BUYER BEHAVIORS

From Chapter 3 of *Integrated Advertising, Promotion, and Marketing Communications*, Sixth Edition. Kenneth E. Clow and Donald Baack.
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BUYER BEHAVIORS

CHAPTER OBJECTIVES

After reading this chapter, you should be able to answer the following questions:

1. What elements are involved in internal and external information searches by consumers, as part of the purchasing process?
2. What three models explain how individuals evaluate purchasing alternatives?
3. What trends are affecting the consumer buying environment?
4. How do the roles played by various members of the buying center and the factors that influence them impact business purchases?
5. What types of business-to-business sales are made?
6. What are the steps of the business-to-business buying process?
7. How does dual channel marketing expand a company's customer base and its sales?
8. How can a company overcome international differences when adapting to buying processes?

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CHIPOTLE MEXICAN GRILL

A New Dimension in Dining

One simple buying decision many consumers make every day is the choice of where and what to eat for breakfast, lunch, or dinner. Those who crave Mexican food review a variety of possibilities, including fast-food operations, such as Taco Bell and Del Taco; locally owned establishments; and dine-in chains, such as El Chico and On the Border. In this competitive marketplace, a new option emerged.

A chipotle is a ripened, dry, smoked jalapeno contains a smoky, hot flavor that is often added to Mexican and Southwestern dishes. In 1993, Steve Ells based a new business as well as the original company name on this single ingredient, and the Chipotle Mexican Grill was born. He notes, "I had a very simple idea: Offer a simple menu of great food prepared fresh each day, using many of the same cooking techniques as gourmet restaurants. Then serve the

food quickly, in a cool atmosphere. It was food that I wanted, and thought others would like too. We've never strayed from that original idea. The critics raved , and customers began lining up at my tiny burrito joint," which was in Denver, Colorado.

Chipotle Mexican Grill food items may be purchased in a variety of ways, including dine-in, call-in, or online. The relatively simple menu offers a series of options for each item. The choices include burritos, fajitas, and tacos featuring pork, shredded beef, chicken, steak, and vegetarian fillings along with side dishes such as salads, chips, and pinto or vegetarian black beans. Drinks include margaritas, beers, and soft drinks. Ordering is quick and easy. As one marketing expert noted, "The menu is kind of like a Subway—only for Mexican food."

Early rave reviews about the generous portions and the quality of the meals helped the original restaurant to add a second location within 3 years. Seeing the potential for growth, McDonald's purchased a minority interest in Chipotle, which made it possible for the company to quickly expand the number of units. By 2003, 300 new restaurants were open. Later in the decade, the company began to add nearly 100 new locations per year, now topping 800 units.

Chipotle restaurants feature artistic, classy, and brightly lit interiors. The stores have an open-kitchen design. Customers interact directly with the staff and watch as orders are processed.

The chain's corporate governance follows a unique approach to selecting ingredients. In an effort to upgrade its foods, the company switched from yellow corn, which could contains genetically modified corn, to organic white corn, which does not. Chipotle purchases organic beans whenever possible. Chipotle offers naturally raised, antibiotic-free chicken from Bell & Evans in more than 50 restaurants in Washington, D.C., New York, and Ohio. Eight restaurants in Chicago and New York use naturally raised beef. Recently, ABC News *Nightline* presented a free-range pig farm from which Chipotle acquires


Garren/Shutterstock.com

some of its pork. Ells reported, "You have to be concerned where your food comes from and how the animals were raised. I call it 'Food with Integrity.'"

McDonald's recently acquired majority ownership of the company, although Steve Ells remained the operational manager. The link to McDonald's increased Chipotle's buying power, leading to, for example, a better supply of avocados as well as to more rapid expansion of locations.

Chipotle maintains a relatively limited advertising budget. Most of its advertisements draw on humor. An online presence and word-of-mouth have supported the company's growth and success for over a decade.

Which factor leads a customer to purchase food at Chipotle? Is it the organic ingredients, the quick-and-simple ordering methods, the quality interiors of the restaurants, the large portions, or some other element? Regardless of the decision variable, the success and growth of the chain suggests a well-designed integrated marketing communications program.[1]

OVERVIEW

One primary goal of many integrated marketing communications program continues to be enticing people to buy goods and services. Understanding how buyers make purchase decisions helps the marketing team achieve this goal. Two types of buyer

OBJECTIVE 1

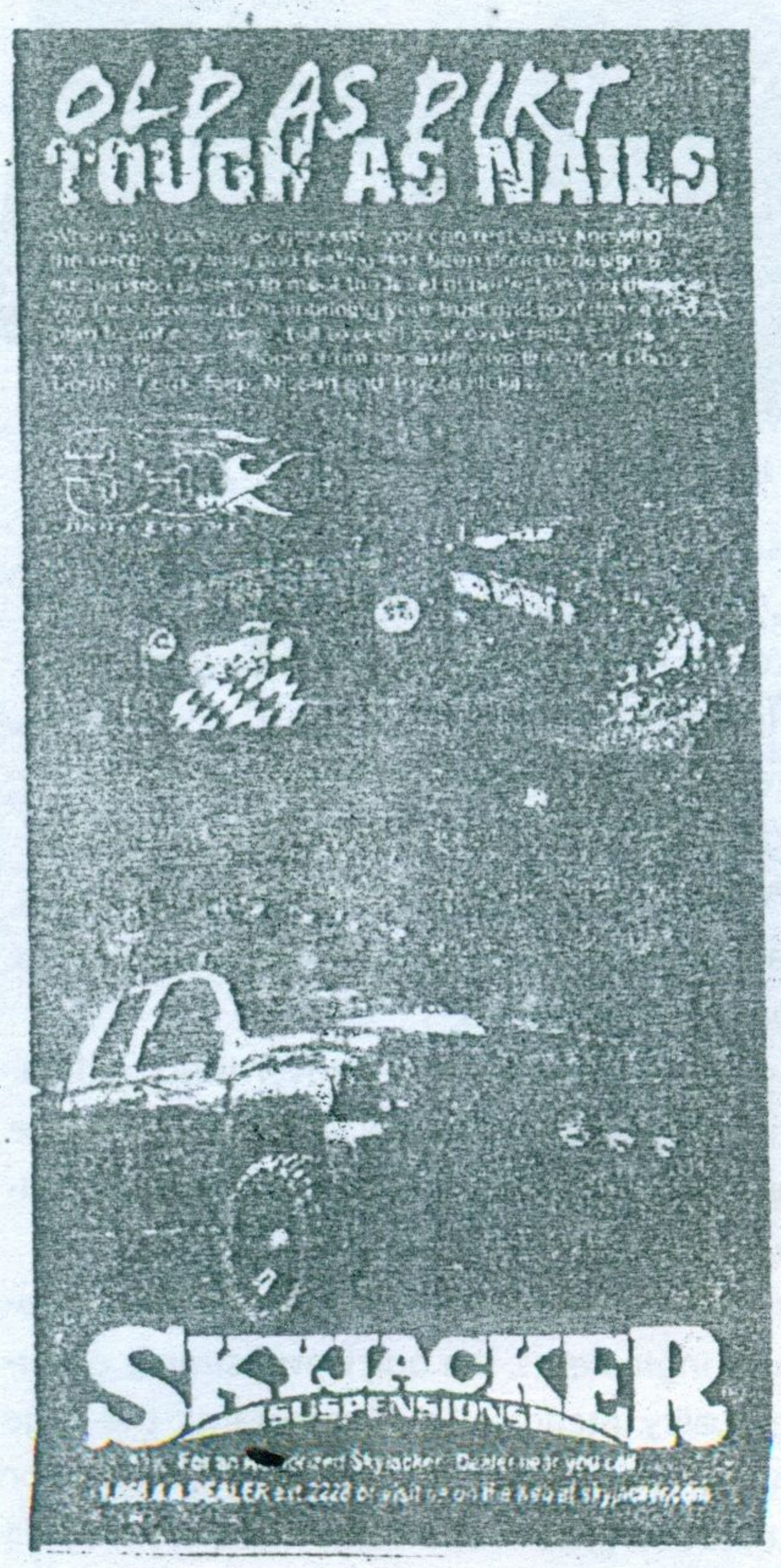
What elements are involved in internal and external information searches by consumers, as part of the purchasing process?

behaviors—consumer buyer behaviors and business-to-business buyer behaviors—receive attention in this chapter. Comprehending the steps consumers use to make purchase decisions assists the marketing team in creating quality communications.

This chapter first examines consumer purchasing processes. Two stages of the process are the key to marketing communications. In the *information search* stage, the customer reviews previous memories and experiences looking for acceptable ways to meet a need by buying a product. During the *evaluation of alternatives* stage, the individual compares various purchasing possibilities. An effective IMC program targets potential buyers involved in these activities. This chapter provides a review of the traditional factors affecting consumers, along with discussion of the newer trends present in the consumer buying environment.

Business-to-business buyer behaviors create the focus for the second part of this chapter. First, a review of the five major roles played in the buying center takes place. Next, the chapter notes the types of purchases companies, along with the steps involved in the purchasing process. Finally, dual channel marketing, which involves selling the same product to both consumers and business buyers, is discussed. Effective IMC programs identify potential customers from both markets. This leads to increased sales and helps a company maintain a strong presence in the marketplace.

▼ This advertisement for Skyjacker might trigger a search for additional information about truck suspensions and lift kits.



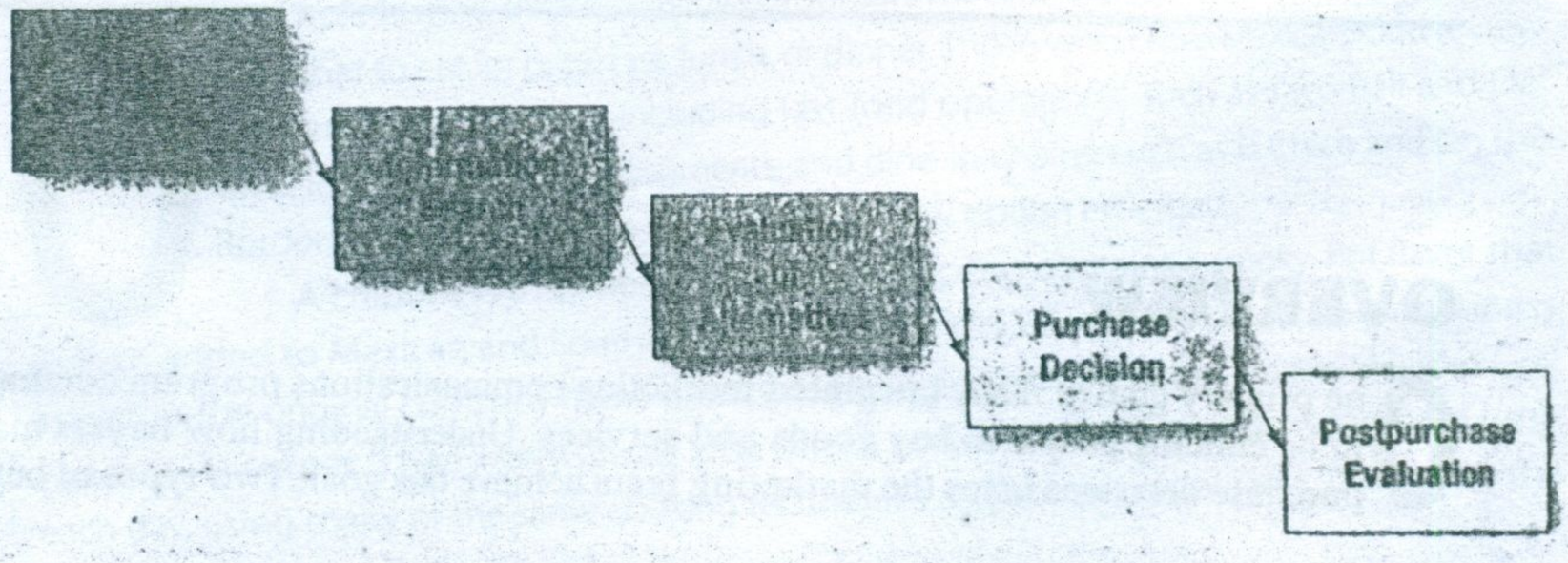
Consumer Purchasing Process

Finding ways to influence the consumer purchasing process continues to be a vital marketing communications activity. Figure 1 models the consumer buying decision-making process. Two of the stages are the most directly related to integrated marketing communications: the information search and the evaluation of alternatives. Discovering how customers seek out product information and then evaluate the information are keys to creating effective marketing messages.

The first step of the buying decision-making process shown in Figure 1 occurs when the consumer notices a need or want. A problem or gap exists between an individual's current state and desired state. The need can be physical, such as hunger or thirst. It can be social, such as when a consumer visits a friend's apartment and sees his new HDTV and wants one in order to "keep up." Needs may be psychological in nature, including feelings for love, self-efficacy, or protection from fear.

Consumer needs can be triggered by marketing communications. The advertisement for Skyjacker suspensions in this section may act as a catalyst for an individual to want a lift kit for his vehicle. Once this occurs, consumers enter the next phase of the process.

▶ **FIGURE 1**
Consumer Decision-Making Process



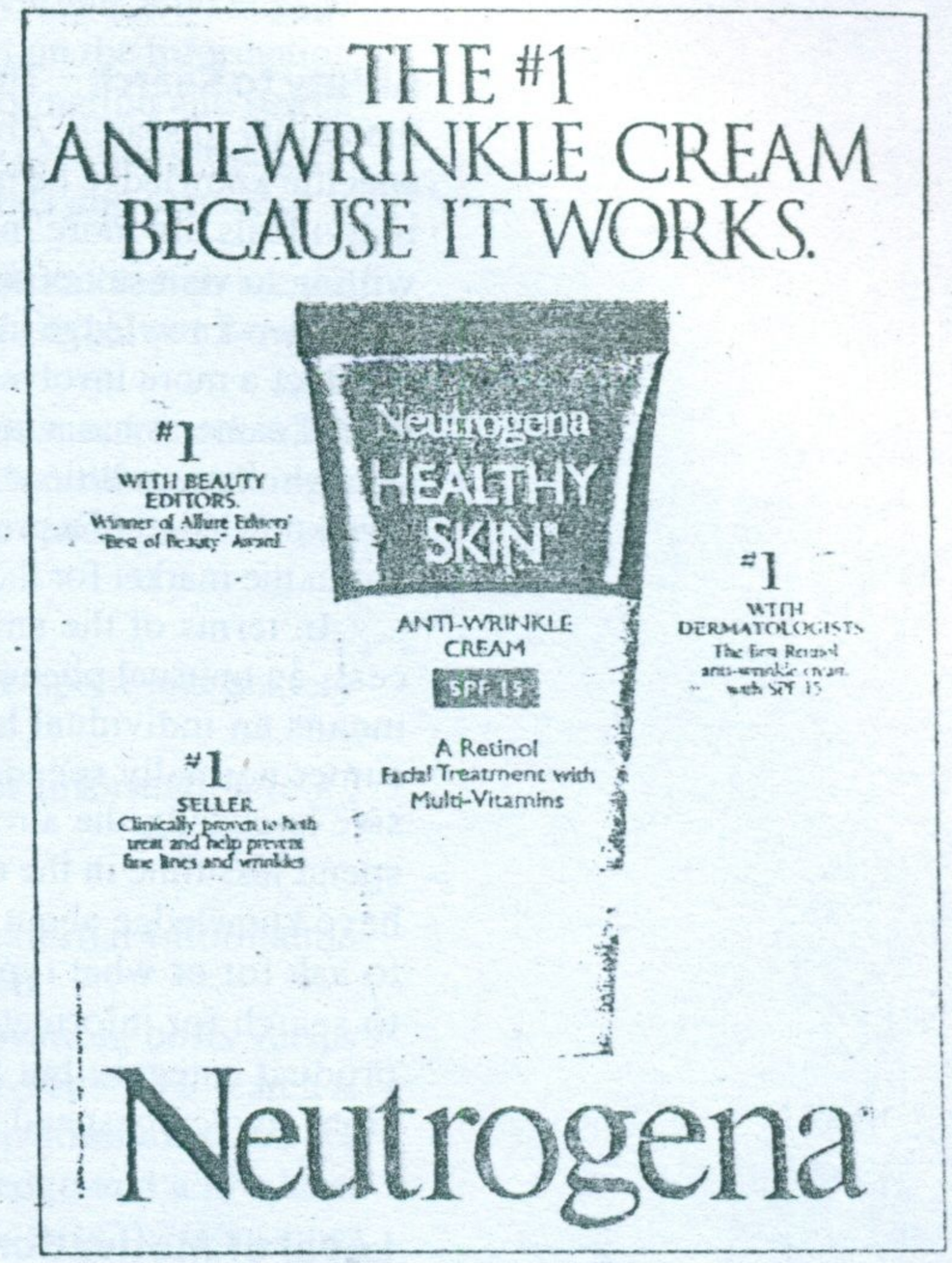
Information Search

Once a need emerges, the consumer begins an internal search, mentally recalling products that might satisfy it. Often, the individual remembers how the need was met in the past. If a particular brand was chosen and the experience was positive, the consumer repeats the purchase decision, and the information search ends. When a previous purchase did not work out, or the consumer wishes to try something else, a more complete internal search may result.

INTERNAL SEARCH

During an internal search, the consumer thinks about the brands she is willing to consider. This group may not contain every brand the consumer has experienced, because she removes brands associated with negative experiences. Brands she knows little about are also eliminated. In other words, the consumer quickly reduces the number of potential brands.

Making sure a company's brand becomes part of the consumer's set of potential purchase alternatives in an internal search should be a key marketing communication objective. A product with a high level of brand awareness or brand equity will likely be included in the consumer's set of alternatives. The Neutrogena advertisement shown in this section uses "#1" four times to persuade consumers that Neutrogena is the number-one anti-wrinkle cream and should be considered. The ad seeks to cause consumers who want an anti-wrinkle cream to consider Neutrogena as the first and best choice.



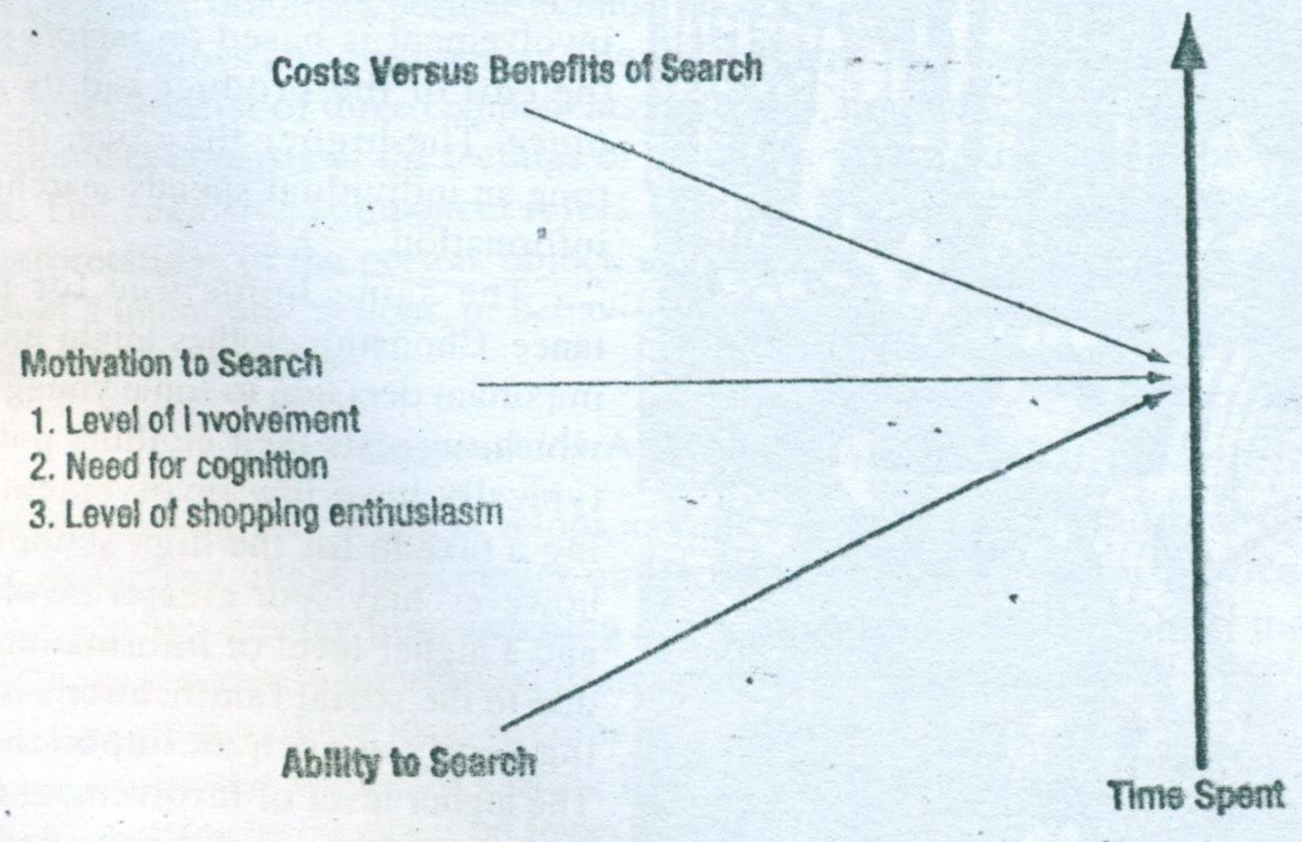
Courtesy of Neutrogena Corporation.

▲ A Neutrogena advertisement designed to convince consumers that the product should be the first choice when selecting an anti-wrinkle cream.

EXTERNAL SEARCH

Following an internal search, the consumer makes a mental decision regarding an external search. When the customer has sufficient internal information, she moves to the next step of the decision-making process: evaluating the alternatives. A consumer who remains uncertain about the right brand to purchase undertakes an external search.

External information can be gathered from a variety of sources, including friends, relatives, experts, books, magazines, newspapers, advertisements, in-store displays, salespeople, and the Internet. The amount of time a consumer spends on an external search depends on three factors: ability, motivation, and costs versus benefits (see Figure 2).[2]



◀ FIGURE 2
Factors that affect the amount of time a consumer will spend conducting an external search

Ability to Search The extent of an information search will be partially determined by the ability to search. Ability consists of a person's educational level combined with the specific knowledge he has about a product and the brands in a given category. Educated individuals are more inclined to spend time searching for information. They are more willing to visit stores or search online prior to making decisions. Consumers possessing extensive knowledge about individual brands and product categories are better able to conduct a more involved external search. Thus, someone who knows a great deal about digital cameras has a more sophisticated ability to examine information than does someone who knows little about the technology. In addition, a person with more comprehensive knowledge of a product area often collects additional information, even when she is not in the market for the product.[3]

In terms of the amount of time an individual devotes to the external search process, an unusual phenomenon occurs. Although extensive product category knowledge means an individual has greater ability to search for external information, the consumer normally spends less time on the external search process because of the extensive knowledge he already possesses. Consumers at the other end of the spectrum also spend less time in the external search process, but for the opposite reason. They do not have knowledge about the product category and do not know what type of information to ask for or what type of information is needed, which means they lack the ability to search for information. Individuals in the middle, who have some knowledge of a product category but feel additional information is needed to make intelligent decisions, typically spend the most time searching for external information.

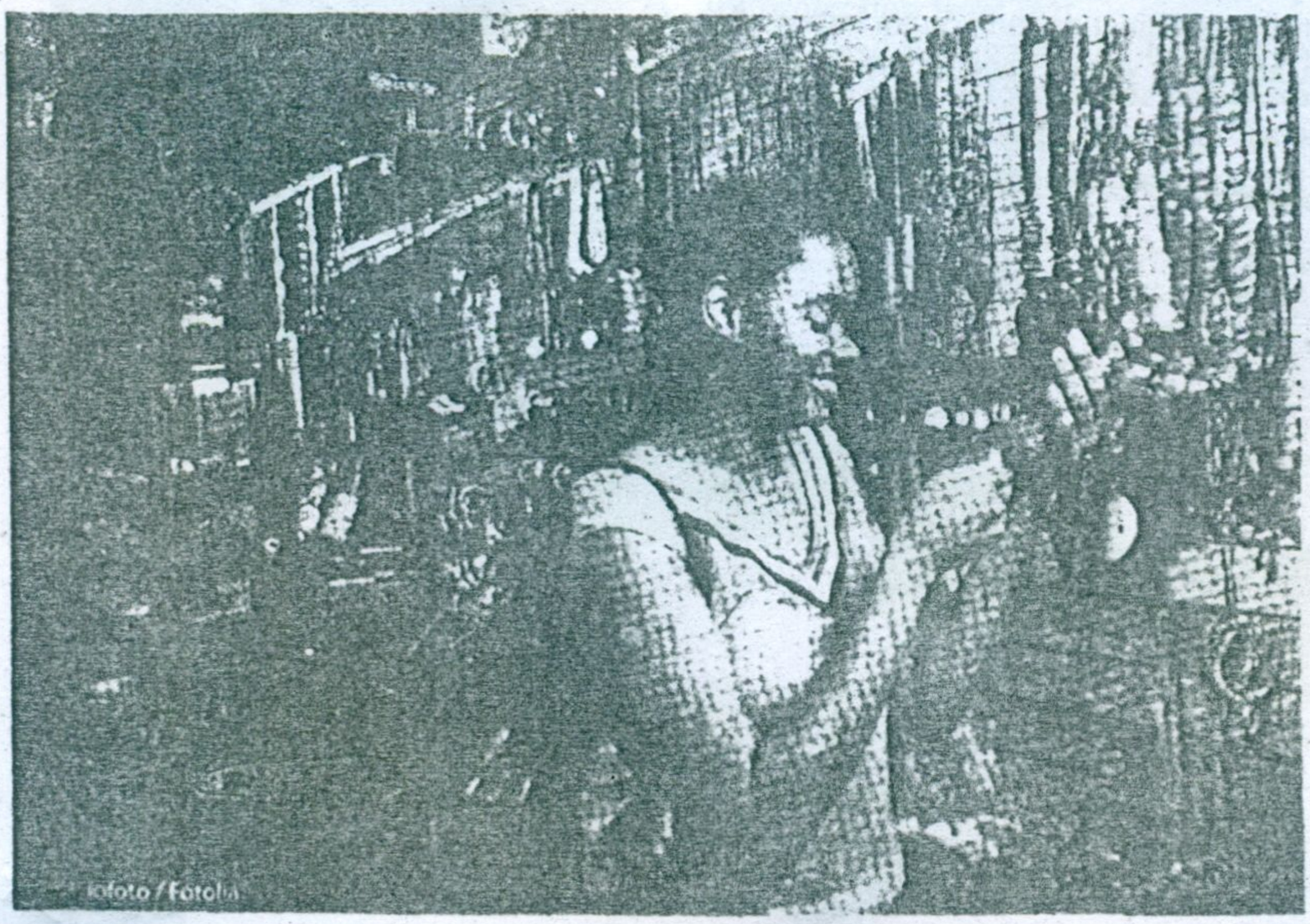
Level of Motivation The degree to which an external search takes place further depends on the customer's level of motivation. The greater the motivation, the more time spent on an external search. Motivation is determined by the consumer's:

- Level of involvement
- Need for cognition
- Level of shopping enthusiasm

Individuals experience greater motivation to search for information when involvement levels are high. **Involvement** reflects the extent to which a stimulus or task is relevant to a consumer's existing needs, wants, or values. When a consumer deems a product to be important, it becomes more likely she will engage in an external search. The amount of involvement is based on factors such as the *cost* of the product and its *importance*. The higher the price, the more time an individual spends searching for information.

The same holds true for importance. Choosing clothes might not be an important decision to some young males, which suggests their clothing purchases typically have low involvement. Picking a tuxedo for the high school prom, however, may spur greater involvement and a higher level of information search due to the social ramifications of dressing poorly at such an important event. The higher level of involvement emerges from the addition of a new element—a major occasion in the person's life.

▼ Enthusiasm for shopping has an impact on the amount of time spent on an external search.



The **need for cognition** personality characteristic identifies individuals who engage in and enjoy mental activities. Mental exercises have a positive impact on the information search process. People with high needs for cognition gather more information and search more thoroughly. The search also depends on a person's **enthusiasm for shopping**. Customers who enjoy shopping undertake a more in-depth search for goods and services.[4]

Costs Versus Benefits The final factors that influence an information search are the perceived costs versus the perceived benefits of the search. Higher perceived benefits increase the tendency to search.

The ability to reduce purchase risk becomes a benefit that many consumers seek while examining external information. Additional information lowers the chances of making a mistake in the purchase selection. The cost of the search consists of several items:

- The actual cost of the good or service
- The subjective costs associated with the search, including time spent and anxiety experienced while making a decision
- The opportunity cost of foregoing other activities to search for information (e.g., going shopping instead of playing golf or watching a movie)

Higher perceived subjective costs associated with collecting external information search decrease the likelihood that the consumer will conduct a search.[5]

The three factors that make up an external search (ability, motivation, costs versus benefits) are normally considered simultaneously. When the perceived cost of a search is low, and the perceived benefit is high, a consumer has a higher motivation to search for information. A consumer with a minimal amount of product knowledge and a low level of education will be less likely to undertake an external search, because the consumer lacks the ability to identify the right information.

From a marketing communications perspective, the search process represents an important time to reach the consumer. The consumer's objective during an external search is to acquire information leading to a better, more informed decision. The marketing team provides information that leads consumers to the company's products. One ideal time to attempt to influence the decision-making process occurs when the consumer has not yet made up his mind. Marketing experts utilize three models of the information search process: attitudes, values, and cognitive mapping.

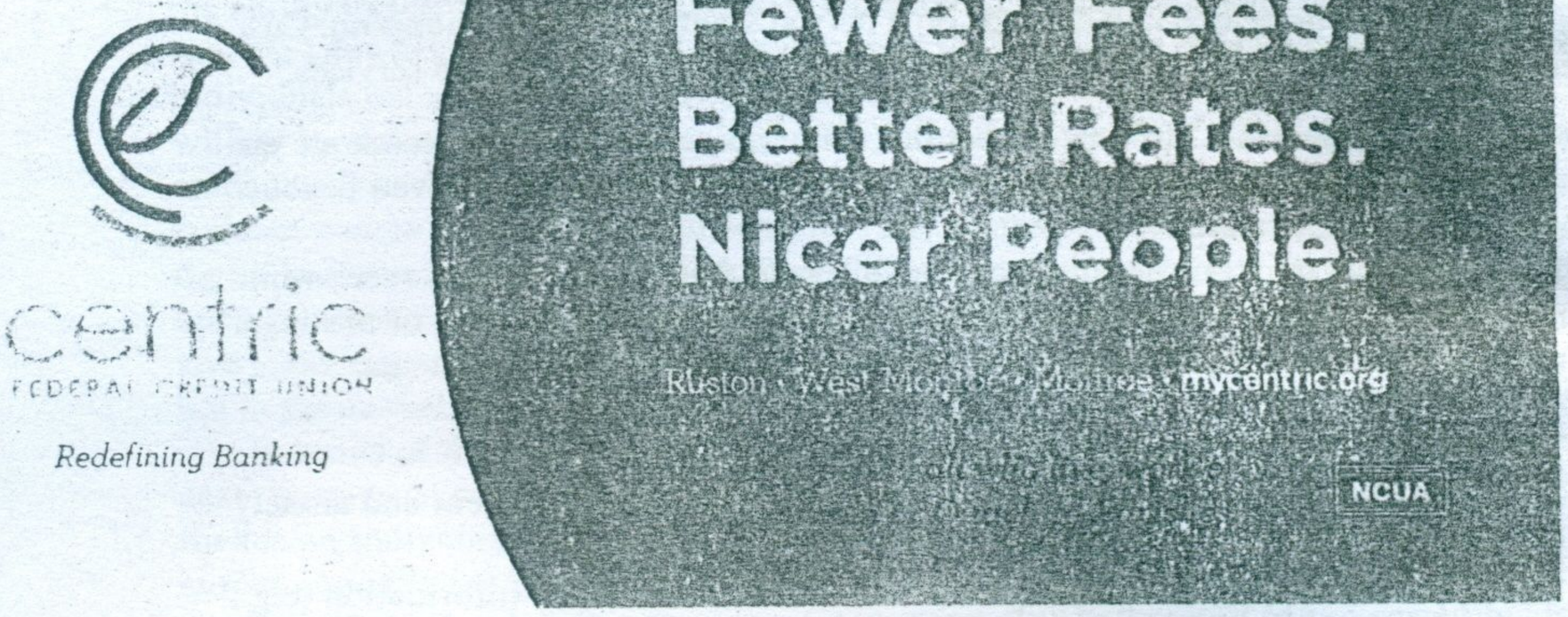
CONSUMER ATTITUDES

Effective marketing communications influence consumer attitudes. An **attitude** is a mental position taken toward a topic, a person, or an event that influences the holder's feelings, perceptions, learning processes, and subsequent behaviors.[6] Attitudes can drive purchase decisions. A consumer holding a positive attitude toward a brand becomes more likely to buy it. Someone who enjoys an advertisement also will be more inclined to purchase the product.

Attitudes consist of three components: affective, cognitive, and conative.[7] The *affective* component consists of the feelings or emotions a person has about the object, topic, or idea. The *cognitive* component refers to a person's mental images, understanding, and interpretations of the person, object, or issue. The *conative* component contains an individual's intentions, actions, or behavior. One common sequence of events that takes place in attitude formation is:

Cognitive → Affective → Conative

Most of the time, a person first develops an understanding about an idea or object. In the case of marketing, these ideas center on the benefits of the good or service. Thoughts about the product emerge from watching or reading advertisements. Other thoughts may result from exposures to information from other sources, such as the Internet or a friend's referral. Eventually, these ideas become beliefs the consumer holds about a particular product. A consumer seeing the Centric Federal Credit Union advertisement on the next page might notice the emphasis on fewer fees and better rates for banking.



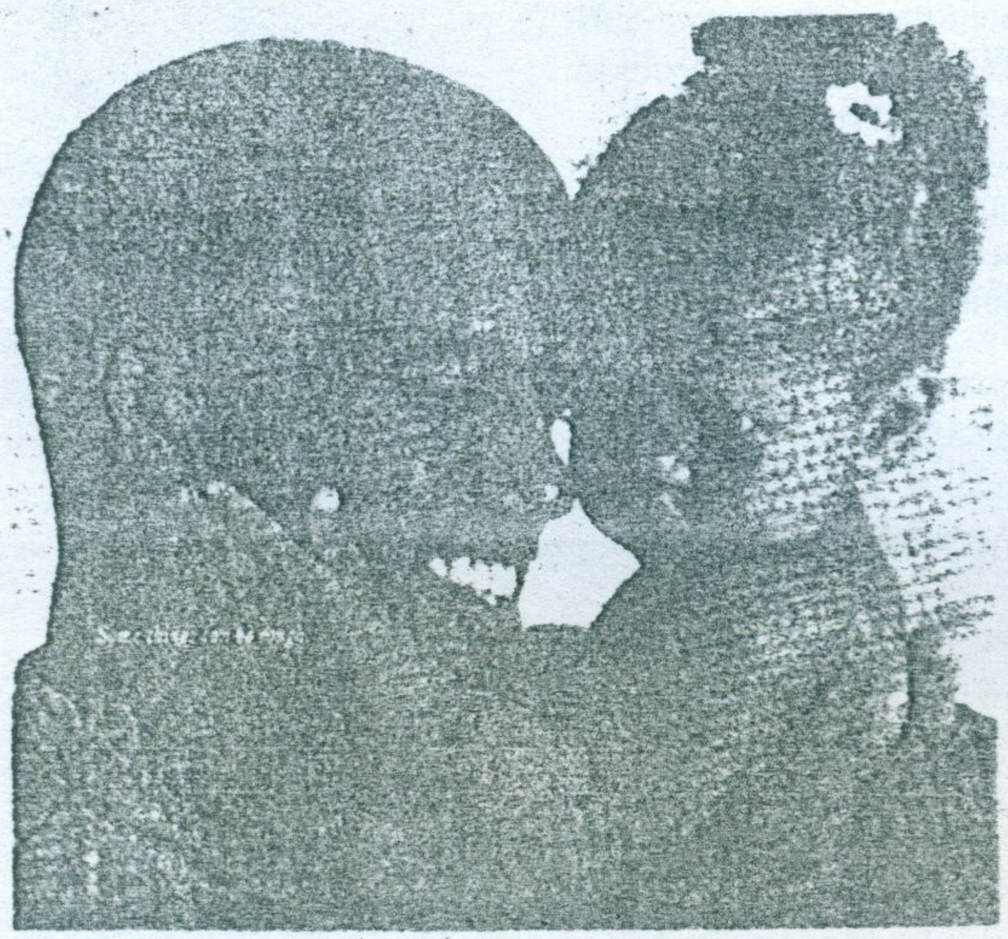
Advertisement for Centric Federal Credit Union furnished by Emogen Marketing

▲ This advertisement for Centric Federal Credit Union is designed to influence a person's beliefs about the financial institution's fees and rates.

The affective part of the attitude carries the general feeling or emotion a person attaches to the idea. In the case of goods and services, the product, its name, and other features can all generate emotions. Consider your emotional reactions to the following goods and services:

- Cough medicine
- Diaper wipes
- Motorcycles
- Children's toys made in China
- *Sports Illustrated*'s annual swimsuit issue
- Condoms

▼ What emotions does this advertisement for Pampers Wipes elicit?



Courtesy of D'Arcy Masius Benton & Bowles, Inc. © Procter & Gamble Productions, Inc. 1999 Photograph by Penny Gentieu

What emotions and thoughts did you associate with diaper wipes? The Pampers diaper wipe advertisement shown in this section attempts to influence emotions. When considering the items listed here, note that some emotions or attitudes about them seem relatively benign. Others are more strongly held. Cough medicine does not typically evoke an emotional response; however, the swimsuit issue or condoms may generate stronger reactions.

Decision and action tendencies are the conative parts of attitudes. Therefore, when a person feels strongly enough about the swimsuit issue, she might cancel a subscription to *Sports Illustrated*. Most attitudes are not held that strongly. Some people might feel favorably about a topic, such as green marketing, but this does not necessarily change their purchasing behaviors.

Attitudes develop in other ways. An alternative process is:

Affective → Conative → Cognitive

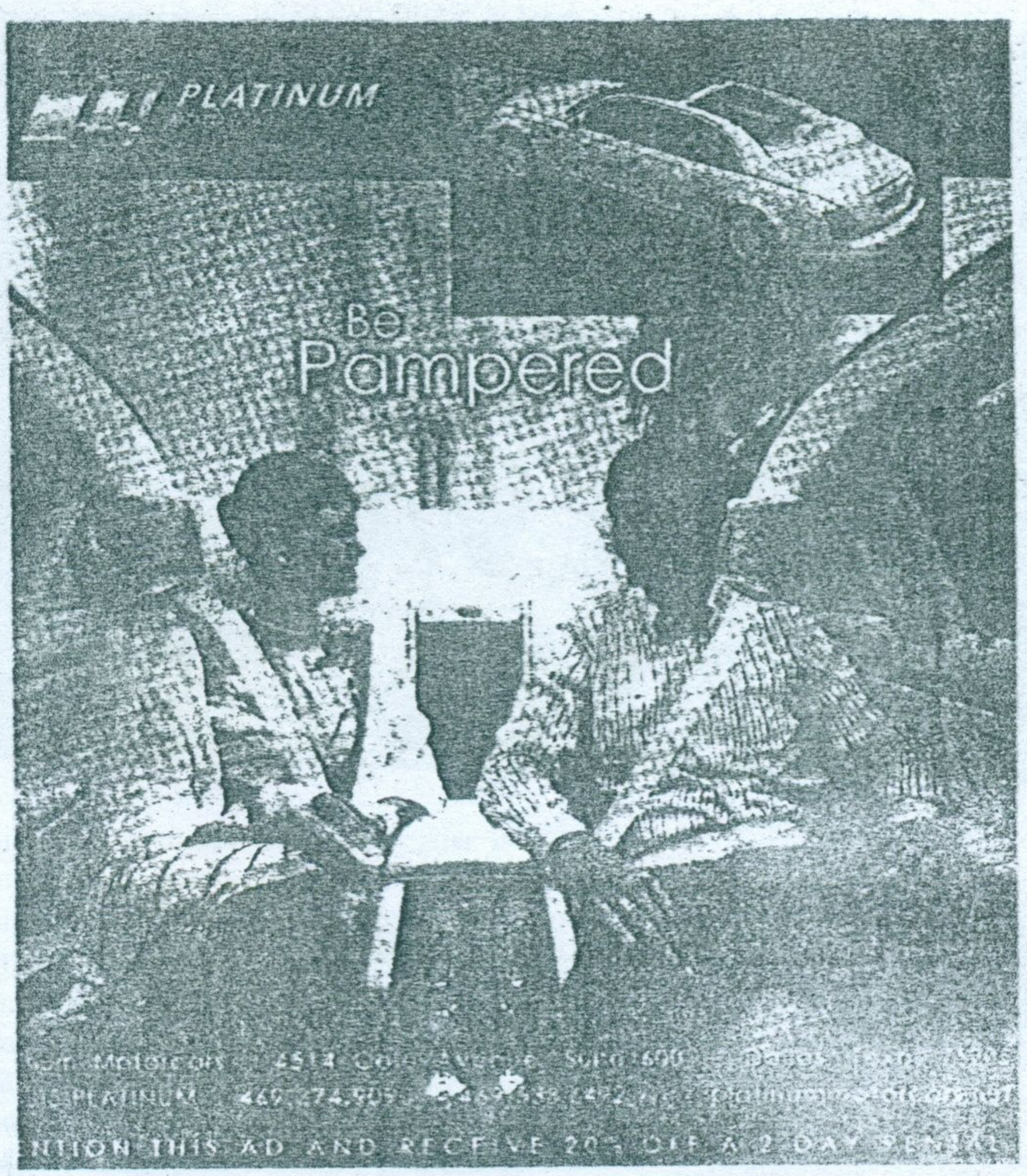
Advertisements and other marketing communications can first appeal to the emotions or feelings held by consumers in order to move them to "like" a product and make the purchase (the conative component). Cognitive understanding of the product comes after the purchase. A woman viewing the ad for Platinum Motorcars in this section may be drawn to the idea of being "pampered" in a luxury car. Emotionally, she has a desire to rent the car and takes action. Cognitive reasoning about renting the luxury car follows the emotional experience.

Some attitudes result from a third combination of the components, as follows:

Conative → Cognitive → Affective

Purchases that require little thought, that have a low price, or do not demand a great deal of emotional involvement might follow this path. For instance, while shopping for groceries a customer may notice a new brand of cookies on sale. The person may have never seen the brand or flavor before, but, because it is on sale, decides to give the cookies a try. As the consumer eats them, he develops a greater understanding of the product's taste, texture, and other qualities. Finally, the consumer reads the package to learn more about contents, including how many calories were present in each bite. He finally develops feelings toward the cookies that might affect future cookie purchases.

No matter which path a consumer takes to develop attitudes, each component will be present, to some extent. Some attitudes are relatively trivial (e.g., "I like ping pong, even though I hardly ever get to play"). Others are staunchly held, such as "I hate cigarette smoke!" Both are associated with feelings toward things, including products in the marketplace.



▲ This advertisement for Platinum Motorcars focuses on the affective component of an attitude.

CONSUMER VALUES

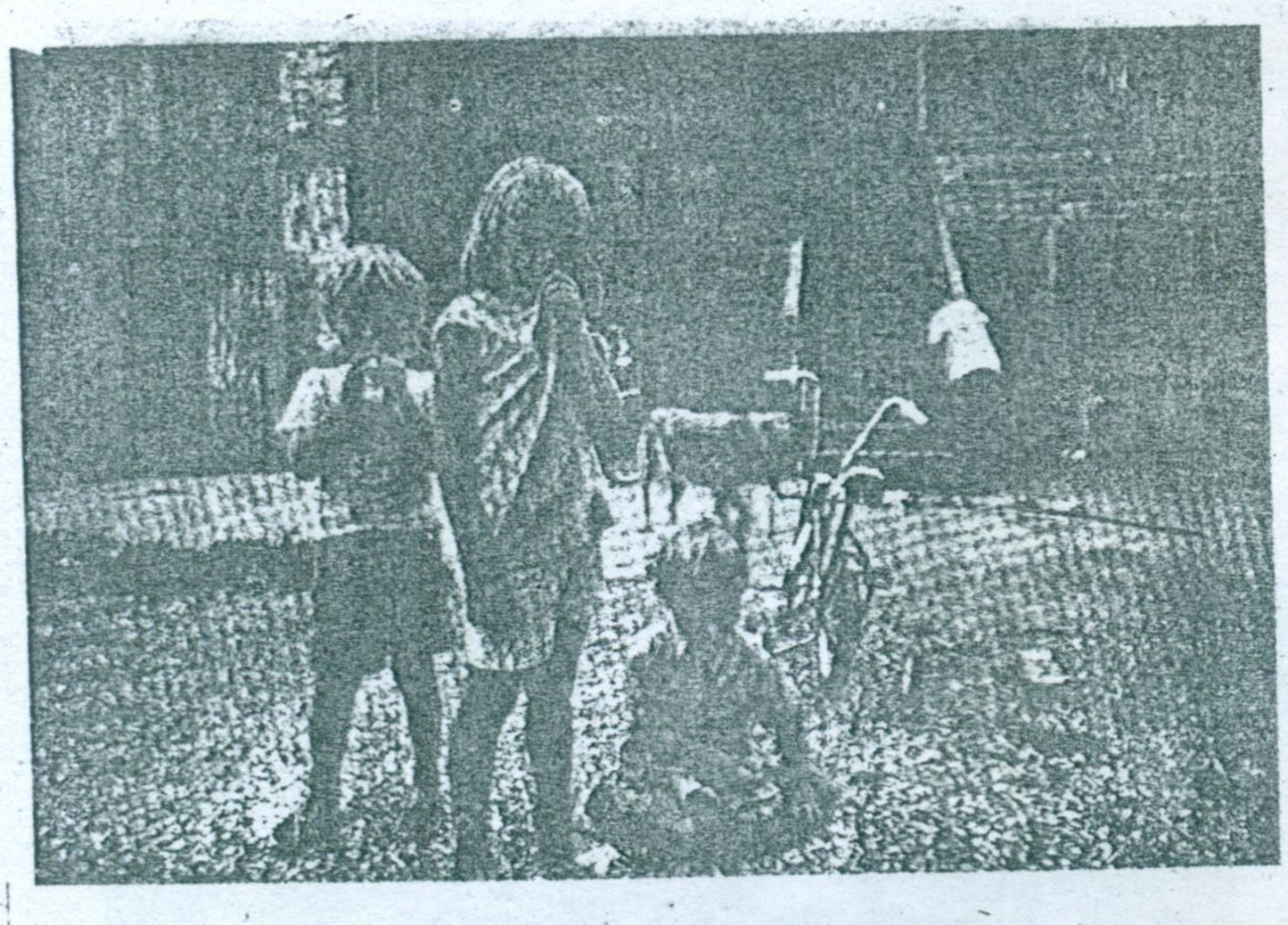
Attitudes reflect an individual's personal values. **Values** are strongly held beliefs about various topics or concepts. Values frame attitudes and lead to the judgments that guide personal actions. Values tend to endure. They normally form during childhood, although they can change as a person ages and experiences life.

Figure 3 identifies some of the more common personal values. Individuals hold them to differing degrees. Factors that affect a person's values include the individual's personality, temperament, environment, and culture. By appealing to basic values, marketers try to convince prospective customers that the company's products align with their values.

In terms of consumer decision-making processes, both attitudes and values are influential. A good or service tied to a relatively universal value, such as patriotism, helps the firm take advantage of the linkage and present the product in a positive light. Levi Strauss attempted to do this with its recent "Go forth" campaign replete with American imagery. The campaign was based on research by Levi Strauss that discovered teenagers and individuals in their twenties were more patriotic and optimistic about the United

- Comfortable life
- Equality
- Excitement
- Freedom
- Fun, exciting life
- Happiness
- Inner peace
- Mature love
- Personal accomplishment
- Pleasure
- Salvation
- Security
- Self-fulfillment
- Self-respect
- Sense of belonging
- Social acceptance
- Wisdom

◀ **FIGURE 3**
Personal Values



▲ This advertisement for Salvation Army appeals to personal values of individuals to invest in the future of children.

States. The goal was to transfer positive feelings of patriotism to Levi's products.[8]

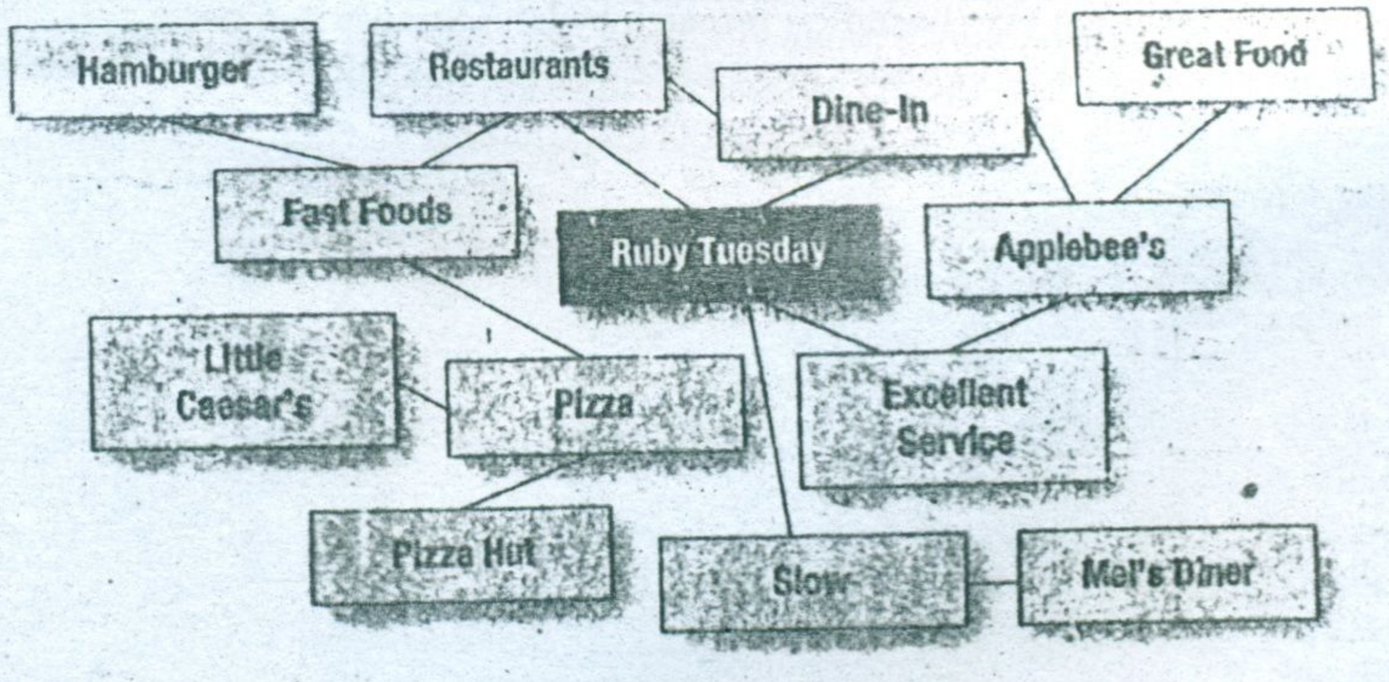
COGNITIVE MAPPING

The manner in which individuals store information further affects decisions, because it impacts recall. Knowing how people store, retrieve, and evaluate information assists the company's marketing team in developing advertisements and marketing communications. Understanding how various thought processes and memories work constitutes the first step.

Cognitive maps simulate the knowledge structures and memories embedded in an individual's brain.[9] These structures contain a person's assumptions, beliefs, interpretation of facts, feelings, and attitudes about the larger world. These thought processes interpret new information and determine a response to fresh information or a novel situation. Figure 4 depicts a simplified hypothetical cognitive map of an individual thinking about a Ruby Tuesday restaurant.

Based on the cognitive structures illustrated, when this customer thinks about Ruby Tuesday, she connects images of it with other restaurants offering fast food and others providing dine-in services. The individual recognizes Ruby Tuesday as a dine-in establishment. The consumer believes that Ruby Tuesday offers excellent food, but that the service is slow. Next, when the person thinks of slow service, her thoughts turn to Mel's Diner. When she thinks of excellent service, she recalls Applebee's.

Cognitive Linkages Cognitive structures contain many linkages and exist on several levels. For instance, one level of cognition may be the map shown in Figure 4. At another



▶ **FIGURE 4**
A Cognitive Map for Ruby Tuesday

level, the cognitive map is more spatial and conjures images of the actual physical location of Ruby Tuesday and the surrounding businesses. A third cognitive level related to Ruby Tuesday may be the person's recall of the interior of the restaurant along with other linkages that occur at that level. The consumer may have thoughts about Ruby Tuesday that focus on employees, including a relationship she had with a friend who was a server. Therefore, cognitive processing occurs on several levels using highly complex mechanisms.

Processing New Information In terms of cognitive mapping, when a consumer receives information or sees an advertisement, it is processed in several ways. New information that stays consistent with current information tends to strengthen an existing linkage. For example, when a consumer views a Applebee's advertisement promoting great service, the result might be that the ad will strengthen an existing belief, because the consumer already reached that conclusion.

A different response occurs when a message has no current linkages. A consumer who sees an advertisement featuring Ruby Tuesday's seafood selection and does not know that Ruby Tuesday offers seafood experiences a different reaction. In order for this information to remain in the consumer's mind and to become linked to Ruby Tuesday, the customer must create a new linkage between previous Ruby Tuesday images and other images of seafood.

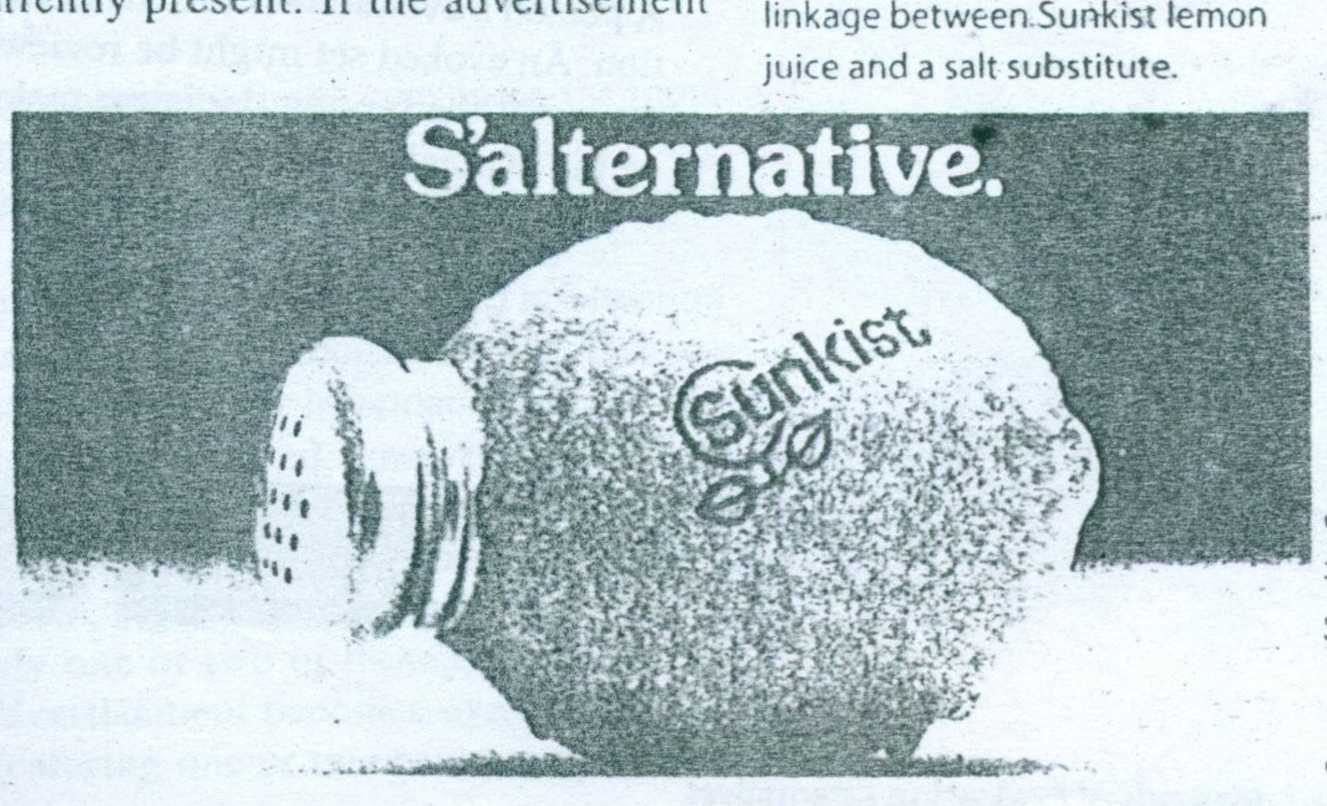
Retaining Information Hearing something once usually does not cause it to be retained in a person's long-term memory, due to differences between short-term recall and long-term memories. The cognitive mapping process explains the knowledge structures embedded in a person's long-term memory. Ordinarily, information will be retained in short-term memory for only a few seconds. As stimuli reach an individual's senses, short-term memory processes them. Short-term memory retains only five to nine pieces of information, meaning new messages are either soon forgotten or added to long-term memory. A repeated message may cause an individual to become more likely to remember it, because the message will be processed into long-term memory and placed into previously developed cognitive maps.

As a result, when a company attempts to introduce consumers to a new brand, advertisements and other marketing messages repeat the name of the brand several times during the presentation. The repetition improves the chances of recall at a later time. To illustrate how this works, consider what happens when a person gives a phone number to a friend. To help remember it, the individual repeats the number over and over.

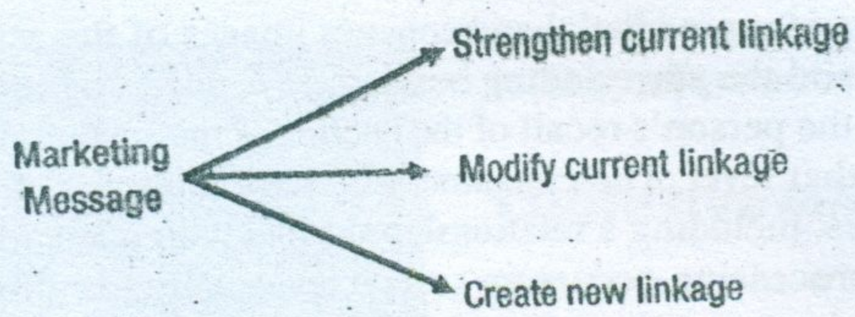
New Concepts Another way a consumer can process information is to link the message to a new concept. For example, if a consumer sees an advertisement from Ruby Tuesday emphasizing that it has great food but has never thought about the restaurant in terms of quality food, that linkage is not currently present. If the advertisement persuades the consumer, she might construct a linkage between Ruby Tuesday and good food without even traveling to the restaurant. If she does not believe the message, she will ignore or forget the information, and no new linkage results. A third possibility is that the consumer recalls the advertisement at a later time and decides to try Ruby Tuesday. If the food is great, then the link is established at that point. If it is not, the consumer continues thinking that Ruby Tuesday does not offer good food.

Marketing Messages From a marketing perspective, strengthening linkages that

▼ This Sunkist advertisement is designed to establish a new linkage between Sunkist lemon juice and a salt substitute.



Courtesy of Sunkist Growers.



▶ **FIGURE 5**
The Roles of Marketing Messages in Cognitive Mapping

already exist will be easier. Adding new linkages or modifying linkages will be more difficult (see Figure 5). Regardless of how information is presented, repetition remains important due to the limitations of short-term memory. Consumers are exposed to hundreds of marketing messages daily. Only a few become processed into long-term memory.

Cognitive mapping and persuasion techniques designed to change attitudes or tap into strongly held values are two key ingredients of any IMC program. When the marketing team understands the needs and attitudes of the target market, messages can be structured to meet those needs. The message should capture the consumer's attention by exposing him to messages that travel effectively through a core mental processing channel or peripheral channels, either through logic or alluring emotional appeals.

Creatives attempt to design ads that reach the linkages consumers have already made between a product and other key ideas. For instance, for a long time a linkage existed between Cadillac and quality, as witnessed by the advertising and promotional phrase "This product is the *Cadillac*...[of all products in the market]." Common linkages exist between products and ideas such as quality, value, low cost, expense, fun, sex, danger, practicality, exoticness, and others. Carefully planned marketing campaigns identify linkages that entice the consumer to buy a brand and to believe in or be loyal to that brand in the future. This advantage remains as the consumer considers various purchasing alternatives.

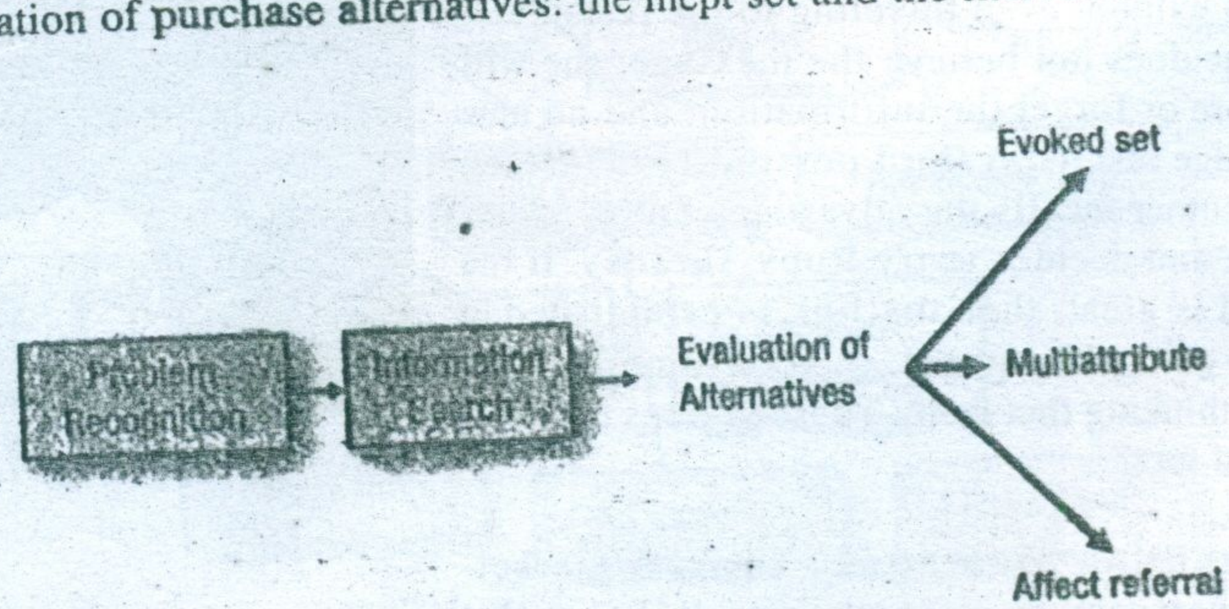
Evaluation of Alternatives

OBJECTIVE
What three models explain how individuals evaluate purchasing alternatives?

Evaluation of alternatives constitutes the third step in the consumer buying decision-making process (see Figure 6). Three models portray the nature of the evaluation process: the evoked set approach, the multiattribute approach, and affect referral. Understanding how consumers evaluate choices helps the firm's marketing team develop more effective materials.

THE EVOKED SET METHOD

A person's **evoked set** consists of the brands the individual considers in a purchasing situation. An evoked set might be reviewed during both the information search and evaluation stages of the buying decision-making process. Two additional brand sets become part of the evaluation of purchase alternatives: the inept set and the inert set. The **inept set**



▶ **FIGURE 6**
Methods of Evaluating Alternatives

contains the brands that are part of a person's memory that are *not considered* because they elicit negative feelings. These negative sentiments are normally caused by a bad experience with a vendor or particular brand. They can also originate from negative comments made by a friend or by seeing an advertisement that the potential customer did not like.

The **inert set** holds the brands that the consumer is aware of but the individual has neither negative nor positive feelings about them. Using the terms from cognitive mapping, these brands have not been entered into any map, or they only have weak linkages to other ideas. The lack of knowledge about these brands usually eliminates them as alternatives. In other words, in most purchase situations the only brands considered are those in the evoked set.

Placing a brand name in the evoked sets of consumers may be the primary goal of a marketing message. Doing so requires promoting the brand name and that brand's primary benefit extensively and consistently using multiple media and other venues. The consumer should see the brand name frequently in as many locations as possible. Then, to make sure the name becomes part of an evoked set, the concepts described related to cognitive mapping can be employed. By tying the brand with its primary benefit, the the marketing team seeks to embed the brand's name in the consumer's long-term memory. The message establishes or reinforces linkages between benefit and the brand name. When a consumer evaluates alternatives using his evoked set and the company's brand becomes the part of the set being considered, the advertisement succeeds.



▲ This advertisement for Dark Chocolate Philadelphia Cream Cheese seeks to move the product into consumers' evoked sets as they consider chocolate snacks.

THE MULTIATTRIBUTE APPROACH

The multiattribute approach may be most useful for understanding high-involvement types of purchases. Consumers often examine sets of product attributes across an array of brands. The multiattribute model suggests that a consumer's attitude toward a brand is determined by:[10]

- The brand's performance on product or brand attributes
- The importance of each attribute to the consumer

The higher a brand rates on attributes that are important to the consumer, the more likely it becomes that the brand will be purchased. Figure 7 notes various products, along with some of the characteristics that affect their selection. Each has potentially a lesser or greater value to individual consumers.

From an integrated communication standpoint, providing consumers with information about a brand's performance on criteria that are likely to be used becomes the key. This can be achieved on a brand's Web site, where consumers often gather information about high-involvement decisions. Brochures and print ads can also be prepared; however, getting them into the hands of consumers just as they desire information presents the greatest challenge.

In advertising, creatives often feature a product with multiple benefits by designing a series of messages. Advertisements highlight price, style, service contracts, software, memory, storage, or other product features. Only one or two of these benefits should be presented in each message. Otherwise, the advertisement becomes overloaded with information. Consumers who see commercials featuring one or two benefits are able to

FIGURE 7
The Multiattribute Model

Product	Characteristics				
Computer	Price	Style	Service contract	Software	Memory storage
Telephone	Price	Style	Speed dial	Caller ID	Cordless feature
Car	Price	Style	Safety	Room	Other features
T-bone steak	Price	Age	Fat content	Degree cooked	Seasonings
Sunglasses	Price	Style	UV protection	Durability	Prescription lenses
Sofa	Price	Style	Foldout bed	Stain resistance	Color
Credit card	Interest rate	Fees	Billing cycle	Access to ATM	Credit limit

Consider each item. Which characteristic is most important to you personally? Least important?

learn about a brand's characteristics. Over time, consumers obtain sufficient information to evaluate the product.

AFFECT REFERRAL

The concept of **affect referral** suggests that consumers choose brands they like the best or the ones with which they have emotional connections. The individual does not evaluate brands or think about product attributes. Instead, he buys the brand he likes the best or the one that incites positive feelings. Toothpaste, chewing gum, soft drinks, and candy are some of the products consumers normally select in this way. These purchases typically have low levels of involvement. They also tend to be frequently-purchased products.

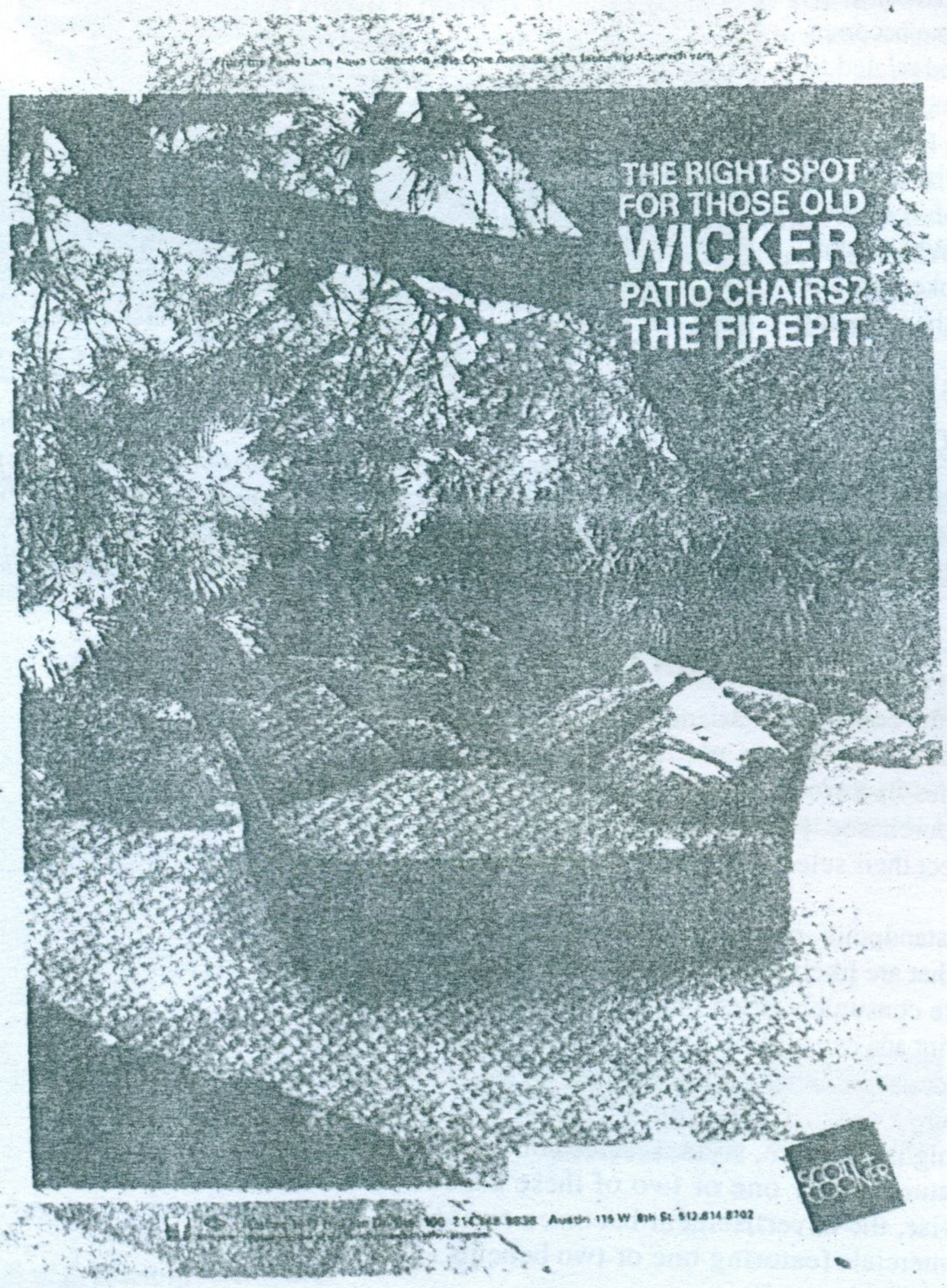
The affect referral model also explains purchases of higher priced and "socially visible" products. The emotional bond that has been established between the consumer and the brand leads to a purchase under those circumstances.

The affect referral model explains three things. First, using this approach to product evaluation saves mental energy. A quick choice is easier than going through the process of evaluating every alternative. Some purchases do not deserve much effort, and the affect referral model fits those situations.

Second, a multiattribute model approach might have been used previously when making a purchase. The person already spent a great deal of time considering various product attributes, deciding which are most critical, and reaching a decision. Going through the process again would be "reinventing the wheel." A teenager buying jeans may have already spent considerable time evaluating styles, prices, colors, durability levels, and "fit" of various brands. After making the purchase, the teen continues to purchase the same brand as long as the experience remains positive. The affect referral model explains this buying behavior. Making a repurchase becomes simple and convenient.

Third, consumers often develop emotional bonds with brands. In terms of the

▼ The multiattribute model can be used in the purchase of high-involvement products, such as furniture sold by Scott + Cooner.



Courtesy of Scott + Cooner Inc. Creative by Gina Cotroneo.

purchase decision, an emotional bond with a product can be the strongest and most salient factor in the decision.[11] It can be more important than any attribute or benefit the product can offer. Successful brands establish emotional bonds with consumers. A bond generates brand loyalty, enhances brand equity, and reduces brand parity. Consequently, consumers do not evaluate alternatives because of the bond with the brand. Harley-Davidson has developed such a bond with many of its customers. These individuals hold feelings toward Harley-Davidson that are so strong they would not even consider other alternatives. Affect referral explains this outcome.

Trends in the Consumer Buying Environment

OBJECTIVE

What trends are affecting the consumer buyer environment?

Studying the steps consumers take while making purchasing decisions helps create effective marketing communications. The environment in which purchases are made continually changes and evolves. Several trends in the consumer buying environment affect purchasing patterns (see Figure 8).

AGE COMPLEXITY

Technology has changed the way children grow up. Children are bombarded with advertisements, video games, television shows, movies, and a myriad of other images from an early age. Most become fashion conscious as preteens. Many social observers believe children "grow up" at a much earlier age.

At the other end of the spectrum, some adults refuse to grow old. They wear fashions that resemble those worn by college students. They drive sports cars or convertibles. Many middle-aged adults apparently do not want to grow old, acting like younger people and buying products normally purchased by them. This trend challenges marketers to create messages that reflect these behaviors but do not offend or confuse more traditional middle-aged persons.

GENDER COMPLEXITY

Gender complexity means that the traditional roles, lifestyles, and interests of men and women have become blurred. Many women attend college, delay marriage, and wait to start families. Some choose to focus on moving up the corporate ladder instead of other options.

Men have become more likely to play an active role in parenting, help with household chores, and do more of the shopping. Since 1985, a shift in the number of men who are the primary household shopper has occurred. Almost one-third of men are now the principal shopper. Males spend 38 percent of all grocery dollars.[12] The percentage of men who do the household cleaning is almost as high, 31 percent. According to Alexandra Smith, editor of Mintel Inspire, "The next generation of men is coming of age in an era when gender roles are less rigidly defined."[13] Whether groceries or household cleaning supplies, companies now consider men in terms of what they buy and how they shop. In the past, an automaker such as Ford would target ads to men. Such an approach no longer works. Women either purchase the vehicle or have a major influence on the one the choice.

ACTIVE, BUSY LIFESTYLES

Active lifestyles impact consumer behaviors. In one survey, 47 percent of respondents stated that they would prefer additional free time over more money. The recent recession caused many individuals to work longer hours in order to protect their jobs. Many

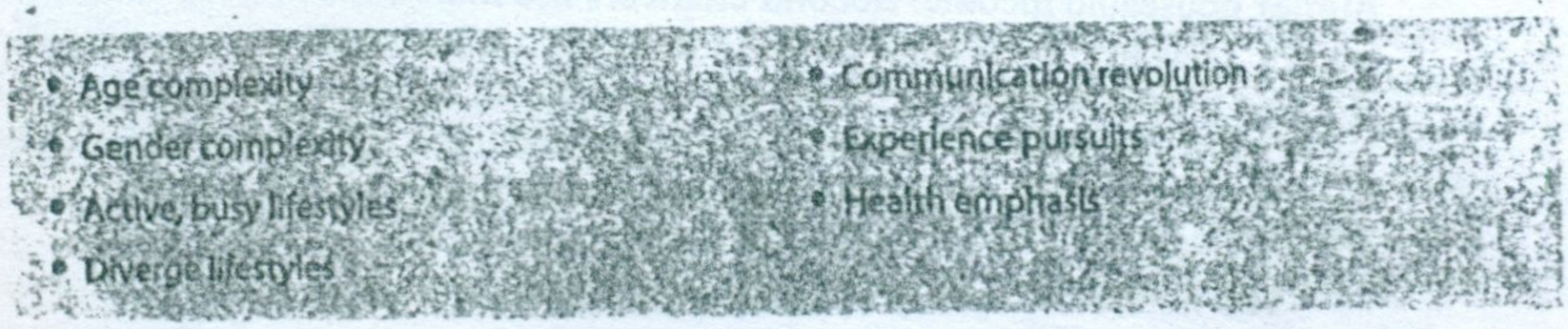
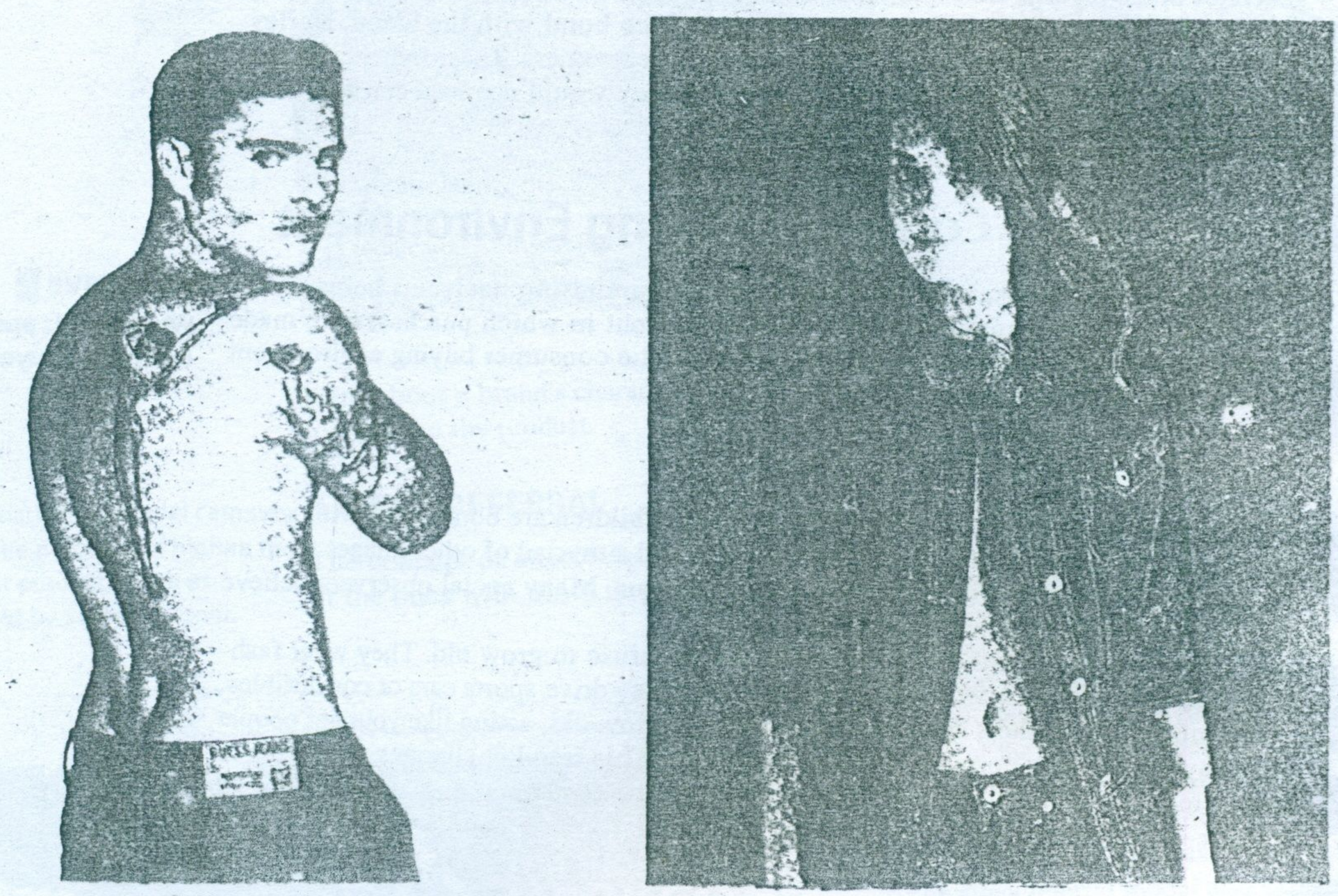


FIGURE 8
Trends Affecting Consumer Buying Behavior



Courtesy of Guess Inc.

▲ Understanding the issues created by age and gender complexities, Guess created these two advertisements.

people concentrate less on material possessions and more on experiences with friends and family.[14]

Time pressures account for increases in sales of convenience items, such as microwave ovens, drive-through dry-cleaning establishments, and one-stop shopping outlets, most notably large superstores. People on the go use mobile phones, Blackberries, and social media to make sure they stay in touch with others and do not miss any messages during busy days. The demand for convenience products continues to increase.

DIVERSE LIFESTYLES

The percentage of young people growing of age, marrying, and having children is now the minority. A wide diversity exists in the adult paths individuals take and the living arrangements. More college kids are moving back home to live with parents. Those that do not may live with roommates of mixed genders and ethnicities. Many put off marriage to later in life or choose to remain single or co-habitate.

Divorce and remarriage alter many family units. Remarried divorcees represent about 10 percent of the population. Divorcees tend to develop a new outlook on life. This group, called *second chancers*, is usually between the ages of 40 and 59 and has a higher household income. Second chancers are more content with life than are average adults. They tend to be happy with their new families but also have a different life focus. Second chancers spend less time trying to please others and more time seeking fuller, more enriching lives for themselves and their children or spouse. Although the home and family continue to be a major emphasis, entertainment and vacation services also appeal to this group.[15]

The number of openly lesbian, gay, bisexual, and transgender (LGBT) has grown to approximately 5 percent to 10 percent of the population. These consumers tend to purchase products that feature gay themes in advertising and support causes that are

important to them. Wes Combs, President of Witeck-Combs Communication, notes that, "LGBT consumers express an unmistakable and stronger sense of brand loyalty to companies that support their communities." Digital ads are especially effective with this group because they have a higher than average ownership of smartphones.[16]

COMMUNICATION REVOLUTION

Advances in telecommunications, primarily social media and smartphones, have impacted consumers all over the world and have created significant changes in the way individuals communicate with each other, with brands, and with companies. Social media and smartphones have created cultural changes as well. Individuals now communicate with one another through social media, such as Facebook, or through Twitter, instead of talking in person or even calling on the phone. An individual in Florida can communicate with someone in Alaska or in Japan instantaneously. Smartphones allow these individuals to take the Internet with them, which means they do not even have to phone someone to talk. Instead, they can send text messages, or access the Internet and correspond through email, Skype, or another social media platform.

These technologies have changed the way brands and firms are influenced by word-of-mouth communication. If consumers have a bad experience with a brand, they are not limited to telling just a few of their friends and family members. They can use social media and Twitter and instantly be "heard" by thousands of consumers all over the world within hours and many times within minutes. The potential for negative word-of-mouth can be devastating to a brand.

These same technologies can be used to engage consumers and stimulate positive endorsements. Companies now monitor social media. Marketers listen to what consumers say and respond to them. Social media can be used to engage consumers in two-way communication, at the point of purchase in a retail store, in their homes, or at their place of business.

EXPERIENCE PURSUITS

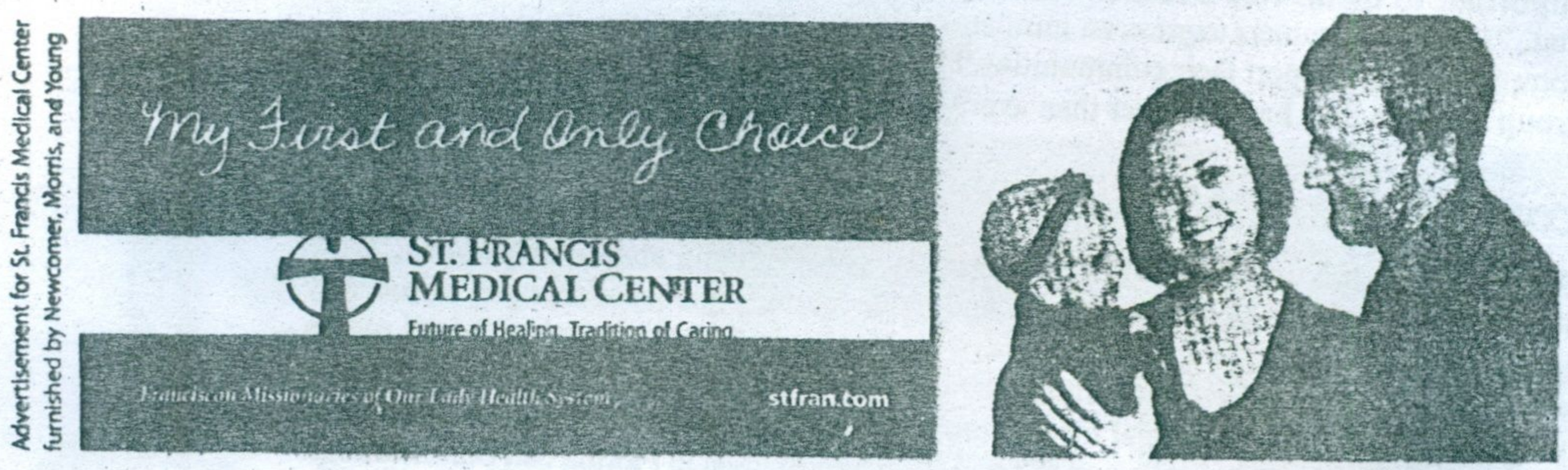
Some people handle the stress of a hectic, busy lifestyle through occasional indulgences or pleasure binges such as expensive dinners out and smaller luxury purchases. Pleasure pursuits include getaway weekends in resorts and on short cruises. These self-rewarding activities make the consumer feel that all the work and effort is "worth it." Instead of buying "things" the current trend is to purchase "experiences," which can vary from theme parks to virtual reality playrooms. It may be visiting a gambling establishment or taking an exotic vacation.

Recognizing that consumers often prefer experiences over things, companies can provide customers with moments to remember rather than more things to put in their homes. Ritz-Carlton used the theme "Let us stay with you" in a recent campaign to emphasize the memories of staying in a Ritz-Carlton luxury property rather than the usual campaign requesting consumers to "Please stay with us." Similarly, Orient-Express Hotels created a campaign with the theme "Embark on a journey like no other." The commercial emphasized a positive consumer experience that would be remembered.[17]

HEALTH EMPHASIS

The U.S. population continues to age, leading to two trends: a blossoming interest in health and maintaining youthful appearance. Many consumers try to develop a balanced lifestyle with an emphasis on nutrition, exercise, and staying active.[18]

Sodium intake has become a concern for health insurance companies, government entities, and many consumers. Producers face the of reducing salt content when most consumers still like the taste or have little concern about daily salt intake. Approximately 77 percent of the typical American's salt intake comes from processed foods. The challenges have led food companies including Kraft, Campbell's, and General Mills to reduce the salt content in some foods. Companies and giant retailers such as Wal-Mart set the



▲ With the emphasis on health, St, Francis Medical Center promotes itself as the first and only choice for medical care.

goal of reducing the sodium content in products by 25 percent before 2015. ConAgra has been slowly reducing the salt content its Hunt's diced tomatoes 10 percent per year since 2008. By reducing it slowly, ConAgra believes consumer will not notice a difference in taste. Other food manufacturers are taking a similar approach.[19]

Consumers desire healthier foods but also want convenience. Busy lifestyles mean consumers are less willing to cook from scratch. They prefer prepared foods that can be assembled easily and cooked quickly. Products that combine health attributes with convenience are likely to sell well.

In sum, these new trends in the consumer buying environment create several challenges for marketing experts, as shown in Figure 9. Company leaders will continue to monitor changes so their organizations are not surprised by them. Second, companies can create goods and services that match changing values. Third, marketing messages can be designed to reflect and build on the values people express. Incorporating new trends into the marketing program may be undertaken while at the same time being careful not to alienate any current customers who might not like those trends.

▶ **FIGURE 9**
Marketing Responses to Changing Trends in the Consumer Buying Environment

- Monitor consumer environment for changes.
- Create goods and services that are compatible with the changes.
- Design marketing messages that reflect the changes.

Business-to-Business Buyer Behavior

OBJECTIVE
How do the roles played by various members of the buying center and the factors that influence them impact business purchases?

In business-to-business purchases, *people* still make the decisions. At the same time, when selling to a business organization, the marketing team knows that normally several individuals are involved. Further, corporate policies create restrictions and decision rules that affect purchasing activities. Factors such as costs, quality, and profit considerations also influence the final choice.

The **buying center** consists of the group of individuals making a purchase decision on behalf of a business. This complicates buying decisions. The buying center contains five different purchasing roles shown in Figure 10. The five roles are:

- **Users**—Members of the organization who actually use the good or service
- **Buyers**—Individuals given the formal responsibility of making the purchase
- **Influencers**—People who shape purchasing decisions by providing the information or criteria utilized in evaluating alternatives, such as engineers
- **Deciders**—Individuals who authorize the purchase decisions
- **Gatekeepers**—Individuals who control the flow of information to members of the buying center

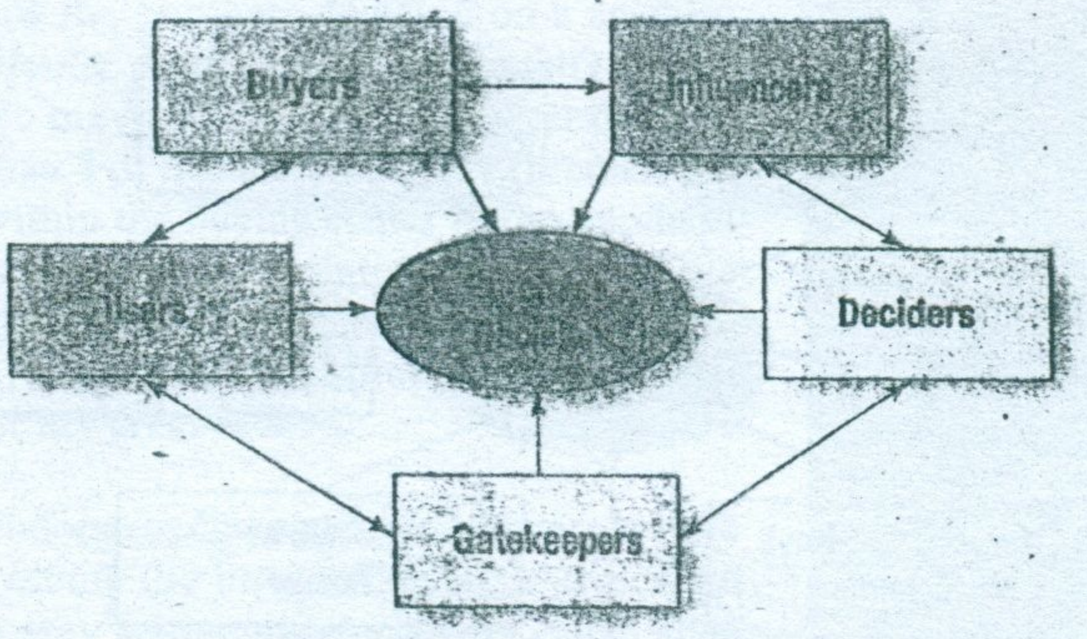


FIGURE 10
The Buying Center

These roles often overlap. Also, several individuals can occupy the same role in a buying center, especially for large or critical purchases. A variety of members of the organization may serve as influencers, because the roles usually are not fixed and formal.

The purchasing process will be unique in each organization. It also varies within an organization from one purchase decision to the next. Salespeople calling on a business seek to locate members of the buying center and understand their roles in the process. When these roles change from one purchase situation to another, the marketing and selling task becomes more complicated.[20]

Factors Affecting Business Buying Centers

A series of organizational and individual factors influence the behaviors of members in the buying center.[21] These influences change the manner in which decisions are made and often affect the eventual outcome or alternative chosen.

ORGANIZATIONAL INFLUENCES

Several organizational factors affect the ways employees make purchasing decisions for a company. The factors include the company's goals and its operating environment (recession, growth period, lawsuits pending, etc.). Decisions are further constrained by the organization's finances, capital assets, market position, the quality of its human resources, and the country in which the firm operates.

Studies of organizational decision making indicate that employees tend to adopt *heuristics*, which are decision rules designed to reduce the number of viable options to a smaller, manageable set. Company goals, rules, budgets, and other organizational factors create heuristics. One decision rule often employed is *satisficing*, which means that when an acceptable alternative has been identified it is taken and the search ends. Rather than spending a great deal of time looking for an optimal solution, decision makers tend to favor expedience.[22]

INDIVIDUAL FACTORS

At least seven factors affect each member of the business buying center (see Figure 11).[23] Each impacts how the individual interacts with other members of the center.

Personality Many facets of personality exist. A decisive person makes purchase decisions in a manner different from someone who vacillates. Confidence, extroversion, shyness, and other personality traits affect both the person performing the decision-making role and others in the process. An aggressive "know-it-all" type affects the other members of a decision-making team. Such a personality feature does not always benefit

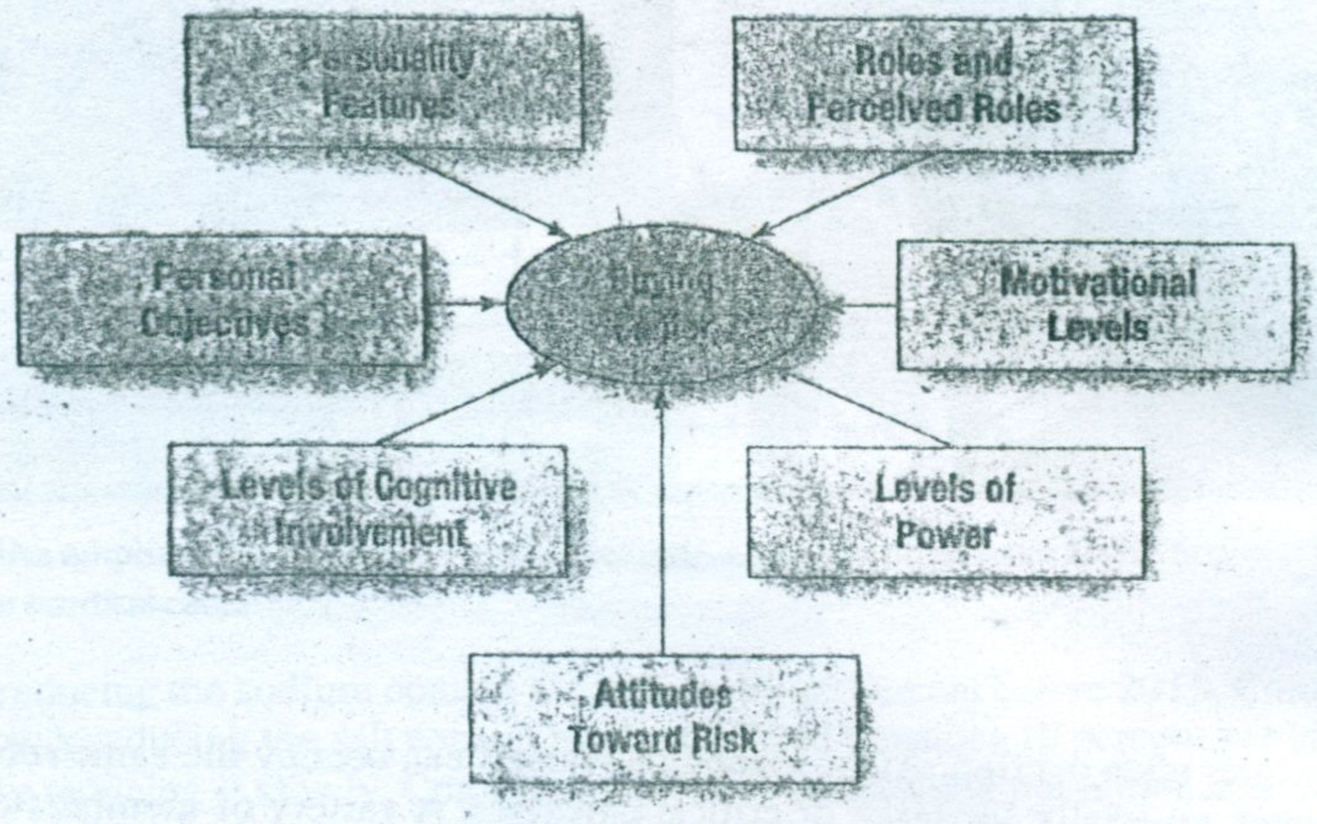


FIGURE 11
Individual Factors Affecting Members of the Buying Center

the organization. An extrovert tends to become more involved in the buying process than a more introverted individual. The extrovert spends more time talking while the introvert spends more time listening to sellers. The introvert might be too timid with salespeople and consequently might not ask important questions.

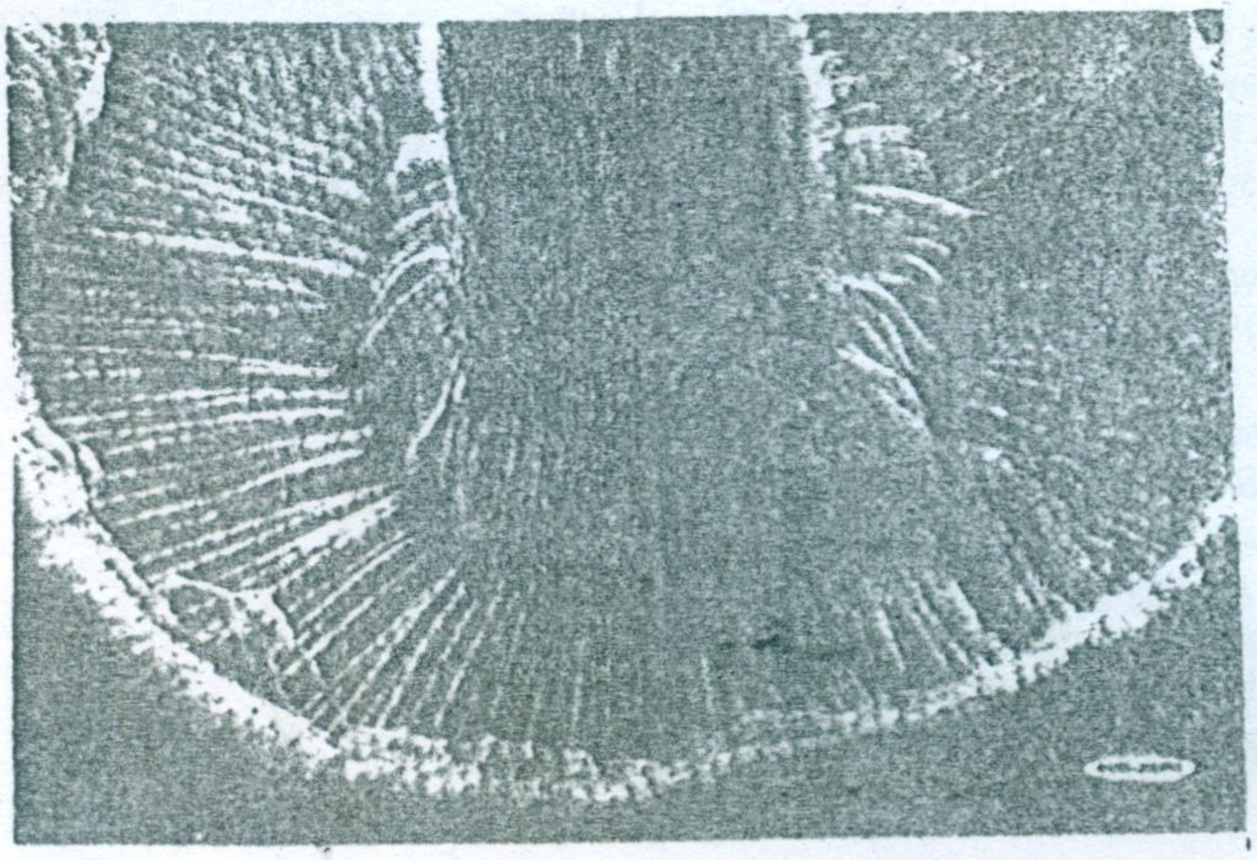
Roles An individual's age, heredity, ethnicity, gender, cultural memberships, and patterns of social interaction influence the roles the person plays. Roles are socially constructed, which means people define how they intend to play roles as part of a negotiation process with others. A person's perception of how the role fits into the buying center process and the overall organization affects how the individual becomes involved in the purchase.

A buying center member who views his role as merely giving approval to decisions made by the boss (the decider) does not actively participate. Members who believe their inputs are valued and are being solicited become more active. One person might believe that his role is to provide information. Another might perceive her role as being the person who synthesizes information provided by vendors and then relating the information to the buying center to save time. Roles and perceptions of roles are crucial factors that determine how members of the buying center engage in the decision.

Motivation A person's degree of motivation depends on the match of the individual's goals to the organization's objectives. A factory foreman with a personal goal of becoming the vice president of operations will be more likely to become involved in the purchasing decisions that affect his performance and that of his department. A purchasing agent who has been charged by the CEO to reduce expenses will take a more active role to ensure that cost-cutting selections are made. The need for recognition motivates many individuals. Then the goal of making successful purchasing decisions becomes to ensure that others recognize the effort, because the person believes a link exists between recognition and promotions or pay raises.

Level of Power A person derives her level of power in the buying process from the role

▼ An advertisement for Sub-Zero directed toward business buyers for refrigeration units, containing the message "Fresh is everything".



Courtesy of Sub-Zero and Wolf, The Richards Group, Photography Credit: Robb Debenport

in the buying center, official position in the organization, and the impact of the purchase decision on a specific job. When a particular purchase decision directly affects an employee, she may try to gain more power through the buying process. For instance, a factory foreman has greater power within the buying center in the purchase of raw materials, whereas the maintenance foreman has more power in the purchase of maintenance supplies. In these situations, each strives to influence the decision that affects his or her area.

Risk Many vendors are chosen because buyers believe the choice represents the lowest risk. Risk avoidance leads buyers to stay with current vendors rather than switching. In marketing to businesses, reducing risk remains a priority, especially when signing large contracts or when a purchase might affect company profits. People tend to believe that taking risks, especially when a failure follows, affects performance appraisals, promotions, and other outcomes.

Levels of Involvement Both consumer and business buying behaviors are influenced by levels of cognitive involvement. Individuals with higher levels of cognitive capacity seek more information prior to making decisions. They ask more questions when interacting with a salesperson. They spend more time deliberating prior to making decisions. Clearly-stated message arguments help persuade both consumers and business buyers with higher cognitive levels.



▲ A 3M advertisement directed to businesses for Premium-Performance Packaging Tape.

Personal Objectives Motives, personality types, perceptions of risk, and the other individual factors influence personal objectives. These objectives can lead buyers to make purchases that help them politically in the organization, even when they are not the best choice. For example, if someone knows his boss is friends with a particular vendor, the buyer might choose that vendor even when others offer higher quality, lower prices, or both. Personal objectives in buying decisions can be tied to getting promotions, making rivals look bad, "brown-nosing" a boss, or the genuine desire to help the organization succeed.

In sum, a buying center consists of a complex set of relationships. Members can serve different roles and may play more than one role. Understanding these dynamics helps when marketing to businesses. The marketing team identifies who will make the decision, how the decision will be made, and any forces or factors that might affect the decision-making process. Examining the organizational and individual influences makes it possible to design a communications program that reaches the key people at the right time.

Types of Business-to-Business Sales

OBJECTIVE 5
What types of business-to-business sales are made?

Business buyers make different types of purchasing decisions. The marketing team adapts to the type of decision being made. Three categories of buying activities are: straight rebuy, modified rebuy, and new task.[24]

A **straight rebuy** occurs when the firm has previously chosen a vendor and places a reorder. This routine process involves only one or a few members of the buying center. Often the purchasing agent (buyer) and the users of the product are the only persons aware of a rebuy order. The user's role in this purchase situation is to ask the buyer to

FIGURE 12
Reasons to Make a Modified Rebuy

- Dissatisfaction with current vendor.
- A different vendor makes an attractive offer.
- End of contractual arrangement with current vendor.
- Individuals involved in decision process have no or little experience with the product.

replenish the supply. The buyer then contacts the supplier and places the order. Little or no evaluation of alternatives or information takes place. These purchases often take place electronically.

When making a **modified rebuy**, the buying team considers and evaluates alternatives. As identified in Figure 12, a modified rebuy purchase can be made for four different reasons. First, when a company's buyers are *dissatisfied with the current vendor*, they look for new options. A greater level of dissatisfaction creates a strong enticement to examine new possibilities. Second, if a new company offers what is perceived by a member of the buying center to be a *better buy*, the purchase decision may be revisited.

A third type of modified rebuy occurs at the *end of a contractual agreement*. Many organizations, as dictated by corporate policy, must ask for bids each time a contract is written. This situation often occurs when governmental and nonprofit organizations make purchases. The final reason for a modified rebuy is that the people in the company assigned to make the purchase might have only *limited or infrequent experience with the good or service*. When a company purchases delivery trucks, the typical time between decisions may be 5 to 7 years. This creates a modified rebuy situation, because many factors change over that amount of time. Prices, product features, and vendors (truck dealerships) change rapidly. Also, in most cases the composition of the buying group will be different. Some may have never been part of the decision to purchase delivery vehicles.

In **new task** purchasing situations, the company considers a good or service for the first time or it has been a long time since the last purchase. Further, the product involved is one with which organizational members have no or extremely little experience. This type of purchase normally requires input from a number of buying center members. A considerable amount of time will be spent gathering information and evaluating vendors. In many cases, vendors are asked to assist in identifying the required specifications.

The Business-to-Business Buying Process

OBJECTIVE
What are the steps of the business-to-business buying process?

The steps involved in the business-to-business buying process are similar to those made by individual consumers. In new task purchasing situations, members of the buying center tend to go through each of the seven steps as part of the buying decision-making process. In modified rebuy or straight rebuy situations, one or more of the steps may be eliminated.[25] Figure 13 compares the consumer buying process to the business-to-business buying process.

IDENTIFICATION OF NEEDS

Just as consumers identify needs (hunger, protection, social interaction), businesses also make purchases because of needs ranging from raw materials to professional services. The manner in which business needs are determined is often different.

Derived demand creates many business needs. **Derived demand** is based on, linked to, or generated by the production and sale of some other good or service.[26] The demand for steel used in automobile frames results from the number of cars and trucks sold each year. When the demand for vehicles goes down during a recession or downturn, the demand for steel also declines. Steel manufacturers find it difficult to stimulate demand because of the nature of derived demand. Purchases of raw materials used in the production of goods and services, such as steel, aluminum, concrete, plastic, petroleum products (e.g., jet fuel for airlines), construction materials, and others

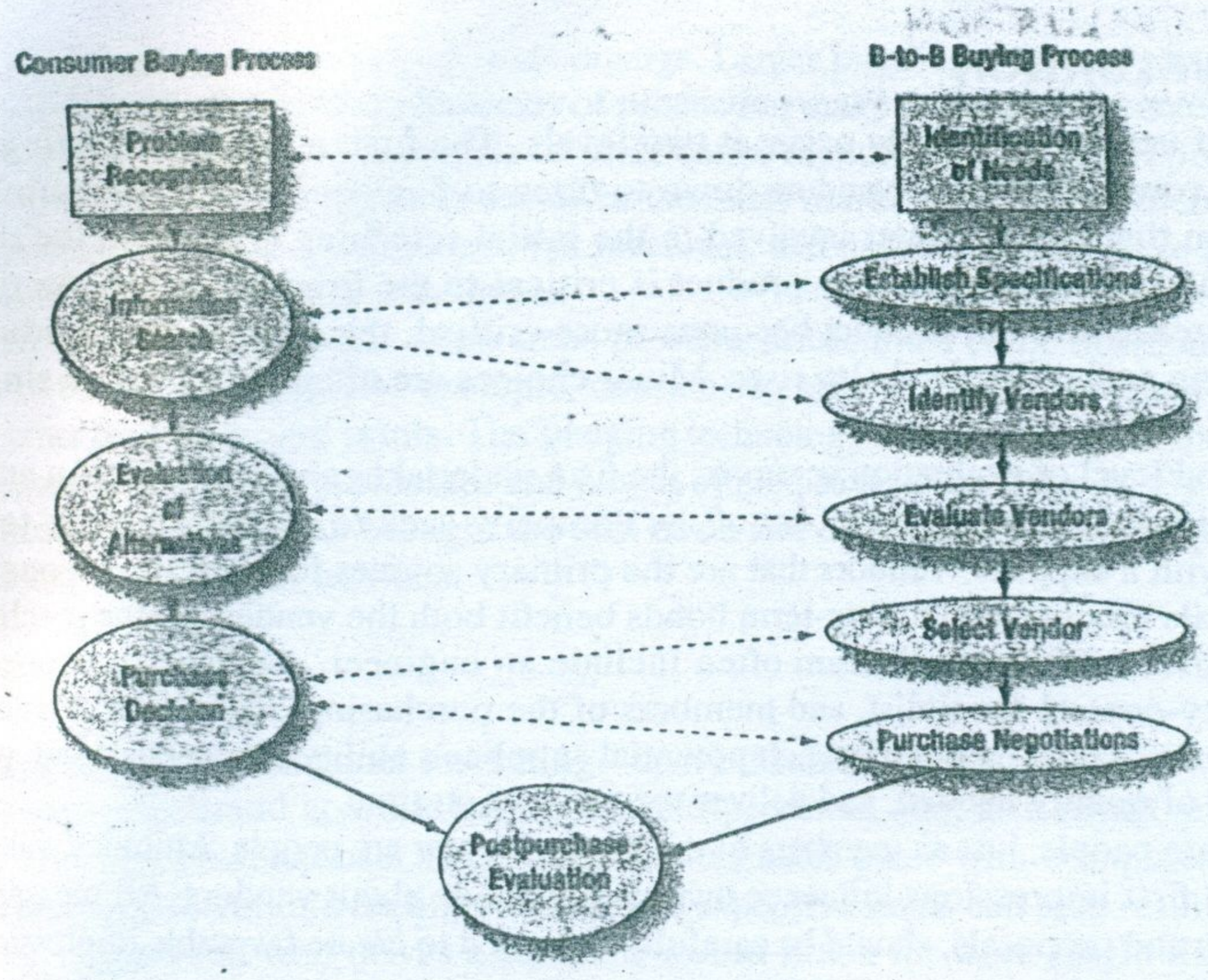


FIGURE 13
A Comparison of the Business to-Business Buying Process to the Consumer Buying Process

create derived demand. It also exists for services. Most of the demand for mortgages depends on housing sales.

Once a need has been recognized, the order will be placed with the current vendor, in a straight rebuy situation. When the purchase constitutes a modified rebuy or new task, members of the buying center move to the next step.

ESTABLISHMENT OF SPECIFICATIONS

In a new task purchase, the most complete specifications are spelled out. Many times, various vendors assist the buyer in developing clear specifications. In modified rebuy situations, managers examine specifications to ensure that they are current and that they still meet the company's needs. While they occasionally change, normally most are minor alterations.

IDENTIFICATION OF VENDORS

Once specifications have been identified, potential vendors are located and asked to submit bids. In most business situations, written, formal bids are required. A vendor's ability to write a clear proposal often determines whether the company will present a successful bid. Effective proposals spell out prices, quality levels, payment terms, support services, and other conditions requested by the company.

▼ ReRez provides quality marketing research for business clients.



Advertisement furnished by ReRez

VENDOR EVALUATION

Evaluations of vendors normally occur at two levels. The first, an *initial screening* of proposals, narrows the field of vendors down to three to five competitors. The number of people from the buying center involved in the initial screening depends on the dollar value of the bid and whether the product is critical to the firm's operation. As dollar values increase and the product becomes more critical, the number of individuals from the buying center involved also rises. Minor choices are often delegated to a single individual.

The second level of evaluation occurs as the firm undertakes a *vendor audit*. An audit is especially important when members of the company seek to develop a longer-term relationship with a supplier. Vendors that are the primary sources for critical components or raw materials recognize that long-term bonds benefit both the vendor and the purchasing firm. Members of the audit team often include an engineer, someone from operations, a quality-control specialist, and members of the purchasing department. An audit services the purposes of evaluating each potential supplier's ability to meet demand, provide the level of quality needed, and deliver the product on time.

Vendors are people, just as members of the buying center are people. Attitudes, values, opinions, and first impressions influence evaluations made about vendors. All messages, including bids and proposals, should be carefully designed to create favorable impressions.

VENDOR SELECTION

Once company officials have studied all of the vendors and the bids have been considered, the final choice can be made. In the decision-making process, members of the buying center experience the individual and organizational pressures presented earlier. The selection criteria used include quality, delivery, performance history, warranties, facilities and capacity, geographic location, technical capability, and per-dollar value.[27] A single vendor rarely will be deemed superior across all selection criteria. Consequently, the marketing team for each seller emphasizes the company's specific strengths as part of its presentation. In reality, however, politics and other similar forces often impact the final decision.

NEGOTIATION OF TERMS

In most purchasing situations, negotiation of terms will be a formality because the conditions have already been worked out. Occasionally, however, changes are made at this point in a contract or purchase. These tend to be minor and are normally negotiated by the purchasing agent. When the final agreement is set, goods are shipped or services provided. Assuming no further complications, the buying process is complete until the next cycle begins.

POSTPURCHASE EVALUATION

In the business-to-business arena, the postpurchase phase represents a marketing opportunity. Vendors that provide high-quality products, make follow-up calls, and offer additional services often move into a straight rebuy situation. They avoid going through the process again, because they are the chosen vendor unless something changes. Even for products that are purchased occasionally, the firm that gives attention to the postpurchase component of the selling process gains an edge the next time a purchase is made.

Dual Channel Marketing

OBJECTIVE

How does dual channel marketing expand a company's customer base and its sales?

Firms sell virtually the same goods or services to both consumers and businesses in **dual channel marketing**.[28] The approach fits several situations. Perhaps the most common scenario occurs when a product sold in business markets is then adapted to consumer markets. New products often have high start-up costs, including R&D expenditures, market research, and other tasks. Businesses tend to be less price-sensitive than retail consumers, which makes it logical to approach them first.

As sales grow, economies of scale emerge. Larger purchases of raw materials combined with more standardized methods of production make it possible to enter consumer markets. The benefits of economies of scale entice manufacturers to sell products previously supplied to the business sector in the retail markets. Products including digital cameras, calculators, computers, fax machines, and mobile phones were first sold to businesses and then later to consumers.

To make the move to the retail arena possible, prices must come down and products need to be user-friendly. For example, consumers can now have their photos put on a CD rather than obtaining prints. The imaging technology developed by Kodak and Intel was first sold to various businesses and now is offered to retail customers. By forming an alliance with Intel, Kodak brought the cost down and developed the economies of scale necessary for consumer markets.

SPIN-OFF SALES

Another type of dual channel marketing—spin-off sales—occurs when individuals who buy a particular brand at work have positive experiences and, as a result, purchase the same brand for personal use. This situation often takes place with computers and computer software. Favorable feelings about more expensive items can also result in spin-off sales. A salesperson who drives a company-owned Buick for work might like it so well that she purchases one for personal use. Holiday Inn's marketing team discovered that many of its private stays come from business-related spin-offs. Approximately 30 percent of Holiday Inn's business customers also stay with the chain on private vacations.[29]

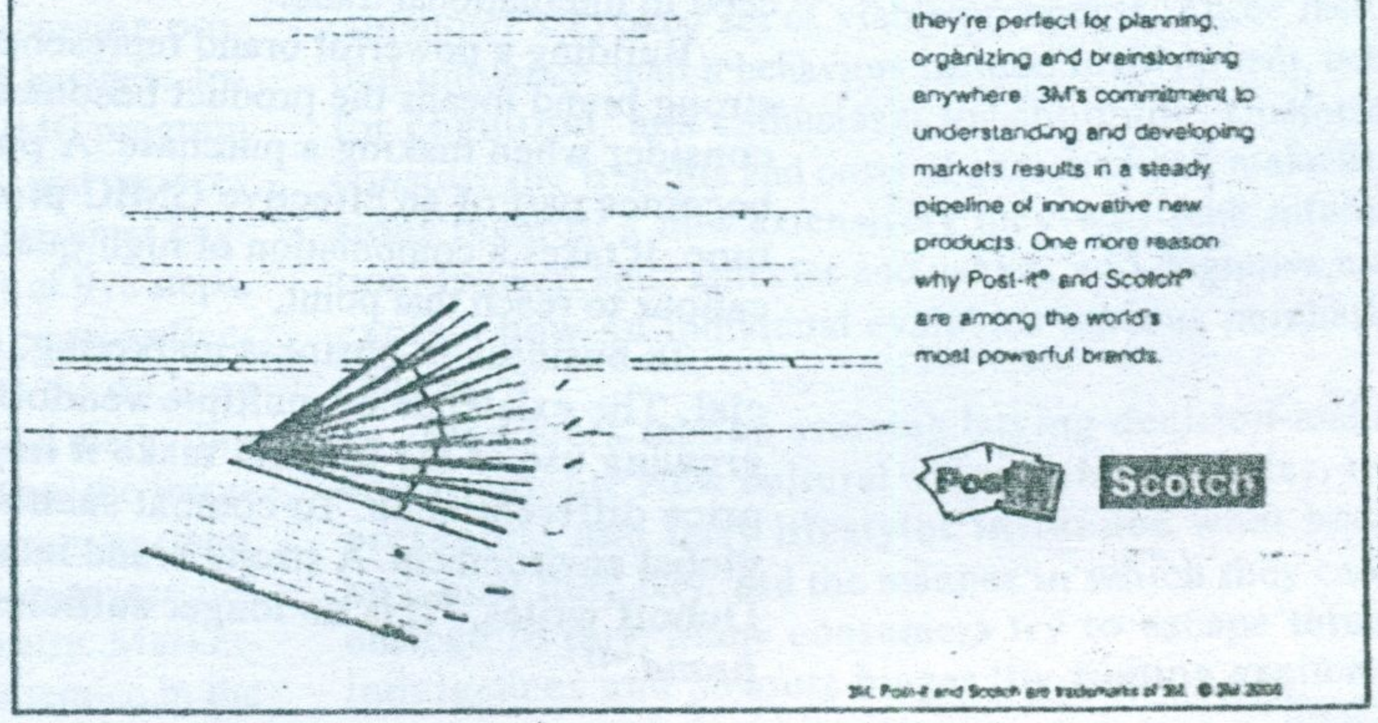
MARKETING DECISIONS

In dual channel marketing, a primary decision will be made about how to represent the product in each channel. The firm can either emphasize similarities between the two markets or focus on differences. Consumers and businesses looking for the same benefits and product features receive similar marketing messages. When consumers and business buyers value different product attributes or desire different benefits, the marketing strategy team customizes messages for the separate markets. Figure 14 identifies three approaches companies can use in marketing products to dual channels.

In some instances, the product attributes are the same, but the value or benefit of each attribute differs. Messages then focus on the benefits each segment derives from the product. Mobile phones marketed to businesses stress area coverage and service options. For consumers, mobile phone marketing messages may center on the fashionable design of the product, ease of use, or price.

To avoid confusing individuals who might see both messages from the same producer, companies may apply dual branding. For instance, when Black & Decker launched a professional line of power tools, the DeWalt brand name was chosen. This avoided confusion with the Black & Decker name.

▼ 3M Post-It Sortable Cards are sold to retail customers and in business-business markets



Courtesy of 3M/SPD.

- Use different communication messages
- Create different brands
- Use multiple or different channels

▲ **FIGURE 14**
Dual Channel Marketing Strategies

In most cases, business customers and consumers seek the same basic benefits from products. In these situations, a single approach for both markets will be used. Tactics include:

- Integrating communications messages
- Selling the same brand in both markets
- Scanning both markets for dual marketing opportunities

In addition to creating economies of scale, integrating consumer markets has another advantage: the potential to create the synergies that arise from increased brand identity and equity. An image developed in the consumer market can then be used to enter a business market, or vice versa. Using one brand makes it easier to develop brand awareness and brand loyalty. A business customer who uses a company-owned American Express Card may obtain a card from the company for personal use.

Scanning both types of customers for new opportunities is part of dual channel marketing. For example, the firm Intuit, which sells Quicken software, discovered that individuals who use Quicken at home were willing to use a similar version for their small businesses. Capitalizing on this advantage, Quicken added features including payroll and inventory control to its business software package while maintaining the easy-to-use format. By identifying business use for a consumer product, Quicken adapted the product and captured 70 percent of the small-business accounting software market.[30]

Dual channel marketing can create a major competitive advantage as products are sold in both markets. A complete IMC planning process includes the evaluation of potential business market segments as well as consumer market segments. Firms that integrate messages across these markets take major steps toward reaching every potential customer.

International Implications

OBJECTIVE
How can a company overcome international differences when adapting to buying processes?

Selling to consumers and businesses requires the marketing team to understand cultural differences related to products, messages, and selling techniques. A *cultural assimilator* will be a valuable member of the marketing team in international projects. Individual buyers and members of companies from other countries exhibit cultural differences as they consider purchasing alternatives.

Understand the nuances of the purchasing process for transactions that take place in foreign countries can be helpful. For example, at domestic U.S. trade shows actual purchases are normally not finalized. Instead, information is collected and transferred between the buyer and the seller. At international trade shows, however, sales are often completed. Higher-ranking members of the purchasing company attend the shows and want to complete transactions. Knowing these kinds of differences helps a company succeed in international trade.

Building a powerful brand represents an important activity in any IMC program. A strong brand means the product becomes part of the consumer's initial set of brands to consider when making a purchase. A powerful brand crosses national boundaries and becomes part of an effective GMIC program. Successful global brands are built over time. It takes a combination of high-quality products and effective marketing communications to reach that point.

In business-to-business marketing, a visible global brand presence is equally crucial. The existence of multiple vendors, increasing perceptions of brand parity, and growing use of the Internet make it impossible for a company to succeed using only price differentiation. To combat such situations, a strong brand is a necessity in the global environment. A strong brand increases the chances of being selected. As Robert Duboff writes, "It is no longer sufficient to be a great company; *you must be a great brand.*"[31]

INTEGRATED CAMPAIGNS IN ACTION

Argent Financial

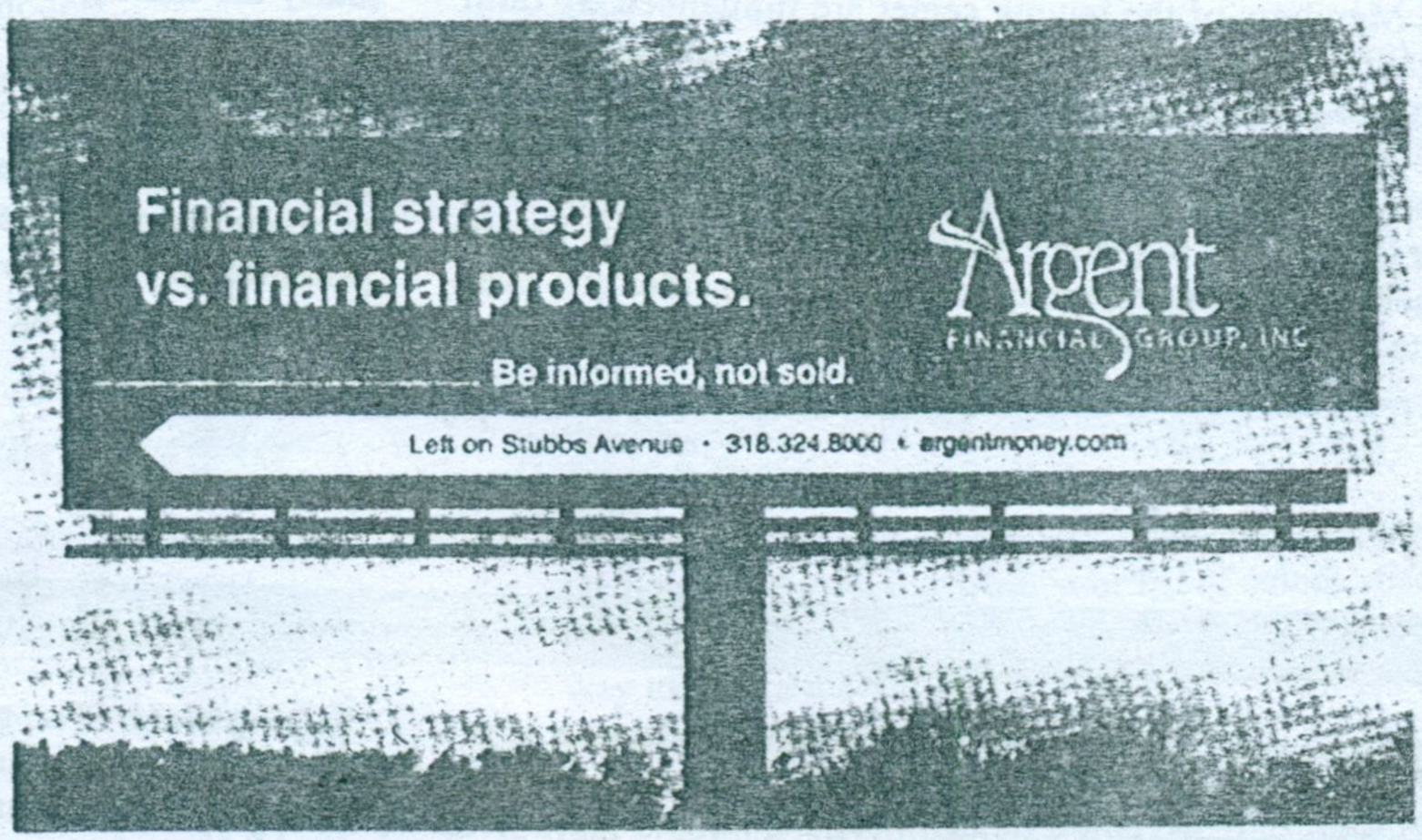
Argent Financial Group provides comprehensive financial services and products to individuals, families, and friends. Argent is growing into a large corporation, but it still operated as a smaller organization. As a result, its marketing efforts were reactive rather than strategic and planned. Little coordination across subsidiaries and between offices took place.

The objective for the marketing agency, Emogen Marketing Group, was to define and promote a single brand that would increase Argent's brand recognition and value. After brainstorming with the client, Emogen suggested the following brand identity statement: "Argent is a wealth management firm comprised of highly qualified professionals helping clients manage, grow and protect assets."

Based on the brand identity statement, Emogen suggested that the new campaign stress: high values, trust, and expertise; relationships, not performance; and that client satisfaction grows when using a single advisor. From these ideas came the new campaign tagline "Be informed, not sold."[32]

A Web link to the entire campaign created by Emogen Marketing for Argent can be found at the Pearson Instructor's Resource Center (www.pearsonhighered.com) for instructors who adopt this textbook. The campaign has a PowerPoint presentation outlining the details of the campaigns and examples of the collaterals developed by Emogen.

▼ The value proposition for the new Argent campaign was "Be informed, not sold".



Courtesy of Argent Financial

MyMarketingLab

Go to mymktlab.com to complete the problems marked with this icon ✪.

SUMMARY

Buyer behaviors are part of the purchasing process in both consumer markets and business-to-business transactions. An effective IMC program accounts for the ways in which goods and services are purchased in both markets. The consumer buying decision-making process consists of five steps. Marketing experts are aware of each step and prepare effective communications that lead most directly to the decision to buy. For the purposes of creating effective marketing communications, two of the most important are the information search stage and the evaluation of alternatives stage.

After recognizing a want or need, a consumer searches for information both internally and externally. Marketing messages attempt to place the product or service in the consumer's evoked set of viable prospects. Three factors that influence search behaviors include involvement, needs for cognition, and enthusiasm for shopping. Customers consider the benefits and costs of searches and make decisions regarding how extensively they will seek information. Evoked sets, attitudes and values, and cognitive maps explain how an individual evaluates various purchasing choices.

Marketers face an evolving buying decision-making environment. New cultural values and attitudes, time pressures, and busy lifestyles influence what people buy, how they buy, and the manner in which they can be enticed to buy. Many consumers try to escape through indulgences and pleasure binges, by finding excitement

or fantasy, and by planning to meet social needs. An aging baby boom population concentrates more on lasting values and on health issues. Marketing experts can address these needs and lead customers to purchases based on them.

By understanding business buyer behaviors, the marketing team constructs a more complete and integrated marketing communications program. Business purchases are driven by members of the buying center. These members include users, buyers, influencers, deciders, and gatekeepers. Members of the buying center are influenced by both organizational and individual factors that affect various marketing decisions.

Business-to-business sales take three forms. A straight rebuy occurs when the firm has previously chosen a vendor and intends to place a reorder. A modified rebuy occurs when the purchasing group is willing to consider and evaluate new alternatives. This decision is usually based on dissatisfaction with a current vendor. A new task purchase is one in which the company buys a good or service for the first time, and the product involved is one with which organizational members have no experience.

The business-to-business buying process is similar to the consumer purchase decision-making process. A more formal purchasing process includes formal specifications, bids from potential vendors, and a contract finalizing the purchasing agreement.

Dual channel marketing means that the firm sells virtually the same goods or services to both consumers and businesses. Dual channel marketing creates both economies of scale and synergies for the vendor company. It also enhances the chances that a product will be sold to every available customer. The challenge to the marketing team is to create strong and consistent marketing messages to every potential buyer, accounting for how buyer behaviors are present in purchasing processes.

Key Terms

involvement The extent to which a stimulus or task is relevant to a consumer's existing needs, wants, or values.

need for cognition A personality characteristic an individual displays when he or she engages in and enjoys mental activities.

enthusiasm for shopping Customers who like to shop will undertake a more in-depth search for details about goods and services.

attitude A mental position taken toward a topic, person, or event that influences the holder's feelings, perceptions, learning processes, and subsequent behaviors.

values Strongly held beliefs about various topics or concepts.

cognitive maps Simulations of the knowledge structures embedded in an individual's brain.

evoked set Consists of the set of brands a consumer considers during the information search and evaluation processes.

inept set The part of a memory set that consists of the brands that are *held in a person's memory but that are not considered*, because they elicit negative feelings.

inert set The part of a memory set of brands that hold the brands that the consumer has awareness of but has neither negative nor positive feelings about.

affect referral A purchasing decision model in which the consumer chooses the brand for which he or she has the strongest liking or feelings.

buying center The group of individuals who make a purchase decision on behalf of a business.

straight rebuy What occurs when the firm has previously chosen a vendor and intends to place a reorder.

modified rebuy The company buying team considers and evaluates new purchasing alternatives.

new task A purchase in which the company buys a good or service for the first time, and the product involved is one with which organizational members have no experience.

derived demand Demand based on, linked to, or generated by the production and sale of some other good or service.

dual channel marketing Selling virtually the same goods or services to both consumers and businesses.

compensatory heuristics A purchasing decision model that assumes that no one single brand will score high on every desirable attribute and that individual attributes vary in terms of their importance to the consumer.

conjunctive heuristics A purchasing *decision model that* establishes a minimum or threshold rating that brands must meet in order to be considered.

phased heuristics A purchasing decision model that is a combination of the compensatory and conjunctive heuristics models.

Review Questions

1. What are the five steps of the consumer buying decision-making process? Which two steps are the most important with regard to developing quality integrated marketing communications?
2. Describe the natures of an internal search and an external search in a purchasing decision.
3. Define attitude. What are the three main components of attitude, and how are they related to purchasing decisions?
4. How do values differ from attitudes? Name some personal values related to purchasing decisions.
5. Explain what a cognitive map models.
6. What is an evoked set? Why are evoked sets, inept sets, and inert sets important to the marketing department?
7. What are the key features of the multiattribute approach to evaluating purchasing alternatives?
8. What is meant by affect referral? When is a person likely to rely on such a cognitive approach to evaluating purchasing alternatives?
9. What new trends in the consumer buying environment affect consumer purchasing decisions?
10. Name and describe the five roles played in a buying center.
11. What organizational and individual factors affect members of the business buying center?
12. Describe the three main forms of business-to-business sales.
13. Name the steps in the business-to-business buying process.
14. Describe dual channel marketing and explain why it is important to a company's well-being.

Critical Thinking Exercises

DISCUSSION QUESTIONS

1. For college students and other individuals with compulsive buying behaviors, a primary influence is the family. Often one or both parents are compulsive shoppers. Families that display other forms of dysfunctional behaviors, such as alcoholism, bulimia, extreme nervousness, or depression tend to produce children who are more inclined to exhibit compulsive shopping behaviors. Why do dysfunctional behaviors among parents produce compulsive shopping behavior among children? Another component of compulsive buying behaviors is self-esteem. Again, self-esteem is partly inherited, but it also develops in the home environment. How would self-esteem be related to compulsive shopping behaviors? What influences other than family might contribute to compulsive shopping behaviors? If an individual has a tendency to be a compulsive shopper, what can (or should) be done?
2. Think about the way you purchase products and consider a recent purchase that involved an external search. Discuss your ability to search, the need for cognition, your personal level of shopping enthusiasm, and the perceived costs versus the perceived benefit of the search. How much time did you spend in the external search, and what was the outcome?
3. Study the list of personal values presented in Figure 3. Identify the five most important to you. Rank them from first to last. Beside each value, identify at least one product you have purchased to satisfy those values. Then, gather into small groups of three to five students. Using the information from your list of values, discuss differences among members of the group. Identify a way to send a marketing message that will appeal to the top value from each person's list.
4. Identify the last brand of clothing you purchased. Create a cognitive map similar to the one illustrated in the text for Ruby Tuesday in Figure 4. Discuss the linkages. Identify which linkages are strong. Which linkages are loosely held?
5. Review the three methods of evaluating alternatives. For each method, discuss a recent purchase you made using that method. Which method did you tend to use the most? Why?
6. A member of the buying center for a large shoe manufacturer tries to purchase soles for shoes from an outside vendor (or vendors). Study the individual and organizational factors that affect buying center members. Discuss the effect of each factor on the roles of members in the shoe company's buying center. How does the factory foreman's role differ from that of the purchasing agent? How do these roles differ from the company president's role?
7. A purchasing agent for a clothing manufacturer is in the process of selecting a vendor (or vendors) to supply the materials to produce about 30 percent of its clothes. The clothing manufacturer employs about 300 people. As the audit nears completion, what factors are most important to the purchasing agent?

Internet Learning Exercises

1. Consumers and businesses conduct external searches when they lack sufficient internal knowledge to make a wise decision. Assume you have $80,000 to $100,000 to spend on a sailboat. Locate four Web sites that sell sailboats. Select one in your price range. Why did you select that particular brand? What features are attractive to you? Would you want any additional information before making a final purchase decision? Would you purchase a used boat or new boat? Why?
2. Almost everyone has an opinion about tattoos. Some attitudes are positive whereas others are negative. Few are neutral. Go to www.tattoos.com and examine the material that is on the Web site. Did this information modify your attitude toward tattoos? What factors on the Web site influenced your attitude? Find at least one additional Web site of a company that offers tattoos. Discuss the components of the Web site in terms of which components of attitude it is trying to influence: cognitive, affective, or conative.
3. United Raw Material Solutions, Inc. is a business-to-business marketplace that brings together buyers and sellers of textiles, petrochemicals, plastics, and electronics. Access the Web site at www.urms.com. Which members of the buying center would be most interested in this site? What services and benefits do you see for buyers? For suppliers?
4. Examine the following Web sites. What kind of information is provided? Which component of attitude is the site designed to affect: cognitive, affective, or conative?
   a. Kenneth Cole (www.kennethcole.com)
   b. Starbucks (www.starbucks.com)
   c. Cadillac (www.cadillac.com)
   d. IKEA (www.ikea.com)
   e. Oscar Mayer(www.kraftbrands.com/OscarMayer)
5. A member of the buying center has been asked to gather information about possible shipping companies for international shipments. Visit the following Web sites. What companies have the most appealing Web sites? Beyond online materials, what additional information do they need to supply to the buying center in order to win the contract?
   a. ABC India Limited (www.abcindia.com)
   b. SR International Logistics, Inc. (www.srinternational.com)
   c. Falçon Transportation & Forwarding Corp. (www.falcontrans.com)
   d. Global Freight Systems (www.globalfreightsystems.com)

Student Project

CREATIVE CORNER

A local travel agency decides to advertise in the student newspaper on your campus to promote spring break packages. The company hires you to perform the creative work. The marketing department is not sure which type of advertising approach to use. The agency knows that attitude consists of three parts: cognitive, affective, and conative. They also know that an advertisement can appeal to any one of the attitude components. The agency's management team is also not sure which component to use. Consequently, they have asked you to design three advertisements, with one designed to appeal to the cognitive component of attitude, the second to the affective component, and the third to the conative component. After you have finished designing the ads, discuss the pros and cons of each and make a recommendation to the travel agency about which one to use. The ads should be for a 5-day spring break vacation on the beach in Fort Lauderdale, Florida.

CASE 1 THE CHOICE

The Planter's Insurance Company's home office operations are located in Kansas City, Missouri. The agency provides health insurance packages to other businesses. The company's reputation has been built on professional service delivered at competitive prices. Currently, the agency's contract with its office supply company is about to expire. Planter's Insurance purchases paper and other materials and leases copiers and printers on a 3 year cycle. The members of the buying center include five individuals: Martin Garza, Suzette Simon, Jason Talley, Paul Johnson, and Rose Knotts.

Martin Garza serves as the purchasing agent for the company. He is actively seeking to be promoted into a vice presidential role in the area of support staff. Martin's outgoing personality has made him friends and rivals. His approach to managing the purchasing function has been to save the company money whenever possible, believing this approach will help when the next promotion decision will be made. Martin is willing to use political tactics to achieve his personal and organizational goals.

Suzette Simon manages the copy center. She believes taking the offer from the lowest bidder is normally not a wise choice. When reviewing the bids, Suzette noticed that the lowest offer came from a company that had been retained previously. The company did a poor job; its service was inadequate, and its copiers regularly broke down. Suzette has a strong personality and does not back down in a disagreement, even with higher-ranking and male employees.

Jason Talley, the vice president of finance, is the highest ranking member of the buying center. He will make the final decision because of his position. Jason is an introvert who listens, seldom takes a stand, and tries to get the group to make a decision that is unanimous. If not, he normally goes with the lowest risk solution – which in this case would be the current vendor.

Paul Johnson manages the IT department, which maintains the computers and printers. He wants to exclude printers from the contract and purchase them instead of leasing, which he believes will save the company money. He sees this purchasing decision as a chance to demonstrate his power. He dislikes Martin Garza and believes Garza has secret motives in pursuing the low cost bidder.

Rose Knotts is the administrative assistant to the president. She is the lowest ranking member of the buying center. Rose sees her role as providing information and keeping peace. She is reluctant to voice an opinion and almost always defers to the Jason Talley, the vice president of finance.

The company received four bids for the contract. Basic information about each is as follows:

Company 1: the current vendor, $123,000 for the copier and printer lease contract. Suzette says the company delivers "acceptable" quality but is often slow to respond when a repair is needed.

Company 2: has an excellent reputation for quality service. The company's salesperson is a friend of Suzette

▼ A buying center meets to discuss copier and printer contract.



Simon. She argues that his company will save Planter's Insurance money in the long run due to fewer instances of down time and the best quality equipment. The bid was $139,000 for the copier and lease contract.

Company 3: is new to Kansas City. No one in the buying center has knowledge about the company. Its bid was $115,000 with the notation that repairs are made within 24 hours and that a repair person is on duty at all times, including overnight.

Company 4: was the company that Suzette noted was of poor quality. The company's bid was $114,000, making it the low offer. Paul Johnson believed that Martin Garza revealed the bid of Company 3 to this company, so that it could make an offer that was lower.

Jason Talley opening the final meeting of the buying center team. He asked each member to name the company they thought should receive the bid. The opinions were as follows:

Martin Garza: Company 4
Suzette Simon: Company 2
Paul Johnson: Company 3
Rose Knotts: Company 1

Jason favored Company 3 for two reasons. First, he respected the opinion of Paul Johnson. Second, he thought the 24 hour service feature made the company stand out.

Questions

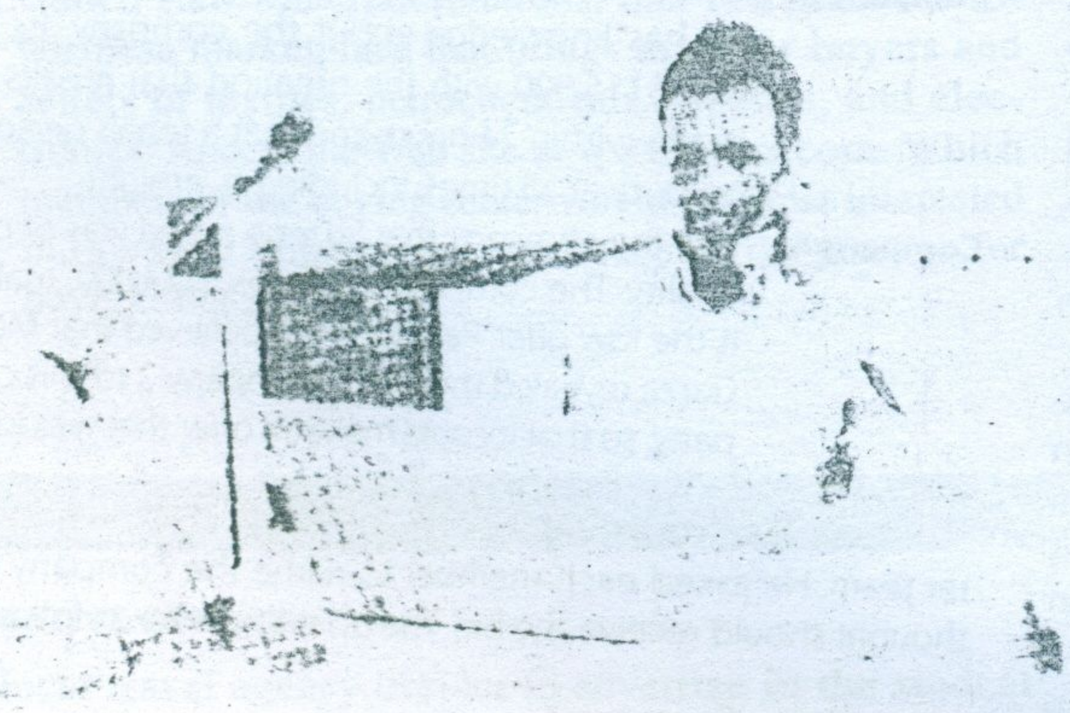
1. Discuss the reasoning behind each person's choice based on the information provided and the individual factors outlined in this chapter.
2. Identify the factors that favor each vendor and the factors that are the company's weaknesses.
3. How should Jason make the final choice, given there is such a great divergence in opinion?
4. What should Jason say to the members of the buying center whose favorite companies are not chosen?

CASE 2 CHOOSING A PHONE COMPANY: OPTIONS AND ALTERNATIVES

The past two decades have witnessed a dramatic shift in the ways people can talk on the phone. Landline phones, while still in common use, are being challenged by new and different technologies. AT&T, a major landline provider, has expanded to compete in areas such as mobile phones, texting, and Internet access using handheld devices.

Also, a new type of telephone technology has emerged, Voice over Internet Protocol (VoIP). This new technology allows a customer to make voice calls using a broadband Internet connection instead of a regular (analog) phone line.

Some VoIP services allow users to make calls to people who use the same service. Others allow users to call anyone who has a telephone number, including local, long-distance, mobile phone, and international numbers. Some VoIP services only work over a computer or a special VoIP phone. Others can be used with a traditional phone connected to a VoIP adapter.



▲ VoIP services can work with just a computer or with traditional phones.

Sources: HowStuffWorks, "Skype vs. Vonage" (http://electronics. howstuffworks.com/skype-vonage2.htm, accessed November 24, 2009); Skype (www.skype.com/intl/en/getconnected/, accessed November 24, 2009); FCC, "Voice-Over-Internet Protocol" (www.fcc.gov/voip/, accessed November 24, 2009); Vonage (www.vonage.com/how_vonage_works/?refer_id=WEBHO0706010001W&id=main_nav_how_works, accessed November 24, 2009).

In addition, wireless "hot spots" in locations such as airports, parks, and cafes allow callers to connect to the Internet and use VoIP service wirelessly.

A customer owning a special VoIP phone or a regular telephone connected to a VoIP adapter will have a phone that rings like a traditional telephone. If the person's VoIP service requires him to make calls using a computer, the software supplied by the service provider alerts the user when he has an incoming call.

VoIP services do have some disadvantages. First, some VoIP services do not work during power outages unless the service provider offers backup power. Second, not all VoIP services connect directly to emergency services through 911. Third, VoIP providers may not offer directory assistance or white page listings.

The two major VoIP providers are Skype and Vonage. Skype allows customers to make calls to other Skype members free of charge. The service includes free text messaging and video calls as well. Skype offers low rates for calls of other types. A customer can use Skype on a computer or on a mobile device. Skype works on a wide range of mobile phones, as well as on devices such as PlayStation Portable. Instant messages can be directed at individuals or group chat rooms. Skype users can also make conference calls. Skype offers customers pay-as-you-go or monthly payment options. No special equipment purchase is required in order to use Skype.

Vonage emphasizes that it provides lower-cost options when compared to AT&T. The company features international calling at greatly reduced rate. Vonage does require users to install special hardware. After signing up for an account, Vonage ships an adapter or other equipment to the customer, who must then install it and set it up. Complete instructions are provided, and setup is relatively simple. Vonage service can be purchased at Best Buy, Wal-Mart, and Target. The systems offer unlimited local and long-distance calling, call waiting, call forwarding, automatic redial, and voice mail for a single monthly fee.

Kelli is evaluating the two VoIP services and two mobile phone services. Figure 15 provides the multiattribute

FIGURE 15
Example of a Multiattribute Evaluation Approach for a Phone Service

Attribute	Importance	AT&T	Vonage	Skype	Verizon
Sound quality	10	10	8	5	8
Special services	9	6	9	8	9
Mobile device access	8	8	8	5	6
Setup difficulty	6	7	5	2	8
Phone style	5	8	4	9	4
Compensatory score		300	275	219	277

evaluation approach she has developed. She is considering the attributes of sound quality, special services available, access to mobile devices, and difficulty in set up. Each attribute receives a score on a scale of 1 to 10 in terms of importance to Kelli, with 10 being the most important and 1 the least important. The four companies are then evaluated with a 10-point scale for each attribute, with 10 indicating the highest performance.

Using a compensatory heuristics method, Kelli assumes that no one single brand scores high on every attribute and that individual attributes vary in importance. With this model, Kelli will purchase the brand with the highest compensatory score, which is calculated by multiplying each attribute score by its importance, and then summing the total, as shown at the bottom of Figure 15.

Using the conjunctive heuristics method, a threshold or minimum rating is established. A brand is eliminated if an important attribute is rated lower than a certain number. For example, Kelli has rated "sound quality" as very important (rating of 10). She may decide any service with a rating lower than 8 will be eliminated. In her situation, Skype would be eliminated because it scored only a 5. This process is followed until one brand is left.

The phased heuristic approach combines the two methods. Any brand with a low score on any criterion is eliminated first. Then, if a tie exists, the conjunctive heuristics method is used to decide between the two remaining contenders.

Consumers make purchase decisions using one of these methods, or some other approach. Each competitor seeks to highlight the advantages of its approach in order to maintain current customers and attract new ones.

1. Use Figure 15 to explain the purchase decision Kelli will make using the following methods: (a) conjunctive heuristics, (2) compensatory heuristics, and (3) phased heuristics. Elaborate on which brand is chosen and which brands are not and explain why.
2. Create a similar table for two of the following products that you have recently purchased. Explain which method of evaluation could be used for each purchase decision.
   a. An automobile
   b. A dinner at a high-end restaurant
   c. A life insurance policy
   d. A new pair of jeans
3. How would the multiattribute model be expanded to include paging services?
4. If a customer bases a purchase on affect referral rather than a multiattribute method for mobile phone service, which of the companies may have an advantage? Why?

MyMarketingLab

Go to **mymktlab.com** for Auto-graded writing questions as well as the following Assisted-graded writing questions:.

1. Consumers and businesses conduct external searches' when they lack sufficient internal knowledge to make a wise decision. Assume you have $80,000 to $100,000 to spend on a sailboat. Locate four Web sites that sell sailboats. Select one in your price range. Why did you select that particular brand? What features are attractive to you? Would you want any additional information before making a final purchase decision? Would you purchase a used boat or new boat? Why?
2. United Raw Material Solutions, Inc. is a business-to-business marketplace that brings together buyers and sellers of textiles, petrochemicals, plastics, and electronics. Access the Web site at www.urms.com. Which members of the buying center would be most interested in this site? What services and benefits do you see for buyers? For suppliers?
3. Mymktlab Only – comprehensive writing assignment for this chapter.

Endnotes

1. "Chipotle Mexican Grill, Inc." (**www.fundinguniverse.com/company-histories/Chipotle-Mexican-Grill-Inc-Company-History.html**, accessed November 3, 2009); "Happy Pig, Happy Customer," ABC News "Nightline" (**http://abcnews.go.com/video/playerIndex?id=8018211**), July 6, 2009.
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