again, that none argues explicitly, or examines.

ethnic stereotypes, an outcome to which advocates of "ethnic segmentation" appear oblivious.

Finally, and perhaps most important in terms of marketing strategy, deciding to formulate a brand for dark-skinned prospects (hispanic or otherwise) leaves unaddressed prospects' heterogeneous motivations concerning the focal behavioral domain, which would be personal grooming in the present example

desirable attributes in brands vary, across and within individuals, as a function of enduring and transitory elements in the contexts for engaging in the focal activity

Researchers who have studied hispanic consumer behavior have offered a number of justifications for doing so. Some of these include the large number of hispanics in the US, empirically found differences between hispanics and others (e.g., nonhispanics/general population), and hispanic preference for Spanish language media. As will be seen, however, none of these justifications for studying hispanics as consumers establishes a basis for regarding hispanics as a market segment.

hispanics are found to be more brand loyal..., it is difficult to identify a marketing strategy that proceeds from such findings.

An offering stands or falls depending on how well its attributes, compared with those of competing offerings, match the concrete physical and psychological contexts in which individual human beings pursue a task or interest. Goods/services are judged, chosen, used and evaluated, not by "between group differences," but by individual human beings, hispanics or nonhispanics, in real world circumstances.

### I.3. The model: Consumer Motivation Classes

"Make what the customer wants to buy" demands, above all, that marketing scientists represent the conditions that dispose people to exchange their resources for an unproved state. It requires a model of marketing to include terms reflecting the influences on customers that occur outside the marketplace, which imbue a marketplace offering with value---the premarketplace elements that marketers must investigate in order to "make what the customer wants." (1987, Radical F)

The word motivation refers to getting behavior started and giving it a direction. We want, then, to identify various consumer perceptions of the product-use situation that activate product purchase, and that direct choice among available brands. (F, 1978)

The notion that it is possible to state consumer wants in a manner that applies, across the board, to any good or service is generally met with disbelief, if not outright rejection. The different words in which consumer wants are expressed mislead one into concluding that cars and facial cleansers respond to different kinds of consumer wants. (F, 1978)

A simple model of consumer brand choice that states general classes of consumer wants applicable to any good or service. (F, 1978)

It describes qualitatively distinct kinds of motivating condition that may be present in the context for an individual's action. (F&A, 2013)

Exhibit 3 lists seven different perceptions of the product-use situation and the direction for consumer behavior associated with each.<sup>7</sup> Each of the first five classes is defined in terms of one motivating element. Classes 6 and 7 are complex cases, where the marketplace adds a second motivating element. (F, 1978)

Note that in real life motivation classes are not so clear-cut as I have presented them. Considering even the basic five, there may be multiple motivations for a given product. (F, 1978)

#### Consumer Motivation Classes

##### Perception of Product-use Direction for Brand Research

1. Current Problem	Solve Problem
2. Potential Problem	Prevent Problem
3. Normal Depletion	Maintain Stable State
4. Interest Opportunity	Explore
5. Pleasure Opportunity	Enjoy

(F, 1978)

The classes originate in the settings that researchers use to instigate behavior for the experimental study of learning in lower animals and are adapted for use in studying human behavior. (F&A, 2013)

The question of interest to the marketer is: Which is the appropriate situation perception for this consumer as he or she enters the marketplace for my product? How the consumer's personality manifests itself in other contexts is not of immediate interest. Accordingly, in the descriptions that follow, the phrase "these consumers" is always intended to mean: *this person as he or she views a particular product-use situation.* (F, 1978)

The first three classes in table 1 are about moving away from an undesirable state of affairs that is present for the individual, whether currently experienced (class 1), imagined to occur at some future time (class 2), or brought to focal attention only by default (class 3). For example, an individual may engage in oral hygiene activities because of concern about bad breath, dull teeth or to deal with the current conditions that lead to cavities (class 1), because of concerns about what their peers, or the actor, themselves, may think if they didn't brush (class 2), or simply as relatively mindless routine (class 3) (F&A, 2013)

Where in the case of the first three classes, the individual moves away from the source of the motivation, in the case of the next two classes, the individual moves toward the source of the motivation. Class 4 describes interests that involve mental exploration as for example, in a hobbyist orientation to the focal activity. Class 5 deals with the pursuit of sensory enjoyment. An example of a class 4 motivation for toothbrushing would be interest in knowing about the science of oral hygiene, and an example of a class 5 motivation would be enjoying sensory experiences from brushing. (F&A, 2013)



The final two classes in table 1 describe complex conditions in which the individual is motivated to act but is deterred from doing so either because of expected harm – excessive cost in the broadest sense (class 6) or expected dissatisfaction (class 7). These two classes may combine motivations to act that occur outside the marketplace, and the expected outcome of using some version of the product. An example of a class 6 item written for toothbrushing would be agreement with the statement that toothpastes taste too strong or cost too much. An example of a class 7 item written for toothbrushing would be toothpastes aren't strong enough to prevent cavities. (F&A, 2013)

### 1. Current Problem—Solve

The salient aspect of the product-use situation for these consumers is the problem they perceive. They find themselves faced with an existing problem that must be dealt with. They need a brand that solves the problem. One or more significant consumer problems are readily identified in a product category-e.g., dry skin (toilet soap), unmanageable or oily hair (hair products), heavy driving schedule (tires), strong or heavy beard (blades), overweight dog (dog food). Consumer problems may arise from intensification, increased frequency, or special cases of the condition or activity for which the product is used. More general sources of consumer problems are boredom, shortage of time, or money, and the perception that prevailing conditions outside the product category of interest are thwarting strongly held beliefs-"My family won't eat a substantial breakfast, as they should," or, "Prevalence of highly processed foods makes it hard to get the nutrition we need." The common element in all of these cases is the consumer's perception of discontent with currently existing conditions that, in the short run at any rate, the consumer sees no way to change. (F, 1978)

In the case of class 1, for example, with regard to the focal activity, the analyst generates examples of grave, unpleasant circumstances, or unusual special cases, whose occurrence is outside the actor's control in the short run. Among others, "grave" may refer to intensity, speed of onset, or frequency of some condition an individual dislikes. It is useful to remember that, where common usage invokes the verb, "prevent," e.g., prevent tooth decay, prevent engine wearout, the motivating element that must be dealt with is, in fact, something that is occurring at the present time. For example, substances present in the mouth that are harmful to teeth and gums; wear and tear due to moving metal parts. Although many examples reflect conditions in the relevant physical environment as perceived, personal elements, such as values that the individual believes are being thwarted may also contribute examples. (F&A, 2013)

### 2. Potential Problem-Prevent

These consumers have invested the product-use situation with **symbolic significance** for their **self- concept**, their view of appropriate social behavior, and their need for social rewards and recognition. They are focusing, not on a currently present problem, but on an anticipated problem. Unless appropriate action is taken, these consumers anticipate a departure from self-concept, or social norms, or a loss of social rewards which calls for preventive action. They are concerned about the impact of their behavior on important "others." They view their behavior

as it registers in the eyes of a real or imagined "other"—a loved one, a friend or business acquaintance, a social group, the self, an infant, or a pet. (F, 1978)

Marketers have responded to the consumer's perception of symbolic significance by imbuing a brand with image connotations of social acceptance, esteem, or approval. (F, 1978)

As regards class 2, at issue are examples of an individual's experiencing discomfort while anticipating how they will judge themselves, or how they imagine others will judge them, in the event they fail to act appropriately. Examples comprise imagined censure, or failure to gain praise, from self or others. Reflecting on examples of psychology's major constructs, e.g., traits, roles, self-concepts, as they may be experienced in regard to the focal activity, is a useful source of ideas. (F&A, 2013)

### 3. Normal Depletion-Maintain Stable State

These are consumers with minimal interest in the product category. In the total press of their life circumstances and psychological well-being, the product-use situation is one of minor importance. The condition or activity for which the product is relevant is accepted as a routine part of daily life; so long as the product performs its essential function, and presents no special problems, these consumers' wants are satisfied. Brand perceptions may be fairly undifferentiated, except where the marketplace, in response to special consumer wants, has added features to a basic product that actively interfere with a low-involvement orientation. (F, 1978)

As regards class 3, at issue is the believed presence of a state of affairs that requires only minimal maintenance for normal functioning. Deterioration is outside the actor's control in the short run, who can do no more than periodically make good whatever deficit has occurred. (F&A, 2013)

### 4. Interest Opportunity—Explore

These consumers perceive the product-use situation as one affording an opportunity for fun, novelty, the acquisition of information and expertise. They enter the marketplace for the product ready to explore, disposed to welcome complexity and to be diverted. These consumers have a "buff" orientation for the product in question. The key motivating element here is interest as an end in itself, not as a solution to perceived problems or a way to achieve social rewards. (F, 1978)

Some products more than others appear to lend themselves naturally to the development of special versions that respond to the consumer's interest in exploration, knowledge, and diversion, for example, wines, perfumes, and mechanically sophisticated products such as cars and audio equipment. Even the humble dog food category, given a suitable array of nutritionally varied brands, can provide a source of interest to a dog nutrition buff (*HB: buff = enthusiast*). (F, 1978)

As regards classes 4 and 5, the individual is predisposed to seek commerce with puzzling cognitive, or potentially pleasurable sensory, stimuli in the relevant substantive domain. In class 4, the actor becomes aware of insufficient, too much, contradictory, or unexpected information, e.g., Berlyne's (1970) "collative" variables, which engages their cognitive skills until they resolve

matters. Such conditions are the occasion for fun and a hobbist orientation, as the individual becomes engaged with a puzzling informational environment. In class 5, the presence of sensory pleasure information leads to a feeling of deficiency until the actor engages with the experience. (F&A, 2013)

#### 5. Sensory Pleasure Opportunity—Enjoy

These consumers perceive the product-use situation as affording the opportunity for enjoyment of sensory pleasure. As with exploratory interest, the perceived opportunity for enjoyment is an end in itself. Sensory pleasure may be derived from the product itself (dishwashing detergent with pleasant scent) or as a consequence of using the product (shining dishes). (F, 1978)

It may be useful to consider wines and perfumes again, here, to clarify a distinction between this class and the previous one. The difference lies in the consumer's focus of interest. In this class, consumers focus on the enjoyment of taste, color, smell, etc., and are likely to cease exploration at the point where they have located a wine or perfume that satisfies their sensory preferences. In the previous class, by contrast, consumers are interested in extending their knowledge and intellectual involvement in the product category, and are likely to continue their exploration in the pursuit of further information and expertise. (F, 1978)

#### Classes 6 & 7

It remains to consider the two special classes in Exhibit 3—No. 6 and No. 7. Here, consumers are *already* in the market for the product in question, and their basic perception of the product-use situation is as described in the five classes above. Now, however, an additional motivating element is present. (F, 1978)

As regards class 6 and 7, the individual is already motivated and realizes that taking the indicated action will be unduly costly in any of a variety of ways, e.g., time, effort, physical or psychological side effects, money (class 6), or futile in that the available actions will not be adequate to the present condition. In line with good research practice, it is appropriate to allow respondents to express their own perspectives first, introducing prompts only when respondents appear to have exhausted the topic at issue. (F&A, 2013)

#### 6. Product-Related Problem—Resolve Conflict

These consumers perceive major disadvantages stemming from the product itself. They want to buy the product, but they want also to avoid a product disadvantage that they perceive. They are in a classic conflict situation, approaching and withdrawing at the same time. They seek a brand that resolves their conflict, one that permits them to use the product and avoid its perceived disadvantage. (F, 1978)

Perceptions of the product-use situation, presented previously, describe the criteria that consumers use to select a brand, or brand subset, which is appropriate to their particular wants and against which they evaluate brand performance. If a brand performs poorly, the consumer's basic motivation is unchanged, and brand switching within the selected brand subset is expected. The situation is materially different when a brand is considered unsatisfactory, not because it fails to satisfy consumer wants, but because it possesses an attribute that is perceived

to be undesirable. In such cases, at least two motivating elements need to be considered, one or more arising from the pre-marketplace perceptions already described, and another originating in the marketplace. Examples of product-related problems are numerous, and the marketers response to them has led to the development of special product forms such as buffered aspirin, peroxide-free hair coloring, hypo- allergenic toiletries, ecology-safe laundry detergents, decaffeinated coffee, and low cholesterol foods. (F, 1978)

#### 7. Satisfaction-Frustration- Restructure the Situation

These consumers, familiar with most or all brands, find none to their satisfaction. They are **frustrated** consumers, needing to use the product, yet unsatisfied by available brands. The source of consumer dissatisfaction may be an unsolved problem arising from pre-marketplace perceptions, or from the product itself. Possibly, the basic motivation is problem solution—for example, dog owners who believe their dog is overweight. They have tried various diet dog foods, and the results have not been to their liking. Possibly, they are concerned about product-related problems (conflict resolution); for example, they dislike the appearance or smell of dog food, and no brand they have tried overcomes this problem to their satisfaction. So far as these consumers are concerned, the marketer not only needs to uncover the source of the frustration, and address it, but can expect, in some instances, to offer the solution to a skeptical and disenchanting consumer. (F, 1978)

The primary motivations of satisfaction- frustration consumers are to be found in the five classes previously described. Satisfaction-frustration is included as a separate class for two reasons: (1) as a reminder to consider explicitly the identification of consumers whose wants are not currently met by available brands; and (2) because the motivational implications of satisfaction-frustration are of considerable interest to the producer. In a situation where a person can see no action (i.e., brand purchase) appropriate to his needs, he may be motivated to make his own creative restructuring of the situation. The reputed use of an electric razor for everyday shaving, and wet shave for special occasions, suggests that adjustable closeness may be a desirable razor attribute. What the frustrated consumer is doing is a valuable source of information for the producer. (F, 1978)

My present theoretical framework will, doubtless, be modified with increasing understanding of consumer wants and responses to marketing action. It has been presented as illustrative of the broad outline of an integrating framework for a variety of marketing and consumer behavior concepts, as well as for various facets of marketing's coordination of the firm's resources and specialized activities in response to consumer wants. (F, 1978)

Table 1 are examples of concerns and interests for selected activities. (F&A, 2013)

Table 1

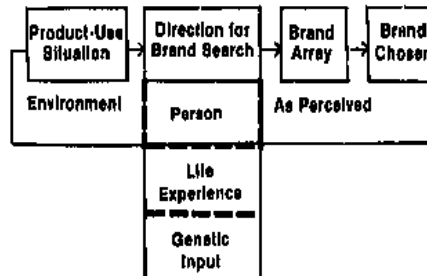
## Motivations for Selected Activities

	BRUSHING TEETH	DAILY SWIMMING	ATTENDING LIVE THEATER	FEEDING THE CAT
Motivational Class	The individual may be...	Daily swimmer may be ...	Individual may attend live theater ...	The cat-feeder may be...
1. Problem Solving	escaping from the unpleasant process of bacteria in the mouth creating bad breath, or damaging teeth, or from the ugliness of teeth discolored or stained from smoking cigarettes/drinking coffee/eating blueberries	ameliorating a medical condition	seeking restoration for a weary body and overtaxed mind; or relief from boredom, drudgery, banality, stultifying routine, or from absorption with the concerns of young or ailing charges; escaping from an environment that is oppressive or distracting or lacking in privacy	troubled by Cat's sluggish movements, dry skin, overweight body, or lack of appetite
2. Problem Prevention	preventing imagined criticisms from oneself/significant others on grounds that one is lazy, careless of personal hygiene, lacking in consideration for others	expressing self image as an individual who knows how to care for themselves, who maintains the fitness of younger person	considering the implications of attending the performance for his or her selfconcept as a (discerning) cultivator of the good life, a generous provider/host, a thoughtful lover/spouse/parent/child	catering to a spoiled child, nurturing a loyal friend, tending an expensive status symbol
3. Routine Maintenance	maintaining a system that needs only routine attention	a routine activity engaged in as a matter of course	engaging in a routine with minimal investment of thought and interest	mindlessly performing a routine chore
4. Exploratory Opportunity	exploring an interesting question related to brushing techniques	a skilled activity whose continued improvement is a subject of absorbing interest	intrinsically interested in theater as a student of human condition or the aficionado fascinated by the complexities and finer points of the theater arts	"into" cat nutrition, finding interest in learning ever more and more about the functions of various ingredients in Cat's diet
5. Sensory Opportunity	enjoying the sensory experiences associated with bristle on gums, taste and tingle of dentifrice, and the sight of glistening pearly teeth	an opportunity for a multitude of sensory pleasures, of moving water and physical movements of the body	considering the theater as an opportunity to feast the senses	empathizing with Cat, Leslie may take pleasure in presenting an array of delectable meals to please Cat's palate
6. Product-related Problems	in addition to one or more of the preceding orientations, worrying about possible damage to enamel, irritation and strong taste	any of the preceding with, nevertheless, a range of unpleasant aspects, such as cold changing rooms, chlorine smells, exposing one's body to comparative evaluation by self and others	Additionally perceiving attendance as entailing some troubling elements, such as expense, inconvenience, possibilities for embarrassment, for feeling more "out of it" than if one stayed home	doing any of the preceding while worried about cost, trouble, waste, smell, and other considerations
7. Frustration	With one or more of the preceding orientations, frustrated that toothpastes aren't strong enough to prevent cavities or claim more than they can deliver	where currently available physical conditions, suits, accessories, and gear are poorly designed and hindrances to realizing the swimmer's desired outcome from the activity	finding available theatre less enjoyable than one would wish	"making do" with food delivery systems that are deficient in some respect

Source: Conceptualizing and Measuring User Wants: Understanding the Source of Brand Preference, GF, Greg Allenby, 2013 or 2003

#### I.4. Brand Choice

user-circumstances (the conditions that allocate people's resources to doing the things they do) are the conditions to which producers must be responsive. (1987, Radical F)



The way consumers view the product-use situation sets the direction for their brand search. From the array of available brands, consumers select a brand that best responds to the salient features of the product-use situation, as perceived by them. The *wants consumers bring to the marketplace* are to be found in their perception of the product-use situation: *what they buy* represents a reconciliation of their wants with available brand benefits, as perceived and evaluated by them. (F, 1978)

As he or she moves from one activity to another, different environment and person systems intersect to structure the immediate *situation as perceived*. (F, 1978)

Management's advertising promises that its brand offers certain attributes and benefits, which management has arranged to deliver via the brand's physical and psychological formulation. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences, 2001/2002)

#### On positioning and new product development

Outline various positioning options which follow from the analysis of consumer wants (F, 1978)

At present, idea-generation for brand and new product positioning is often left to creative inspiration or technological developments in R&D, or is considered to be dependent on analysis of segmentation research findings. It need not be so. A going-in set of motivation classes makes it possible, systematically, to lay the ground for creative thinking, R&D development, and purposeful segmentation research, by facilitating *preliminary* analysis of positioning feasibility. (F, 1978)

The term "positioning" may, as noted, include considerations of product formulation variation. But it also, and perhaps more broadly, refers to the content of marketing communications. Even in cases where the possibility for formulation variation is limited, marketers may opt to tailor the content of marketing communications selectively, in order to establish a special association between their brand and one or more aspects of the product-use situation. Unless we wish to deny the legitimacy of intangible as opposed to tangible benefits, it is appropriate to use "positioning" in its more general sense, referring primarily to the marketer's option to tailor marketing communications in terms of the full range of possible consumer wants. Within this

use of the term, then, formulation variation enters as a further consideration, where appropriate to a particular product category. (F, 1978)

Positioning: ...'the joint selection of target segments of demand and of the corresponding brand attributes, both tangible and intangible' (Fennell, 1982a). (F&S, 1995)

positioning, that is, specifying the attributes to be included in the firm's offering in light of the identified demand and the state of want-satisfaction as found (F&S, 1995)

The seven motivation classes provide an analytic bast for judging the breadth or specificity of brand positionings. From this perspective, a nonspecific positioning is one stated in terms sufficiently general that consumers in most or all of the motivation classes may construe it as compatible with their wants. *Coca-Cola's* "It's the real thing" does not explicitly respond to any one consumer want class, but is equally applicable to all. Choice of such a non-specific theme-line leaves *Coca-Cola* free to direct its positioning to any of the consumer want classes or,

EXHIBIT 4

Positioning	Problem Solution	Problem Prevention	Stable Maintenance	Exploratory Interest	Sensory Enjoyment
Problem Solution	TARGET	Incompatible	Irrelevant	Constructive Relevant	Constructive Relevant
Problem Prevention	Irrelevant	TARGET	Irrelevant	Constructive Relevant	Constructive Relevant
Stable Maintenance	Irrelevant	Incompatible	TARGET	Irrelevant*	Irrelevant
4. Exploratory	Incompatible	Incompatible	Irrelevant	TARGET	Irrelevant
Sensory Enjoyment	Incompatible	Incompatible	Irrelevant	Irrelevant	TARGET <sup>11</sup>

Depending on the degree of product formulation variation, the positioning may be incompatible.

should it so desire, to maintain ambiguous positioning throughout. In contrast, *RC Cola's* "What's good enough for other folks ain't good enough for me" is motivationally specific (problem prevention). (F, 1978)

In my analytical framework, then, "specific" refers to a positioning which contains elements that classify it as responding explicitly to at least one of the consumer motivation classes. (F, 1978)

Of Classes 1 through 5, problem solution tends to be the most specific positioning; sensory enjoyment the least specific. The greater the degree to which the positioning is incompatible for the nontarget classes, the higher the degree of specificity(F, 1978)

(F, 1978)

Crawford has noted that many commentators mention the absence of meaningful product differences as the predominant reason for new product failure. *Meaningful* difference, rather than product differentiation for its own sake, seems to be the key; and the criterion of meaningfulness is consumer want satisfaction. (F, 1978)

## Part II: Putting it on practice

### II. 1. Researching demand

Authors do not make a connection between marketing's fundamental philosophy and the techniques required to relate human wants to business opportunity (S&F, 1991)

Considering how to create the offering, the producer faces a wide range of options, and must choose in light of prospects' wants and competitive offerings. This enormously complex task is facilitated by investigating the contexts in which prospects perform their focal activity and reducing complexity on the demand side to a manageable number of roughly similar kinds of context. These are the segments of demand (F,S,P,J, 1992)

Although most of the texts mention the marketing concept as a rationale for marketing research, they fail to present, through theoretical discussions and/or by presentation of examples, the role of qualitative research as a means of investigating the state of want-satisfaction in prospective markets. (S&F, 1991)

Textbooks fail to communicate to students the role that qualitative research plays in implementing the marketing concept. (S&F, 1991)

Yet we lack not only a statement of alternative positioning options, but a conceptual framework from which positioning options may be derived. (F, 1978)

### II. 2. On market segmentation research

Market segmentation is a conceptually rich area of research that touches on issues such as market definition, the unit of analysis, type of consumer behavior to be explained, appropriateness of basis variables, and the relation of all of these considerations to managerial tasks. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002).

Authors fail to discuss what is that has segments. They appear to miss the fact that the term is "market segmentation", and do not discuss a first step of defining the market that is segmented. They fail to make explicit that what is at issue is a search for a a) naturally-occurring variation in the b) qualitative nature of demand. (What Market Segmentation is, and What it isn't", Geraldine Fennell, Joel Saegert, Robert Hoover).

Market: the arena in which it is going to compete for business...As a first step in defining its market, management defines prospective buyers, i.e. "prospects"....What is at issue are varied concerns/interests within a domain of action. Brands of goods/services have value, if at all, for their contribution to helping individuals pursue their tasks/interests. It follows that to be relevant, the scope of behavioral concepts must match the scope of brands. For marketing purposes, "customer wants" means wants as regards a domain of activity and corresponding good/service. Accordingly, as regards market segmentation analysis, the wants that are at



issue are the concerns/interests that for the context for engaging in the relevant domain of action. (What Market Segmentation is, and What it isn't", Geraldine Fennell, Joel Saegert, Robert Hoover.)

Within an individual over time, and across individuals, variations in the conditions in which individuals engage in an activity are at the base of the segmented nature of demand. (What Market Segmentation is, and What it isn't", Geraldine Fennell, Joel Saegert, Robert Hoover).

The original paper on market segmentation discussed two distinct orientations to product policy, i.e., market segmentation and product differentiation (Smith 1956). Market segmentation referred to making product decisions after studying and characterizing the diversity of wants that individuals bring to a market, while, for Smith, product differentiation referred to product decisions taken relative only to a firm's competitors. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002).

In contrast to market segmentation research, segmentation research is an approach aimed at characterizing across group differences in domains other than product strategy. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002).

Although most of the texts mention the marketing concept as a rationale for marketing research, they fail to present, through theoretical discussions and/or by presentation of examples, the role of qualitative research as a means of investigating the state of want-satisfaction in prospective markets. (S&F, 1991)

There are two approaches to market segmentation research – ex ante and ex post. An ex ante approach begins by studying the motivating conditions that lead people to the tasks and interests in their lives. Such an analysis provides guidance for product strategy as implemented in brand positioning – physical and psychological formulation – and marketing communications. It is through a deep understanding of the conditions that give rise to action within its product domain that management learns the attributes that people value in brand offerings, and the conditions to portray to gain targets' attention via advertising...An ex post approach to market segmentation research begins with an individual's reaction to marketplace offerings. This may take the form of ratings of product attributes/benefits (e.g., benefit segmentation, Haley 1968; part worths of conjoint analysis). By focusing on what people must choose among, rather than what the conditions they experience call for, ex post market segmentation research changes from a task of identifying motivating conditions to guide product strategy, to trying to read wants from reactions to product attributes and benefits as found in existing offerings. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

## II.2.a. What to investigate

### i. Ex Ante Market Segmentation Research

Market segmentation research starts by specifying membership qualification for the market in which the diverse nature of demand is to be described. Since this demand exists in the form of motivating conditions, it is necessary to map from the product class under consideration (e.g., shampoo) to a corresponding range of behavior (e.g., hair care). In an ex ante analysis, the behavior exists outside of the marketplace. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

Qualitative research among market members to investigate motivating conditions (relevant to hair care) starts with the broader domain of personal grooming, and within that domain, narrows down through personal hygiene routines, to hair washing. The unit of analysis, then, for describing human behavior is the context for engaging in individual instances of activity, and the relevant universe is enumerated in person-activity occasions. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

For some activities, such as doing the family laundry, however, the occasions may typically occur in a relatively unchanging objective environment, and the unit of analysis could be person-activity (e.g., people who do family laundry). For other activities, such as snacking or drinking beer, the activity can occur in distinct kinds of objective environment. In these instances, it is essential to bear in mind that the universe is enumerated in person-activity occasions (e.g., beer drinkers times occasions per person for drinking beer) rather than only in qualified respondents across all occasions, since what consumers want may vary intraindividually (Belk 1975, Dickson 1982, Miller and Ginter 1979). For example, consider someone contemplating a beer to sip in an up-scale, pricey bar after work vs. a nightcap in the neighborhood tavern vs. after Sunday morning mixed doubles tennis. Motivations are also heterogeneous within objective environment. As shown in figure 1, motivating conditions arise from intersecting personal and environmental systems, and can change within and across individuals, as personal and environmental conditions change. As illustrated by Yang, Allenby and Fennell (2002), motivating conditions can also be strongly related to brand preference and the importance of attribute-levels. The motivating conditions are the independent, or basis, variables in market segmentation research. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

Ex ante analysis provides insights into the conditions prompting individuals to pursue their tasks and interests. Such an analysis guides management regarding the nature of benefits for which individuals may consider spending resources. Strategic considerations such as positioning (physical and psychological formulation), writing selling propositions, and choosing executional elements to engage targets' attention are better crafted in light of motivating conditions as understood from an ex ante perspective. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

ii. Ex Post Market Segmentation Research

In ex post market segmentation research, researchers seek information about wants through respondents' reaction to product attributes and benefits (e.g., ratings of attributes/ benefits; conjoint analysis). A limitation of this approach is that it fails to shed light on the motivating conditions that ultimately determine the kinds of benefits and attributes that prospects will value. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

Moreover, if motivating conditions are not fully reflected in the current set of product attributes and benefits, then wants will be less than optimally served and an ex post analysis will again provide an incomplete view of the sources of human action. Finally, the real world facts concerning the unit of analysis (i.e., an occasion for engaging in the focal activity), as well as how the market is properly enumerated (i.e., qualified individuals times occasion per person for engaging in the focal activity), are not accessible in an ex-post view, which as noted lacks variables to represent conditions upstream from the marketplace. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

Another problem with ex post segmentation is that the co-evolution of supply and demand creates evolving peaks in the preference space around the successful extended product or service, including the distribution/service channel (see Dickson 1992; Arthur 1994; Dickson, Farris and Verbeke 2000). This evolution in the cumulative design of products and the marketing mix that builds incrementally on past actions can develop technological, asset and learning path dependencies that blind the firm to other ex ante segment opportunities and create severe barriers to mobility. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

qualitative research as a method of identifying wants and assessing the state of want satisfaction (S&F, 1991)

describing wants as found, e.g., the conditions that affect people in their daily lives, that lead them to want to use some good/service(S&F, 1991)

the fundamental purpose of qualitative research, namely to uncover heterogeneous bases for customer demand (Fennell 1985c). (S&F, 1991)

What the frustrated consumer is doing is a valuable source of information for the producer. (F, 1978)

Market segmentation research is a process that goes on longer than the data collection and analysis. The output is not just segments. It involves obtaining behavioral information that is useful in guiding managerial choices among options for strategic action. The outcome of market segmentation research is part of corporate culture, providing discrete labels for groupings, which organize managerial thinking and facilitate communication by providing concrete characterizations of consumer wants within a market. (A, F et al, Market Segmentation Research: Beyond Within and Across Group Differences 2001/2002)

in attempting to describe customer circumstances to facilitate choosing attributes with which to imbue brand offerings, "qualitative research, in particular the focus group interview, is the well-trodden ground by which marketing research generates its attribute set" (Fennell 1980a). (S&F, 1991)

Prior to conducting qualitative research, the analyst is well advised to consider how the various kinds of motivation may be manifest in the context for the focal activity. (F&A, 2013)

The present formulation for consumer motivation has a number of implications for the qualitative and quantitative phases of market segmentation research. The relatively unstructured format of qualitative individual and group interviews is well suited to uncovering the context of product-use from the consumer's point of view. The motivation classes presented here, in conjunction with a review of environment and person variables, are useful as a means of ensuring that the interview guide covers, systematically the various kinds and sources of consumer motivation. (F, 1978)

Further, the tendency of respondents to play back the product benefit language often used in advertising is effectively countered when qualitative research explicitly focuses on the consumer's use- context. (F, 1978)

Because product benefits are often motivationally ambiguous, it is preferable to hear consumers talk about the conditions that give rise to their purchase and use of products. For example, it is necessary to clarify whether a particular product attribute is desired for its own sake (exploratory interest or sensory enjoyment), or whether it is the consumer's way of expressing an underlying problem (problem solution). The phrase "makes my mouth feel fresh" may be uttered by consumers who simply enjoy the sensory effects of using mouthwash, or by those who often, or at certain times, feel their mouth needs freshening. Here, and elsewhere, during the qualitative phase, it is important to probe consumers' attributions for the statements they make. (F, 1978)

Neither person nor environment variables, in isolation, are the focus of research, but the joint influence of these two factors as reflected in the *situation as perceived*. (F, 1978)

Examples of motivating conditions that describe the current state of the individual include items such as "I'm concerned that my skin becomes rough and scaly when exposed to harsh winds," "I'm concerned that my skin peels and takes days to come back to normal," "I'm concerned about getting cold sores when exposed to sun and wind" and "I'm concerned that sun blocks leave indelible stains on towels, clothes, accessories and furnishings." Such items describe the motivating features of the individual's current state (i.e., where the individual is coming from), which specify features of the desired state (i.e., where the individual is going to). (F&A, 2013)

For the respondent interested in not getting drunk, does he have a medical condition where alcohol is problematic? Is he a problem drinker, or a designated driver on that occasion? (F&A, 2013)

## II. 2.b. How to investigate-qualitative: discovering concerns and interests

i. Using focus groups to explore domains of action (Using focus groups, 1993)

Fennell identifies the task as describing customer conditions to enable the firm to produce what customers, if they had the expertise and access to technology, would produce for themselves, but which production, in the modern world, they have turned over to specialist producers, manufacturers and service providers who make and sell the myriad offerings available in the marketplace. In turn, as firms have become increasingly specialized, as well as large and distant, top management has assigned the responsibility of ascertaining what customers would make for themselves to marketers, who, in concert with the technical production branch of the firm, recommend to management what items to manufacture and promote.

In discussing the behavioral analyst's task as that of striving to "communicate user-perspectives to producers," Fennell has pointed out that a neglected subject matter of interest is the user's world, independent of existing marketplace offerings. Thus, she directs us to "domains of activity," those parts of the everyday world of consumers in which are to be found the sensitivities and circumstances that might impel an individual to action, possibly in the direction of purchasing a brand offering.

In projects whose objective is to obtain information about prospective customers, normal industry practice would recruit subjects on the basis of their positive response to a query concerning their participation in the focal activity, e.g., brushing teeth (excluding full plate dentures) at least daily.

Procedure. Nine focus group sessions lasting approximately one and one half hours each were conducted. Group sizes ranged from seven to twelve, and all groups were made up of approximately equal numbers of men and women. Group discussion from each session was tape recorded and later transcribed for analysis.

The participants were asked to talk about "what you know and believe about teeth cleaning, what you are trying to achieve, what you like and dislike, what feelings and sensations you experience in cleaning your teeth routinely, and over the course of the year ." The discussion was then opened by the moderator who encouraged the members of the group to speak about their toothbrushing activity. The moderators reminded participants during the interview that the project sponsors were interested in their experience of toothbrushing throughout the course of the year, including special (non-routine) performances of the focal activity.

According to Fennell's (e.g., 1982) framework for market definition and segmentation, follow-up research involves quantification, using the present findings as input, so that researchers may form and quantify homogeneous segments of demand and, within segments as defined, ascertain the state of want-satisfaction, potential for brand inroads, and relative worth of candidate targets.

Fennell's approach proposes that understanding prospective customer demand comes through analyzing the conditions upstream that may prompt people to pursue their nonmarketplace

tasks and interests and, possibly, use a marketplace offering. In thus clarifying the nature of the conditions that individuals are using their resources to adjust, producers may become informed both about the attributes that offerings must possess in order to satisfy wants, as well as the extent to which current offerings are failing to deliver such satisfaction, leading to uncovering unmet wants.

Finally, it can be pointed out that the problem noted earlier by Fennell (1978) regarding the motivational ambiguity of product benefits as a starting point for research is in evidence here. For example, "teeth whitening," as a desired benefit does not inform marketers as to what the respondent is trying to address in seeking this benefit, including (as found in the present study), dealing with coffee/tea stains, stains caused by antibiotics in youth, damage from the water supply, and others.

ii. Screening

Only prospects, i.e., respondents who qualify as predisposed to buying/using the focal product category, are included in qualitative and quantitative phrases. (F&A, 2013)

If qualitative research is to investigate the "focal behavioral domain," researchers must insure that subjects in qualitative studies have tendencies to engage in the focal activities... first identify for study potential buyers, broadly defined. What marketers want at this point is to be able to talk with people...who have action tendencies that are favorable to their proposed offering category... "Typically, qualifiers are stated in terms of (1) actual or planned product use or ownership...or (2) activities or conditions that do or may involve the use of a marketplace offering... (S&F, 1991)

Thus, if the primary purpose of conducting qualitative research is to gain insight into the private worlds of customers regarding a particular focal activity, a universal expectation of researchers is that customers will be heterogeneous as to their motivations for performing the activity. In fact, this heterogeneity is the basis for competitive advantage in marketing: heterogeneous motivations among a firm's prospects provide opportunity for brand differentiation that is responsive to the characteristics of demand as found. Failing to discuss expected heterogeneity within groups denies the fundamental purpose of qualitative research, namely to uncover heterogeneous bases for customer demand (Fennell 1985c). (S&F, 1991)

The moderator used the motivation classes to guide discussion (F&A, 2013)

iii. Generating Candidate Items/statements

Preparation for the qualitative phase along the above lines facilitates writing items for quantification. The analyst will be alert to the kinds of respondent comment that are relevant and, if respondents' examples fail to reflect each of the diverse kinds of condition, will be able to include items so that respondents in the quantification phase may have the opportunity to comment. Writing the items for quantification in classes 1 through 5, the analyst describes the context that an individual may experience while engaging in the focal activity in the course of

everyday life outside the marketplace. Care is taken not to refer to goods/services in such items. In contrast, at least some items in classes 6 and 7 are likely to implicate existing offerings. Similarly, items written to reflect "interests" (i.e., classes 4 and 5) differ from items written to reflect "concerns" (i.e., remaining classes), in that they allow respondents to check an item that 12 reflects a predisposition to respond to the presentation of an incentive (i.e., cognitive in class 4 and sensory in class 5), where no prior concern is present. (F&A, 2013)

## II. 2.c. How to investigate-quantitative: measuring segments

### i. Measuring the Importance of Motivating Wants (F&A, 2013)

Measuring the importance of an individual's concerns and interests that describe their present state is different from measuring the importance of the imagined state associated with owning and using attributes that are available in goods and services. Many product attributes are defining, in the sense that all versions of a product must possess some level of the attribute. For example, all apartments have floor space, all computers have cpu's, and all credit cards have interest rates. (F&A, 2013)

In contrast, not all apartments have balconies, so a balcony is not a defining attribute. It is not possible to measure the importance of a defining attribute, only the importance of changing the level of an attribute. As a result, measuring the importance of product features employs an interval scale because the presence of defining attributes rules out the presence of a natural "zero" point. In contrast, a particular motivating condition is either present or not present, and an individual can have multiple sources of motivation for the one activity. For example, an individual brushing their teeth can simultaneously be concerned about cavities and bad breath. Therefore, a natural zero exists when studying motivating conditions, and there does not exist the concept of a defining attribute. When measuring the importance of a motivating condition, the researcher must allow for its possible absence. (F&A, 2013)

The objects of analysis when studying motivating wants are conditions that people experience in the context for an activity. Writing the questionnaire, toothbrushing occasions are described in terms of the concerns and interests present, and the similarity of the description to the respondent's own toothbrushing concerns and interests is used as a basis for inferring 13 importances. In contrast, the objects of analysis in a traditional conjoint study are attributes of product offerings, and the importance of attributes and their levels is derived using preference data. (F&A, 2013)

We use a conjoint-like technique for measuring the importance of motivating conditions. Hypothetical toothbrushing occasions are described by the concerns and interests present, and the dependent variable is the similarity of the description to the respondent's own concerns and interests. Respondents are instructed to reflect on a specific occasion of an activity (e.g., the last time you brushed your teeth), and indicate the perceived similarity of the descriptions to their own motivations. Since the concerns and interests that lead individuals to their actions are ratio scaled, it is important to include a "null" description in which none of a set of motivating conditions is present. Table 2 provides an example set of stimuli for toothbrushing. (F&A, 2013)

Table 2 (F&A, 2013)

Example Stimuli for Measuring the Importance of a Motivating Condition

Below, you will see the concerns and interests that four different people have stated about brushing their teeth. Thinking about this last time you brushed your teeth, please indicate which of the people below had concerns and interests closest to your own. Place a “4” underneath that person’s set of concerns and interests that are closest to yours. Then place a “3” underneath the person next closest, and so on, marking a “1” beneath the person whose concerns and interests are least like your own.

**QUESTION 1**

Person BJ	Person AW	Person MC	Person JD
Stains, bad taste/feeling in my mouth and gums aren't a problem for me	My teeth stain easily.	I wake up with bad taste/ feeling in my mouth.	I am concerned about the condition of my gums.
Sensitive teeth, tartar, plaque and bad breath aren't a problem for me.	I am predisposed to having sensitive teeth.	I am concerned about tartar and plaque build-up on my teeth.	I am concerned about bad breath.
Regularly brushing my teeth doesn't figure in my self image, or the impression I want to create.	I would feel I'm letting myself down if I didn't brush regularly.	I believe that people expect me to brush regularly.	I believe that people expect me to brush regularly.

Other aspects of the design of the stimuli and analysis of the responses are identical to traditional conjoint analysis. The stimuli can be constructed using methods of experimental design, including the use of fractional factorial designs (Lenk et.al. 1996, Allenby and Ginter, 1995). The dependent variable can be choices, ranks or ratings, and likelihood specified as a linear or latent linear model (see Marshall and Bradlow 2002). Moreover, respondent heterogeneity can be incorporated into the analysis using continuous (Allenby and Rossi 1999) and finite mixture densities (Kamakura and Russell 1989). (F&A, 2013)

- ii. Investigating differences between motivating and instrumental wants



We investigate differences between motivating and instrumental wants by comparing the concerns and interests that lead individuals to brush their teeth with the importance of toothpaste attributes and benefits. Concerns and interests for toothbrushing were obtained from qualitative 14 studies that included focus groups (see e.g., Saegert, Hoover, and Landeck 1993) in which the moderator used the motivation classes to guide discussion. Table 3 displays the 31 candidate concerns and interests used in our analysis. (F&A, 2013)

Table 3  
**Concerns and Interests for Toothbrushing**

<u>Problem Solving:</u>	
A1	My teeth stain easily.
A2	I wake up with bad taste/ feeling in my mouth.
A3	I am concerned about the condition of my gums.
A4	I am predisposed to having sensitive teeth.
A5	I am concerned about tartar and plaque build-up on my teeth
A6	I am concerned about bad breath.
A7	My teeth are dull/not white enough.
A8	I am predisposed to having cavities.
A9	I have trouble getting my kids to brush.
A10	I am concerned there are cavity prone places on my teeth
A11	I am concerned about germs and mouth infections.
A12	I am concerned about not getting to hard to reach places.
<u>Problem Prevention:</u>	
B1	I would feel I'm letting myself down if I didn't brush regularly
B2	I believe that people expect me to brush regularly.
<u>Routine Maintenance:</u>	
C1	I don't have problems, worries or interests regarding my teeth. I just brush my teeth regularly.
C2	For me, brushing my teeth is just something I do with little thought or interest.
<u>Exploratory Opportunity:</u>	
D1	I like to try different oral brushing techniques/routines just for a change of pace.
D2	I'm interested in knowing about the science of oral hygiene – including different kinds of brushes and toothpastes.
<u>Sensory Opportunity:</u>	
E1	I like the tingle I feel in my mouth after I brush.
E2	I enjoy the fresh taste I get from brushing.
E3	I love to see my teeth gleaming like pearls.
E4	Bubbling action adds to the sensory pleasure of brushing.
<u>Product-caused Problem:</u>	

F1	Toothpastes are too strong tasting.
F2	Toothpastes scratch the enamel on my teeth.
F3	Toothpastes irritate my mouth.
F4	Toothpastes cost too much.
F5	Toothpastes contain artificial ingredients.
F6	Toothpaste packaging can be harmful to the environment.
<u>Frustration:</u>	
G1	Toothpastes aren't strong enough to prevent cavities.
G2	Toothpaste breath-freshening doesn't last long enough.
G3	Toothpastes claim more than they can deliver.

The attributes and benefits of toothpaste are displayed in table 4. The a/b items are written to correspond to the c/i items in table 3. For example, the toothpaste benefit "helps remove stains" corresponds to concern "my teeth stain easily;" "helps take away morning breath" corresponds to the concern "I wake up with a bad taste/feeling in my mouth." Table 5 lists the toothbrushing c/i items in table 3 next to the corresponding toothpaste a/b items in table 4. The match between the c/i and a/b items is intended to be close, with the difference only reflecting the change in the wording needed to move from the c/i object (i.e., motivating conditions that hypothetical people experience, permitting respondents to describe the conditions they experience while brushing) to the a/b object (i.e., attributes of hypothetical product offerings, permitting respondents to describe their preferred toothpaste attributes) of analysis. By an oversight, we did not write an a/b corresponding to the c/i "toothpastes claim more than they can deliver." Overall, 30 out of the 31 c/i items were matched to a/b items. (F&A, 2013)

Table 4  
Attributes and Benefits of Toothpaste

<u>Medical Benefits:</u>		<u>Price:</u>	
A1	Helps prevent cavities.	F1	Regular price*.
A2	Delivers protection in hard to reach places.	F2	20% less.
A3	Helps remove tartar and plaque.	<u>Ingredients:</u>	
A4	Helps promote healthy gums.	G1	80% natural /20% artificial ingredients*.
A5	Penetrates to strengthen your teeth against cavities.	G2	100% natural ingredients.
A6	Helps fight germs and infections in your mouth.	<u>Packaging:</u>	
<u>Taste:</u>		H1	80% recyclable packaging*.
B1	Mild tasting.	H2	100% recyclable packaging.
B2	Fresh tasting.	<u>Interests:</u>	
B3	Gives your mouth a tingle.	I1	An interesting way to clean your teeth
B4	A taste kid's love.	I2	Provides a change of pace
B5	Great bubbling action.	<u>Social:</u>	
<u>Abrasiveness:</u>		J1	Shows others you care about your teeth
C1	Doesn't irritate my mouth.	Helps you feel good about yourself for brushing regularly	
C2	For sensitive teeth.	J2	regularly
C3	Safe for tooth enamel (non-scratching).	<u>Maintenance:</u>	
<u>Resulting Appearance:</u>		K1	For everyday brushing
D1	Helps clean teeth.	K2	For routine maintenance
D2	Helps remove stains.	* Null conditions	
D3	Whitens your teeth.		
D4	Makes your teeth gleam like pearls.		
<u>Resulting Breath:</u>			
E1	Fights bad breath.		
E2	Freshens breath for 12 hours.		
E3	Helps take away morning mouth.		

F&A, 2013

Table 5  
Concerns/Interests and Matched Attribute/Benefits

Concerns/Interest	Attribute/Benefit
A1 My teeth stain easily.	D2: Helps remove stains
A2 I wake up with bad taste/ feeling in my mouth. I am concerned about the condition of my A3 gums.	E3: Helps take away morning breath
A4 I am predisposed to having sensitive teeth. I am concerned about tartar and plaque build-up A5 on my teeth	A4: Helps promote healthy gums
A6 I am concerned about bad breath.	C2: For sensitive teeth
A7 My teeth are dull/not white enough.	A3: Helps remove tartar & plaque
A8 I am predisposed to having cavities.	E1: Fights bad breath
A9 I have trouble getting my kids to brush. I am concerned there are cavity prone places on A10 my teeth	D3: Whitens your teeth
A11 I am concerned about germs and mouth A12 infections.	A1: Helps prevent cavities
A12 I am concerned about not getting to hard to B1 reach places. I would feel I'm letting myself down if I didn't B2 brush regularly	B4: A taste kid's love
B1 I believe that people expect me to brush B2 regularly.	A5: Penetrates to strengthen your teeth against cavities
B2 I don't have problems, worries or interests regarding my teeth. I just brush my teeth C1 regularly.	A6: Helps fight germs & infections in your mouth
C1 For me, brushing my teeth is just something I do C2 with little thought or interest.	A2: Delivers protection in hard to reach places
D1 I like to try different oral brushing D2 techniques/routines just for a change of pace. I'm interested in knowing about the science of oral hygiene – including different kinds of brushes and toothpastes.	J2: Helps you feel good about yourself for brushing regularly
E1 I like the tingle I feel in my mouth after I brush.	J1: Shows others you care about your teeth
E2 I enjoy the fresh taste I get from brushing.	K2: For routine maintenance
E3 I love to see my teeth gleaming like pearls. Bubbling action adds to the sensory pleasure of E4 brushing.	K1: For everyday brushing
F1 Toothpastes are too strong tasting.	I2: Provides a change of pace
F2 Toothpastes scratch the enamel on my teeth.	I1: An interesting way to clean teeth
F3 Toothpastes irritate my mouth.	B3: Gives your mouth a tingle
F4 Toothpastes cost too much.	B2: Fresh tasting
F5 Toothpastes contain artificial ingredients. Toothpaste packaging can be harmful to the F6 environment.	D4: Makes your teeth gleam like pearls
G1 Toothpastes aren't strong enough to prevent cavities.	B5: Great bubbling action
G2 Toothpaste breath-freshening doesn't last long G3 enough.	B1: Mild tasting
G3 Toothpastes claim more than they can deliver.	C3: Safe for tooth enamel (non-scratching)
	C1: Doesn't irritate your mouth
	F2: 20% less than regular price
	G2: 100% natural ingredients
	H2: 100% recyclable packaging
	D1: Helps clean teeth
	E2: Freshens breath for 12 hours

The importance of the *c/i* and *a/b* items was measured using a conjoint model based on rank data. For the *c/i* items, ten sets of stimuli (see table 2) were provided to respondents with each set comprising four triplets. Ranks were obtained for each of the four toothbrushing occasions described. Each occasion comprises three *c/i* items, and respondents indicated the agreement between these statements and their own *c/i*'s during the last time they brushed their teeth. We varied the *c/i* items comprising the toothbrushing occasions across the ten sets of stimuli, and dummy variable coding was used to parameterize the hypothetical occasions. (F&A, 2013)

One triplet of *c/i* items in each set of four comprises items describing the absence of the motivating conditions present in the other three triplets (see table 2, left column). As noted earlier, the *c/i* items can each either be present or absent on an occasion for the focal activity, and it is necessary to measure the absence of a motivating condition as well as its presence. (F&A, 2013)

The importance of the *a/b* items is measured in a similar fashion. Hypothetical product offerings described by the *a/b* items were presented to the respondent, who was asked to provide a rank ordering of the objects in terms of their preference. Ten sets of stimuli were presented, with each comprising four hypothetical product offerings described by three attribute-levels. Respondents were told that the *a/b* items not listed in the description were the same for the offerings. (F&A, 2013)

In contrast to the coding for the *c/i* analysis, we do not include a null alternative in each of the four triplet product offering sets. The null attribute-levels for the *a/b* analysis are indicated by an asterisk (\*) in table 4: F1 (regular price); G1 (80% natural / 20% artificial ingredients); and H1 (80% recyclable packaging). We view the attributes of price, ingredients and packaging as defining, and the remaining attributes as optional for toothpaste, which allows measurement of all attribute-levels. For example, toothpastes can exist that do not provide any medical benefit, or have any taste, or any breath-freshening properties. It is possible to describe toothpaste without reference to these attributes. (F&A, 2013)

Markov chain Monte Carlo (MCMC) methods are used to estimate the model parameters (see Rossi and Allenby, 2003). The chain was run for a total of 50,000 iterations, with parameter estimates based on the last 10,000 iterations. We investigate multiple start points and found the chain to converge to a common posterior distribution. (F&A, 2013)

### iii. Data and Parameter Estimates

Data were obtained from a nationally representative panel in mailed questionnaires administered by a leading marketing research firm. 863 completed surveys were available for analysis. The data in the survey included 10 sets of stimuli each comprising four triplets of *c/i* descriptions of toothbrushing occasions, and 10 sets of stimuli each comprising four triplets of *a/b* descriptions of toothpaste. Brand belief ratings for Aquafresh, Colgate, Crest and Mentadent 18 were also obtained by asking respondents to rate each brand on each of the 30 *a/b* items using a 5-point scale where "5" means "describes completely" and "1" means "does not describe at all." For example, respondents were asked to indicate the degree to which attribute A1:

"Helps prevent cavities" describes each brand, and so on. Finally, actual brand use information was obtained by asking respondents to identify whether they usually buy a particular brand of toothpaste, and if so, which brand. (F&A, 2013)

Estimates of the hyper-parameters in equation (5) are reported in tables 6 through 9. (F&A, 2013)

Table 10  
**Ranked Importance of Concerns and Interests and Associated Attribute/Benefit Items**

c/i Rank		c/i Item	Corresponding a/b Item	a/b Rank
1	B1	I would feel I'm letting myself down if I didn't brush regularly	J2: Helps you feel good about yourself for brushing regularly	7
2	B2	I believe that people expect me to brush regularly.	J1: Shows others you care about your teeth	20
3	A3	I am concerned about the condition of my gums.	A4: Helps promote healthy gums	18
4	A2	I wake up with bad taste/ feeling in my mouth.	E3: Helps take away morning breath	13
5	D1	I like to try different oral brushing techniques/routines just for a change of pace.	I2: Provides a change of pace	19
6	C1	I don't have problems, worries or interests regarding my teeth. I just brush my teeth regularly.	K2: For routine maintenance	22
7	C2	For me, brushing my teeth is just something I do with little thought or interest.	K1: For everyday brushing	10
8	D2	I'm interested in knowing about the science of oral hygiene – including different kinds of brushes and toothpastes.	I1: An interesting way to clean teeth	25
9	E2	I enjoy the fresh taste I get from brushing.	B2: Fresh tasting	2
10	A7	My teeth are dull/not white enough.	D3: Whitens your teeth	15
11	A5	I am concerned about tartar and plaque build-up on my teeth	A3: Helps remove tartar & plaque	17
12	G2	Toothpaste breath-freshening doesn't last long enough.	E2: Freshens breath for 12 hours	5
13	A1	My teeth stain easily.	D2: Helps remove stains	26
14	G1	Toothpastes aren't strong enough to prevent cavities.	D1: Helps clean teeth	12
15	A6	I am concerned about bad breath.	E1: Fights bad breath	14
16	G3	Toothpastes claim more than they can deliver.		xx
17	A11	I am concerned about germs and mouth infections.	A6: Helps fight germs & infections in your mouth	23
18	E3	I love to see my teeth gleaming like pearls.	D4: Makes your teeth gleam like pearls	30
19	A10	I am concerned there are cavity prone places on my teeth	A5: Penetrates to strengthen your teeth against cavities	9
20	E1	I like the tingle I feel in my mouth after I brush.	B3: Gives your mouth a tingle	1
21	A12	I am concerned about not getting to hard to reach places.	A2: Delivers protection in hard to reach places	28
22	E4	Bubbling action adds to the sensory pleasure of brushing.	B5: Great bubbling action	17
23	A8	I am predisposed to having cavities.	A1: Helps prevent cavities	16

24	F1	Toothpastes are too strong tasting.	B1: Mild tasting	3
25	F3	Toothpastes irritate my mouth.	C1: Doesn't irritate your mouth	21
26	F2	Toothpastes scratch the enamel on my teeth.	C3: Safe for tooth enamel (non-scratching)	8
27	A9	I have trouble getting my kids to brush.	B4: A taste kid's love	24
28	A4	I am predisposed to having sensitive teeth.	C2: For sensitive teeth	25
29	F5	Toothpastes contain artificial ingredients.	G2: 100% natural ingredients	4
30	F4	Toothpastes cost too much.	F2: 20% less than regular price	11
31	F6	Toothpaste packaging can be harmful to the environment.	H2: 100% recyclable packaging	6

Table 11

**Ranked Importance of Attribute/Benefits and Associated Concern/Interest Items**

<b>c/i Rank</b>		<b>Corresponding c/i Item</b>	<b>a/b Item</b>	<b>a/b Rank</b>
20	E1	I like the tingle I feel in my mouth after I brush.	B3: Gives your mouth a tingle	1
9	E2	I enjoy the fresh taste I get from brushing.	B2: Fresh tasting	2
24	F1	Toothpastes are too strong tasting.	B1: Mild tasting	3
29	F5	Toothpastes contain artificial ingredients.	G2: 100% natural ingredients	4
12	G2	Toothpaste breath-freshening doesn't last long enough.	E2: Freshens breath for 12 hours	5
31	F6	Toothpaste packaging can be harmful to the environment.	H2: 100% recyclable packaging	6
1	B1	I would feel I'm letting myself down if I didn't brush regularly	J2: Helps you feel good about yourself for brushing regularly	7
26	F2	Toothpastes scratch the enamel on my teeth.	C3: Safe for tooth enamel (non-scratching)	8
19	A10	I am concerned there are cavity prone places on my teeth	A5: Penetrates to strengthen your teeth against cavities	9
7	C2	For me, brushing my teeth is just something I do with little thought or interest.	K1: For everyday brushing	10
30	F4	Toothpastes cost too much.	F2: 20% less than regular price	11
14	G1	Toothpastes aren't strong enough to prevent cavities.	D1: Helps clean teeth	12
4	A2	I wake up with bad taste/ feeling in my mouth.	E3: Helps take away morning breath	13
15	A6	I am concerned about bad breath.	E1: Fights bad breath	14
10	A7	My teeth are dull/not white enough.	D3: Whitens your teeth	15
23	A8	I am predisposed to having cavities.	A1: Helps prevent cavities	16
11	A5	I am concerned about tartar and plaque build-up on my teeth	A3: Helps remove tartar & plaque	17
3	A3	I am concerned about the condition of my gums.	A4: Helps promote healthy gums	18
5	D1	I like to try different oral brushing techniques/routines just for a change of pace.	I2: Provides a change of pace	19
2	B2	I believe that people expect me to brush regularly.	J1: Shows others you care about your teeth	20
25	F3	Toothpastes irritate my mouth.	C1: Doesn't irritate your mouth	21

6	C1	I don't have problems, worries or interests regarding my teeth. I just brush my teeth regularly.	K2: For routine maintenance	22
17	A11	I am concerned about germs and mouth infections.	A6: Helps fight germs & infections in your mouth	23
27	A9	I have trouble getting my kids to brush.	B4: A taste kid's love	24
8	D2	I'm interested in knowing about the science of oral hygiene – including different kinds of brushes and toothpastes.	I1: An interesting way to clean teeth	25
13	A1	My teeth stain easily.	D2: Helps remove stains	26
22	E4	Bubbling action adds to the sensory pleasure of brushing.	B5: Great bubbling action	17
21	A12	I am concerned about not getting to hard to reach places.	A2: Delivers protection in hard to reach places	28
28	A4	I am predisposed to having sensitive teeth.	C2: For sensitive teeth	25
18	E3	I love to see my teeth gleaming like pearls.	D4: Makes your teeth gleam like pearls	30
16	G3	Toothpastes claim more than they can deliver.		xx



## Part III: Special Issues

### III.1. On social responsibility

The marketing concept has been criticized on grounds of unresponsiveness to societal concerns, and its replacement by social accountability has been suggested." When the idea underlying the marketing concept is articulated through a broad range of consumer wants, it becomes apparent that the marketing concept is not intrinsically unresponsive to societal concerns. To the contrary, it is to be expected that issues of public concern will manifest themselves and influence marketing management through the usual process of consumer research. To the extent that there exists consumer concern, for example, over the adverse ecological impact of detergents, it is communicated to marketing management as perceptions of product-related problems. (F, 1978)

It is not to be expected that we will lightly forsake the essentially democratic values underlying the marketing concept. "Don't sell what you happen to make; make what the consumer wants," should still be an acceptable marketing philosophy so long as consumers—along with the institutions in society that stand as protectors of the present generation and as surrogates for the generations of the future—have the opportunity to influence marketing management. (F, 1978)

Finally, the marketer's behavioral objective is different in nature from that which advocates of social causes hope to achieve. Marketers seek to participate in behavior that is underway; advocates of social causes seek to change behavioral direction as they find it. (1987, Radical F).

### III.2 On globalization (F&S, 1995)

Which of these two positions, globalization or localization, is correct?... Should the world be viewed as one big market for universal ('standardized') offerings as Levitt proposes, or must different versions of each product category be developed specifically for each country, as Levitt's critics maintain? Or, as other writers ... argue, should we resort to a third, compromise approach, sometimes referred to as 'think (Wind, 1986; p. 26), or plan (Kotler, 1986; p. 15) globally, act locally/ to solve the dilemma? Or is the issue of going global better cast in yet different terms?

Essentially, whether to offer brands in foreign countries and how the brands should be constituted turns out to be a part of the normal process of management's defining the arena in which it chooses to compete for business (market definition); and investigating the naturally-occurring qualitative variation in demand within the market-as-defined, to choose attributes systematically for its offerings (market segmentation analysis for brand positioning).

...attempts to state 'middle ground' positions (for example. Kale and Sudharshan, 1987; Onkvisit and Shaw, 1994) are unsuccessful for three interrelated reasons: (1) they lack a conceptualization that would bring international marketing within the framework of a general theory of marketing; (2) they fail to address explicitly the behavioural source of valued brand attributes, which requires characterizing both behaviour and brands in a way that is relevant to making and offering a good or service for sale; and (3) they do not recognize that significant marketing decisions, national or international, must be informed by the current state of relevant marketing variables. Especially significant among the latter are demand-creating conditions and the state of want-satisfaction, topics on which such slogans as 'think globally, act locally' offer no guidance.

Identifying one's prospects, that is, stating the grounds on which a producer qualifies individuals as interested in a given product category, is the initial step in defining one's market. From then on, defining one's market proceeds by excluding, for any of a wide variety of reasons, prospects who appear to be too costly or difficult to try to convert to customers.

Responding to the same kind of demand globally, entails investigating for which kinds of demand (...), if any, similar conditions of demand and of want-satisfaction exist to a degree that warrants investing in a brand that is positioned accordingly, that is, is responsive to such conditions. More generally, once management has identified its market- as-defined (global or national), it must then perform a second task: deciding which kind of demand it plans to serve within that arena. A prerequisite to performing this second task is being able to conceptualize and investigate demand independently of reactions to existing or candidate goods or services. Implementing such a behavioural perspective is facilitated by the concept of demand-creating conditions, along with descriptions of seven classes of such conditions (Fennell, 1978; 1988a; 1991a).

...in recommending instead that brands be tailored to reflect national characteristics, critics of Levitt's globalization argument overlook the questionable assumptions of such a position, including the implication that demand within a country is homogeneous, and that the attributes that users value in a brand may be specified (on the basis of national stereotypes?) by knowing

country of residence... Rather, the conditions that allocate behavioural resources to the tasks and interests that individuals pursue (and whose attributes dictate the attributes of desirable goods or services) reflect the relevant personal and environmental contexts.

Neither the 'standardization' approach, as characterized by Levitt's critics, nor the critics' 'formulate for national diversity' argument adequately characterizes the decision process that firms face when they consider taking their brands beyond their national borders. 'Standardization' viewed alone, without a framework of market definition followed by investigating the qualitative variation in demand in the market-as-defined, leaves unspecified how the attributes of a 'standardized' offering relate to the attributes of demand-creating conditions as found domestically or abroad. 'Localization', used to refer to tailoring for 'national characteristics', misstates the origin of perceived value in brand attributes and does so in a way that mistakenly implies homogeneity within country in the attributes that users value in a good or service.

What about the 'compromise' position, that is, the ubiquitous catchphrase, 'think/plan globally, act locally'? It is not clear what such a slogan adds, given that the firm must always 'act locally.' That is, someone must always make contact with local merchants, prospects and customers, and in doing so, commit the firm to some statement about the offering. The firm's problem is, of course, how to go about choosing the attributes of its offering, which form the basis for any claim that it may make — a topic on which the catchphrase is silent. The phrase sidetracks the essential issue — where does a firm find systematic guidance in choosing the attributes of its offering?

the appropriate questions regarding the globalization argument: (1) what are the conditions that lead people to spend resources acquiring a good or service, and (2) are (at least some of) these conditions sufficiently similar so that the same brand can provide satisfaction to users across national borders?

It views the essential marketing task as unchanged in principle, whether the scope of a venture is domestic or global (although the complexity of the task is greater as the market embraces countries other than one's own). In fact, any general theory of marketing and its accompanying analytic framework must be relevant universally, whether for new or existing brands, domestic or global markets, whether demand is tangible or intangible, latent or manifest.

(some) conditions within activity may often be common across nations. The producer's task is then understood not as formulating a brand to suit "national characteristics" of the localizationists (particularly since these are more general than conditions within activity domains)<sup>4</sup>, but rather as ascertaining the following: (1) as regards an existing brand, the extent to which a given set of conditions for the activity of interest recurs within the (now global) arena that the firm has defined as its market, and (2) if a new brand is being considered, what conditions, if any, exist cross-nationally within the market as defined globally, for which a successful brand may be formulated.

Figure 1.1 From naturally-occurring population to targeted segment

Source: Adapted from Fennell (1991b)

NATURALLY-OCCURRING POPULATION (for example, US population, Japanese population, global population)

PROSPECTS FOR FOCAL VENTURE (that is, individuals who qualify as predisposed to the product category) *Exclude non prospects*

MARKET-AS-DEFINED (that is, prospects remaining after exclusions on grounds of cost/bother of doing business)

SEGMENTS OF DEMAND (that is, qualitatively varying demand-creating conditions as found)

BRAND'S POSITIONING (that is, kind of demand that brand's attributes are chosen to serve)

#### TEN STEPS OF MARKET DEFINITION-MARKET SEGMENTATION ANALYSIS

Figure 1.3 Market definition and segmentation: major task components MARKET

##### DEFINITION

1. IDENTIFY DOMAIN OF OWN (that is, producer's) EXPERTISE
2. SELECT A (CORRESPONDING) DOMAIN OF CONSUMER EXPERIENCE/ACTIVITY (that is, the FOCAL BEHAVIOURAL DOMAIN)
3. EVALUATE LOCATABILITY OF INDIVIDUALS WHO PERFORM FOCAL ACTIVITIES (for example, consider their media exposure and retail outlet patronage in light of own resources) FOR PURPOSES OF:
  - (a) OBTAINING INFORMATION FROM THEM — relevant to developing marketing strategy (via marketing research)
  - (b) SENDING INFORMATION TO THEM — about brand availability and attributes (via marketing communications)
  - (c) EXCHANGING WITH THEM — good/service for money
4. DEFINE OUTER LIMITS OF CURRENT PROSPECT GROUP (for example, select a population segment as analytic frame)
5. SPECIFY COMPETITIVE MARKETERS/TECHNOLOGIES (ACTUAL AND PERCEIVED) IMPLICATED BY OPTIONS AVAILABLE IN TASKS 1-4.

##### MARKET SEGMENTATION ANALYSIS

Within MARKET-AS-DEFINED (that is, from set of options in tasks 1-4):

6. DESCRIBE ELEMENTS OF HETEROGENEOUS DEMAND (for example, custom information about activating conditions, desired states, desired brand attributes for focal behavioural occasions).
7. FORM AND QUANTIFY DEMAND SEGMENTS.
8. WITHIN SEGMENTS AS DEFINED, ASSESS:
  - (a) STATE OF WANT-SATISFACTION,
  - (b) POTENTIAL FOR BRAND INROADS (for example, custom data on: Form preference; Brand consideration status, general and specific; Brand awareness, experience, beliefs, knowledge, perceived positionings),
  - (c) RELATIVE WORTH.
9. REPEAT TASKS 6-8 FOR ALTERNATIVE MARKET DEFINITIONS/ SEGMENTATIONS.

10. SELECT BRAND POSITIONING; that is, target segment(s) of demand (one, some, or all conditions activating prospects to perform focal activity as defined) and corresponding brand attributes, tangible and intangible.

Source: Adapted from Fennell (1982a)

An analytic framework corresponding to Fennell's model is presented in Figure 1.3. To define its prospects, the firm specifies first a domain of production that it is interested in developing — that is, that it has the capability and interest to pursue; and second a corresponding domain of experience or activity to which individuals are already allocating resources, such as time, thought, effort, money.

the upstream motivational conditions that give rise to demand refer to behavioural events that pre-exist reactions to existing goods or services.

With regard to the globalization debate, then, in discussing how to respond to users' wants worldwide, Fennell's model makes it possible to talk in a concrete manner about the source of value in brands and to phrase Levitt's call to globalization this way: For any brand that is already in existence, are the conditions of demand for which it was tailored to be found outside the geographic region that was investigated in the course of its development? For a producer who has defined a global market and is considering designing a new brand, are there (some) conditions of demand within the market-as-defined that are sufficiently similar as to be well served by one and the same brand?

...with a set of general classes of demand-creating condition available as a conceptual tool, the globalization issue may be stated in straightforward fashion namely: (1) within a given product category, to what extent can similar demand-creating conditions be identified across national borders, and (2) within qualitatively distinct sets of conditions, what is the state of want-satisfaction cross-nationally, and the possibility for inroads by a client producer?

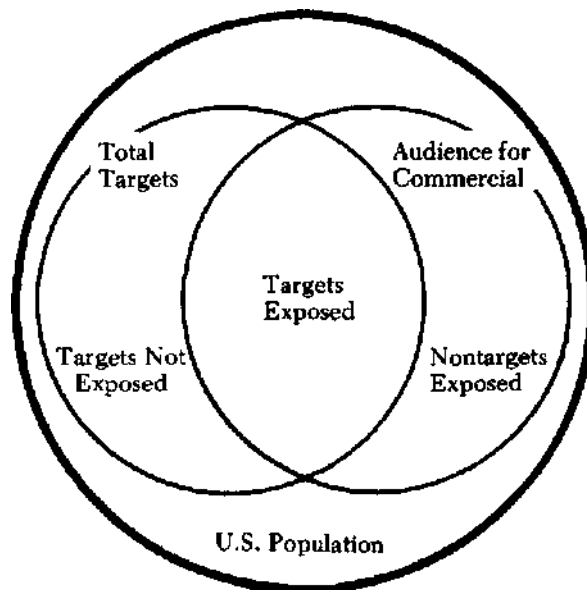
III.3. On attention engagement (F, "Attention Engagement", 1979)

***Not finished summarizing this article***

Does "targets exposed" = "targets engaged"?

The selective exposure and selective attention of targets are two hurdles that advertising must jump in order to communicate its message. The problem of selective exposure is fairly well in hand as a result of the availability of audience data for the various media.... The issue addressed in this paper relates to the advertiser's second hurdle, that of converting targets exposed to targets engaged.

ratio of targets exposed to targets engaged?



When the ad begins, do targets pay attention while nontargets continue as they were (selective attending)? Or perhaps the attending behavior of both targets and nontargets is similar, but the ad registers selectively with targets and leaves no impression on nontargets (selective impact)?

The attention of potential customers only is of value, and it is secured only for the purpose of achieving the ad's communication objectives.

Berlyne has described three kinds of stimulus property which humans are predisposed to favor in the allocation of attention: affective, collative, and intensive [3, 4]. "Affective" are emotion-arousing properties, whether pleasant or unpleasant, and "intensive" refers to physical properties such as loudness, brightness, and chromatic color. "Collative" is a term introduced by Berlyne to refer to properties such as novelty, surprisingness, incongruity, complete strangeness, complexity, uncertainty, conflict, and oddity.

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	Authors	Title	Year	Source title	Vol	Issue	Page start	Page end	Cited by (Scopus)	Abstract	SOURCE	Full Text in:
1	Allenby G., Fennell G., Huber J., Eagle T., Gilbride T., Horsky D., Kim J., Lenk P., Johnson R., Ofek E., Orme B., Otter T., Walker J.	Adjusting choice models to better predict market behavior	2005	Marketing Letters	16	03-abr	197	208	35	The emergence of Bayesian methodology has facilitated respondent-level conjoint models, and deriving utilities from choice experiments has become very popular among those modeling product line decisions or new product introductions. This review begins with a paradox of why experimental choices should mirror market behavior despite clear differences in content, structure and motivation. It then addresses ways to design the choice tasks so that they are more likely to reflect market choices. Finally, it examines ways to model the results of the choice experiments to better mirror both underlying decision processes and potential market choices. © 2005 Springer Science + Business Media, Inc.	SCOPUS /EBSCO/PROQUEST	POST
2	Fennell, Geraldine; Allenby, Greg M.	ALLENBY AND FENNELL RESPOND.	Summer2002	Marketing Research	14	14	42	42		The article presents the authors' response to the criticism of their article on brand level segmentation by Rachel Kennedy and Andrew Ehrenberg (K&E), which appeared in the June 2002 issue of the periodical "Marketing Research." According to the authors, K&E neglected to respond to the authors' challenge when they asked for their grounds for thinking that Target Group Index variables would be relevant to a brand level analysis. Distinctions that are crucial to strategic analysis in marketing were absent. These include product versus brand and market definition versus market segmentation. The authors suggests that marketing requires a more differentiated analysis than is available in K&E's words.	EBSCO	EBSCO
3	Fennell G., Allenby G.M.	An integrated approach	2004	Marketing Research	16	4	28	34	2	The authors of this article discuss an integrated approach to eight questions with answers management needs in order to do business. While market definition, market segmentation, and brand positioning are distinct forms of analysis, each with its own systematic contribution, an integrated approach that uses all three is necessary to answer management's strategic questions.	SCOPUS/EBSCO/PROQUEST	EBSCO
4	Fennell G., Allenby G., Liefeld J.P.	An Unflattering but Fair Portrait [2] (multiple letters)	2003	Marketing Research	15	2	44	44	51	The article discusses the comments of the readers regarding John Liefeld's article regarding the calls for emphasis on observing action. It raises two issues regarding emphasis on observing action rather than attitude. Action, from the viewpoint of providing guidance to management is inevitably ambiguous. Origins of behavior is obtained by knowing when consumers buy or use a particular brand or switch among brands. Also, action in the marketplace limits offerings. It's problematic because there is no guarantee that the existing offerings are in the optimal place of the demand space or cover the range of demand that exists.	SCOPUS/EBSCO	EBSCO
5	Fennell, Geraldine	ASPECTS OF A DYNAMIC VIEW OF MARKETING-AS-EXCHANGE: REALWORLD REPERCUSSIONS OF A MODEL IN THE MIND.	1989	AMA Winter Educators' Conference Proceedings			203	210		Focuses on the aspects of dynamic view of marketing-as-exchange in the United States. Grounds of marketing-as-exchange; Presentation of alternative exchange modeled on interrole; Monopolization of exchange as marketing's subject matter.	EBSCO	NO
6	Fennell G.	Attention engagement	1979	Current Issues and Research in Advertising	2	1	17	33	3	Discusses the conceptual issues concerning attention by presenting a formulation for attention allocation. Options for attention engagement in advertising; Results of a search of psychological literature on attention for concepts that would be useful in marketing and advertising; Goals of individual advertisement.	SCOPUS	
7	Fennell, Geraldine	BASIC SCIENCE FOR MARKETING: THE ROUTE TO A MANAGERIALLY RELEVANT MARKETING SCIENCE.	1987	AMA Winter Educators' Conference Proceedings			336	342		Evaluates the nature of basic marketing science. Irrelevance of the literature claimed by managers; Role of fundamental processes of resource allocation and use as the problem domain of marketing science and practice; Promotion of a nonmarketing perspective for the science and scholarship.	EBSCO	NO
8	Fennell, Geraldine; Allenby, Greg M.	Conceptualizing and Measuring Prospect Wants: Understanding the Source of Brand Preference	2014	Needs and Solutions	1	1	23	39		Prospect wants originate upstream from the marketplace, in the context of everyday life and work. Researchers in marketing attempt to read wants by measuring and decomposing consumer preferences for marketplace offerings. In this paper, we show that consumer preference for offerings reflects an interaction between motivating conditions that prompt users to action, and capability of a brand's attributes to address the source of the motivation. A hierarchical Bayes conjoint model is proposed for measuring motivating wants that exist upstream from the marketplace and instrumental wants that are expressed as reactions to marketplace offerings. The model is illustrated with data from a national survey of the concerns and interests that prompt prospects to brush their teeth and their preference for toothpaste attributes.	PROQUEST	POST
9	Fennell, Geraldine	CONSUMERS' PERCEPTIONS OF THE PRODUCT-USE SITUATION.	1978	Journal of Marketing	42	2	38	47		The article discusses a model of consumer brand choice which utilizes general wants applicable to any good or service. Experts say marketers need to focus on the conditions under which consumers want a product or brand rather than what they ask for. They say the conditions that lead consumers to want specific product benefits are found in aspects of both their personality and their life situation. The model presented includes various environmental and consumer variables. Analysts say the formulation for consumer motivation contains significant information pertinent to market segmentation research.	EBSCO/PROQUEST	EBSCO
10	Fennell G., Saegert J.	Diversity: Population versus market	2004	Diversity in Advertising: Broadening the Scope of Research Directions			301	316	1	[No abstract available]	SCOPUS	NO
11	Fennell, Geraldine; Saegert, Joel; Piron Francis; Jimenez, Rosemary	Do Hispanics Constitute a Market Segment?	1992	Advances in Consumer Research	19	1	28	33		Proponents seem not to have examined the implications for hispanics or marketing strategy of the notion that hispanics constitute a "market segment" A hispanic "market segment" implies that hispanics are homogeneous, and the implied recommendation that marketers should target such a segment leaves many questions unanswered, including attributes of the offering or, even, how to go about selecting such attributes, as well as the implications of such special targeting for the firm's overall marketing effort. The marketing concept states that brands are formulated on the basis of identified customer wants. Wants vary as a function of heterogeneity in the contexts in which prospects engage in a focal activity. Such contextual heterogeneity occurs among and within individuals and is not illuminated by the labels of demographic classes. Plainly, there is no basis for assuming that hispanic wants are homogeneous, that hispanics do not share the full range of human wants found among nonhispanics, or that producers may devise a simplistic strategy to appeal to hispanics.	EBSCO	EBSCO
12	Fennell G., Allenby G.	Entertaining romp, but case overstated	2005	Marketing Research	17	2	44	45		This paper presents the author's opinion on the article The Tripping Point, by Stephen Brown, published in the Spring 2005 issue of Marketing Research. Brown has added his voice to that of recent critics of marketing. As usual, Brown entertains 'hugely with streams of clever description, skillfully wielding words to his purpose. In his article he leaves unanswered the following criticism: "Marketing is disposable and unimportant to strategic development. Its results are inferior to those in other disciplines. It is untrustworthy, unreliable, uncooperative and it lacks leadership." Beyond that, there is a strange and troubling omission: Brown makes no mention of marketing's essential role. So doing, marketers bring information to bear on how producers allocate their resources, guiding management's product strategy for best return on investment. The activity he criticized is promoting and selling. Brown's reference to marketers' role in product strategy is limited to the new product advice: "Reissuing an old product is cheaper and a lot less risky than starting from scratch." With notable exceptions, management has not always accorded marketers the role that General Electric (GE) described. Moreover, the marketing discipline has failed to create behavioral models and conceptual frameworks to support the role that the words of GE describe.	SCOPUS/EBSCO	SI
13	Fennell, Geraldine	EXTENDING THE THINKABLE: CONSUMER RESEARCH FOR MARKETING RESEARCHERS	1986	Advances in Consumer Research	13	13	427	432		Representing users to producers is the subject of this paper - the essential yet, outside of marketing practice, most overlooked aspect of marketing. It requires basic science that breaks new ground. As appropriate conceptualizations become available, chances improve that the producer's question: What shall we produce? will be answered more efficiently than heretofore. Consumer researchers are invited to create the behavioral science that marketing needs.	EBSCO	EBSCO
14	Fennell, Geraldine	FINALLY, LET'S MODEL MARKETING COMMUNICATIONS.	1985	AMA Winter Educators' Conference Proceedings			65	71		Focuses on the extent to which marketing as distinct from selling or advocacy has been modeled in the communication literature of marketing and consumer behavior. Behavioral implications of the marketing concept; Influence in a competitive environment; Role of information; Stages of marketing communication.	EBSCO	NO
15	Fennell, Geraldine	IS SELLING MARKETING? THE ACADEMIC PRACTITIONER GAP REVISITED.	1987	AMA Winter Educators' Conference Proceedings			234	240		Examines the distinction between selling and marketing. Functions of marketing in business and society; Characterization of selling; Existence of labor division in marketing.	EBSCO	
16	Allenby G., Fennell G., Bermaior A., Bhargava V., Christen F., Dawley J., Dickson P., Edwards Y., Garratt M., Ginter J., Sawyer A., Staelin R., Yang S.	Market Segmentation Research: Beyond Within and Across Group Differences	2002	Marketing Letters	13	3	233	243	13	Market segmentation research is currently focused too narrowly on the task of segment identification as opposed to its strategic relevance within a firm. In this paper we distinguish an ex ante approach to market segmentation research, which begins with studying the motivating conditions that lead people to the tasks and interests in their lives, from an ex post approach which begins with an individual's reaction to marketplace offerings. We argue that the marketing task of guiding managements to 'make what people will want to buy' will be more successful in light of a deep understanding of behavior in the context of everyday life and work, rather than a detailed understanding of preferences in the marketplace. Directions for future research are discussed.	SCOPUS/EBSCO/PROQUEST	POST



17	Fennell G.	Marketing and quality of life: Micro and macro considerations	1991	Journal of Business and Psychology	6	1	121	131		Each year, large amounts of human energy, mind, time, as well as raw materials and capital are converted into goods/services available for purchase. Developing basic science to support a task so significant for the quality of individual lives has fallen between the cracks of existing disciplines. Missing the true meaning of division of labor, existing conceptualizations focus on the producer's side of the transaction, neglecting the user's. To begin to remedy this imbalance, the present paper discusses the implications for the quality of individual lives of the marketer's task at micro and macro levels. © 1991 Human Sciences Press, Inc.	SCOPUS/EBSCO	NO
18	Fennell, Geraldine; Saegert, Joel	MARKETING: IN LOCO PARENTIS?	1988	AMA Winter Educators' Conference Proceedings			303	309		Focuses on the proper role of marketing in consumers ongoing projects. Long-term benefit of marketers on the marketing system; Role of marketing function as intermediary between user and producer; Implication of the user-producer gap.	EBSCO	
19	Fennell, Geraldine; Saegert, Joel; Hoover, Robert J.	MARKETING'S UNIVERSE: IMPLICIT PRESENCE IN MARKETING RESEARCH TEXTS.	2002	AMA Winter Educators' Conference Proceedings	13		188	196		To resolve the anomaly of wide-ranging definitions of "market" in Principles textbooks, we examined Marketing Research (MR) textbooks, for their treatment of the task-relevant universe. Although MR authors, in part, illustrate "population," "screening," and cognate terms with venture-relevant examples, they fail to discuss the marketing-theoretic significance of doing so.	EBSCO/PROQUEST	POST
20	Yang S., Allenby G.M., Fennell G.	Modeling variation in brand preference: The roles of objective environment and motivating conditions	2002	Marketing Science	21	1	14	31	49	People consume products in a variety of environments. They drink beer, for example, by themselves, with close friends, on the beach, when playing cards, at tailgate parties, and while having dinner with their boss. Within these environments, an individual may prefer Schaefer beer when drinking alone, Budweiser when having a party, Corona when lying on the beach, and Heineken when dining out. Preferences change across environments because the benefits sought by the consumer change. Consumers may feel thirsty while lying on the beach, and they may want to display refined tastes while dining out. Moreover, the effect of environment may not be homogeneous, as some people enjoy meeting new people in social gatherings while others may prefer to visit with those who are more familiar. Even though consumers face the same objective environment, different motivating conditions and brand preferences may arise. It is important for marketing managers to understand how brand preferences change across people, environments, and motivating conditions and, more importantly, which product attributes are associated with these changes. Communication and positioning decisions are more likely to be effective if the relationships among objective environment, motivating conditions, and preferences for brand attributes are known. If motivating conditions are uniquely associated with individuals across environments, or with environments across individuals, then the basis of marketing analysis is at the individual or environmental level. If, however, motivating conditions arise from the intersection of individuals and their environments, then analysis conducted at the individual or environmental level will be insufficient to understand human behavior. In such a case, firms may want to view different environments as distinct markets, each with its own pattern of heterogeneous wants and competitive environment. In this paper, the influence of objective environments and motivating conditions on brand preference is investigated. The mathematical model is based on the economic framework of utility maximization and discrete choice, and it accommodates three challenges that arise in modeling variation in brand preference. First, consumer consideration sets and purchase histories can vary widely across individuals in a relevant universe. Because brand preferences are the dependent variables in our analysis, our method must be able to accommodate a large number of brands to avoid restricting its measured variation as the objective environment and motivating conditions change. We propose a method using partial ranking data, combined with pairwise trade-off data, to obtain estimates of brand preference for all brands in our study. Second, the model must allow for multiple effects, leading to both within-person and across-person heterogeneity in preferences. Variation in brand preference is investigated within a hierarchical Bayes model in which motivating conditions are related to brand preference through a regression model in the random effects specification. Third, it is often counterintuitive for respondents to express preferences for attribute combinations that do not actually exist. A statistical method model is proposed for decomposing aggregate brand preferences into preferences for core and extended product attributes. Data are collected from a national survey of consumer off-premise beer consumption. A total of 842 respondents from six different geographic markets participated. Data include preferred brand sets under different objective environments, brand choice rankings, product attributes, and motivating conditions. Effect sizes for respondent and objective environment are both large. We found that the level of explained variance in brand and attribute preference attributable to motivating conditions is greater than that accounted for by a simple interaction of respondent and environmental effects, suggesting that motivations provide a more sensitive description of variation in brand preference. Our findings indicate that 1) across individuals the objective environment is associated with heterogeneous, not homogeneous, motivating conditions; 2)	SCOPUS/EBSCO/PROQUEST	EBSCO
21	Fennell, Geraldine	Motivation Research Revisited.	Jun75	Journal of Advertising Research	15	3	23	28		Marketing researchers frequently are called upon to identify and describe the motivational structure of the market for a product or service. It has been suggested that it may be convenient to use motivation to refer to the conditions under which brand purchase behavior is activated and to the general direction of the behavior activated. Five motivating situations have been identified, each consisting of an activating condition and behavior mode. Motivation is operationalized by permitting consumers to classify themselves in terms of perceived activating condition--i.e., in terms of the product-use situation as perceived by the consumer. Each motivating situation specifies a general direction for consumer purchase behavior. Brand choice within the motivating situation is determined by the cognitive and affective components of brand attitude. It is assumed that personality predispositions are reflected in the consumer's self-classification in terms of perceived activating condition for the product under study. This situational emphasis of the motivational typology is expected to increase the ability of personality constructs to explain brand purchase.	EBSCO/PROQUEST	NO
22	Fennell G., Allenby G.M.	Multiple perspectives	2006	Marketing Research	18	4	26	31		Marketing's role is directing product policy to serve the tasks and interests of everyday life. It can do so only when marketing researchers formally describe the contexts in which people pursue their tasks and interests, and take into account the implications of management's need to obtain a satisfactory return on its scarce resources. This article discusses a science to support marketing's contribution as a business and societal function (i.e., a science for a mature marketing discipline).	SCOPUS/EBSCO/PROQUEST	EBSCO
23	Fennell G., Allenby G.M.	No brand level segmentation?	2002	Marketing Research	14	1	14	18	6	The article offers a different interpretation of the results presented by Rachel Kennedy and Andrew Ehrenberg (KE) in the Spring 2001 Marketing Research article, "There Is No Brand Segmentation." The segmentation variables studied by KE can be thought of as falling into two broad categories--person-specific and environment-specific. Variables such as age, income, and social class are trait-like descriptors of individuals that cut across consumption contexts and use occasions. The broad scope variables used in syndicated research lack the domain-relevant content that cut potential for explaining intra product events such as brand preference. The key is in developing variables that reflect the conditions that lead people to act and find brands worth purchasing. Market segmentation concerns identifying the diverse nature of wants that lead people to consider some version of a product. Market segmentation refers to the phenomenon that demand is found within a product market is heterogeneous.	SCOPUS/EBSCO/PROQUEST	EBSCO
24	Saegert, Joel; Fennell, Geraldine	Qualitative Research in The Textbooks: A Review.	1991	Advances in Consumer Research	18		262	271		Fifteen currently available marketing research textbooks were reviewed for their depiction of qualitative research, especially in the context of the marketing concept. Although most of the texts mention the marketing concept as a rationale for marketing research, they fail to present, through theoretical discussions and/or by presentation of examples, the role of qualitative research as a means of investigating the state of want-satisfaction in prospective markets. In this respect, textbooks fail to communicate to students the role that qualitative research plays in implementing the marketing concept. Marketing research can be said to be the primary means by which the marketing concept is implemented. That is, marketing research is a set of procedures by which the state of want satisfaction, the sine qua non of marketing practice, is revealed to producers. Fennell (1987) has discussed the marketing concept as required by the nature of the marketer's task, namely to provide the interface between customers and the firm's productive capability. In implementing the marketing concept's dictum, "Don't sell what you happen to make; make what the customer wants to buy," marketers turn to research to describe the state of want satisfaction. Moreover, qualitative research has provided researchers with a method of studying customer wants as found, starting with unstructured interviews. For example, in attempting to describe customer circumstances to facilitate choosing attributes with which to imbue brand offerings, "qualitative research, in particular the focus group interview, is the well-trodden ground by which marketing research generates its attribute set" (Fennell 1980a). This paper is concerned with how qualitative research is presented to students in marketing research textbooks, chiefly those that are used by instructors of introductory marketing research courses in business education. Of particular interest is the presentation of qualitative research as a method of identifying wants and assessing the state of want satisfaction. Because of space limitations, the scope of this review focuses on how marketing research textbook authors present--the theoretical/philosophical basis for the practice of marketing research--the role of qualitative research in the practice of marketing research--the methods of qualitative research, as they follow from the	EBSCO	EBSCO
25	Fennell, Geraldine	RECLAIMING FORM UTILITY FOR MARKETING: THE HUMAN SIDE OF THE PERSON-TECHNOLOGY INTERFACE.	1988	AMA Winter Educators' Conference Proceedings			380	387		Focuses on the importance of utility in marketing to ensure consumer satisfaction in the United States. Neglect on the requisite conceptual base; Correction of misapprehensions and mishaps; Need for conceptual tools in directing technology deployment.	EBSCO	NO
26	Fennell, Geraldine	SELECTIVE ATTENTION AND INCIDENTAL LEARNING	1970	City University of New York, Phd Psychology, experimental (thesis)						PhD Thesis	PROQUEST	POST (23 primaras pages.)
27	Fennell G., Allenby G.M.	Specifying your market's boundaries	2003	Marketing Research	15	2	32	37	2	The article discusses the boundaries and dimensions of a market and proposes a method of definition that is congruent with the marketing concept. Marketing textbooks define markets as groups of individuals and organizations interested in engaging in exchange. Such a description may be too broad for marketing practice. One approach is to embrace the marketing concept of making what people will want to buy, rather than selling what has already been made. The idea is that building on tendencies that are already in place will result in a greater return on investment. Management defining its market is stating its choices about the kinds of exchange to engage in. If a market is defined geographically, for example the North American or European market, then individuals outside these regions will not be of immediate interest. INSET: Executive Summary.	SCOPUS/EBSCO	EBSCO

28	Fennell, Geraldine; Allenby, Greg; Yang, Sha; Edwards, Yancy	The Effectiveness of Demographic and Psychographic Variables for Explaining Brand and Product Category Use.	2003	Quantitative Marketing & Economics	1	2	223	244		The predictive relationship of a large and comprehensive set of personal descriptors to aspects of product and brand use is examined. The descriptors comprise demographic and general psychographic variables frequently used in segmentation studies and studies of consumer purchase behavior. The evidence is overwhelming that the covariates are related to brand use in an identical way for all brands, indicating that they are not useful for predicting relative brand preference. The covariates are shown to be predictive of product use. Discussion of the explanatory content of the variables is offered.	EBSCO/PROQUEST	POST
29	Fennell, Geraldine	THE MANAGERIAL CONTEXT FOR BEHAVIORAL CONTROL IN MARKETING.	1989	AMA Winter Educators' Conference Proceedings			360	364		Focuses on the managerial context for behavioral control in marketing. Nature of behavioral control in context; Managerial orientations on controlling consumers' behavior; Implication of the nature of control to management.	EBSCO	NO
30	Fennell, Geraldine	The Role of Qualitative Research in Making What the Customer Wants to Buy.	1991	Advances in Consumer Research	18	1	271	279		Qualitative research has become an active topic in publications within and outside the field of marketing. Recent work overlooks its special role in implementing top management's charge to marketers to proactively tailor the firm's output to customer wants. Reasons for such an oversight are considered and aspects of qualitative research that have been neglected, or misunderstood, are discussed. Emphasized here is the exploratory function of qualitative research in obtaining information on the real world conditions for which goods/services are designed.	EBSCO	EBSCO
31	Fennell G.	The situation	1980	Motivation and Emotion	4		299	322	3	A formulation for the explanation of behavior is needed to guide the work of the applied psychologist whose first task is to explain behavior. It can also serve as a coordinating framework for the basic research that centers around each of psychology's many constructs. This paper puts forward the notion that the appropriate framework reflects the intersection of numerous person and environment systems; in other words, that it is found in the structure of a situation. Continuity within the science of psychology is promoted if an appropriate structure is found in the classic situations of the experimental laboratory. A prototypical situation that is based on the major paradigms of instrumental learning is described. It has already shown considerable utility in organizing the investigation of behavioral determinants in a real-world setting, and its ability to clarify interrelationships among psychology's constructs also looks promising. © 1980 Plenum Publishing Corporation.	SCOPUS	NO
32	Fennell, Geraldine	THINGS OF HEAVEN AND EARTH: PHENOMENOLOGY, MARKETING, AND CONSUMER RESEARCH.	1985	Advances in Consumer Research	12	12	544	6		Most students and users of consumer research are likely to be interested in learning about the world as individual consumers perceive it. Accordingly, a special session was organized to introduce consumer researchers to the largely neglected domain of phenomenological psychology. This paper discusses some respects in which phenomenological interests and method may help to address aspects of marketing practice which up to now have received less than their due attention within the dominant natural scientific tradition. Topics for a continuing dialog with phenomenological psychology are also discussed.	EBSCO	
33	Fennell G.R.	What is a situation? a motivational paradigm	1975	Journal of Psychology: Interdisciplinary and Applied	91	2	259	269	1	A view of motivational and reinforcement phenomena is presented and is used as the basis for a taxonomy of situations. Two situation variables, component and type, are identified in the motivational paradigm. Items used in the S-R inventories of Anxiousness and Hostility are analyzed in terms of situation component and type to illustrate sources of ambiguity in situation specification, and the prediction of situation construction in ambiguous situations. The two situation variables are coordinated to Mischel's (11) person variables in a formulation for the interaction of persons and situations as a function of situation type within component. © 1975 Taylor & Francis Group, LLC.	SCOPUS/EBSCO	EBSCO