

marketers to determine (1) what parts of the message were attended to, (2) what sequence was used in viewing the message, and (3) how much time was spent on each part.

Indirect measures of attention, which also tap at least some aspects of memory, include theater tests, day-after recall, recognition tests, and Starch scores. **Theater tests** involve showing commercials along with television programs in a theater. Viewers complete questionnaires designed to measure which commercials, and what aspects of those commercials, attracted their attention. **Day-after recall (DAR)** is the most popular method of measuring the attention-getting power of television commercials. Individuals are interviewed the day after a commercial is aired on a program they watched. Recall of the commercial and recall of specific aspects of the commercial (assessed through questionnaires) are interpreted as a reflection of the amount of attention.

DAR measures of television commercials have been criticized as favoring rational, factual, hard-sell ads and high-involvement products while discriminating against feeling, emotional, soft-sell ads. However, for many product-target market combinations, the latter approach may be superior. In response, substantial work has been done to develop recognition measures for television commercials. In **recognition tests**, the commercial of interest, or key parts of it, along with other commercials are shown to target market members. Recognition of the commercial, or key parts of it, is the measure.

Starch scores are the most popular technique for evaluating the attention-attracting power of print ads. The respondents are shown advertisements from magazine issues they have recently read. For each advertisement, they indicate which parts (headlines, illustrations, copy blocks) they recall reading. Three main scores are computed:

1. *Noted.* The percentage of people who recall seeing the ad in that issue.
2. *Seen-associated.* The percentage of those who recall reading a part of the ad that clearly identifies the brand or advertiser.
3. *Read most.* The percentage of those who recall reading 50 percent or more of the copy.

Starch scores allow an indirect measure of attention to the overall ad and to key components of the ad.

Measures of Interpretation

Marketers investigating *interpretation* can use any number of the research methods we've discussed, including focus groups, surveys, and projective techniques. A critical task for marketers is to move beyond cognitive interpretation and tap emotions and feelings as well. Techniques such as the AdSAM[®] discussed in Chapter 11 can be quite useful in this regard.

Appendix B

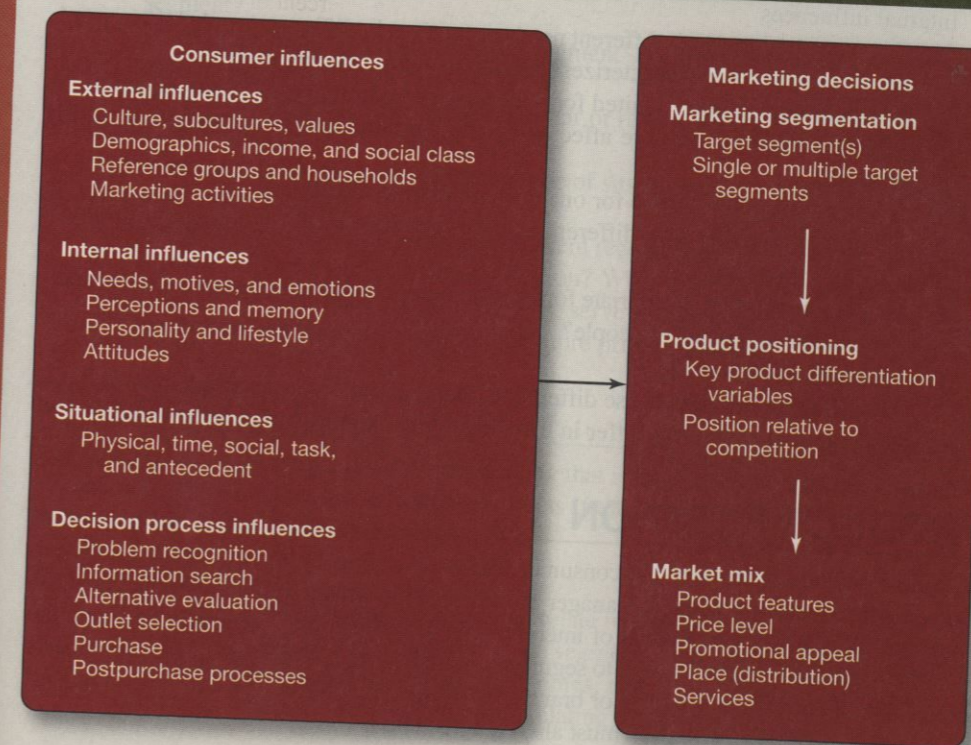
Consumer Behavior Audit*

In this appendix, we provide a list of key questions to guide you in developing marketing strategy from a consumer behavior perspective. This audit is no more than a checklist to minimize the chance of overlooking a critical behavioral dimension. It does not guarantee a successful strategy. However, thorough and insightful answers to these questions should greatly enhance the likelihood of a successful marketing program.

Our audit is organized around the key decisions that marketing managers must make. The first key decision is the selection of the target market(s) to be served. This is followed by the determination of a viable product position for each target market. Finally, the marketing mix elements—product, place, price, and promotion—must be structured in a manner consistent with the desired product position. This process is illustrated in Figure B-1.

Consumer Influences Drive Marketing Decisions

FIGURE B-1



*Revised by Richard Pomazal of Wheeling College.

MARKET SEGMENTATION

Market segmentation is the process of dividing all possible users of a product into groups that have similar needs the products might satisfy. Market segmentation should be done prior to the final development of a new product. In addition, a complete market segmentation analysis should be performed periodically for existing products. The reason for continuing segmentation analyses is the dynamic nature of consumer needs.

- A. External influences
1. Are there cultures or subcultures whose value system is particularly consistent (or inconsistent) with the consumption of our product?
 2. Is our product appropriate for male or female consumption? Will ongoing gender role changes affect who consumes our product or how it is consumed?
 3. Do ethnic, social, regional, or religious subcultures have different consumption patterns relevant to our product?
 4. Do various demographic or social-strata groups (age, gender, urban/suburban/rural, occupation, income, education) differ in their consumption of our product?
 5. Is our product particularly appropriate for consumers with relatively high (or low) incomes compared with others in their occupational group?
 6. Can our product be particularly appropriate for specific roles, such as students or professional women?
 7. Would it be useful to focus on specific adopter categories?
 8. Do groups in different stages of the household life cycle have different consumption patterns for our product? Who in the household is involved in the purchase process?
- B. Internal influences
1. Can our product satisfy different needs or motives in different people? What needs are involved? What characterizes individuals with differing motives?
 2. Is our product uniquely suited for particular personality types? Self-concepts?
 3. What emotions, if any, are affected by the purchase and/or consumption of this product?
 4. Is our product appropriate for one or more distinct lifestyles?
 5. Do different groups have different attitudes about an ideal version of our product?
- C. Situational influences
1. Can our product be appropriate for specific types of situations instead of (or in addition to) specific types of people?
- D. Decision process influence
1. Do different individuals use different evaluative criteria in selecting the product?
 2. Do potential customers differ in their loyalty to existing products or brands?

PRODUCT POSITION

A product position is the way the consumer thinks of a given product or brand relative to competing products or brands. A manager must determine what a desirable product position would be for each market segment of interest. This determination is generally based on the answers to the same questions used to segment a market, with the addition of the consumer's perceptions of competing products or brands. Of course, the capabilities and motivations of existing and potential competitors must also be considered.

- A. Internal influences
1. What is the general semantic memory structure for this product category in each market segment?
 2. What is the ideal version of this product in each market segment for the situations the firm wants to serve?
- B. Decision process influences
1. Which evaluative criteria are used in the purchase decision? Which decision rules and importance weights are used?

PRICING

The manager must set a pricing policy that is consistent with the desired product position. Price must be broadly conceived as everything a consumer must surrender to obtain a product. This includes time and psychological costs as well as monetary costs.

- A. External influences
1. Does the segment hold any values relating to any aspect of pricing, such as the use of credit or conspicuous consumption?
 2. Does the segment have sufficient income, after covering living expenses, to afford the product?
 3. Is it necessary to lower price to obtain a sufficient relative advantage to ensure diffusion? Will temporary price reductions induce product trial?
 4. Who in the household evaluates the price of the product?
- B. Internal influences
1. Will price be perceived as an indicator of status?
 2. Is economy in purchasing this type of product relevant to the lifestyle(s) of the segment?
 3. Is price an important aspect of the segment's attitude toward the brands in the product category?
 4. What is the segment's perception of a fair or reasonable price for this product?
- C. Situational influences
1. Does the role of price vary with the type of situation?
- D. Decision process factors
1. Can a low price be used to trigger problem recognition?
 2. Is price an important evaluative criterion? What decision rule is applied to the evaluative criteria used? Is price likely to serve as a surrogate indicator of quality?
 3. Are consumers likely to respond to in-store price reductions?

DISTRIBUTION STRATEGY

The manager must develop a distribution strategy that is consistent with the selected product position. This involves the selection of outlets if the item is a physical product, or the location of the outlets if the product is a service.

- A. External influences
1. What values do the segments have that relate to distribution?
 2. Do the male and female members of the segments have differing requirements of the distribution system? Do working couples, single individuals, or single parents within the segment have unique needs relating to product distribution?

3. Can the distribution system capitalize on reference groups by serving as a means for individuals with common interests to get together?
 4. Is the product complex such that a high-service channel is required to ensure its diffusion?
- B. Internal influences
1. Will the selected outlets be perceived in a manner that enhances the desired product position?
 2. What type of distribution system is consistent with the lifestyle(s) of each segment?
 3. What attitudes does each segment hold with respect to the various distribution alternatives?
- C. Situational influences
1. Do the desired features of the distribution system vary with the situation?
- D. Decision process factors
1. What outlets are in the segment's evoked set? Will consumers in this segment seek information in this type of outlet?
 2. Which evaluative criteria does this segment use to evaluate outlets? Which decision rule?
 3. To what extent are product decisions made in the retail outlet?

PROMOTION STRATEGY

The manager must develop a promotion strategy, including advertising, nonfunctional package design features, publicity, promotions, and sales force activities that are consistent with the product position.

- A. External factors
1. What values does the segment hold that can be used in our communications? Which should be avoided?
 2. How can we communicate to our chosen segments in a manner consistent with the emerging gender role perceptions of each segment?
 3. What is the nonverbal communication system of each segment?
 4. How, if at all, can we use reference groups in our advertisements?
 5. Can our advertisements help make the product part of one or more role-related product clusters?
 6. Can we reach and influence opinion leaders?
 7. If our product is an innovation, are there diffusion inhibitors that can be overcome by promotion?
 8. Who in the household should receive what types of information concerning our product?
- B. Internal factors
1. Have we structured our promotional campaign such that each segment will be exposed to it, attend to it, and interpret it in the manner we desire?
 2. Have we made use of the appropriate learning principles so that our meaning will be remembered?
 3. Do our messages relate to the purchase motives held by the segment? Do they help reduce motivational conflict if necessary?
 4. Are we considering the emotional implications of the ad and/or the use of our product?

5. Is the lifestyle portrayed in our advertisements consistent with the desired lifestyle of the selected segments?
 6. If we need to change attitudes via our promotion mix, have we selected and properly used the most appropriate attitude-change techniques?
- C. Situational influences
1. Does our campaign illustrate the full range of appropriate usage situations for the product?
- D. Decision process influences
1. Will problem recognition occur naturally, or must it be activated by advertising? Should generic or selective problem recognition be generated?
 2. Will the segment seek out or attend to information on the product prior to problem recognition, or must we reach them when they are not seeking our information? Can we use low-involvement learning processes effectively? What information sources are used?
 3. After problem recognition, will the segment seek out information on the product or brand, or will we need to intervene in the purchase decision process? If they do seek information, what sources do they use?
 4. What types of information are used to make a decision?
 5. How much and what types of information are acquired at the point of purchase?
 6. Is postpurchase dissonance likely? Can we reduce it through our promotional campaign?
 7. Have we given sufficient information to ensure proper product use?
 8. Are the expectations generated by our promotional campaign consistent with the product's performance?
 9. Are our messages designed to encourage repeat purchases, brand-loyal purchases, or neither?

PRODUCT

The marketing manager must be certain that the physical product, service, or idea has the characteristics required to achieve the desired product position in each market segment.

- A. External influences
1. Is the product designed appropriately for all members of the segment under consideration, including males, females, and various age groups?
 2. If the product is an innovation, does it have the required relative advantage and lack of complexity to diffuse rapidly?
 3. Is the product designed to meet the varying needs of different household members?
- B. Internal influences
1. Will the product be perceived in a manner consistent with the desired image?
 2. Will the product satisfy the key purchase motives of the segment?
 3. Is the product consistent with the segment's attitude toward an ideal product?
- C. Situational influences
1. Is the product appropriate for the various potential usage situations?
- D. Decision process influences
1. Does the product or brand perform better than the alternatives on the key set of evaluative criteria used by this segment?
 2. Will the product perform effectively in the foreseeable uses to which this segment may subject it?
 3. Will the product perform as well as or better than expected by this segment?