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7.4 IS ONE PSYCHOGRAPHIC SOLUTION ENOUGH?

INTRODUCTION

The fortunate among us have, these days, the opportunity to select from a wide range of goods and services. Some of these are essential for our very existence but probably the great majority range from pleasant extras to the entirely frivolous. To put some flesh on this, the supermarket chain Tesco currently have some 12,000 live lines bar coded. Admittedly this covers different pack sizes and flavours, but it does give some idea of where to start from when considering how much choice there is.

That we exercise these choices in self-evident. Were we not to do so, they would soon disappear. It is also true that any individual will be in the market for only some of the goods and services available. If you have no hair, you would not buy much shampoo. Some products are only appropriate for either sex, not both.

As the competition grows, so the necessity to define targets more tightly increases. It is no longer sufficient to rely solely on socio-demographic segmentations. For many years it has been recognised that it is as important, if not more so, to measure attitudes – to life in general, to product and services, to individual brands – in order to understand how markets work. Most of this work is jealously guarded by the sponsors of the research since it is designed to give them the edge on their competitors. It is only relatively recently that attitudinal data have been available on a syndicated basis.

Probably the best known of these are the branded products. In general, these follow a similar approach to each other. They look at the population as a whole and, using a list of values and attitude statements, split that population into a fixed number of groups. This provides a mixture of lifestage and lifestyle such that individuals can, over time, progress from one group to another and the sizes of the different groups will increase or decrease in response to changes in the national economy, government policy and so on. Typical of this genre are VALS (with EUROVALS soon to be launched), ACE, MONITOR (in the UK) and 4Cs.

All of these provide information on how the social framework is changing and are invaluable for social planning. They can also help in new product development.

At the other end of the scale, there are typologies restricted to sub-sets of the population or particular markets. In great Britain there are two which come to mind: AGB's five housewife lifestyle groups on their Television Consumer Audit (a panel of housewives providing data on grocery purchases) and PULSEBEAT for financial services provided by Tyne-Tees Television with the Finance Research Survey.

In the context of brand positioning and advertising, I suggest that the first group referred to above are not really very helpful. Even AGB's five housewife lifestyle groups are probably too general to be of use in specific markets and, as far as I know, none of these syndicated surveys are directly linked to magazine and TV audience data.

THE ARGUMENT AGAINST READY-MADE SOLUTIONS

To have a chance of success, an advertiser must understand where, among a spectrum of brands, his own should be positioned. Having decided, he must find out what types of consumers are buying the brands in that sector of the market so that he can develop his advertising to appeal to these people. Then he must find out how to reach them.

I propose to show that it is not difficult to segment a market equally well using several different approaches. The market I have selected is for women's shampoo. All the market and attitudinal data are from the Target Group Index. The attitudinal data are selected from a list of 192 attitudinal statements collated from batteries of such statements covering media, food, drink, diet and health, shopping, finance, luxury goods, home improvements, travel, holiday, personal appearance and self-motivation provided by the research departments of advertising agencies, media owners and ourselves. All 192 statements are responded to in the TGI questionnaire.

Since approximately three quarters of the women's shampoo market is concentrated in those aged 15-44, I have restricted the analysis to that age group. Social class does not contribute much by way of segmentation. I shall examine the results of three separate cluster analyses. A, using 38 statements and C, using 18 statements, are solutions on a base of all adults but for this purpose have been filtered through women aged 15-44. B, using 17 statements, was based on women aged 15-44. A and B each produced an optimum 6 cluster solution. C provided 7.

The results in Table 1 are presented as indices where women aged 15-44 equals 100.

It could be argued that solution A is the least satisfactory of the three, but there is little to choose between any of them.

There are no really outstanding brands in this market – the brand leader Timotei having a share of less than 10%. Furthermore, heavy users tend to use more than one brand to combat 'build up' on the hair. To simplify the tables we can look at three pairs of brands – first two specialist brands, Head and Shoulders which is marketed as an anti-dandruff shampoo and Vosene, a medicated shampoo (Tables 2 and 3).

For these two brands, solution B performs less well than the other two but there still a reasonable degree of discrimination.

Next, two long established brands – Silvikrin and Sunsilk each with a respectable share of the market (Tables 4 and 5).

Table 1

Use shampoo at least once a day

	Women aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	85	124	64	94	132	69	-
B	100	144	127	116	76	78	43	-
C	100	77	59	98	111	142	114	84

Table 2

Use Head and Shoulders most often

	Women aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	58	131	99	101	93	143	-
B	100	103	86	111	109	106	81	-
C	100	107	114	92	125	85	118	74

Table 3

Use Vosene most often

	Women aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	68	148	93	72	102	132	-
B	100	100	89	107	118	97	85	-
C	100	85	92	93	129	126	109	64

Table 4

Use Silvikrin most often

	Women aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	65	122	84	81	133	108	-
B	100	114	117	105	70	97	94	-
C	100	71	71	112	108	96	140	97

Table 5

Use Sunsilk most often

	Women Aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	87	115	98	101	97	108	-
B	100	115	116	96	86	89	97	-
C	100	74	92	118	101	122	103	76

Table 6

Use Alberto most often

	Women Aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	61	145	67	98	125	86	-
B	100	129	118	118	72	91	59	-
C	100	47	82	104	127	122	122	88

Table 7

Use Timotei most often

	Women Aged 15-44	Cluster no 1	2	3	4	5	6	7
Solution A	100	109	119	83	95	113	53	-
B	100	137	97	103	79	99	85	-
C	100	95	80	101	94	120	103	97

The poorest range of discrimination is shown in solution A for Sunsilk. But both A and C highlight a difference between the two brands (Cluster 5 in each case) which solution B does not.

Finally, two fashion brands – one long established, Alberto, and the other relatively new but very successful, Timotei (Tables 6 and 7).

For these two brands, all three solutions identify strong and weak clusters and do discriminate between the two brands.

The performance of all six brands in each of the three solutions is significantly different between at least two clusters and frequently the individual clusters within a solution show significant difference between brands. But will they help an advertiser understand how the market is working? In one case, possibly. In the other two, definitely not.

Solution A is designed to segment people in terms of their outlook on life. Cluster 2 produced consistantly high indices for each of the six brands. People in this cluster are most likely to agree with statements such as:

"I always listen to commercials on the radio."

"I read daily newspapers nowadays more for entertainment than for news."

"Too many programmes on TV nowadays are aimed at educating rather than entertaining."

"I do not want responsibility, I would rather be told what to do."

"We usually have a snack meal in the evening."

They are heavy users of shampoo because they are younger than average and still tend to be single.

Solution C was designed to look at financial services. 11 of the 17 statements used are concerned with finance, three with job security and organisation and the other three with shopping. Again, it is the age profile of the clusters which causes the discrimination in the use of shampoo.

Solution B deals with personal appearance and could, therefore, have some relevance to the shampoo market. Certainly it is not surprising that Cluster 1 contains the heaviest users of shampoo and has the highest indices for the fashion brands since the people in this group are the most concerned with their overall appearance, keeping up with the latest fashion, looking after their bodies through exercise.

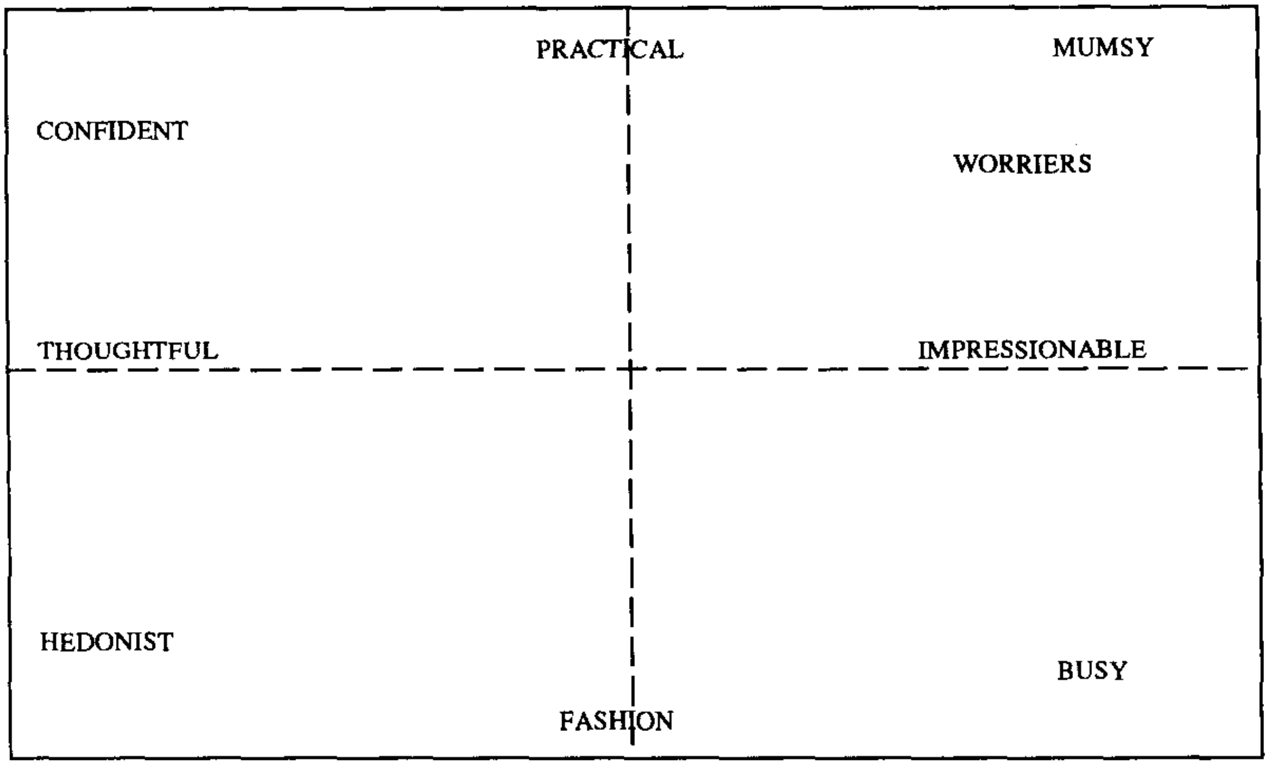
But, apart from finding the results interesting, there is really no action one could take in relation to this particular market on the basis of these cluster solutions. The probability is that, had I been able to use VALS, ACE, 4Cs or others, I would also have found discrimination. I am equally sure it would not have been much use in helping to direct an advertiser how to proceed.

THE ARGUMENT FOR TAILOR-MADE SOLUTIONS

An advertiser needs to understand the 'map' of the market in which he is competing or intending to compete. He can achieve this by conducting his own research or he can use syndicated data, such as TGI. The former may be preferable since, through a programme of research, he can develop a battery of attitudinal scales which will be relevant to his particular market. Using a syndicated survey, he must use whichever of the existing scales prove relevant.

I shall use as an example some recent work we have done to help position a new brand in the shampoo market. Our first task was to

Figure 1



understand how the existing brands inter-relate. To achieve this, we took the following steps:

(1) A correspondence analysis of all 192 life-style statements within a universe of women aged 15-44. This was used to produce an attitudinal map.

(2) Positioning the existing brands on the map – again, by correspondence with the attitudes held by users of the brands.

After this stage, the advertiser needed to decide where he wished to position his brand.

(3) A cluster analysis of attitudes which had most influence in shaping the map. The resulting clusters were then positioned on the map.

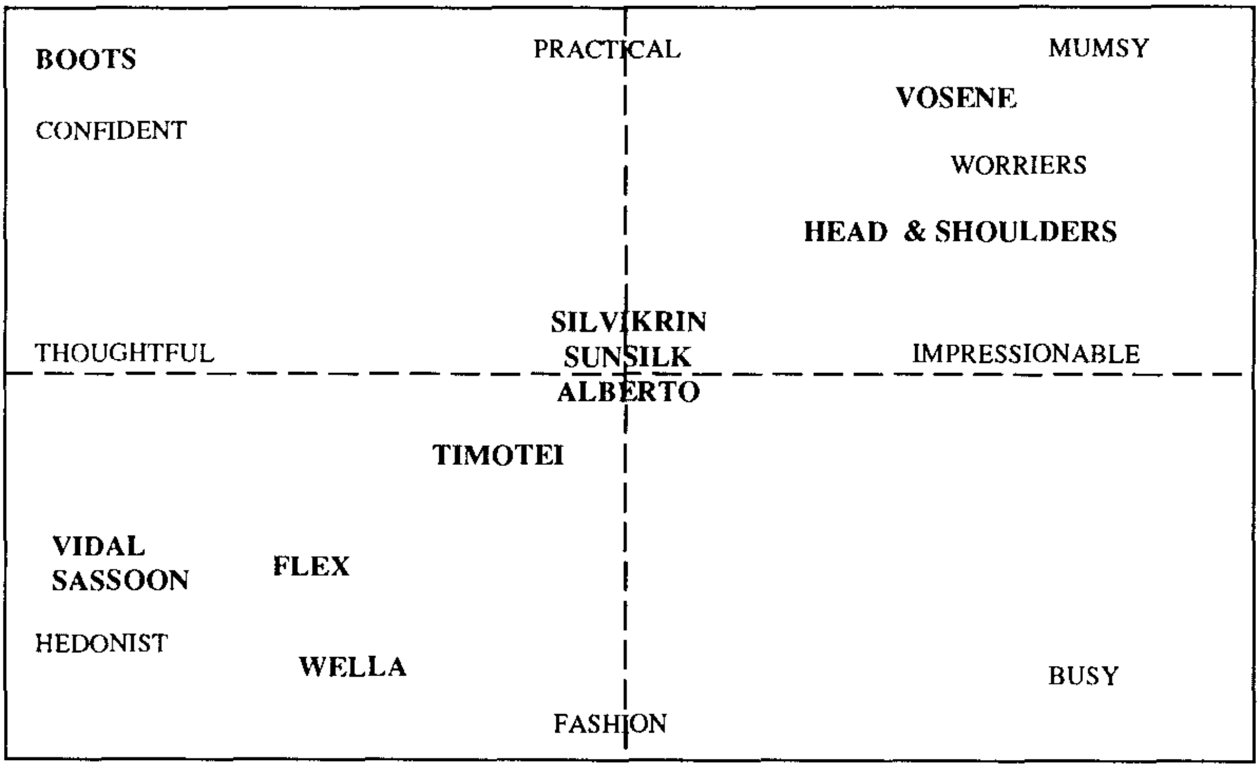
After this stage a decision was reached on which clusters would form the target group.

(4) An examination of which media to use in order to reach the selected targets. (The life-styles/lifestages of the individual targets made a valuable contribution to the creation of the advertising campaign).

First, the attitudinal map (Figure 1). To simplify it, I have used labels for key areas.

Working round the map, looking at the key areas, we have firstly, at the bottom left hand side, 'Hedonistic', which is a summary of statements like 'I like to stand out in a crowd'. Next, 'Fashionable', with statements like 'I like to keep up with the latest fashions', moving over to 'Impressionable' where they shunned

Figure 2



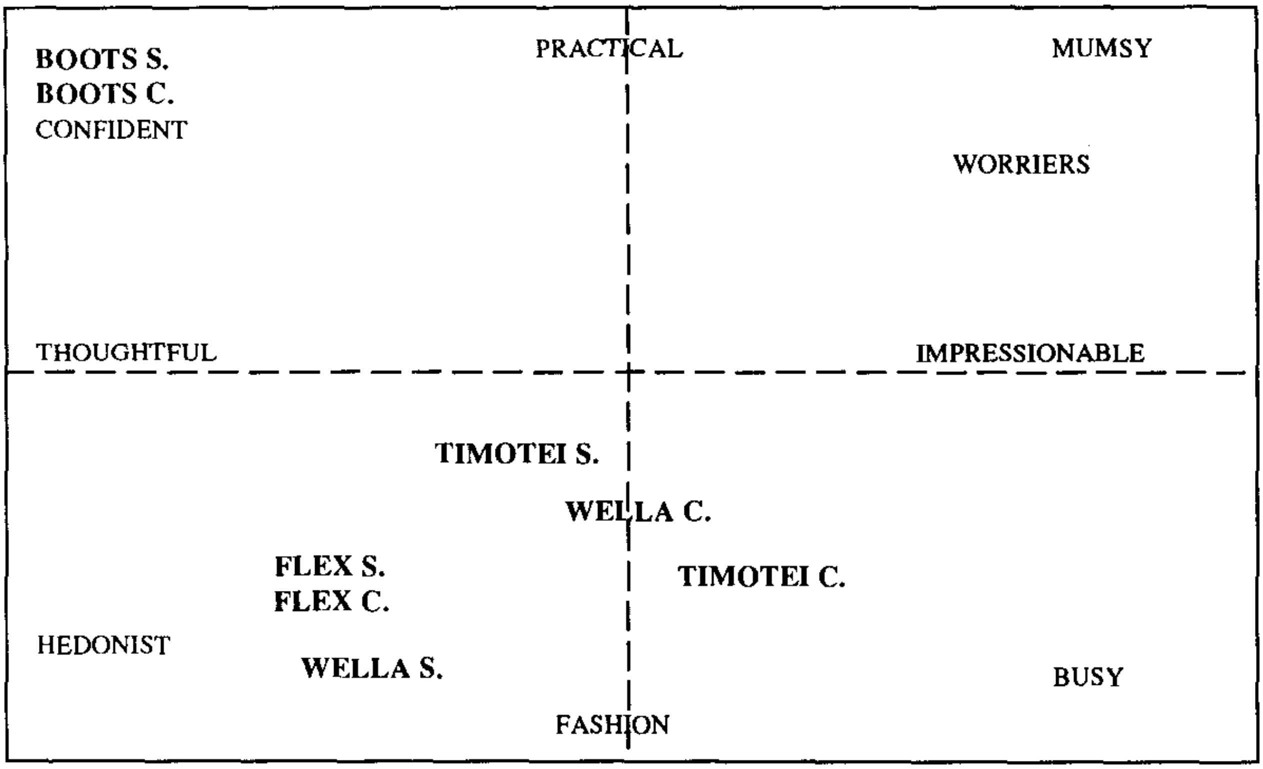
responsibility. The 'Worried' and 'Mumsy' area of the map stood for budgeting, worrying about finances and not being concerned about appearance. At the top of the map was the 'Practical' area – such as buying clothes for comfort, rather than style. Over on the top left of the map were the 'Confident' who were healthy, dressed to please themselves and good at mending mechanical gadgets.

In Figure 2 the brands of shampoo are positioned on the map. It can be seen that the map begins to make sense. The two specialised brands – Head And Shoulders (anti-dandruff) and Vosene (medicated) are placed next to the 'Mumsy/Worrying' sector. Boots is in the 'Confident' area – no necessity to rely on fashion or medication. Vidal Sassoon and Flex are more stylish and extravagant – 'I like to stand out in a crowd'.

It will be seen that Sunsilk, Silvikrin and Alberto are positioned in the centre of the map – implying that they are bland brands with no distinct image. Given the type of advertising they use, this is not too surprising.

Our client intended to launch and promote a conditioner with the shampoo. In Figure 3, I have placed conditioners and shampoos together. Both Flex and Boots launched and promoted their conditioners with their shampoos. The attitudes of the users of the two products are the same in each case. This is not the case with Timotei or Wella where the conditioners were launched later than the shampoo

Figure 3



and are not generally included in the TV commercials.

It was decided that the new brand should be positioned on the map below Timotei – towards the 'Fashionable' segment of the market.

It was next necessary to define the target groups. To achieve this, we selected the 22 attitudinal statements which had been most discriminating when providing the map and produced a six cluster solution. These clusters were then placed on the map (Figure 4). It will be seen that Clusters 2, 4 and 6 are closest to the positioning of the new brand. Since over 90% of the advertising for shampoos in the UK is on television, it had already been planned that TV would be the spearhead with back-up from womens's weekly magazines – in particular, the large circulation IPC magazines. Two findings from further analysis caused a major change in this plan.

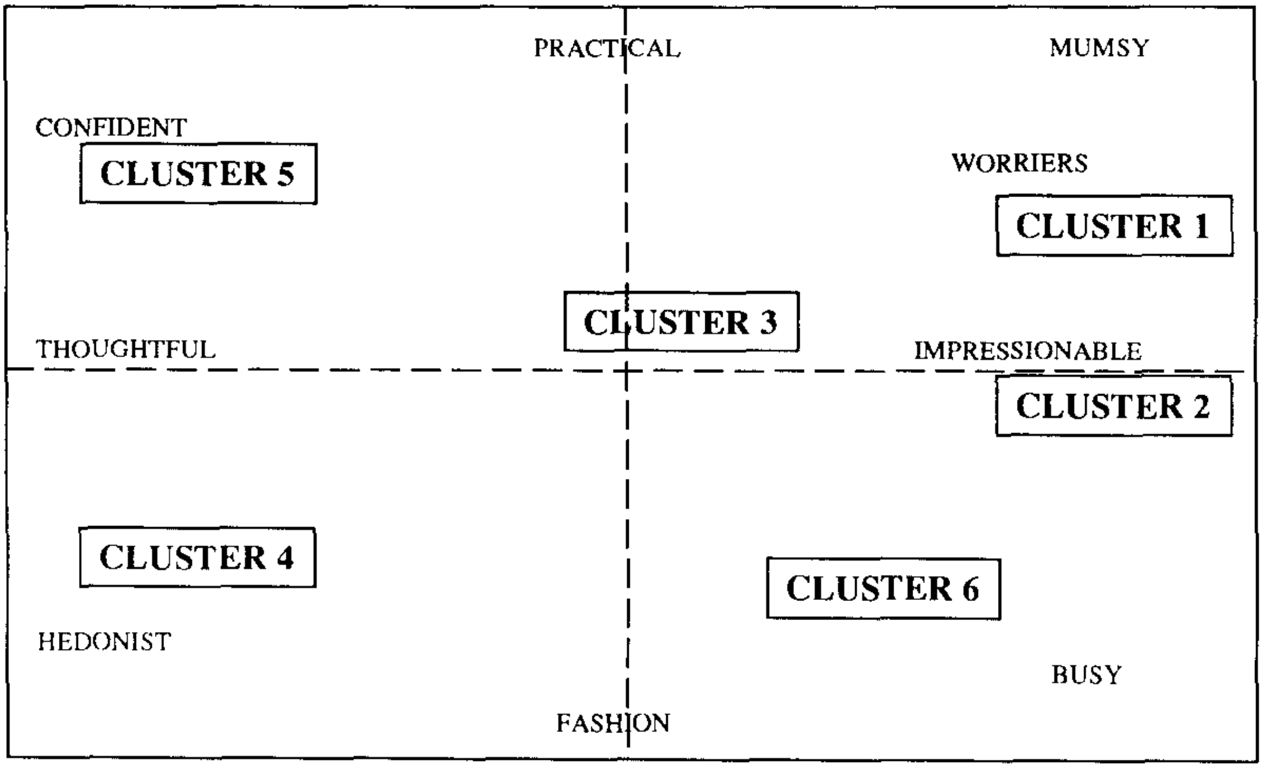
In the first place, it was found that Cluster 4 could not easily be reached by advertising on TV:

Index for heavy viewers of ITV

Cluster 2	143
Cluster 4	47
Cluster 6	149

In the second place, when magazines were placed on the map (Figure 5) it became apparent that weekly magazines would not be very efficient at reaching Cluster 4, whereas monthly magazines were ideally positioned to do so.

Figure 4



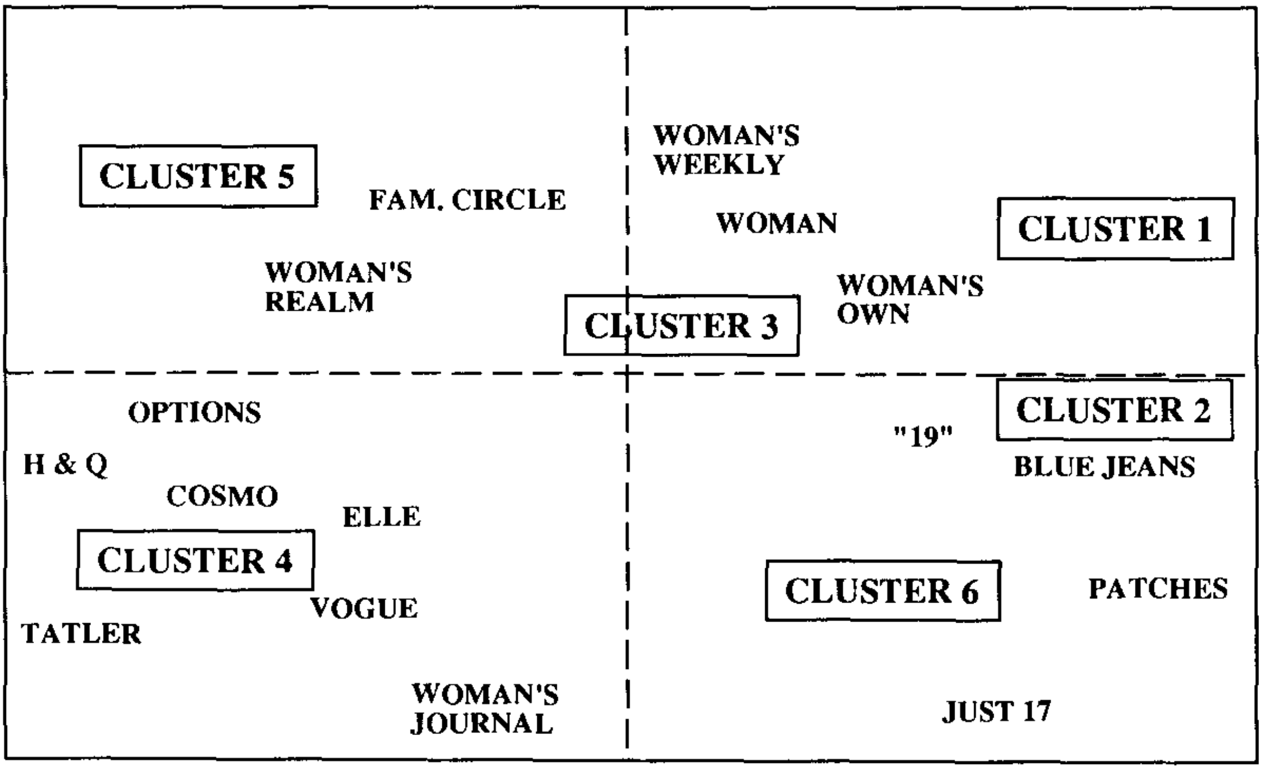
Therefore, the media plan was changed to increase the expenditure in magazines as a launch medium – rather than as a back-up – to reach Cluster 4, using a wider range of monthlies rather than a few weeklies, and rely on TV to reach the other two target clusters.

CONCLUSION

Syndicated media surveys provide the numbers used to select the most appropriate vehicles to reach a defined target audience. The audiences can be defined demographically and, if the data are available, in terms of product usage and attitudinally. If attitude data are to be used, it is my contention that the more effective solution will be achieved by selecting those attitudes which are the most appropriate to the product field rather than using a general segmentation of lifestyles.

Henry Ford Jr might not have agreed. You will remember he said, about the model T, "you can have any colour you like – as long as it's black". Black Fords are not all that common nowadays.

Figure 5


CLUSTER 5
FAM. CIRCLE
WOMAN'S REALM
WOMAN'S WEEKLY
WOMAN
CLUSTER 1
WOMAN'S OWN
CLUSTER 3
OPTIONS
H & Q
COSMO
ELLE
CLUSTER 4
VOGUE
TATLER
WOMAN'S JOURNAL
CLUSTER 2
"19"
BLUE JEANS
CLUSTER 6
PATCHES
JUST 17