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**Industrial buying behavior: The personal dynamics of the  
decision maker**

**Chiagouris, Larry George, Ph.D.**

**City University of New York, 1991**

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INDUSTRIAL BUYING BEHAVIOR:  
THE PERSONAL DYNAMICS OF THE DECISION MAKER

by

LARRY G. CHIAGOURIS

A dissertation submitted to the Graduate  
Faculty in Business in partial fulfillment  
of the requirements for the degree of  
Doctor of Philosophy  
The City University of New York

1991

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Abstract

INDUSTRIAL BUYING BEHAVIOR:  
THE PERSONAL DYNAMICS OF THE DECISION MAKER

by

Larry G. Chiagouris

Advisor: Dr. Leon G. Schiffman

This dissertation is concerned with the effects of marketing stimuli on industrial buyers when the stimuli are designed to be consistent with the career orientations of the industrial buyers.

The central aim of this study was to assess the impact that advertising messages had on subjects based on the degree that these messages were consistent with the career orientations of the respondents. This assessment was made on the basis of a field experiment. The career orientations of 160 subjects were obtained. Their career orientation scores were used as the independent measures. Five different concept ads were subsequently exposed to the subjects. Half of the



subjects were exposed to concept ads for overnight delivery services and half of the subjects were exposed to concept ads for facsimile machines. Each concept ad was designed to appeal to one of five different career orientations. Dependent measures were obtained as part of a self-administered questionnaire. Dependent measures used to assess the effect of the concept ads included purchase interest in the product and attitude towards the ad.

It was hypothesized that advertising designed to appeal to an individual's career orientation will result in (1) a more favorable attitude toward the advertising, and (2) a higher level of purchase interest. Support was mixed for these hypotheses. Ads designed to appeal to the career orientation of the subjects had an effect on some subjects and not on others. The effect was not the same for the two products, indicating a possible interaction between product and career orientation. Theoretical implications of the research indicate that models of industrial buying behavior are more descriptive if they incorporate career orientation as an intervening variable. Practical implications are that career orientation could be a valuable tool for segmenting industrial markets.

## Acknowledgements

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Of all the influences on my professional development, there are a few that merit special recognition. My advisor, Leon Schiffman, has been a consistent role model as to the desired balance of academic rigor and practical value in the application of market research. My father, George Chiagouris, inspired a genuine intellectual curiosity about the world around us. Finally and most importantly, I want to thank my daughters Alexis and Janine and my wife Fran, who have always

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## Chapter I

### INTRODUCTION

The purpose of this dissertation is to examine the theory that industrial advertising is more effective if it is consistent with the career needs of the target audience. Industrial advertising messages are designed to reach decision-makers of buying organizations. The primary objective of such messages is to favorably influence these employees to consider, purchase or recommend the purchase of the advertised goods and services. With its mission of informing and persuading employees to consider the purchase of advertised goods, one might reasonably expect that industrial advertising would be constructed in such a way that it is consistent with the career needs of the intended audience.

Even a cursory review of industrial advertising, however, reveals that it tends to be focused on the rational, objective characteristics of the products or services that are advertised. Industrial advertising messages are generally written in a manner that ignores the career interests of the intended audience -- the employees who ultimately must make the buying decision.

Developing advertising that is not directed to the needs of the individuals involved in the buying deci-



sions is contrary to theory and findings in the industrial marketing literature (Sheth, 1973; Anderson and Chambers, 1985). It is the purpose of this dissertation to first review the relevant industrial marketing literature that addresses the role of the individual in the industrial buying process. It will be explored that from a variety of perspectives, satisfaction of individual needs is essential in the marketing of industrial goods and services.

A variety of needs will be identified within the literature review as important to the individual in the buying process. A need that deserves further attention is that of career objective or career orientation. Individuals involved in the buying process seek to satisfy their career needs. This dissertation will explore the concept of career orientation as a potential need that can be addressed by industrial advertising messages. Before proceeding to the literature review, we will first turn our attention to the definition and scope of industrial marketing.

#### Definition of Industrial Marketing

Webster (1984) defines industrial marketing as "the marketing of goods and services to industrial and

institutional customers." He provides a number of examples ranging from distributors, manufacturing firms and utilities to government and educational organizations. Haas (1986) takes an equally broad view of industrial marketing. He first notes that some theoreticians exclude transactions of firms selling to other firms to reach the consumer. An example of this type of marketing is a food manufacturer selling to a distributor who, in turn, sells to a supermarket that ultimately sells the food to a member of a household. Haas implies that the first two transactions might be considered business marketing but not industrial marketing.

For the purposes of this paper, the terms industrial marketing and business marketing will be considered to cover the same scope of transactions. To borrow from Haas (1986), industrial marketing will be considered "...marketing as it is applied to all types of organizational customers, private or public."

#### Size and Scope of Industrial Marketing

An examination of the size and scope of industrial marketing and related advertising and promotional activities would impress even the most casual observer.

For example, in terms of business activity, industrial transactions and sales are twice that of comparable consumer levels (Johnston and Bonoma, 1977). The level of sales is influenced by the large number of industrial firms selling to other businesses. Johnston (1984) indicates that there are over 14 million different industrial marketing firms, employing over 87 million workers.

Industrial advertising has grown to match the business activity. Hall (1986) states that over \$8 billion dollars were spent on business advertising in 1985. The advertising has had an impact on marketing results. The Business and Professional Advertising Association (1985) has determined that 85 percent of salespeople received leads from industrial advertising. This level of activity has been recently justified by a study jointly sponsored by the Advertising Research Foundation and Association of Business Publishers (1987) in which business advertising was found to have a positive effect on sales.

#### Industrial and Consumer Research Comparison

In order to assess developments and progress in the industrial marketing area, it is worthwhile to

compare industrial marketing research levels with consumer research activity. Compared to the research programs generated by consumer marketing, one might expect that the level of industrial marketing activity should generate comparable levels of research programs and understanding as to the nature of the industrial prospect. Such levels of understanding, however, have not developed. Johnston and Bonoma (1977) express concern that four times as many articles are published on consumer marketing issues as compared to industrial marketing. Webster and Wind (1980) refer to industrial marketing as a "sleeping giant." They indicate that there is a lack of industrial marketing examples in the marketing literature.

Perhaps as a result of less attention to the development of industrial marketing thought, consumer and industrial marketing theory and practices reveal very different approaches with regard to developing an understanding of the target audience and applying the knowledge that is gained to communications programs. In effect, industrial marketing theory and practice is not as well developed. Observers in both areas suggest that it is important to have a thorough knowledge of the prospects to whom the various forms of marketing

communications are to be addressed. The industrial and consumer marketing planners diverge, however, in terms of the depth of understanding that is believed to be necessary to achieve effective marketing communications.

In contrasting consumer and industrial marketing, one finds that consumer marketers generally seek a deeper understanding of the consumer prospect. A common theme in the development of consumer marketing and communications strategy, especially since the end of World War II, is the premise that marketers and advertisers are most effective when they know their audience "completely." Having a demographic profile of the target consumer in hand is no longer sufficient; consumer marketers look for more multi-dimensional knowledge of their consumer.

Over the past three decades the marketing literature has identified the need for a consumer-oriented marketing approach and refined the research tools available to be able to define the target consumer in the richest and most detailed terms. In a critical review of this entire area, Wells (1975) reviewed the beginnings of the early motivational research techniques of Dichter, in the 1950s, to the more standard-

ized attempts in the early 1960s to develop measures of "lifestyle" or "psychographic" patterns and their relationship to consumer behavior. This approach starts with the individuals and then determines how marketing factors can best fit into their lives. It enables marketers to gain insight into the "who" and "why" of the target consumer in terms of such areas as their everyday activities, interests, and their feelings and attitudes about themselves and the world around them (Schiffman and Kanuk, 1987).

This consumer-oriented approach to marketing and marketing research has been developed, refined, and used with such interest over the years that research programs, such as Green and Carmone (1982) have attempted to apply standardized approaches to the collection and analysis of data. Even the popular press (e.g. Fortune, 1978) has also recognized the acceptance of lifestyle and psychographics advertising research in the consumer marketing area.

Based on empirical research, consumer marketers often go beyond describing the functional characteristics of a product. They seek to reflect what they have learned about the consumer by portraying who the consumer is when discussing the product. As such, we

see campaigns that place advertising in what could be a more relevant and personally meaningful context. Using General Foods as an example, the advertising of its rice product goes beyond the functional attributes of the rice. Its advertising attempts to be relevant to the consumer with a theme such as "Minute Rice - for the way you live today."

#### Lack of Industrial Advertising Relevance

A close examination of industrial advertising does not reveal the same research approach or resulting advertising practices as in the consumer marketing field. While consumer marketers recognize the importance of the household unit, they ultimately study and advertise to an individual within the household. Industrial marketers will admit to the need to understand the prospect, but often limit their search for understanding the prospect to an analysis of the buying firm and the department or buying center within the firm. If they study the individuals within the firm, they usually limit the relevant variables to the organizationally related characteristics of rank and title of the individual. Issues such as the individual's personal characteristics, workstyles, aspirations and

personal or professional goals are only infrequently studied.

Given that industrial marketing research efforts place more emphasis on the buying organization rather than the individuals within the buying organization, it is not surprising that industrial advertising generally does not attempt to relate to the individual. Instead, much of industrial advertising discusses the functional characteristics of the product that is being marketed. When references are made to prospects, it is the prospective buying companies and internal departments that are noted in the advertising.

Very little attention, if any, is given to the individual in industrial advertising. It is therefore interesting to note the nature of the types of references that are made to the individual when they do occasionally surface in industrial advertising. For the most part, references characterize the individual as someone who wants to avoid a superior's wrath and please the boss in order to get ahead. The way to do it, according to most such advertising, is by using or buying the advertised product.

In overlooking the individual's role in the buying process, and by not reflecting the individual's charac-



teristics and goals, industrial marketing might not be as effective in communicating as it could be. By limiting their characterization of the individual to the occasional reference to the individual as simply someone who wants to get ahead, industrial marketers could be failing to relate to a large number of individuals who want to achieve goals that are not oriented to climbing the corporate ladder of success.

#### Purpose of this Research

The purpose of this dissertation is to explore the theory that industrial advertising will be more effective if it is made personally relevant to the individuals who participate in the buying process. It is more likely to engage their attention and enhance their interest in the industrial product. For purposes of definition, individuals involved in the buying process will follow the broader definition discussed by Sheth (1973) in his review of industrial marketing. Specifically, this paper will consider individuals beyond those with direct purchasing responsibilities. Individuals involved in the buying process will also include the gatekeepers, influencers and end-users that contribute to a firm's purchase decisions. This dis-

sertation will explore the theory that relating to individuals within the context of what they desire from their respective work assignments can be an effective mechanism for making advertising personally relevant to the individuals participating in the buying process.

This dissertation will explore these two propositions. To accomplish this, we will first review the general conceptual and empirical literature within the industrial marketing area to examine the key role played by the individual participant in the buying process. This part of the literature review has specific boundaries. It covers three conceptual areas that reveal the impact that the individual has on buying decisions. These areas are the perception of risk by the individual, the value systems that the individual brings to the buying situation and the interaction that occurs between the individual buyer and seller.

Next, we will identify the industrial buying models which specify variables that reflect the role of the individual in the buying process. There are also limits to this part of the literature review. There are numerous models of industrial buying behavior. Only the models that have had a major impact on indus-

trial marketing theory and that also address the buying process will be considered.

After exploring the importance of the individual's role in the buying process through our discussion of the empirical literature and the relevant industrial buying behavior models, we will turn our attention to an area that holds promise for future research and marketing action. Specifically, the fourth chapter addresses the conceptual thinking concerning career orientation, which is possibly a major influence on the individual's behavior at work. This chapter will summarize the three topologies that relate to career orientation and the attitudes people have concerning their work activities. It is addressed here with the understanding that if career orientation substantially influences an individual's work behavior, it then is reasonable to expect that it also influences purchasing related decisions and actions.

Following the literature review, the fifth chapter provides hypotheses and describes a research methodology for studying the influence that an individually based concept, career orientation, might have on buying behavior. Results and conclusions are contained in the sixth and seventh chapters, respectively.

## Chapter II

### THE INDIVIDUAL IN INDUSTRIAL BUYING LITERATURE

This chapter is organized by first presenting the early research that addresses the individual in the buying literature. This section is then followed by a presentation of the industrial characteristics affecting buying behavior.

#### Early Research

The earliest theoretical literature on industrial buying motives depicts the industrial buyer as dominated by primarily rational motives that lead the individual logically through a series of well-planned stages toward a rational decision. Boone and Stevens (1970) best capture this early description of the 1930s and 1940s in a quote from Copeland (1925):

In contrast to consumers' goods, where a majority of buyers' motives are instinctive and emotional, it is noteworthy that all the buying motives for industrial goods recorded here were rational motives...

With the research of Duncan (1940) in the 1940s and Siebert (1955) in the 1950s came the discovery of the role that emotional factors play in the industrial buying decision. According to this body of research,

without appreciating these emotionally-rooted attitudes in the purchase decision, one could not begin to understand the decision-making process of the industrial buyer.

Shoaf (1959) conducted motivational research in the steel industry to determine the extent to which psychological factors enter into the industrial buyer's work life. He conducted depth interviews with a sample of metalworkers from a variety of purchasing levels and cities. Through his interviews, he built a composite of their personalities, touching on their backgrounds and factors which were a part of their value judgement, such as security, loyalty, fear, status, habits and business ethics. His findings offered one of the most significant contributions to the recognition that industrial purchases are not solely driven by economic concerns. Among his findings, he states that "the industrial buyer is more human in his buying habits than industrial marketers realize."

Shoaf (1959) identifies two opposing personality traits which are strongly related to the industrial buyer's motivations -- he is status-minded and also security-minded. Although he wants to move ahead, fear of failure, in the form of the risk of purchasing

unproven products from unproven companies, is a major influence on his decision process.

A second major finding, which Shoaf (1959) underscores, relates to another emotional aspect of the decision making process:

As products and services become more and more objectively alike, the buyer's financial decisions are based more and more on subjective, emotional factors.

"Who" the manufacturer is behind the product emerges as an important element in the overall "product" the buyer selects. Buyers in the Shoaf (1959) study stated that factors such as good delivery, product service, helpful attitude, and the corporate image were important factors in that they increased their security that they would make a "good" choice. The importance of image-building corporate advertising was also recognized to address the buyer's needs for security.

Drawing on the Shoaf (1959) study, Sawyer (1959) develops advertising implications for the industry to consider in creating industrial copy. He emphasizes the importance of talking to individuals, not markets:

...make the "you" in your copy...stand for the reader, as well as for his company...Be careful not to talk about your company at the expense of reader interest. It's himself that he's mostly interested in. So try to bring the two parties closer together.

Lazo (1960), in turn, used Shoaf's work to develop implications for personal selling effectiveness. Since fear is one of the major influences in industrial buying, Lazo asserts that the personal reassurance and faith, which personal selling can provide, should be a primary focus in influencing the purchasing agent toward the sale:

But let's not overlook the basic truth that purchasing executives are purchasing people, and that as long as people are people, they are going to behave like people, to be influenced like people, and to buy like people.

#### Industrial Characteristics Affecting Buying Behavior

The empirical and theoretical literature presented in this overview address the importance of individual characteristics on the industrial buying decision. With the discussion of such variables as psychological orientation and personal background goes the implicit recognition that industrial buying motives are interrelated and quite complex. Recent research (Topol, 1981; Moriarity and Spekman, 1983) on the industrial decision making process employs a rich variety of individual and situational variables that work simultaneously within the individual's industrial buying decision process. The literature covered in this overview was organized

according to key themes relating to the individual in the industrial decision making process. Variables such as demographic characteristics of the buyer of product category, where relevant, will be addressed within the context of these themes. The themes that this section of the literature review will cover are the following:

- Perceived Risk and Risk Handling Variables
- Interactive Effects Between Buyer and Seller
- Value Systems and Buyer Typologies

#### Perceived Risk and Risk Handling Variables

Closely related to the notion of fear, which Shoaf (1959) identified as a key motivating factor in industrial purchase behavior, is the concept of "risk reduction" behavior. Bauer (1960) was among the first to propose the idea of perceived risk. He suggested that buyers, consciously or unconsciously, make buying decisions to reduce or handle a risk which is perceived.

Cox (1967), in his work with consumer buying behavior, defined "risk" as the product of certainty and the consequence of the buying decision. Newton (1967) identified two types of perceived risk in his consumer behavior research: performance risk, which relates to problem solving concerning the actual prod-



uct (i.e., making a "good buy") and psychological risk which relates more to approval seeking needs (i.e., "being a good buyer"). Both Cox and Newton suggest risk reduction strategies which the seller should consider. Cox concludes that in high risk situations the buyer seeks and is especially influenced by information.

Schiffman and Kanuk (1987) note that there are more than two major types of perceived risk. They indicate that functional, physical, financial, social, psychological, and time related considerations can all be types of perceived risk. They also note that risk perception can vary by consumer, product category, shopping situation and culture.

The notion of perceived risk, examined in these consumer buying examples has also been applied within the framework of the industrial buying decision. Webster (1968) explains that firms, and thus the individuals within the firms, differ in their ability to tolerate risk. Toleration of risk is related to both objective factors such as size and profitability of the firm, and subjective factors, such as optimism and aggressiveness.

Schiffman (1972) elaborated on the relationship of

perceived risk to new product adoption and the concept of perceived error tolerance. His study found an inverse relationship between new product trial and perceived risk.

Wilson (1971a,b) made significant contributions to the study of perceived risk in the business setting. He studied the decision making styles of Canadian industrial buyers from large and medium-sized firms. Wilson examined the individual personality traits -- the need to achieve, the need for certainty (reciprocal of risk reduction), and generalized self-confidence and their affect on supplier choice. Of these three variables, an individual's need for certainty was the best predictor of decision making style. "Low" need for certainty was most closely associated with a "normative" (rational) decision maker who is driven by economic considerations. A "high" need for certainty was associated with a "conservative" or risk-averse decision style. A "switcher" group, which exhibited both "normative" and "conservative" decision styles, was also identified. Wilson (1971a,b) explained that the normative decision maker might be more responsive to economic arguments than a conservative one, who might best be influenced by sales messages that "reduce the

problem elements of uncertainty...and negative outcome values." Wilson (1971a,b) suggests that marketing communications emphasize different sales messages depending on the buyer's decision style (need for certainty).

Levitt (1967), based on his simulated communication experiments, also recognized the vital role that the perception of personal risk plays in the industrial buying decision. In situations of high risk, Levitt found that the selling company's reputation, a salesman's presentation quality, and the overall source credibility and trustworthiness are important elements in reducing risk, which is more likely to lead to a favorable customer decision. Levitt (1967) states:

It seems clear that company reputation is a powerful factor in the industrial purchasing process...the greater the riskiness of the purchasing decision the customer is asked to make, the more likely it is that a good sales presentation will produce a customer decision in favor of the direction advocated by the source.

Along with these findings, he also found that the extent of this "source effect" varies by the purchasing "competence" of the individual buyer. Levitt (1967) concludes the more technically sophisticated personnel (less experienced buyers) might be more influenced by a company's reputation than purchasing agents (profes-

sional buyers) might be. He adds that the positive effect of a good sales presentation among these two types of purchasing backgrounds is contingent upon the amount of risk. In high risk situations, purchasing agents rely more on the sales presentation than technical people who then prefer to rely on their technical judgment.

Cardozo and Cagley (1971) extended the concept of risk in their buying game experiments to conclude that the type and amount of risk associated with a decision influenced the industrial buyer's behavior in terms of the number and types of firms, bids considered and individual purchasing strategies. Supplier characteristics such as visibility (supplier is well known or unfamiliar) and relationship (supplier had or had not previously supplied buying firm) were also manipulated within this buying experiment, as well as the amount and type of risk. Their findings support the earlier work of Shoaf (1959) and Levitt (1967) in that a well-known name and being an "in" supplier were once again found to be important mediating risk reduction factors in the industrial buying decision. For those less-known suppliers, more information is needed for the prospective buyer to be assured. In this same experi-

ment, Cardozo and Cagley also explored the relationships between choice behavior and demographic and occupational characteristics of the individual buyer. Their findings suggest that work experience, size of the firm and education of the buyer are all related to purchasing (risk handling) strategy, and subsequently, to the type of bidders selected.

In their research with firms deciding to adopt or not to adopt new computer equipment, Peters and Venkatesan (1973) explored three categories of variables associated with the industrial buying process: individual behavior variables, demographic variables, and environmental variables. Among the individual behavioral variables tested, perceived risk and self-confidence were the only variables significantly associated with adopters. Within their experiment, they also explored the relationship of demographic variables in the adoption of a computer. Years of education, computer experience and numbers of previous jobs held by the decision maker were found to be significant variables in this purchase decision. In citing past experience as an influence in the buying decision, they conclude that, "the experience of involvement in a computer decision may have diminished the perceived

risk and thus enhanced the possibility of adoption."

In one of the more recent studies in this area, Puto, Patton and King (1985) examined the possible mediating factors of loyalty, characteristics of the buying situation and the buyer's "decision frame" on perceived risk in a re-buy decision. The concept of an individual's "decision frame" has been defined as the decision maker's conception of the acts, outcomes, and contingencies associated with a particular choice" (Tversky and Kahneman, 1981). The "decision frame" in the Puto, Patton and King study was operationalized by having respondents choose from a list of reference points ("decision frames"), describing "best" and "worst" scenarios. The "decision frames" were:

1. historical performance level
2. guaranteed performance level
3. problem was a simple choice between risk and certainty
4. worst case outcome
5. mathematical expected value
6. the buyer framed the problem differently than any of the above

Topol (1981) examined the concept of perceived risk in an industrial setting in the power industry. His research explored a variety of issues, and his examination of the form of the purchasing of automatic meter reading equipment by an individual's perception of risk confronted by the company versus the individual

is particularly relevant. In effect, he found that individuals do not separate risk encountered by the company from risk encountered by the individual.

The possible effects of the situation and loyalty were measured by varying the price, quality and service variables and the position of competing vendors as either new or current across the buying scenarios presented. The findings demonstrated the strong effect of loyalty in a repurchase decision.

#### Interactive Effects Between Buyer and Seller

While the preceding discussion primarily addressed the characteristics of the buyer that affect choice, another body of empirical and theoretical work has been devoted to the buyer-seller interaction process and its effect on choice behavior. The importance of emotions and personal relationships between the buyer and seller are emphasized and the actual buyer choice may depend on these variables. This interactive relationship builds opportunities for attraction and friendship which can be of vital importance, especially in the context of personal selling effectiveness.

Industrial behavior model theorists, such as Sheth (1973), Webster (1968), and Wind (1968), include these

very important "situational factors" in their buying structures since "not all industrial decisions are the outcome of a systematic decision-making process" (Sheth, 1973). Wind (1968) found that among the variables which impact the buying decision, attitudes of the industrial buyer toward the product, the salesperson and the salesperson's firm, are very important. Webster (1968) describes the interactive social process of selling when he says:

Sales interaction is interpersonal communication in which the prospect's expectations about how the salesman will and should behave have an important influence on the outcome of the sales calls.

In this view of the selling process, the salesman is seen as the "strategic link" (Barksdale, 1982) between the buyer and seller. This position is strategic in that he should form impressions of his prospects and their decision situation and then select the most effective way to influence the prospect's decision. In this role as adaptive seller, Webster (1968) emphasizes the salesman's need for empathy to sense successfully the prospect's need and expectations.

Much of the research in this area is linked to the practical objective of assisting the salesperson to sell more effectively. One of the first to study this interactive orientation toward selling was Evans



(1963). In his study of life insurance salesmen, Evans identified the importance of the dyadic relationship between buyer and seller. He found that the perceived similarity of salesmen and prospect had a direct impact on a positive selling outcome. The salesman-buyer relationships were more similar in successful sales attempts than in unsuccessful ones. Perceived similarity in areas such as age, height, income, political opinions, religious beliefs and smoking, as well as personality factors and attitudes were all important dimensions. Evans maintained that similarity leads to attraction and attraction is an important element in persuasion.

Gadel (1964) demonstrated the truly interactive nature of the preference for similarity between buyer and seller. She found that among younger salesmen there was a greater tendency to self-select prospects who are most similar to themselves in terms of age, race and other characteristics.

In Brook's (1965) study of communicator-recipient similarity in a paint store, he found that customers were more apt to be persuaded by the salesman when they perceived the salesman to be similar to them. He also found that an "expert" salesman did not have more

success than salesmen who "matched" the expertise level of the customer.

In one of the first industrial buying experiments of this kind, Tosi (1966) examined the effects of "expectation levels" and "role consensus" in reducing conflict in the buyer-seller dyad. His research was conducted among pharmacists and pharmaceutical salesmen. Although agreement on role consensus was not found to be important in the relationships, when customer expectation levels were met, the salesman was perceived to be more attractive and less likely to have competition from other salesmen.

Alessandra (1976) tested the buyer-seller similarity hypothesis as a determinant of industrial sales success in the dyadic framework which Evans (1963) used. Alessandra concentrated on buyer-seller demographic variables such as height, weight, sex, life cycle, and hair color. He concluded that a buyer-seller demographic similarity does have some positive effect on sales success. This effect was strongest however, with those demographic variables which were observable (i.e., height, weight, sex and hair length).

Despite this apparent unanimity in support of a

dyadic buyer-seller relationship based on similarity as an effective selling approach, another series of similar experiments suggested the power of the "expert" influence in certain situations. Woodside and Davenport (1974) compared similarity versus expertise at two levels for the sale of a stereo tape cleaner. They concluded that the expert treatment produced more unit sales than the similarity one. It should be noted, however, that this study has been criticized as insufficiently operationalizing the concepts of "expert" and "similarity" (Predmore, 1986).

Busch and Wilson (1976) compared similarity and expert conditions in a life insurance presentation. They found that although high expert and high similarity conditions were positively associated with liking the presentation and salesman, the expert condition was found to be more significant in producing trust, attitude and behavior change in terms of completing the sale.

These conflicting results point to the need for a more complex framework in which to understand buyer-seller behavior. Other research (Webster, 1968) suggests that credibility and trustworthiness are also key influential elements in personal selling. Simons,

Berkowitz and Boyer (1970) suggest that the attraction and credibility influences might work as a trade-off. The salesman should look to attain the right balance between the two.

An example of the more complex dyadic relationship is seen in the industrial buying research of Hakansson and Ostberg (1975). They described the purchase transaction as a "social exchange" between buyers and sellers where the type of interaction was a function of the complexity of the product being bought.

The balance theory is also offered as an important perspective to understand better the role of the individual and the industrial buying process (Farley and Swinth, 1967; Barksdale, 1982). The basis of the balance theory is the tendency for individuals to attempt to maintain harmony in their attitude structures, since discrepant attitudes would be less stable and therefore more uncomfortable (Barksdale, 1982). Farley and Swinth (1967) demonstrated the implications of balance theory in the customer-salesman interaction. Individuals who elected to buy a product rather than accept its equivalent in cash rated the salesman and product higher than those who did not buy the product. The result of Capon's (1975) research in a telephone sell-

ing scenario also demonstrates the strong relationship between salesman and buyer, which is at the heart of the balance theory. He stated:

...there is a dynamic interaction between communicator and communications, and the perception of communicator cannot be separated from the communication.

Based on these interactive frameworks, many theories have been developed on the selection of influence strategies by salesmen to best reach their targets. Spiro and Perreault (1978) examined the salesman's selection of influence strategies. They considered five influence types in their personal selling typology: legitimate, expert, referent, ingratiation and impression management. They examined strategy mixes in personal selling depending on the characteristics of the selling situation. These characteristics included the consideration of aspects of the buyer as an individual, as well as environmental aspects.

Arch (1982) outlined five selling influence types and linked them to situational characteristics such as the existence of the personal relationship, levels of risk, resources of seller, and the relative power of individuals in the relationship. The five selling strategies included: similarity influence, expert influence, company reputation, ingratiation influence

and information influence.

Each selling influence was linked to the particular situational scenario it would best address. Within the context of otherwise inconclusive results, Arch did confirm the power of perceived risk to inhibit sales performance and the importance of a good personal relationship to improve performance.

Throughout this part of the discussion, social interaction, and the consideration of the individuals and the situations involved, form the basis of many frameworks. Characteristics of both buyer and seller have been examined within the context of an interactive sales process of all buyer characteristics, with the objective of developing strategies to reach these individuals. An important characteristic concerns the values that the individual brings to the buying situation. The next part of the discussion addresses buyers' value systems and their relationship to the individual's influence in the buying process.

#### Value Systems and Buyer Typologies

In recent years, there has been a growing interest in the individual factors behind the industrial buyer that go beyond demographic explanations. Aiming to

better understand the emotional side of the industrial buyer has resulted in experimentation into such areas as value systems and business style. Personality and consumer research tools such as psychographic questioning, VALS, and Rokeach scales have been used to shed light on the human being behind the industrial buyer.

In one of the earlier studies of this type, Hahn and Vana (1973) studied the relationship between the value systems of purchasing managers and their buying behavior. In presenting their work, they outline the important influence that value systems have in the purchase process. Value systems:

1. Influence interpersonal relationships of purchasing managers by influencing the way a purchasing manager looks at other individuals.
2. Influence a purchasing manager's perception of reality and problems he faces.
3. Set the limits for the determination of what is and what is not ethical behavior.
4. Influence the perception of individual and organizational goals as well as their achievement.
5. Influence the decision-making process and decisions and solutions to problems determined by purchasing managers.

In their study, Hahn and Vana (1973) administered the Rokeach Values Inventory to purchasing managers who

ranked the importance of these values in their lives.

They concluded that:

...purchasing managers, as a group, have a unique value system. They place great emphasis on "Family Security", "A Sense of Accomplishment", "Self Respect," "Happiness", and "Wisdom" as their end-state of existence. It also was found that purchasing managers place a high priority on the values "Honest", "Responsible", "Ambitious", "Capable", and "Broadminded" as their mode of conduct in achieving their end-state of existence (goals).

Hahn and Vana (1973) also found that purchasing agents with varied backgrounds (e.g., education, amount of experience and attitudes toward mathematical models) were shown to possess different value systems. Hahn and Vana suggest that it might be possible to predict a purchasing manager's attitude toward certain objects or situations by getting to know the value system of an individual purchasing manager. They also suggest that the concept of value systems is helpful not only in understanding the individual purchasing manager, but also for describing behavior of purchasing managers as a group.

In identifying and evaluating business advertising media, Gordon (1981, 1985, 1986) emphasized the importance of knowing the psychological needs, attitudes and beliefs of the business prospects. Gordon (1981) stated:



Especially as technology builds, there is a stronger need to express human qualities in advertising...there may be more emotionalism in industrialism in industrial buying than we care to realize.

He contends that knowing prospects' self-image or "business style" should guide advertisers in tailoring messages to appeal to their interests and selecting appropriate media.

Psychological or "value and lifestyle" research tools such as VALS, can be used to shed light on the human being behind the industrial purchaser. In his summary of lifestyle and its role in the planning for industrial advertising, Gordon (1986) reviewed some of the research he used to understand business and professional markets. He provided an example of how the results were "actionable" for specific companies selling to business customers:

SRI data revealed that the way the business audience in the U.S. sees itself reflects the ways Americans see themselves in general. Some are "outer-directed" (belongers, emulators, achievers) and others inner-directed (want to be their own person).

This suggests that people may make business buying decisions similar to the way most consumers make individual buying decisions. Gordon stated:

We buy products in our own self-image...How anyone approaches their job is due not so much to the characteristics of the job --- but rather to the characteristics of the person.

Maher (1983) reviewed the usefulness of VALS as a tool for business product marketers. He explains that VALS analysis of a customer base can help a company tailor a product or service to the customer and help a salesperson know "what to expect" so that his sales message can also be tailored for a particular prospect. VALS can also help select alternate media and public relations vehicles to appeal to the different "value types" within a more broadly defined target.

Another example of concentration on the individual business decision making is a business sales training service called "Social Style." It is based on a systematic buyer typology model developed by the Tracom Corporation in 1969 to aid salesmen to learn skills for observing and predicting customer behavior. In this way, salesmen can adapt their behavior to the preferences of their customers. In this model, degrees of assertiveness and responsiveness produce four buyer types: Analytical, Driving, Expressive, and Amiable. Merrill and Reid (1985) state that, "Each "social style" describes a general theme or habitual pattern of behavior that is apparent more often than not." The "Social Styles" are based strictly on outward behavior (what the salesman can see) and do not include values,

needs, or other internal factors which psychographic segmentation methods are best suited to identify.

In terms of advertising and sales implications of "Social Styles", Kriegel (1984) stated:

Knowing a person's style helps us predict his reactions to circumstances, and gives us insights about the things which concern him most. Speak to those concerns face-to-face or through advertising and you're improving your personal communications impact.

The "Social Style" system has also been able to segment and identify dominant social style types in a variety of different industries.

#### Summary

Throughout this literature review, the importance of individual characteristics of the industrial buyer were examined. Early researchers, such as Shoaf (1959), opened up the recognition of the human side of the industrial buyer and the value of building a rapport with the "man" through image-building strategies which bring the company and buyer closer on emotional, as well as rational levels.

Perceived risk research explores the personal reactions to the emotional and rational aspects of risk in a business buying decision. The research explores the dynamics of individual strategies for simplifying

the risk dilemma (i.e., loyalty, company reputation, seeking information) as well as personal background factors which help to shape an individual's reaction to different levels of personal risk.

The literature on personal selling focuses on the importance and effect of the interaction between individual buyer and seller on the outcome of the sale. The notion of an "empathetic" salesperson and "adaptive" seller demonstrates the concentration on the individual buyer and how to reach him on an interpersonal, often subjective level. The relationship and a similarity between buyer and seller on many levels and the internal working of such factors as attraction and credibility were proven to be important elements in understanding the industrial buying process.

Recently, more industrial buying research has focused on the psychological and social style profiles of the industrial buyer. This research also concentrates on discovering the less rational, less economically-driven influences on the industrial buyer and their effect on his decision. From this work, marketing implications based on attitude segmentation and buyer typologies have been developed to reach the desired target on deeper levels of needs, decisions,

values and "business styles".

Despite the apparent agreement throughout this literature on the importance of the individual buyer and the need for a marketing approach that relies on much more than the objective product features, industrial marketing researchers, theoreticians, and some marketers, themselves, recognized that there is still a significant lack of the human touch in industrial marketing, or the desire to try to uncover the more emotional, human aspect of the industrial buying decision. Misperceptions persist.

Penn and Mougel (1978) explain that because consumer marketing, and not industrial marketing, receives most emphasis, industrial marketing is "often overly pragmatic, misapplied, misunderstood." According to Penn and Mougel, myths such as "purchasing behavior is economically rational" and "technological advantage alone can sell a product" are still pervasive in the manufacturing and marketing of industrial goods. Maher (1983), in his article reviewing VALS, describes the slow adoption of this industrial marketing tool in business marketing.

Dichter (1980) suggests that marketers develop a "third ear" in listening to the industrial buyer. With

this "third ear" the marketer can uncover psychological factors behind purchasing decisions, such as resistance and fear, and also discover other emotional factors such as the "soul" of a product. Dichter explains:

Asking the buyer to express his resistance and fears... can teach the marketer and advertiser, as well as sales people, to recognize the hidden barriers and bridges in selling industrial products and services...The more often emotional factors are recognized, the better the communication between the involved parties will be.

This part of the literature review has addressed the empirical literature that explores the role of the individual in industrial buying behavior. Conceptualization of the individual's role in industrial buying has found its way in the specification of models of buying behavior. The next chapter addresses models that have specified a role for the individual in industrial buying.

### Chapter III

#### MODELS OF BUYING BEHAVIOR AND THE INDIVIDUAL

The previous chapter reviewed the literature on buying behavior and presented material by a variety of authors covering a range of individual characteristics that have been associated with buying behavior. Given that this body of literature does exist, it is reasonable to ask the question as to whether it has been reflected in formal models of industrial buying behavior.

Bonoma, Zaltman and Johnston (1977) suggested that if one immerses himself in the literature of industrial buying behavior, with the goal of identifying structure, he will not find it. Their words were "he will come out reeling". They provide an explanation for this:

First, an enormous amount of literature has been generated which does little to identify casual relationships or promote explanation of the industrial buying behavior process. Second, many people in the area subscribe to a somewhat debatable and questionable set of assumptions about the underpinnings of industrial buying behavior. Third, there is a dearth of theoretical and empirical evidence for selecting and grading in importance the type of variables that have been singled out for analysis.

The search for structure or models in the industrial marketing literature reflects a desire on the

part of the investigator to order observations in a way that will provide for explanation and prediction. Although models of industrial buying behavior might not be as well developed as in consumer marketing, our understanding of the role that the individual has in the buying process is enhanced through an examination of models of industrial buying behavior. This chapter will provide an overview of industrial buying models that address the role of the individual. Models that do not meaningfully elaborate upon the manner in which individuals affect the buying process (i.e., Webster, 1965) will not be included in this discussion. Immediately following a brief overview of each model, we will examine the role of the individual as specified in the model.

Rudner (1966) has indicated that there is a substantial lack of uniformity in the way scientists talk about models. Therefore, before proceeding directly to the discussion of the models we will review, it is worthwhile to pause and define our use of the term "model". A model is a representation of a system (in this case, the industrial buying process). According to Zaltman, Pinson and Angelmar (1973), the nature of the system or the model may be physical or symbolic,



conceptual or real. For the purposes of this discussion we will review models which purport to represent the industrial buying process. In some instances, the author or authors refer to work as a model. In other instances, they do not explicitly label their description of the buying process as a model. However, in these latter examples, if a system of concepts is presented and the relationships of the concepts are described in service of understanding industrial buying behavior, such work will be considered as part of this discussion on models.

Robinson, Faris and Wind

One of the first major efforts to model the industrial buying process was the work by Robinson, Faris and Wind (1967). Based on the data collected through a mail survey of 175 industrial marketing executives, they indicated what they considered the critical variables that influence the buying process. Their approach begins with the identification of a purchasing need and extends through what they consider to be the final task of buying -- the post-purchase evaluation.

Their view of the buying process includes eight sequential phases: need recognition, identification of

the characteristics of the product to be purchased, development of a description of the item, search for potential sources of supply, examination of sources, supplier selection, routine order established and, the final phase provides for the post-buy evaluation. They acknowledge that the importance of these phases varies with the complexity of the buying situation. They identify three basic classes of buying tasks: the new task, the straight rebuy and the modified rebuy.

In their characterization of industrial buying, they developed what they termed a Buygrid Analytic Framework, in which there exist 24 combinations of buyclasses and phases. Each combination implies different activity within the buying firms ranging from the degree of information required to make a buying decision to the level of management and numbers of people and organizations required to participate in the decision.

Their focus tends to be on the firm or the buying center within the firm and not on the individual. They do, however, provide observations that underscore the importance of the individual. They acknowledge that the buying center is a coalition of members with dif-

fering goals. They suggest that these goals are a series of independent aspiration-level constraints in the buying process. They also suggest that different personal goals might be due to different functional responsibilities of the individuals (i.e., production engineers versus research and development engineers). In their discussion of the human element, they state that salesmen who can develop empathy with buyers are likely to be more effective than those who do not understand the customer's point-of-view.

In their presentation of the determinants of buyer behavior, they refer to a number of influences. They specify various environmental and organizational variables that act as influencers on buyer behavior. In addition, they call attention to the buyer with the view that he is a black box composed of a psychological mechanism and behavioral factors.

Their discussion divides the buyer's motives into task and non-task motives. Thus, for example, liking for a salesman would be considered a non-task motive. Task motives would be driven by more rational-economic considerations. They also refer to risk reduction motives as providing some explanation for industrial buying. Risk is thought to be a function of both a

lack of information as well as uncertainty over the reactions of others. Continuing their discussion of the individual buyer's psychological mechanism, they refer to learning (previous experiences and habits) as relating to buying behavior. Also included in the model are the buyer's attitudes toward the awareness of various supply sources. They conclude the discussion of the individual by noting that many of the psychological characteristics cannot be directly measured and must be inferred from behavior evidences. They divide behavior into two types - the buyer's previous buying decisions and the buyer's information handling habits.

#### Webster and Wind

Influenced somewhat by the previous work, Webster and Wind (1972a) presented what they termed a "general model" of buying behavior. They call it general because it offers a comprehensive view of organizational buying but does not describe a specific buying situation. In their detailed presentation of the model (1972b), they strive to integrate the variety of task and non-task models. They describe and suggest that these models are not sufficiently broad to account for all the influences on the buying decision.

Their model specifies four major influences on the buying decision. They refer to these influences as factors. They include the environment, the organization, the buying center (interpersonal determinants) and, of relevance to our primary investigation, the individual. They note that each must be considered within the context of whether task or non-task behavior is under consideration. Thus, in terms of the individual factor, the desire to obtain the lowest price would be a task variable. Personal values, on the other hand, would be an example of the individual factor's manifestation of a non-task variable.

Similar to Robinson, Faris and Wind (1967), the Webster and Wind effort views the individual's processing of inputs to produce behavior as a black box. They indicate that if one could focus on the individual's preference structure and decision model, to the exclusion of cognition and motivation, it would allow for more easily operationalized variables. They admit to the belief that motivation and cognition are abstract constructs and are difficult to operationalize. They do not suggest that motivation and cognition should be ignored, however, and they indicate that useful insight might be gained from these more abstract constructs.

They therefore include them in their general model along with personality, learning and perceived roles. Similar to the work by Robinson, Faris and Wind, they do not provide specific linkages to the buying decision or the nature of the relationship to individual buying behavior.

### Sheth

Another model that attempts to reflect the conceptual thinking and empirical work in industrial marketing is the integrative model proposed by Sheth (1973). This model doesn't place as much emphasis on the buying tasks or buying as a process in the manner provided by the previously discussed models. It does, however, present more variables and provides more detail as to the nature of the relationships. Sheth refers to product-specific factors and company-specific factors as well as joint decision making issues within the firm and, by so doing provides for these potential sources of influences in a manner consistent with his predecessors. He goes beyond them, however, to the degree that he specifies individual influences by articulating several variables that are a function of the individual. In addition to perceived risk and

perception, addressed by Webster and Wind (1972a), Sheth introduces the concept of time pressures that although a function of the product, must also be considered a function of the individual's own time considerations. Sheth also directly addresses individual variables as expectations, specialized education and importantly, life style as influences in the supplier or brand choice process.

Another slight distinction between his model and the work of the others is the emphasis he gives to decision makers other than the purchasing agent. Although the other authors and investigators note that the buying center includes individuals other than the purchasing agent, their discussions tend to center on the purchasing department and its employees. Sheth states that contrary to popular belief, many industrial buying decisions are not solely in the hands of purchasing agents. As such, his model is broader in its coverage of the individual influences to the extent that it reflects all employees and not just an emphasis of purchasing department personnel.

#### Johnston and Bonoma

Johnston and Bonoma (1977) challenged what they

considered to be the traditional assumption of industrial buying behavior. They identify these assumptions as including:

- (1) Industrial buying behavior may be studied separately from selling behavior as actions taken by a separate individual or individuals in the firm.
- (2) The appropriate way in which to approach the understanding of industrial buying behavior is through stimulus (S) - response (R) models.
- (3) Choice processes, and intra-individual notions of decision "rationality" or "optimality", as well as information processes are the heart of the industrial purchase.
- (4) The phenomena studied in industrial buying area are significantly different in nature from those occurring in the consumer behavior area.

Their work led them to a reconceptualization of industrial buying behavior. In so doing, they suggest that there should be a shift away from what they con-



sider to be a problem with many previous models to the extent that such models have been non-interactive and primarily focused on the purchasing agent or the firm as separate units of analysis. They recommend that there should be a shift toward more of a transactional, interactive view of industrial buying behavior. They suggest a mutual interdependency paradigm which has as a unit of analysis the interactions between the purchasing agent and the internal and external relevant others.

Fundamental to their approach to industrial buying behavior is their belief that marketing is an exchange between two entities (i.e., purchasing agent and his/her firm). As an exchange between two entities, it extends beyond the micro-approach taken by models which look at buying behavior as simply a response to stimuli.

They elaborate on their model (Bonoma and Johnston, 1978) and describe it in terms of the social psychology of industrial buying and selling. They term their approach a dyadic one and consider their model to be an information exchange model of industrial marketing.

Types of dyadic relations could include:

- (1) Sales Representation/Purchasing Agent
- (2) Purchasing Agent/Customer Firm
- (3) Customer Firm/Selling Firm
- (4) Selling Firm/Sales Representative
- (5) Purchasing Agent/Selling Firm
- (6) Sales Representative/Customer Firm

Upon a cursory examination of this model, it might appear that the individual is important only to the extent that there is someone or something else with which to interact. Although the interaction is the focus of attention in this model, the individual buyer as a participant in the interaction is of major importance. The buyer exchanges his services to the company and provides loyalty. In return, he receives loyalty and some form of compensation. Although the compensation mentioned by the authors includes a salary, it should be noted that it does not have to be limited to financial consideration. Non-financial considerations would certainly be valued exchange items.

The exchange between the seller and the buyer is also of interest. The seller obtains credit for the sale and provides information and help to the buyer. Also important to the interaction, however, is their

exchange of friendship, trust and cooperation.

Choffray and Lilien

Choffray and Lilien (1978) characterized industrial marketing models as lacking sufficient operational applicability. Their concern has led them to develop a model that they term the industrial market response model. It has four submodels. The first is the awareness model which links the level of marketing support for a product to the awareness level of the product by individuals within the buying company. Next, they discuss the acceptance model. It addresses the process that organizations use to screen out various buying alternatives based on the organization's selection criteria. These criteria would include such attributes as price, reliability, etc.

Of specific interest to our discussion of the role of the individual and models of buying behavior, their third submodel is referred to as the individual evaluation model. Based on individual preferences and perceptions, it identifies the number and composition of the individuals' evaluation criteria. This model then produces input to the fourth submodel which they term the group discussion model. It relates group

choice to the preferences of the individuals comprising the group. Ultimately, they link their four models to predict market share for an industrial product. They do not, however, address in any detail how individual preferences are formed and the manner in which they combine in a group decision-making environment.

#### Anderson and Chambers

The previous models incorporate the role of the individual to varying degrees. None has, as a primary focus, the individual's contribution to the buying process. Anderson and Chambers' (1985) conceptualization of industrial buying departs from the earlier models with its central assertion that organizational buying behavior is best understood as work behavior. Their model incorporates all participants in the purchasing process. They include individuals in the role of buyers, deciders, influencers, gatekeepers and users. The model's basic proposition is that the buying behavior of individuals in organizations is determined by the manner in which their efforts are measured and rewarded.

The reward/measurement model consists of two submodels. The first submodel is concerned with the

motivation of the individual. It should be recalled that previous authors (Robinson, Faris and Wind, 1967; Webster and Wind, 1972a and 1972b) considered the motivational mechanisms of the individual to be a black box. Anderson and Chambers (1985) address it directly by noting that motivation, in addition to role perception, affects purchasing behavior which, together with the individual's abilities and traits, affects purchasing performance. Both purchasing behavior and purchasing performance affect intrinsic rewards, and through performance measurement indices, purchasing performance affects extrinsic rewards. They also elaborate on the degree that the rewards are deemed equitable and that the individual finds the job satisfying.

Their second submodel addresses group interaction and the manner in which individual work effort and advocacy positions are reconciled and aggregated. The major contribution of this model for the purposes of this discussion is that it recognizes the influence that rewards received as a result of one's work effort have on the buyer's behavior. Although influences from previous modeling efforts might lead one to come to similar conclusions, this model is very direct and explicit in its elaboration of the role of the individ-

ual.

### Summary

Through the discussion of the various industrial buying models, this review has included the manner in which each model has portrayed the role of the individual in the buying process. These important models do allow for the view that the individual does have an impact on the buying decision that is in addition to other variables. Although company and environmental variables have an influence over the supplier or brand selection process, it is apparent that the individual's role is significant in the ultimate choice.

Although the models differ in the manner and degree in which they account for the individual's influence, none directly identifies an overall motivational influence on the individual. The early models tend to view the individual buyer's motivation as a black box and choose to focus attention on the inputs or outputs of this black box.

The Anderson and Chambers (1985) model most directly attacks the individual's motivation through their assessment that it is primarily related to the influences on work behavior. Their consideration of

organizational buying behavior as, in effect, work behavior, begs the question as to what influences work behavior. In effect, based on this logic, it would be reasonable to conclude that what affects work behavior would also affect buying behavior.

Developing this line of reasoning further leads one to conclude that the relevant rewards that motivate work behavior, once fully understood, can then be related to buying behavior. It is not the purpose of this discussion to present a review of organizational reward systems. If we allow that work behavior is a serious influence on the buying behavior, it is a legitimate purpose to understand the manner in which the type of rewards that motivate buying behavior will vary depending upon the needs of the individual buyer. To develop this understanding, we will turn our attention next to the area that is generally referred to as "career anchor" or "career orientation" theory. Here, we will see that meaningful rewards are often other than pure financial rewards depending upon the individual's career orientation.

## Chapter IV

## CAREER ORIENTATION AND WORK BEHAVIOR

The previous discussion established the important role of the individual in the industrial buying process. In addition, it was observed that the influences on the individual's work related behavior can have an impact on the individual's buying behavior. Chief among the significant influences on the individual is his or her career orientation. This section will first provide background and then review career orientation typologies of three of the most important contributions to career orientation theory - John Holland, Edgar Schein and C. Brooklyn Derr.

In terms of background, central to the theory of career orientation is the concept that different people work for different reasons and are, therefore, motivated differently. This concept is not new. Holland (1958, 1959, 1966), in his own discussion of the subject of vocational choice referred to several previous research efforts that made contributions to this line of thinking. Specifically, Darley (1938) found that many different occupations attracted different personality types and, in addition, men with different interests. The literature addressing vocational choice and



capabilities has been developing for the past fifty years based upon this central idea.

This concept of personality types has been finding its way into the more popular management literature in the 1980's. Schmidt and Posner (1982, 1983) conducted a large scale study of managers and their value systems. They conclude that managers possess a variety of different value systems that influence their expectations about their career. Although a minority of managers still cherish the drive to get to the top of the corporate ladder, many managers were found to be more concerned with matters that focused on creativity or security.

Yankelovich and Immerwahr (1983) extend the importance of creativity even further. They reviewed a variety of relevant trends that relate to the relationship between workers and employers. They concluded that workers desire the opportunity to express themselves to the point where the unwritten contract between employers and workers will have to undergo change. Rewards based on financial incentives and getting to the top will not be as relevant as rewards that facilitate the desire for employees to express their creative interests.

The corroboration that a variety of workers seek different benefits from the work experience may be found in the ongoing General Social Surveys conducted by The National Opinion Research Center (1972, 1982). These studies find that workers are distributed across a variety of "most desired" job characteristics. Job security, high income, good opportunities for advancement, respect and recognition, a lot of leisure time, and interesting job and a job that allows one to work independently are among the characteristics deemed most important. Clearly, there is no one most important benefit to work according to these studies.

This part of the discussion has established the emerging consensus that people have different orientations to work. We will next examine the most relevant and widely discussed career orientation typologies.

#### John Holland and Personality Types in Vocational Voice

Holland (1958) began his work in developing a personality inventory for occupational titles. The central premise of his work is that the choice of an occupation is an act that expresses an individual's motivation and personality. Holland might not view his work as part of career orientation theory. His work

was intended to build on the literature of vocational testing. His linking various occupations with a typology of personalities, however, would later be referred to by the current career orientation theorists (Derr, 1986) as one of the most important early contributions to career orientation theory.

Holland continued development of his theory of vocational choice and psychological classification of a wide variety of vocations (Holland, 1959, 1966). His personality typology eventually matured to the point where he could classify most workers into six personality types (Holland, 1973, 1985). Each personality type reflects experience and disposition that Holland (1985) indicates lead to a wide range of behavior. He labels these types with the terms realistic, investigative, artistic, social, enterprising and conventional.

The realistic person, according to Holland (1985), prefers activities that involve the ordered or systematic manipulation of objects, tools, machines and animals. The realistic person is averse to educational or therapeutic activities. Realistic skills are used to solve problems at work. Things that are concrete and tangible are valued over the intangible. Self perception centers on mechanical things and not human

relations. Among the many adjectives that could be used to describe the realistic person, one could include a social, conforming, practical, genuine, inflexible, uninvolved and thrifty.

The investigative person prefers activities that involve observation and systematic and creative exploration of physical and cultural phenomena. His objective is to understand and control such phenomena. Scientific and mathematical skills are most likely to be developed. This person is likely to perceive himself as scholarly and intellectual but not a leader. Adjectives such as analytical, cautious, complex, independent, rational and reserved describe such people.

The artistic type prefers ambiguous, free and unsystematized activities in service of manipulation of physical and verbal materials to create art forms or products. This individual avoids explicit and ordered activities. Such people are drawn to art, music, drama and writing and tend not to be gifted in clerical or business skills. They perceive themselves as intuitive and original. Adjectives that describe the artistic type include complicated, idealistic, impractical, sensitive and open.

The social type has a desire to interact with

others for the purpose of informing, training, curing and enlightening. This person avoids activities involving machines, tools or materials. Skills develop in the area of human relations. The social type perceives himself as liking to help others and lacking mechanical ability. Descriptive adjectives include cooperative, friendly, generous, persuasive, sociable and warm.

The enterprising type manipulates others to attain organizational or economic goals while being averse to symbolic or systematic activities. Leadership skills and persuasive competencies develop in this person. This person perceives himself as aggressive and popular. Descriptive adjectives for this type include acquisitive, ambitious, domineering, energetic, extroverted and optimistic.

The sixth type in the Holland (1985) typology is the conventional type. This person is attracted to activities that involve explicit and systematic manipulation of data and materials according to prescribed plans. Clinical and computational skills develop at the expense of artistic competencies. This person perceives himself as conforming and orderly. The conventional person is likely to be careful, defensive,

methodical, persistent and prudish.

The six types hypothesized by Holland (1985) were used to assess people in terms of the specific job functions and organizational environments that they could expect to be comfortable with and in which they could perform effectively. His purpose has been career counseling with a focus on the individual's needs. In his discussion of the personality types, Holland (1985) indicates that an individual's resemblances to the personality types should predict much of his or her behavior. He also states that closely related patterns of personality will be attracted to one another. Clearly, personality type, according to Holland (1985), has a major influence on the individual at work. We next turn our attention to Schein (1978) and his work which is rooted in organizational development.

#### Edgar Schein and Career Anchors

Schein (1978) developed his approach to different career types by noting the importance to organizations in matching the individual and organizational needs. His direction has its origins in organizational development and the objective of making organizations more effective. Importantly, he refers to Barnard (1938)

that although the organization pays people for certain activities, it is the whole person who comes to work and it is the whole person's needs that the firm must address.

In his study of adult development, Schein (1978) notes that work, family and self concerns interact. This interaction between personal factors and the work environment result in what he refers to as career anchors. He states that career anchors have three components which include self-perceived talents and abilities, self-perceived motives and needs, and self-perceived attitudes and values. Of particular relevance to the present discussion, he states that career anchor functions as a way of organizing experience in a person's work life. An individual's career anchor identifies patterns of ambition and criteria for success that the individual will use to measure himself.

His work in developing the concept of career anchor began with his longitudinal study of Sloan School alumni (Schein, 1968, 1975). He interviewed 44 male graduates in 1973, after they had been out of school for about 12 years. He observed patterns in the data that stimulated his thoughts as to potential career anchors (Schein, 1978).

Schein (1982) further developed the concept of career anchor by summarizing studies on career anchor and providing a profile of each of what he noted as eight primary career anchor types. He labels these types as security, autonomy, technical/functional, managerial, entrepreneurial, service/cause, challenge and life-style.

The first type that he describes is referred to as the security type. These are people who feel a strong need to approach their careers in a way that will result in their feeling safe and secure. Schein (1982) identified two sub-groups of this basic type. The first finds security in an organization. The second finds security in a particular community. They both prefer stable and predictable work environments and compensation arrangements. This person wants to be recognized for loyalty and the contribution loyalty makes to the organization.

The autonomy career anchor individual does not want to be tied to other people's rules and norms. For them, organizational life can be restrictive. They tend to go into teaching or consulting or, if in a large organization, they tend to reside in research and development for field sales or market research. This



person prefers merit pay for performance over guaranteed employment and desires promotion based on recognition. Importantly, this person seeks "portable" forms of recognition that go with him when he leaves the firm.

The technical/functional career anchor type finds attraction in being an expert in a field and commits to a life of specialization. Most careers start this way but only this type of person ends up with this as a goal. Self-esteem is based on exercising talent and this person want rewards based upon skill level achieved.

Managerial competence is also suggested as a separate career anchor. These people want general management responsibilities and avoid specialization. These people start out wanting to climb the corporate ladder and pride themselves on their ability to identify, analyze and solve problems in addition to motivating others. They are stimulated by interpersonal issues and have a large capacity to bear high levels of responsibility. The recognition that they most seek is higher responsibility.

Entrepreneurial creativity is also considered a career anchor type. This is a person who likes to

shape a business or project in his or her own image and build something. These people have a creative urge and many pursue their dreams relentlessly and get bored if the opportunity to create is not present in their work. Their form of recognition comes with building a sizable enterprise and obtaining high personal visibility and public recognition for their creations.

Schein (1982) describes three other career anchor categories in less detail and notes they represent a small but growing pool. They are people who are driven by service to a cause of one kind or another, people driven by challenge just for the sake of challenge, and people who are involved in an integration of life-style with their career.

Schein (1982) presents a typology that is heavily influenced by work that originated at the Sloan School, a school of business and science. We will next review work by Derr (1986) which one might find to be broader in its approach.

### C. Brooklyn Derr and Career Orientation

Derr (1987) addresses the diversity of management styles in business by noting that managers have traditionally been concerned with the values of money and

position. He indicates that there are new careerists whose values reflect wants that extend beyond these traditional rewards for work. Based on his work with a variety of job functions to include naval officers, entrepreneurs, and high school principals (Derr 1982a, 1982b, 1983) and his review of others' efforts, Derr (1986) conceptualizes five different career orientations. Each of these career orientations is based on what managers define as career success. He terms the five career orientations getting ahead, getting secure, getting free, getting high and getting balanced.

The orientation that is perhaps most consistent with the traditional view of managers is the career orientation referred to as getting ahead. The people who are oriented in this way are looking to climb the corporate ladder. Their rise within the organization is their definition of career success. They want responsibility and authority. They seek power and money. They are usually people who possess or develop good generalist skills to include getting along with and motivating others around them.

Getting secure careerists are people most comfortable with orderly progressions in their career.

They value the security systems of compensation and recognition. These are people who are skilled at understanding their corporate culture and emphasize it to the point of risking the loss of their own identity. They tend to express their security needs in the form of wanting to provide for their family and serve others. They seek pleasant work conditions and long-term identity with a company or group. Very importantly they seek to maintain their sense of order and avoid ambiguous assignments.

Getting free careerists are people who seek freedom at work. They seek freedom from being constrained by rules, regulations, performance reviews and overly-close supervision. They are creative people that welcome hard work if it buys them the ability to do the work their own way.

Getting high careerists enjoy their assignments to the point where they literally want to be completely immersed in their work. They tend to raise global and philosophical issues about their work and dissect it from a variety of vantage points. They do not like working through other people and dislike administrative responsibilities that detract from what they perceive to be their main task -- the core of their work assign

ment. At times, they work slowly, spending enormous amounts of time on details and missing the big picture. They provide what Derr (1987) calls "aggressive creativity" that can be critical to a firm's business activity.

Getting balanced careerists are people who give roughly equal attention and energy to their careers, relationships and their self-development. Although they will work very hard through emergencies, they do not dedicate their lives to work. They will pull back from complete immersion and get by because they are competent enough to do so. They are particularly rewarded by flexible working arrangements that allow them to accommodate all aspects of their life.

Derr (1986) developed the Career Success Map questionnaire to measure each of the career orientations among management employees. He has already administered it to employees in over fifty companies (Folkman, 1988), which reflects an on-going research effort to improve the validity and reliability of this measure of career orientation.

### Summary

We have observed the manner in which each of the

major career theorists developed his respective typology of the way people approach work. Figure 1 displays a summary of the three typologies. The typologies differ in a few very important ways. In terms of parsimony, Derr's typology is the easiest to work with because it describes workers by using the fewest number of career types. In terms of conceptual origin, Schein and Derr take a broader view of the context of work in the form of organizational development and career management. Holland has as his primary focus the more narrow vocational choice decision. The status of the development of the typologies is also an important consideration among these three approaches. Although developments continue to be made, Derr and Holland suggest that their typologies are basically complete. Schein, however, notes that his Service/Cause, Challenge and Life-Style types are growing and that there is, therefore, a need for more descriptive information about them. These differences suggest that the Derr typology might be the most appropriate to work with in applied research. In the discussion that will follow, we will return to this suggestion.

FIGURE I  
CAREER TYPOLOGY SUMMARY

	HOLLAND	SCHEIN	DERR
Typology	Realistic	Security-Organization	Getting Ahead
	Investigative	Security-Community	Getting Secure
	Artistic	Autonomy	Getting Free
	Social	Technical/Functional	Getting High
	Enterprising	Managerial	Getting Balanced
	Conventional	Entrepreneurial	
		Service	
		Challenge	
		Life-Style Integration	
Conceptual Origin of Typology	Vocational Choice	Organizational Development	Career Management
Status of Typology Development	Developed	Not Completely Developed	Developed

In concluding this chapter, while each might emphasize different characteristics of the individual in terms of descriptions of career types, they do share an overall assessment as to the importance of career type in shaping and influencing behavior. They each suggest that perception and attitude of the individual in terms of the role of work in their life have a major influence on their work behavior. Within the context of industrial buying, it is reasonable to expect that buying behavior will also be affected. The next chapter addresses the implications of this relationship in terms of suggested hypotheses and a research methodology.



## Chapter V

### RESEARCH METHODOLOGY

This chapter will describe the research hypotheses and the research design used to study the effects of marketing stimuli that are constructed to appeal to the particular career orientation of prospective business buyers. This discussion will also address (a) the research variables and measures used; (b) development and description of marketing stimuli used in an experimental design; (c) manipulation check conducted prior to the experiment; (d) the data collection procedure and related questionnaires, and (e) the subjects that were used in the research.

#### Research Hypotheses

The previous chapters explored the industrial marketing empirical literature and relevant marketing models that address the role of the individual buyer in industrial purchases. This review described how the buyer's importance in the buying process has been viewed by several theoreticians, providing further support for considering the individual's needs in the marketing process. The career management or career orientation literature has also been summarized with

the suggestion that satisfying the career needs of the individual is a possible way to improve marketing effectiveness.

Based on the development and summary of this literature, it is reasonable to expect that industrial marketing, to be more effective, should be consistent with the career orientation of the target audience. Much of the empirical literature and significant industrial buying models suggest that the individual within the buying company has an influence on the purchase decisions of the company. The literature also indicates that individuals are influenced by their career orientation. One should therefore expect that marketing stimuli designed to appeal to individual career orientations of the target audience will be more effective than marketing stimuli that are not designed to appeal to individual career orientations of the target audience.

A number of marketing stimuli could be designed and modified to appeal to the career orientation of the target audience. The product, the advertising and even the sales person could be modified to be consistent with the target audience career orientation. Advertising is perhaps most adaptable to being modified to be

consistent with a specific career orientation, and therefore, advertising will be the form of marketing stimuli that will be the basis of the hypotheses under consideration.

In terms of assessing the efficacy of marketing stimuli designed to appeal to the career orientation of the target audience, there are two key constructs that are important in the assessment of the efficacy of advertising stimuli. The first important construct is attitude towards the ad. Attitude towards the ad has been a source of many research efforts in order to determine its effect as a mediator of brand choice (Bartos, 1980; Percy and Rossiter, 1980; Gresham and Shimp, 1985). Attitude towards the ad is defined as liking the ad. Shimp (1984) suggests that it reflects "a favorable attitude toward the advertisement in order to leave consumers with a positive feeling." He demonstrated with empirical evidence that attitude towards the ad mediates brand choice.

Based on this discussion, the first hypothesis to be tested is as follows:

- H1: The higher an individual's score on a specific career orientation type, the more favorable will be that individual's attitude toward advertising designed to appeal to the particular career orientation type.

A second construct that is considered to reflect efficacy of marketing stimuli is purchase interest. When acceptance of marketing concepts is researched, it is standard procedure to ask subjects their likelihood of purchasing the concepts (or products) under investigation (Market Facts, 1984). Purchase interest data has been found to be unreliable at the individual level (Lehman, 1985). Consumers who indicate that they will buy a product don't always buy it and consumers who indicate they won't buy a product sometimes do buy it. Such data, however, has been found to be a useful indicator of buying behavior when aggregated. Juster (1966) identified purchase interest data as reflective of consumer attitudes toward a category or brand and subsequent purchase behavior. McNeil (1974) extended this work with purchase interest data on behalf of the federal government's interest in predicting changes in consumer behavior.

Based on the value of purchase interest as a construct to assess the efficacy of marketing stimuli, the second hypothesis to be tested is as follows:

H2: The higher an individual's score on a specific career orientation type, the higher the individual's purchase interest in the advertised product when the product is advertised in terms of the particular career orientation type.

### Research Design

The primary research objective is to determine if marketing stimuli are more effective if designed to appeal to the particular career orientation of prospective business buyers. When considering the research design that would accomplish this objective, it is necessary to select a research design that provides for the ability of the observer to determine the career orientation of buyers. In this way, career orientations can be linked to responses to marketing stimuli. An experiment would appear to be most appropriate. This is due to the elimination of natural field settings and related observation methods because there does not exist a group of buyers whose career orientations are known a priori, as would be required in the conduct of a natural field investigation. In effect, part of the research plan would have to incorporate an identification of the career orientation of the subjects under study, a task more consistent with an experiment.

Among the various marketing stimuli that could be considered for study, the most appropriate stimuli are advertising messages. Advertising messages are more easily altered for experimental purposes than product

offerings. In addition, the crafting and manipulation of advertising messages to determine if certain types of consumers act differently has been a legitimate subject of previous investigations employing an experimental design (Kassarjian, 1965; Ackoff and Emshoff, 1975; Sandler, 1987).

### Research Variables and Measures

This section will focus attention upon the research variables and the manner in which these variables are to be operationalized in the form of specific measures. Career orientation will be addressed as the independent variable or construct. Purchase interest and attitude towards the ad will be addressed as dependent variables.

The framework suggested by Derr (1986) was the basis for the assessment of the marketing applicability of career orientation theory and, therefore, the career orientation variables. Derr (1986) is preferred over alternate career orientation typologies because his typology has a desirable combination of advantages. First, it has a well developed literature. In addition, in the interest of parsimony, the Derr typology has a small number of career types. The set of mea-

asures for identifying career type has been taken from the Career Success Map developed by Derr (1986). The Career Success Map (see Appendix A) is an easily administered questionnaire for identifying career type. In addition, it has been evaluated in terms of reliability and validity and has been administered by Derr and his colleagues in over 50 companies (Derr, 1988).

The Career Success Map consists of 30 items. Each item requires the subject to select one of two statements which the subject believes is more descriptive of his or her career orientation. The subject receives a score for each career orientation type. The scores are based on the number of times that the subject chooses statements that are constructed to be reflective of the particular career orientation types. The maximum score that a subject can receive for any career orientation type is 12, which is the number of times each of the five career orientation types is represented with a statement in the Career Success Map.

Purchase interest will serve as a response variable to represent consumer response to marketing stimuli. Purchase interest can be operationalized in several ways (Axelrod, 1982). In his study of 10 measures of purchase interest, Axelrod (1982) found that the

measure of purchase interest that exhibited the highest combination of sensitivity, stability and predictive power was the constant sum scale. In his discussion of the constant sum scale, Axelrod (1982) states:

The constant sum scale produces a continuum of purchase probabilities along which consumers are distributed. This continuum provides a base for analytic work that... in addition to identifying individuals with a high purchase probability, also pinpoints individuals with intermediate purchase probabilities, rather than lump them with the low probability group.

The constant sum scale was used in this study to represent purchase interest. Subjects were asked to express their level of interest in each of five brands for either an overnight delivery service or facsimile machine. They were asked to distribute 100 points among each of the five brands in order to illustrate how much they preferred each brand. The question was worded as follows:

Please express your level of interest in the five overnight delivery services by distributing 100 points among them, to illustrate how much you prefer each of them. Assign more points to the one(s) you prefer and fewer points to the other one(s). (If you strongly prefer one service over all the others, you may give that one all 100 points, and give the others all zeros. Similarly, if there are two or three you prefer you may distribute the 100 points over those and give zeros to the other ones.)



Please be sure that the total points for the five overnight delivery services add to 100.

	<u>Points</u>
Ads: <u>  H7  </u>	_____
<u>  J6  </u>	_____
<u>  N5  </u>	_____
<u>  P4  </u>	_____
<u>  G8  </u>	_____
Total	100

In addition to the constant sum scale, and to assure that there are multiple measures of purchase interest, a seven point agreement scale was also used to measure purchase interest. The subjects were asked how much in favor they are of using each of the five brands of product. The question was worded as follows:

We realize that you would not normally place an order for a delivery service based on the information in one advertisement. However, we are interested in knowing (based on the ads) which one(s) you would want to find out more information about for possible future use. This use could be either by you or your company.

Please circle one number for each of the delivery services to reflect how much you prefer each of them.

	<u>Ads</u>				
	<u>H7</u>	<u>J6</u>	<u>N5</u>	<u>P4</u>	<u>G8</u>
Extremely in favor of using	-1	-1	-1	-1	-1
Quite in favor of using...	-2	-2	-2	-2	-2
Slightly in favor of using	-3	-3	-3	-3	-3
Neither in favor nor against using.....	-4	-4	-4	-4	-4
Slightly against using....	-5	-5	-5	-5	-5
Quite against using.....	-6	-6	-6	-6	-6
Extremely against using...	-7	-7	-7	-7	-7

To measure attitude towards the ad, an adaptation from the Viewer Response Profile (VRP) has been used because it has demonstrated high levels of reliability and validity (Schlinger, 1979). Schlinger (1979) described the Viewer Response Profile in great detail and its use in copy research. She stated:

The strengths of the VRP grows out of its extensive, carefully researched, step-by-step development. This development spanned over five years and utilized over 5,000 individual interviews to discover stable factional dimensions of response...that discriminate between different executions for the same brands.

To assure multiple measures of attitude towards the ad, two measures were used with a seven point agreement scale. The respondents were asked how much they liked the ad itself and they were asked how much the ad irritated them. The questions were worded as follows:

Please circle one number, for each of the five companies' ads, to indicate how strongly you agree or disagree with the statement below.

<u>Statements</u>	<u>Ads</u>					
	<u>H7</u>	<u>J6</u>	<u>N5</u>	<u>P4</u>	<u>G8</u>	
The ad irritated me-it was annoying	Extremely agree.....	-1	-1	-1	-1	-1
	Agree.....	-2	-2	-2	-2	-2
	Slightly agree.....	-3	-3	-3	-3	-3
	Neither agree nor disagree.....	-4	-4	-4	-4	-4
	Slightly disagree.....	-5	-5	-5	-5	-5
	Disagree.....	-6	-6	-6	-6	-6
I liked the the ad it-self	Extremely disagree.....	-7	-7	-7	-7	-7
	Extremely agree.....	-1	-1	-1	-1	-1
	Agree.....	-2	-2	-2	-2	-2
	Slightly agree.....	-3	-3	-3	-3	-3
	Neither agree nor disagree.....	-4	-4	-4	-4	-4
	Slightly disagree.....	-5	-5	-5	-5	-5
Disagree.....	-6	-6	-6	-6	-6	
Extremely disagree.....	-7	-7	-7	-7	-7	

Each of the measures and associated questions described were pre-tested among 10 management level employees to assure ease of understanding. The questionnaire can be found in Appendix B.

### Marketing Stimuli

Using the framework established by Derr (1986), print advertisements for two product categories were constructed to appeal to the five different career

orientations. The reason for addressing more than one product category is to be in a position to generalize the study results beyond characteristics that might be specific to a single category. The two product categories selected for the current research, overnight delivery services and facsimile machines were selected for a number of reasons. First, they have grown substantially in the past five years and have penetrated a variety of businesses of all sizes, industries and geographic locations. They represent products that end-users in the buying center might purchase directly or about which they can be expected to have a substantial influence on the purchase process. They also offer an interesting contrast. Overnight delivery services reflect a low unit priced business service. In contrast, facsimile machines represent a moderate priced, durable piece of office equipment.

Print advertisements were the recommended form for two reasons. First, the overwhelming majority of business advertising is in the form of print executions. In addition, print advertising is more easily edited and designed for testing purposes.

A professional copy writer and a professional art director were given the task to develop the print

advertisements. These individuals were first briefed about the purposes of the study and Derr's career orientation typology. They familiarized themselves with the items in the Career Success Map battery of 30 items, in order that they could develop print advertisements that would appeal to each of the five career orientation types. They prepared five ads for each career orientation type for each of the two product categories (see Appendix C). The ads were given a combination letter and number designation to represent company names and thus avoid the influence of labeling the concept ads for known, branded product. These letter and number designations were selected to be neutral in effect. The presentation of the concept ads were rotated in the presentation to the subjects and in the questionnaire to assure a systematic distribution of any presentation order bias that might be present (see Appendix D).

#### Manipulation Check

It was important to the validity of the research that the 10 advertisements clearly address the needs of the five career orientation types. To assure that each of the career orientation types were reflected in the

advertisements, a manipulation check was conducted. Ten management level employees were given written descriptions of each of the five career orientation types. They were then shown the print advertisements and asked to match the written descriptions with each of the print advertisements. All 10 employees correctly matched the advertisements to the corresponding career orientation type, confirming that each of the advertisements reflected the needs of the appropriate career orientation type.

#### Data Collection Procedure

The subjects were first mailed the Career Success Map to identify their respective career type. It generates a score for each subject on each of the five career orientations. For example, everyone would have a score for security, with the expectation that some of the subjects would score higher than others on this career orientation type. When the subjects completed the career orientation questionnaire, they mailed it back to the researcher.

Next, they were mailed five concept ads and a self-administered questionnaire that solicited their opinions about the five concept ads. Each subject was

mailed the five concept ads for one product. Each of the five concept ads corresponded to one of the five career orientation types. The subjects mailed this second questionnaire back to the researcher and were subsequently mailed a nominal gift for their participation in the study.

#### Subjects Recruitment and Profile

Approximately 400 people were selected from lists of full-time management employees who have previously participated in commercial industrial marketing research. Of these 400 people, 300 subjects (150 for each product) agreed to participate in this research (see Appendix E). Of these 300 subjects, 160 completed both of the self-administered questionnaires. This is clearly a study in which undergraduate students would not be appropriate as subjects because they typically have not yet developed a career orientation. Derr (1986) indicated that most people do not develop a career orientation until they are 30 years of age. Therefore, it was necessary to limit the sample to men and women over 30 years of age. The subjects that participated were chosen from a variety of industries, sizes of companies, functional disciplines and levels of management.

In this way, the study results could be generalized to a broader business community. Tables 1 through 7 provides a profile of the subjects who participated in the research.

### Summary

This chapter provided a description of two hypotheses that relate the influence of the career orientation effect on business buyers based on their response to marketing stimuli designed to appeal to their career orientation. A positive relationship was hypothesized to exist between the effect on attitude towards the ad and purchase interest and marketing stimuli designed to appeal to the career orientation of business buyers.

An experiment was described consisting of a two by five by five factorial design in which buyers are exposed to five concept ads that appeal to each of five career orientation types for two types of products. Data collection procedures were provided to be administered among subjects employed full-time in a management capacity. Variables and measures of attitude towards the ad, purchase interest and career orientation were also described. The next chapter reports the results of the research.



TABLE 1  
PROFILE OF SUBJECTS: GENDER

	<u>Total (%)</u>	<u>Overnight Delivery (%)</u>	<u>Facsimile Machine (%)</u>
Male	58.1	61.5	54.9
Female	39.4	35.9	42.7
Unknown	2.5	2.6	2.4

TABLE 2  
PROFILE OF SUBJECTS: EDUCATION

Facsimile		Overnight	
	<u>Total(%)</u>	<u>Delivery(%)</u>	<u>Machine(%)</u>
Some High School or less	1.9	2.6	1.2
High School Graduate	9.4	9.0	9.8
Some College	29.4	30.8	28.0
College Graduate	31.9	32.1	31.7
Post Graduate	26.9	24.4	29.3

TABLE 3  
PROFILE OF SUBJECTS: AGE

	<u>Total(%)</u>	<u>Overnight Delivery(%)</u>	<u>Facsimile Machine(%)</u>
30-34	16.9	16.7	17.1
35-39	20.0	17.9	22.0
40-44	18.1	16.7	19.5
45-49	14.4	12.8	15.9
50-54	15.6	14.1	17.1
55-59	6.3	10.3	2.4
60-64	4.4	3.8	4.9
65 and older	3.1	5.1	1.2

TABLE 4  
PROFILE OF SUBJECTS: INDUSTRY

	<u>Total(%)</u>	<u>Overnight Delivery(%)</u>	<u>Facsimile Machine(%)</u>
Manufacturing	20.6	20.5	20.7
Retailing	11.9	10.3	13.4
Financial Services	15.6	17.9	13.4
Publishing	15.6	16.7	14.6
General (G)	2.5	2.6	2.4
Other (O)	33.1	32.1	34.1
No Response	0.6	--	1.2

TABLE 5PROFILE OF SUBJECTS: WORK LOCATION

	<u>Total(%)</u>	<u>Overnight Delivery(%)</u>	<u>Facsimile Machine(%)</u>
Main Headquarters	75.0	76.9	73.2
Branch Site	21.9	20.5	23.2

TABLE 6  
PROFILE OF SUBJECTS: JOB LEVEL

	<u>Total(%)</u>	<u>Overnight Delivery(%)</u>	<u>Facsimile Machine(%)</u>
Low Level Employee	20.0	16.7	23.2
Middle Level Employee	31.9	35.9	28.0
Senior Level	32.5	34.6	30.5
Unclassified	15.0	12.8	17.1
No Response	.6	--	1.2

TABLE 7PROFILE OF SUBJECTS: EXPERIENCE IN FIELD/JOB

	<u>Total(%)</u>	<u>Overnight Delivery(%)</u>	<u>Facsimile Machine(%)</u>
Up to 5 years	16.9	20.5	13.4
6-10 years	21.3	17.9	24.4
11-15 years	19.4	20.5	18.3
16-20 years	12.5	10.3	14.6
21-30 years	18.1	15.4	20.7
31 years or more	11.9	15.4	8.5

## Chapter VI

### RESULTS

The previous chapter provided a description of the research methodology used to study the effects of marketing stimuli that are constructed to appeal to the particular career orientation of prospective business buyers. This chapter reports the results for each of the two hypotheses that are under investigation. The results will first be reported for the hypothesis relating attitude towards the ad and career orientation. This will be followed by a reporting of the results relating purchase interest and career orientation.

#### Classification of Subjects

Before conducting a test of the hypotheses, each subject was classified into one of the five career orientation types.

It will be recalled that "Getting Ahead" individuals are people who most value success and moving up in the organization. "Getting Secure" individuals are people who seek stability in the work environment more than anything else. "Getting Free" people are individuals who most value working independently and without



close supervision. "Getting Balanced" individuals are people who place importance on their career, but who also places limits on the role of career in their lives, as they also seek to spend time outside of work involved with family, hobbies and non-work related pursuits. "Getting High" people are most interested in the nature of the work itself, and they put the most emphasis on the work assignment above all other considerations.

Each subject received a score on each career orientation type. Subjects were classified as belonging to a particular career orientation type based on the career orientation type for which the subject received his or her highest score. In effect, the highest score represents the subject's strongest career orientation. Table 8 reports the distribution of the classification of all 160 subjects for the overnight delivery service and the facsimile products.

#### HYPOTHESIS 1

The first hypothesis is:

H1: The higher an individual's score on a specific career orientation type, the more favorable will be that individual's attitude toward advertising designed to appeal to the individual's particular career orientation type.

TABLE 8  
CLASSIFICATION OF RESPONDENTS BY CAREER ORIENTATION TYPE

<u>Career Orientation Type</u>	<u>Overnight Delivery</u>	<u>Facsimile</u>	<u>Total</u>
Ahead	12	11	23
Secure	22	15	37
Free	15	23	38
Balanced	16	19	35
High	13	14	27
Total	78	82	160

A test of the first hypothesis required a t-test comparison of attitude towards the ad between respondents whose strongest career orientation is related to the message in the ad and respondents whose strongest career orientation is not related to the message in the ad. The directionality of the hypothesis dictated a one-tailed test. As described earlier, two measures were used to represent the construct attitude towards the ad. One measure was "I liked the ad itself." The other measure was "The ad was irritating." Table 9 and Table 10 report the results of the t-tests for the respondents exposed to overnight delivery service ads for the measures "I liked the ad itself" and "The ad was irritating". Table 11 and Table 12 report the results of the t-tests for the respondents exposed to the facsimile machine ads for these same measures.

These results lend mixed support to the first hypothesis. Although, with few exceptions, the directionality is as predicted, only a few of the test results reach the  $p=.05$  level of significance. The results are different for the two products and for the respondents with different career orientations. For the overnight delivery service, the respondents who are strongest on the career orientation of "Getting Free" were

TABLE 9

OVERNIGHT DELIVERY SERVICE: I LIKED THE AD ITSELF

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	12	4.9167	.93	.177
Not Ahead	66	4.3788		
Secure	22	5.2273	1.06	.147
Not Secure	56	4.8036		
Free	15	5.8000	2.67	.005
Not Free	63	4.6667		
Balanced	16	4.0000	.09	.464
Not Balanced	62	3.9516		
High	13	4.2308	.20	.427
Not High	65	4.3385		

TABLE 10  
OVERNIGHT DELIVERY SERVICE: AD WAS IRRITATING

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	12	4.8333	.58	.281
Not Ahead	66	4.4848		
Secure	22	5.3182	.56	.287
Not Secure	56	5.0893		
Free	15	5.5333	2.15	.018
Not Free	63	4.6190		
Balanced	16	4.1875	.63	.265
Not Balanced	62	3.8548		
High	13	4.5385	.12	.454
Not High	65	4.4769		

TABLE 11

FACSIMILE MACHINE: I LIKED THE AD ITSELF

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	11	5.0000	2.03	.023
Not Ahead	71	3.8732		
Secure	15	3.9330	.70	.243
Not Secure	67	4.2687		
Free	23	4.8261	1.50	.069
Not Free	59	4.2373		
Balanced	19	4.9474	2.03	.023
Not Balanced	63	3.9206		
High	14	5.0714	1.21	.114
Not High	68	4.5000		

TABLE 12  
FACSIMILE MACHINE: AD WAS IRRITATING

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	11	5.0909	1.52	.067
Not Ahead	71	4.1831		
Secure	15	4.4000	.99	.163
Not Secure	67	4.8209		
Free	23	4.8696	.87	.194
Not Free	59	4.5085		
Balanced	19	5.1579	2.26	.014
Not Balanced	63	4.0794		
High	14	5.3571	1.39	.084
Not High	68	4.7500		

influenced by advertising related to their career orientation. For facsimile machine ads, the respondents who are strongest on the career orientation of "Getting Balanced" and "Getting Ahead" were influenced by the advertising related to their career orientation.

#### Hypothesis 1 Discussion

There was mixed support for this hypothesis. Of interest is that respondents with a "Getting Free" orientation were the only ones who had a more favorable attitude towards an overnight delivery service ad designed to appeal to their career orientation. Respondents classified as belonging to one of the other four career orientations, generally, only had marginally more favorable attitudes towards the overnight delivery service ads designed to appeal to their respective career orientations.

All the career orientation types responded more favorably to ads designed to appeal to their career orientation on one or both measures of attitude towards the ad with two exceptions. Respondents who were classified as "Getting Secure" and "Getting High" did not have a more favorable attitude towards the facsimile ads designed to appeal to them.



These findings prompt two conclusions. First, based on these results, it might be that there is an interaction between career orientation type and product type, in terms of the potential influence of career orientation on consumer decision-making and evaluation of marketing stimuli. Certain career orientation types might be more influenced by ads designed to appeal to their career orientation for some products and not for other products.

We can only speculate at this time why such a result would occur. One possibility is that some products, by the very nature of their functional or emotional benefits, are more appealing to particular career orientation types and less appealing to other career orientation types. In this case, one could argue that products that are more appealing to particular career orientation types more readily lend themselves to the modification of associated marketing stimuli in such a way as to appear to be even more appealing to consumers who possess more of the relevant career orientation trait.

Stated another way, the intrinsic function and related benefit of a particular product could be more or less appealing to a specific career orientation

type. If a product's intrinsic function and benefit is of very little appeal to a career orientation type, then effort to create advertising messages consistent with a target audience's career orientation will probably be of very little effect in terms of improving the target audience's attitude towards the ad. Conversely, a product which has a function and related benefit that appeals to the target audience's career orientation might have a greater potential to improve the target audience's attitude towards the ad when the advertising message is designed to appeal to the target audience's career orientation, thus enhancing the product's appeal.

Another conclusion related to the data is that certain career orientation types might be less easily influenced by marketing stimuli modified to be more consistent with their respective career orientation type. For both products, the "Getting Secure" group and the "Getting High" group did not have more favorable attitudes towards ads designed to appeal specifically to them. It might be that "Getting Secure" and "Getting High" oriented people are, in general, less influenced by their career orientation relative to other marketing stimuli that they might be exposed to.

In effect, they might be more resistant to career oriented appeals.

### Hypothesis 2

The second hypothesis is:

H2: The higher an individual's score on a specific career orientation type, the higher the individual's purchase interest in the advertised product when the product is advertised in terms of the particular career orientation type.

A test of the second hypothesis required a t-test comparison of product preference between respondents whose strongest career orientation is related to the message in the ad and respondents whose strongest career orientation is not related to the message in the ad. The directionality of the hypothesis dictated a one-tailed test. As described earlier, two measures were used to represent the construct of product preference. One measure was "How much the product is preferred". The other measure was a constant sum point allocation task to reflect how much each product was preferred by the respondents. Table 13 and Table 14 report the results of the t-tests for the respondents exposed to the overnight delivery service ads for the

TABLE 13OVERNIGHT DELIVERY SERVICE: CONSTANT SUM SCALE

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	12	35.2500	2.08	.021
Not Ahead	66	19.8030		
Secure	22	28.6818	.99	.162
Not Secure	56	23.6250		
Free	15	38.9333	3.24	.001
Not Free	63	18.8730		
Balanced	16	22.9375	1.81	.037
Not Balanced	62	12.7903		
High	13	27.3077	3.19	.001
Not High	65	12.7385		

TABLE 14OVERNIGHT DELIVERY SERVICE: HOW MUCH DO YOU PREFER PRODUCT

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	12	5.0000	.82	.206
Not Ahead	66	4.5455		
Secure	22	5.1818	.29	.388
Not Secure	56	5.0714		
Free	15	5.7333	2.42	.009
Not Free	63	4.7937		
Balanced	16	4.1250	.38	.351
Not Balanced	62	3.9355		
High	13	4.7692	1.06	.147
Not High	65	4.3385		

"How much product is preferred" and constant sum point allocation measures. Table 15 and Table 16 report the results of the t-tests for the respondents exposed to the facsimile machine ads for these same measures. These results lend mixed support to this second hypothesis. The directionality is as predicted in every instance, but the test results reach the  $p=.05$  in only 10 instances. Similar to the results reported in connection with the first hypothesis, respondents with different career orientations responded differently.

For the overnight delivery service, the respondents who are strongest on the career orientations of "Getting Ahead," "Getting Free," "Getting Balanced," and "Getting High" were more influenced by ads written for their respective career orientation on the constant sum measure. Only the "Getting Free" respondents, however, preferred the product based on the product preference measure. For the facsimile machine ads, respondents who have orientations related to "Getting Ahead," "Getting Balanced" and "Getting High" were influenced by ads written to their career orientation based on the constant sum point allocation measure. Only the "Getting Ahead" and "Getting Balanced" respondents preferred the product based on the product pref-

TABLE 15

FACSIMILE MACHINE: CONSTANT SUM SCALE

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	11	39.0909	3.23	.001
Not Ahead	71	15.1690		
Secure	15	23.0000	.76	.226
Not Secure	67	18.1493		
Free	23	23.2609	.67	.252
Not Free	59	19.7458		
Balanced	19	25.5263	1.73	.044
Not Balanced	63	16.3333		
High	14	42.4286	3.40	.000
Not High	68	19.4706		

TABLE 16  
FACSIMILE MACHINE: HOW MUCH DO YOU PREFER PRODUCT

<u>Career Orientation</u>	<u>n</u>	<u>Mean Score</u>	<u>t-Value</u>	<u>One-Tailed Probability</u>
Ahead	11	5.2727	2.19	.016
Not Ahead	71	4.1690		
Secure	15	4.7333	.77	.223
Not Secure	67	4.4179		
Free	23	4.7826	1.61	.056
Not Free	59	4.2373		
Balanced	19	4.7895	1.81	.038
Not Balanced	63	4.0000		
High	14	4.8571	.45	.326
Not High	68	4.6765		



erence measure.

These results were mixed for both hypotheses. Nevertheless, there was greater support for the second hypothesis with more results significant at the  $p=.05$  level and with the directionality as predicted in every instance.

### Hypothesis 2 Discussion

Many of the observations made during the discussion of hypothesis one are also relevant for hypothesis two and, therefore, will not be repeated in detail. However, here again, it is worth noting that there does appear to be an interaction between career orientation type and the effect of marketing stimuli on purchase interest. It is apparent, however, that advertising messages designed to be consistent with subjects' career orientation influenced every career orientation type on one or both purchase interest measures with the exception of the "Getting Secure" respondents. This provides further support to the conclusion noted earlier that certain career orientation types might be more resistant to influence based on their career orientation. "Getting Secure" respondents were also not as likely to be influenced in terms of their attitude

towards the ad. "Getting Secure" people might be more resistant to career oriented appeals.

Career orientation had affected more of the career orientation types in terms of the purchase interest variable than on attitude towards the ad variable. This is based on the fact that 10 out of the 20 tests were significant at the  $p=.05$  level for purchase interest. Only 5 out of the 20 tests were significant at the more liberal  $p=.05$  level for attitude towards the ad.

Career orientation might have a greater effect on purchase interest because of the manner in which career orientation acts to make a product more salient to the consumer. It might be doing this by demonstrating how a product's attributes are related to the career orientation needs of the consumer. In effect, cues, symbols, or language that suggest a product satisfies the career needs of the consumer is likely to have a greater effect on purchase interest of the product than on attitude towards the ad.

### Overview of Results

Table 17 reports the correlations between career type of the 160 respondents and the respondents'

TABLE 17

CORRELATION OF CAREER TYPE AND DEPENDENT MEASURES

<u>Measure/Ad</u>	<u>Ahead</u>	<u>Secure</u>	<u>Free</u>	<u>Balanced</u>	<u>High</u>
Liked/Ahead	<u>.09</u>	.03	-.08	-.07	.04
Liked/Secure	-.04	<u>.17</u>	-.03	-.04	-.07
Liked/Free	.04	-.05	<u>.17</u>	-.17	.01
Liked/Balanced	-.20*	.15	-.06	<u>.26**</u>	-.18*
Liked/High	-.06	.06	.05	-.04	<u>-.03</u>
Irritated/Ahead	<u>.10</u>	.08	-.09	-.06	-.01
Irritated/Secure	-.07	<u>.14</u>	-.09	.08	-.06
Irritated/Free	-.01	-.06	<u>.05</u>	.01	.01
Irritated/Bal.	-.18*	.16	-.05	<u>.31**</u>	-.29**
Irritated/High	-.01	.06	-.01	.02	<u>-.07</u>
Preferred/Ahead	<u>.11</u>	.04	-.07	-.10	.04
Preferred/Secure	-.04	<u>.17</u>	-.05	-.06	-.02
Preferred/Free	-.09	-.09	<u>.19*</u>	-.09	-.01
Preferred/Bal.	-.18	.16	-.05	<u>.30**</u>	-.28**
Preferred/High	-.02	.04	.03	-.06	<u>.00</u>
Const. Sum/Ahead	<u>.22*</u>	-.07	-.02	-.14	.03
Const. Sum/Secure	.03	<u>.17</u>	-.16	-.00	-.04
Const. Sum/Free	-.02	-.12	<u>.22*</u>	-.08	-.00
Const. Sum/Bal.	-.26 **	.20*	-.09	<u>.32**</u>	-.21
Const. Sum/High	-.01	-.16	.04	-.06	<u>.21*</u>

N of cases: 160

1 tailed Signif:

\*.01

\*\*.001

evaluations of the concept ads on each of the four dependent measures. It is presented for each of the five career types. The correlations range from a low of  $-.07$  to a high of  $.31$ . The average correlation coefficient is  $.15$ . These results also suggest mixed support for the two hypotheses. However, these correlation coefficients are of an order of magnitude that is consistent with the expectations of personality researchers. Usually, in personality research, the ceiling for correlation coefficients is about  $.3$  with the average correlation coefficients at about  $.2$  (Mischel, 1968). Several of the correlation coefficients in this research do indicate that career orientation effects are present.

Of the 160 respondents, 39 respondents had career orientation scores such that their highest score was associated with the two or three different orientation types. The data reported until now reflected these ties by randomly assigning these respondents to one of their career orientations for which they received their highest score. This, however, might have contributed to a masking of the career orientation effects. In order to add to the analysis in a way that would remove the influence of ties, the data was reexamined by

removing respondents with ties from the data base. Table 18 reports a summary of the number of statistically significant results at the  $p=.05$  level for the entire sample of 160 respondents and for the 121 respondents who did not have a tie for their highest career orientation score. These results are presented in columns one and two, respectively. When the analyses are conducted in this way, there is a slight increase in the number of significant findings, suggesting that the random assignment of respondents in the previous analyses partially masked the career orientation effects. One possible reason for this result is that people who are equally high on more than one career orientation may be somewhat ambivalent as to their response to marketing stimuli designed to appeal to the equivalent career orientations.

Additional analyses were conducted by examining the scores of respondents who scored very high or very low on the career orientation measures. The upper and lower 25% of respondents on the distribution of scores for each of the five career orientation types were examined to determine if respondents high on a career orientation would judge the marketing stimuli more favorably than respondents low on a career orientation.

**TABLE 18**

**NUMBER OF SIGNIFICANT FINDINGS AT .05 LEVEL**

	<u>Classification Approach-Total Sample of 160</u>	<u>Classification Approach Removal of Ties-Total Sample of 121</u>	<u>Upper &amp; Lower 25%</u>	<u>Upper &amp; Lower 10%</u>
Overnight Delivery Service/Attitude Toward Ad	2	2	0	3
Facsimile/Attitude Toward Ad	3	4	2	3
Overnight Delivery Service/Purchase Interest	5	6	3	6
Facsimile/Purchase Interest	5	5	6	6
<b>Total</b>	<b>15</b>	<b>17</b>	<b>11</b>	<b>18</b>

This analysis was also conducted for the upper and lower 10% of respondents. Columns three and four present the number of significant findings for the upper and lower 25% and 10% respondents, respectively. The data indicates that when the upper and lower 10% respondents are the basis of analysis, the career orientation effects are more likely to be present.

It is worth exploring why more significant results were not found in this research. The results reported in Table 19 might form the basis of an explanation. Table 19 reports the intercorrelations of the score for the 160 respondents on each of the five career types. Some of these five career types are highly intercorrelated, with an intercorrelation as high as  $-.52$  between scores on "Getting Free" and "Getting Secure". These high intercorrelations suggest two implications. First, to the extent that career orientation traits are intercorrelated, the degree that respondents could be expected to be accurately classified as to one career orientation type over another is questionable. The degree that such classification cannot be accurately conducted suggests that the use of the battery developed by Derr (1986) might have diminished the ability of this research to assess the ef-

TABLE 19  
CAREER TYPE INTERCORRELATIONS

<u>Correlations</u>	<u>Ahead</u>	<u>Secure</u>	<u>Free</u>	<u>Balanced</u>	<u>High</u>
Ahead	1.00	-.24*	-.21 <sup>‡</sup>	-.47**	-.01
Secure		1.00	-.52**	.09	-.41**
Free			1.00	-.24*	-.01
Balanced				1.00	-.48**
High					1.00
N of cases:	160	1-tailed Signif:		* .01	** .001



fects of career orientation on respondent evaluation of marketing stimuli. This may be because the battery is based on the assumption that the career orientations are independent. The battery required subjects to trade-off one statement descriptive of a particular career orientation with another statement descriptive of one of the other four career orientations. The large intercorrelations reported in Table 19 indicate that there is a lack of discriminant validity because the career orientations are not independent. The trade-off task is, therefore, not appropriate.

These high intercorrelations also call into question the degree that this battery is appropriate for any task requiring reasonable levels of predictive validity. Clearly, the findings of high intercorrelations suggests a need to reexamine the value of Derr's battery in future streams of research.

#### Summary

The results of the research suggest mixed support for both hypotheses. Marketing stimuli, in the form of advertising messages, have a greater effect on target audience attitude towards the ad and purchase interest when the advertising messages are designed to be con-

sistent with the target audience career orientation. This effect was found for both overnight delivery services and facsimile machines. This effect was not found to be the same for the five career orientation types. The career orientation types responded differently on the measures of attitude towards the ad and purchase interest, indicating that there could be an interaction between career orientation type and the product that is being marketed. The next chapter addresses the theoretical and marketing implications of these findings.

## Chapter VII

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The previous chapter described and discussed the study results. This final chapter presents a summary of the study objective, its methodology and conclusions based on the findings. This chapter concludes with recommendations concerning theoretical implications, marketing implications, and suggestions for future research.

#### Summary

In this section, a brief summary of the study's research objective is presented with a presentation of the relevant literature. Summaries of the research methodology used in the study follows.

#### Objective of the Study

The central objective of this study was to develop an understanding of the effect that marketing stimuli have on buyer behavior when such stimuli are designed to be consistent with characteristics of the prospective individual buyer. The individual buyer's characteristic under study was operationalized to be that of the individual's career orientation.

Specifically, this study explored the relationship of career orientation, as a concept, and its influence on buyer behavior. The study attempted to assess the influence of marketing stimuli on buyer behavior when the stimuli is designed to appeal to the career orientation of the target audience. It was hypothesized that buyers will be more positively predisposed to advertising and products when the advertising is consistent with the buyer's career orientation.

#### Related Literature

As was previously discussed, Webster and Wind (1980) refer to industrial marketing as underdeveloped relative to other marketing areas of inquiry. Perhaps as a result, marketing practice has not devoted very much attention to the needs of the individuals involved in the decision making process. There is, however, support in the empirical literature for putting more emphasis on the individual characteristics of the buyer when conducting an industrial marketing program in addition to attention given the prospective company's buying practices and policies.

Shoaf (1959) provided a basis for suggesting that the individual buyer is not motivated exclusively by

rational considerations. He suggested that fear and a need for security play influences on the individual buyer's decision. Thus, while company buying practices and procedures are important, he concludes that individual buyer motivations not directly linked to company buying policy are also important.

The work on perceived risk (Bauer, 1960) also suggests that buying decisions are based on criteria other than rational ones. Schiffman and Kanuk (1987) indicate that there are a number of types of perceived risk. They suggest that perceived risk can be functional, physical, financial, social, psychological and time related. All or some of these types of risk can influence the individual buyer's decision as to an industrial purchase. Cardoza and Cagley (1971) suggest that as a result of perceived risk, individual buyers adopt different risk reduction strategies, ultimately affecting their buying behavior.

This empirical work on the individual buyer's motivation has had an influence on models of industrial buying behavior. Robinson, Faris and Wind (1972a) provide reference in their models for the influence of the individual buyer's motivation. They refer to it as a black box, however, because of the difficulty in

specifying the nature of this motivation. Choffray and Lilien (1978) refer to the motivation as influencing choice criteria in one of their sub-models of industrial buying behavior.

Given this work, it is clear that a better understanding of the basis of the motivational influence on the individual buyer is important. The career orientation literature was examined as a source for developing this understanding. After reviewing the career orientation typologies of Schein (1982), Holland (1985) and Derr (1986), it is clear that most buyers are influenced and motivated based on their career orientation. Specifically, different workers, and, therefore, different buyers, are motivated to behave in ways consistent with their career orientation. They may differ in what they seek to maximize as to their security, creativity, independence, organizational success or balance of work and non-work interests. Whichever it may be, however, their interest in working in a way consistent with their career orientation can be expected to affect their business decisions, to include their buying decisions. The research methodology that was used was selected to determine the influence of career orientation on buyer behavior.

### Research Methodology

For the purposes of this study, an experimental design was executed in which 160 management level employees were exposed to five concept ads for either an overnight delivery service or a facsimile machine. Each of the concept ads was created to appeal to one of the five career orientations identified by Derr (1986). These career orientations are identified as workers who are either "Getting Ahead," "Getting Balanced," "Getting Free," "Getting High," or "Getting Secure."

The subjects were first mailed the Career Success Map (Derr, 1986) which is a 30 item battery that is used to classify an individual into one of the five career orientation types. After completing this battery and returning it to the researcher, the subjects then received in the mail the five concept ads and an accompanying self-administered questionnaire which was used to assess their reaction to the concept ads. Measures of purchase interest and attitude towards the ads were collected. The subjects returned the questionnaire to the researcher. Subjects' responses were analyzed by comparing subjects evaluation of ads designed to appeal to their career orientation with subjects evaluation of ads that were not designed to

appeal to their career orientation. On the basis of this analysis, conclusions were made as to the effect of career orientation on influencing prospective buyers.

### Conclusions

This section discusses the main conclusions drawn from this study. It is divided into three parts: (a) conclusions concerning the overall relationship of career orientation and buyer behavior, (b) those which relate to the differences in effect by product category, and (c) those that relate to the difference in effect by career orientation type.

#### Career Orientation and Buyer Behavior

Advertising designed to appeal to an individual's career orientation was found to improve the individual's evaluation of the advertising and the product that was advertised. Career orientation had an impact on the variables attitude towards the ad and purchase interest. Although this effect was not found to be present for all five career orientation types, measures and products, it was found to be statistically significant for several of the cases and directionally



indicative for almost all the remaining cases.

That this effect is present suggests that marketing stimuli can be modified to address the individual needs of the buyer and, as such, enhance the efficacy of the marketing stimuli. This conclusion should encourage marketers of industrial products and services to consider more than just the prospective buying organization's procurement policies and practices when constructing marketing strategy. It suggests that the individuals participating in the buying center decision-making process should be assessed as to their individual needs and that these needs should be reflected in the selling firm's marketing strategy.

Specific marketing applications concerning this conclusion are found in the section following that addresses marketing implications. Before proceeding to the next conclusion, however, it is worth commenting on the nature of individual needs. This study addressed individual buyer needs as these needs are reflected in career orientation. This was done because career orientation has been found to be a major influence on work behavior (Derr, 1986). There are other individual needs that might also merit consideration by the selling firm. Having demonstrated in this research

that marketing stimuli can be more effective in addressing individual needs, selling firms might benefit by addressing the individual's lifestyle (Well, 1975) and values (Gordon, 1981) and other concepts associated with the characteristics of the individual.

#### Career Orientation and Product Category

The research results indicated a career orientation effect for both the overnight delivery service and facsimile machine categories. The conclusion can be drawn that modifying marketing stimuli, in the form of messages consistent with an individual's career orientation, has an effect that is not specific to only one category. The effect was, nevertheless, more pervasive for facsimile machines than overnight delivery services. The conclusion is that we might expect the effect of addressing individual buyer needs to vary by product category. In this research, it may be that the more commodity-like nature of overnight delivery services limited the modification of the advertising message and its effect on the individual. Perhaps commodity-like products are not as adaptable to the address of individual needs as more differentiated products. This conclusion suggests that creating marketing stimuli to

address individual needs will have effects that vary by product type.

#### Career Orientation Type Differences

The effect of marketing stimuli addressed to be consistent with individual career orientation needs had an impact on advertising and product evaluations for all the career orientation types except for the people who have a "Getting Secure" orientation. In addition, the career orientation effect was not the same for every career orientation type on both products.

This suggests two related conclusions. First, not every career orientation type responds similarly to the same marketing stimuli. It may be that for any particular marketing stimulus, the different career orientation types have different elasticities of response. This derives the conclusion that certain career orientation types may be very resistant to appeals designed to appeal to them. Indeed, the "Getting Secure" people were particularly unaffected by the concept ads designed to appeal to them.

#### Implications

The proceeding conclusions result in a variety of

implications, which will be described next from the perspectives of (a) industrial buying behavior theory development, (b) marketing practice, and (c) future research.

#### Industrial Buying Behavior Theory Development

Conclusions derived from the findings of this study can be related to industrial buying behavior theory in order to further the development of this theory. Although there is a rich source of potential theory available for refinement, two areas -- perceived risk and model development -- seem to be particularly suited to the integration of the career orientation concept.

Webster (1968) suggests that individuals within the buying firm differ in their ability to tolerate risk. Building on his work, we can relate the career orientation concept to perceived risk by inferring that some part of the differences in tolerating risk might be a function of the career orientation of the individual. People who have an orientation of "Getting Free" might be willing to tolerate more risk if the act of tolerating risk produces more freedom to pursue the creative aspects of the work environment. Conversely,

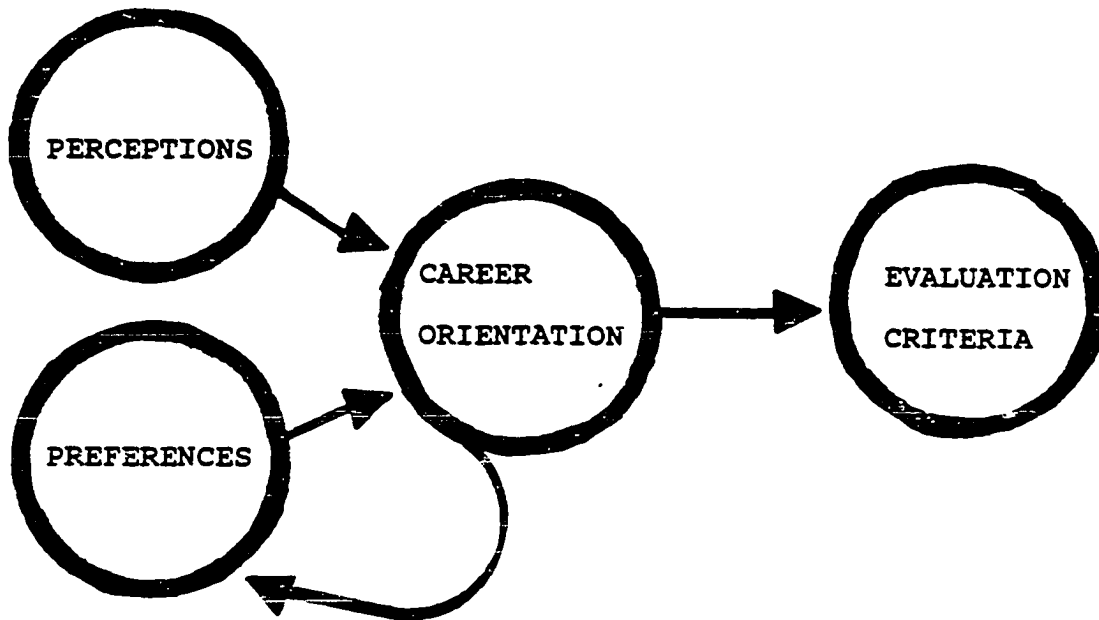
people who are oriented to "Getting Secure" tolerate less risk in the work place and, as such, might tolerate less risk in buying decisions.

Schiffman and Kanuk (1987) identified several major types of perceived risk. They identified functional, financial, social, psychological, and time related perceived risk. In further developing perceived risk theory, it is worth considering the manner in which these types of risk might vary with the career orientation of the industrial buyer. For example, it may be that people oriented to "Getting Secure" are more sensitive to the perception of financial risk than other individuals. In effect, these people, who place more emphasis on financial security in making decisions on the job, are most likely to perceive the presence of financial risk. The "Getting Balanced" oriented people, on the other hand, might be more sensitive to the presence of time related risk. These people, who seek to balance their work life with other parts of their life, might therefore put more emphasis on time related risk.

Model development is another area of the industrial marketing literature that presents an important opportunity in which to integrate the career orienta-

tion concept. Robinson, Faris and Wind (1967) suggest that the buying center is a coalition of members with differing goals. In their discussion of these goals and buyer behavior, they note that there are a number of influences on the individual. They conclude, however, that these motives are a black box and not readily specified. Webster and Wind (1972) come to the same conclusion with regard to this "black box." In fact, we might draw on the career orientation concept to aid in the specification of these motives. In the specification of motives and the integration of the career orientation concept, it is helpful to draw on the Choffray and Lilien (1978) model of industrial buyer behavior. They suggest that individual preferences and perceptions influence the number and composition of the individual buying evaluation criteria. This is their individual evaluation model. This could be modified however, by including career orientation as an intervening variable, influenced by perceptions and preferences and, in turn, influencing the evaluation criteria (see Figure 2). In addition, an individual's career orientation could clearly be viewed as shaping the individual's preferences in what is desired in purchased products and services.

EVALUATION CRITERIA MODEL



### Marketing Implications

The marketing implications for addressing the career orientations of individuals are grounded in the potential for market segmentation. The career orientation typology, as discussed by Derr and his colleagues (1986) provides a rich description of each of the five career orientations. Each of these career orientations can be approached in a manner similar to the way marketers would approach a market segment. Products could be designed to appeal to specific career orientation segments as the intended buyers or influencers of the purchase decision. Marketing communications programs might be developed to target messages most appealing to a particular career orientation. In the area of sales and service, marketers could construct service arrangements that would reflect the career orientations of the prospective or current customers. Following are some examples of these potential applications.

### Product Design

In terms of product design, a variety of products could be designed to meet the needs of one or more of the career orientation segments. Some examples include equipment that facilitates the performance of duties in



locations other than the primary place of work. This equipment could be expected to appeal to those workers whose career orientation is to "work independently". They could then work free of supervision that they consider to be closer and more intense than what they consider appropriate. Workers seeking "balance" in their lives could also benefit from such equipment by being able to work at home. This kind of equipment, sometimes referred to as "telecommuting", would be particularly attractive to these career orientation segments.

For the workers driven by getting "high on work", products that facilitate the creativity they seek would be attractive. Computer systems that have many application options would be expected to appeal to this segment. The same is true for products that allow for a wide variety of colors or styles in materials used. Developing more application options or wider varieties of styles and colors is not a new idea. What would be new in the form of marketing applications would be developing and marketing these innovations based upon the career orientation of the prospective buyers.

The people who are oriented towards "security" at work would be likely targets for a number of products.

..

Products which are easily repaired or replaced would probably be considered attractive to this segment. Products that are developed to be highly reliable could also be expected to attract their interest.

#### Message Development

The discussion thus far has explored product development. After this stage, the primary task of the marketer usually includes some aspect of message development. Here, there are several potential applications. For this part of the discussion, we will provide examples beyond those already noted. Less obvious are products that have what would appear to be broad interest throughout the business community. Here, there is an opportunity to develop different creative messages for the same product, with each creative message designed to appeal to a different career orientation segment. An example of developing messages for specific career orientation segments could be found in the professional services business. The message appropriate for those individuals seeking "security" would likely be one that assures them guaranteed performance. Those who seek "getting high" on work might prefer a service that frees them from all of the administrative

hassles in arranging for the professional service.

The "getting balanced" career orientation also could be reached with appeals designed to their needs. Office equipment that is so efficient it gives them more time off to spend with their family would be of interest to this group. By way of contrast, an appeal that portrayed office equipment that is so efficient it will contribute to a worker being greatly appreciated by his or her supervisor might attract the interest of individuals wanting to "get ahead".

#### Sales and Services

The third opportunity to apply career orientation is in the area of customer service. Products that appeal to security oriented individuals could be coupled with customer service arrangements that give the customer confidence in the selling firm's commitment to service seven days a week and twenty-four hours a day. The customers that seek "balance" in their work life might require a different approach. These individuals might prefer customer service arrangements that are easily accessible from locations other than their primary work site.

The individual seeking to "get ahead," the most

visible career type, might want a customer service arrangement that produces reports that track the performance of the customer service system, revealing performance measures such as down-time and cost to correct product problems. These reports could then be made available to higher levels of management as documentation of the fine job the individual is doing in managing service problems.

Sales programs could also benefit from the integration of the career orientation concept. Industries and job functions whose employee rolls are found to be highly populated by a few career types might suggest more customized personal selling approaches. Sales personnel selling to these kinds of industries or job functions could be trained in understanding the characteristics and motivational influences that are integral to the career orientations that are of interest. In this way, the personal selling contact could be made more effective.

This discussion has provided potential applications of career orientation to business marketing. In so doing, it has attempted to simplify the conceptualization of career orientation in order to generate an understanding of the marketing possibilities. The

discussion will next examine some of the potential areas of future research in applying career orientation to business marketing.

#### Future Research

In seeking to apply career orientation theory to the theory development and marketing of industrial products, the potential application opportunities can benefit from learning through future research.

First, it is not yet clear what percentage of the industrial buyers can be classified into each of the career orientation types. Career orientation theory becomes more valuable and practical as an aid to marketing only if the vast majority of industrial buyers can be classified as to a career orientation type.

To be a practical aid to marketing, the manner in which industrial buyers are distributed across each of the career orientations needs to be identified. If a firm were marketing to a specific industry, a preferred distribution would be to find that the vast majority of industrial buyers in the given industry can be classified into one particular career orientation rather than scattered across the range of five types. In this way,

the marketer could focus on developing and marketing products to one target more effectively. The marketing task would become more difficult and complex if several types had to be addressed because of multiple representations of career orientation types in a particular industry.

In a similar manner, if a firm were marketing to a specific job function, such as office manager as an example, a concentration of one career orientation type would be preferred. This would help avoid the more complex task of having to address a number of types at the same time.

In addressing the area of job function, research needs to assess the manner in which professional purchasing directors can be influenced by marketing stimuli designed to appeal to their career orientation. One could speculate that an individual, whose professional assignment is to purchase products and services, might be more resistant to career orientation effects. Research would be necessary to determine the degree that professional buyers, in contrast to other members of the buying center, are, in fact, more or less resistant to marketing stimuli designed to appeal to their career orientation.

The present research addressed a product and a service and found that the effects on the various career types were different for each of these entries. This generates another research issue. It is necessary to understand how the effects of career orientation differ between products and services. It may be that products differ from services in a manner that either facilitates or limits the degree that career orientation effects are produced. Certainly, the less tangible cues and symbols associated with services might be more easily altered to be consistent with career oriented appeals. Research would need to be conducted to determine if different effects are present based on service versus product related dimensions.

The subject of the type of product or service is also one which generates additional need for research. This study examined facsimile machines and overnight delivery services. It is of interest to determine if career orientation effects are present over a wider range of products and services that extend beyond the dissemination of information products used in this study. Potential products for future study could range from more personalized products, such as office furniture and fountain pens to large purchases, including

raw materials and main frame computers. These, and other types of products and services, would be necessary to be studied in order to assess the external validity of career oriented appeals.

The present research examined advertising messages in the form of concept ads as a representation of marketing stimuli designed to appeal to the individual buyer's needs. It would be of value to theorists and practitioners to assess the effect of more fully developed advertising that is richer in context than a concept ad. In addition, it would be desirable to assess multiple exposures to the advertising message which is a better representation of actual market-place circumstances.

Staying with advertising messages as the stimulus for this discussion, research should also be conducted on non-print media. It remains to be seen if the influence of marketing stimuli that reflects career orientation needs will have influence if the message is placed within a radio or television ad. On the one hand, the message could become more influential through the stronger visual or aural reinforcement of broadcast media. On the other hand, the potential career orientation effect could be obscured by other stimuli in the



advertising message. Research needs to be conducted to assess what the media effect might be.

The influence of career orientation could conceivably be increased if all elements of the marketing mix are integrated and working to reinforce the career orientation message associated with the product marketing program. Research would be necessary to assess the effects of product design, advertising, distribution and sales, and service working together.

APPENDIX A  
CAREER SUCCESS MAP

**CAREER SUCCESS MAP QUESTIONNAIRE**

Basic talents, values, and motives have an impact when decisions are made about careers. The following survey is designed to help you understand your career orientation. You cannot fail this test; there are no right or wrong answers.

Each item contains two statements. Choose the one you feel most accurately describes you or is more true of you. You must choose one of the statements, even though you may not like either or you may like both of them. Do not skip any pair of statements or circle both alternatives in one set. Circle the letter corresponding to the one sentence you select as the most reflective of you. Do not spend a lot of time weighing your answers.

Circle one letter in each pair:

- |    |  |   |
|----|--|---|
| 1. | (A) I like to organize myself and others to win.   | V |
|    | (B) I like to do my own thing in an organization.  | X |
| 2. | (A) Work must be balanced by time for leisure and the development of significant relationships | Y |
|    | (B) Personal needs must be subordinated for me to get ahead                                    | V |
| 3. | (A) I would like to work in an organization which rewards hard work, loyalty, and dedication.  | W |

- (B) I like setting my own goals and accomplishing them at my own pace and in my own way. X
4. (A) I am aggressive and have good analytical and people skills. V  
 (B) I am able to keep a good perspective between needs of my work and the needs of my family Y
5. (A) I want to work independently. X  
 (B) I like being a company person. W
6. (A) I enjoy working as a consultant or "trouble shooter" and getting turned on by an exciting project. Z  
 (B) I enjoy working in a situation where I am the leader and am responsible for achieving certain objectives. V
7. (A) My spouse/partner is an important to me as my career. Y  
 (B) My spouse/partner takes a back seat to my work when I am in the middle of a very exciting project Z
8. The most important thing to me is:  
 (A) Freedom X  
 (B) Maintaining work/life perspective Y
9. (A) I am competent, loyal, trustworthy, and hardworking W  
 (B) I am politically skillful, a good leader, and a good administrator. V
- I can be described as:**
10. (A) Self-reliant X  
 (B) Balanced Y
11. (A) One who gets "turned on" by exciting projects. Z  
 (B) One who likes to be his/her own boss. X

12. (A) In equilibrium but divided. Y  
 (B) Imaginative, enthused. Z
13. (A) Self-reliant, self-sufficient. X  
 (B) Imaginative, enthused. Z
14. (A) Stable and tenacious. W  
 (B) Independent and self-directed. X
15. (A) One who plans and organizes extremely well. V  
 (B) One who analyzes situations and develops creative, new solutions. Z
16. (A) An expert in my field. Z  
 (B) A solid citizen. W
17. (A) Able to modify my own goals to accommodate to organizational goals and leaders. W  
 (B) Intent on finding a way to make the organization's goals and my own "personal" goals converge. Y

**A Personal Goal is to:**

18. (A) Control my own destiny. X  
 (B) Not let work interfere with the needs of my personal life. Y

**It is important to:**

19. (A) Have a job where there is security and a sense of belonging. W  
 (B) Be able to devote time to family and other personal activities. Y

**I prefer:**

20. (A) A career with potential for promotions. V

- (B) The opportunity to tackle challenging problems or tasks. Z
21. (A) I like being at the center of influence. V
- (B) I value long-term employment, acceptance, and being valued by the organization. W
22. (A) I view knowing the right people and making the right friends as important to career advancement. V
- (B) I view being able to develop my career along my own areas of interest as the critical factor. X
23. (A) The bottom line for me is gaining a sense of balance between work and private life. Y
- (B) The bottom line for me is stability, appreciation, and having a secure place in the organization. W
24. (A) I would like a position with maximum self-control and autonomy. X
- (B) I would like to be in the inner circle. V
25. (A) The bottom line for me is stability, appreciation, and a secure place in the organization. W
- (B) The bottom line for me is advancing up the organization. V
26. (A) I view financial success and increased power and prestige as important measures of career success. V
- (B) I view success in my career as having equal time for work, family, and self-development. Y
- I would rather:**
27. (A) Excel in my field. Z
- (B) Be considered dependable and loyal. W

**I prefer:**

28. (A) Working with a team on a long-term and steady basis. W  
(B) Working with a task force or project group on a fast-paced and short-term basis. Z
29. (A) Professional development and continued training are important for their own sake. Z  
(B) Professional development is important as a means to the end of becoming an expert and gaining more flexibility and independence. X
30. (A) The bottom line for me is to seek an equilibrium between personal and professional life. Y  
(B) The bottom line for me is excitement and stimulation. Z

APPENDIX B  
QUESTIONNAIRE

Dear

Once again, thank you for agreeing to participate in our study.

Enclosed are the ads that we said we would send to you, describing five different companies which provide overnight delivery services. As you will see, they are rough, preliminary ads, and all of them have the same illustration. The important differences are in the headlines and the text below the illustrations.

Please note that each ad has a letter/number designation in the upper right-hand corner.

Also enclosed is a questionnaire for you to complete, to help us to find out which delivery services are most/least appealing to you, based on the advertising. Please assume that pricing, features and services would be very similar.

Please review this material, then complete the questionnaire and return it to us in the enclosed self-addressed, stamped envelope.

We really appreciate your help on this important project. As soon as we receive the completed questionnaire, we'll send out your gift to you.

Sincerely,

Leon G. Schiffman, Ph.D.

P.S. At the end of the questionnaire, please confirm which of the gift selections you prefer.

OVERNIGHT DELIVERY SERVICES STUDY

1. First, please complete the lines below.

Name \_\_\_\_\_ 4-  
 Company \_\_\_\_\_ 5-  
 Address \_\_\_\_\_ 6-  
 City/State/Zip \_\_\_\_\_ 7-  
 Telephone: (    ) \_\_\_\_\_ 8-

PLEASE ANSWER ALL PARTS OF THE FOLLOWING QUESTIONS.

2. Now, please put all five delivery service ads in front of you, in the order shown below. Thee identification letters/numbers of the ads are shown in the upper right-hand corners. Then read each of the ads carefully.

1st	2nd	3rd	4th	5th	
<u>P4</u>	<u>G8</u>	<u>H7</u>	<u>J6</u>	<u>N5</u>	10-2

3. Take a few minutes to read through each of the ads again, to make sure that you are completely familiar with them, then continue with the questions on the following pages.



4. Please circle one number, for each of the five companies' ads, to indicate how strongly you agree or disagree with the statement below.

<u>Statements</u>		<u>Ads</u>				
		<u>P4</u>	<u>G8</u>	<u>H7</u>	<u>J6</u>	<u>N5</u>
Reading the ad, I thought how the service might be useful to me	Extremely agree . . . . .	11-1	12-1	13-1	14-1	15-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
The ad irritated me--it was annoying	Extremely agree . . . . .	16-1	17-1	18-1	19-1	20-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
The message in the ad was important to me	Extremely agree . . . . .	21-1	22-1	23-1	24-1	25-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
Based on the ad, I would be interested in getting more information about the service	Extremely agree . . . . .	26-1	27-1	28-1	29-1	30-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7

4. (Continued) Again, please circle one number for each of the five companies' ads, to indicate how strongly you agree or disagree with the statement below.

<u>Statements</u>		<u>Ads</u>				
		<u>P4</u>	<u>G8</u>	<u>H7</u>	<u>J6</u>	<u>N5</u>
The ad made me feel that the service is right for me	Extremely agree . . . . .	31-1	32-1	33-1	34-1	35-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
The ad didn't have anything to do with my personal professional goals	Extremely agree . . . . .	36-1	37-1	38-1	39-1	40-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
I liked the ad because it fitted my personality	Extremely agree . . . . .	41-1	42-1	43-1	44-1	45-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
I liked the ad itself	Extremely agree . . . . .	46-1	47-1	48-1	49-1	50-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7

5. We realize that you would not normally place an order for a delivery service based on the information in one advertisement. However, we are interested in knowing (based on the ads) which one(s) you would want to find out more information about for possible future use. This use could be either by you or your company.

Please circle one number for each of the delivery services to reflect how much you prefer each of them.

	Ads				
	P4	G8	H7	J6	N5
Extremely in favor of using . . .	51-1	52-1	53-1	54-1	55-1
Quite in favor of using . . . . .	-2	-2	-2	-2	-2
Slightly in favor of using . . . . .	-3	-3	-3	-3	-3
Neither in favor nor against using	-4	-4	-4	-4	-4
Slightly against using . . . . .	-5	-5	-5	-5	-5
Quite against using . . . . .	-6	-6	-6	-6	-6
Extremely against using . . . . .	-7	-7	-7	-7	-7

6. Please express your level of interest in the five overnight delivery services by distributing 100 points among them, to illustrate how much you prefer each of them. Assign more points to the one(s) you prefer and fewer points to the other one(s). (If you strongly prefer one service over all the others, you may give that one all 100 points, and give the others all zero. Similarly, if there are two or three you prefer, you may distribute the 100 points over those and give zero to the other ones.)

Please be sure that the total points for the five overnight delivery services add to 100.

Ads:		Points
	<u>P4</u>	56-
	_____	57-
	<u>G8</u>	58-
	_____	59-
	<u>H7</u>	60-
	_____	61-
	<u>J6</u>	62-
	_____	63-
	<u>N5</u>	64-
	_____	65-
	<b>Total</b>	<b>100</b>

7. Please write below your reasons for your preferences in Question 6.

66-

67-

68-

(Please continue with Question 8 on the next page)

8. How familiar are you with overnight delivery companies and their various services?

- Extremely familiar . . . . . 69-1
- Quite familiar . . . . . -2
- Slightly familiar . . . . . -3
- Not at all familiar . . . . . -4

9. How involved would you personally be in a decision by your company to change to a different overnight delivery service?

- Extremely involved . . . . . 70-1
- Quite involved . . . . . -2
- Slightly involved . . . . . -3
- Not at all involved . . . . . -4

10. Overall, how satisfied are you with the progress of your career, to date?

- Extremely satisfied . . . . . 71-1
- Quite satisfied . . . . . -2
- Slightly satisfied . . . . . -3
- Neither satisfied not dissatisfied . . . . . -4
- Slightly dissatisfied . . . . . -5
- Quite dissatisfied . . . . . -6
- Extremely dissatisfied . . . . . -7

**CLASSIFICATION**

Just a few questions for classification purposes.

C/1. In the general field in which you work, how many years have you been working?

\_\_\_\_\_ years 72-

C/2. What products or services does your organization provide? Please be as specific as possible.

\_\_\_\_\_ 73-

\_\_\_\_\_ 74-

\_\_\_\_\_

\_\_\_\_\_

C/3. What is your exact job title?

75-  
76-

---

C/4. Is the location at which you work situated in your organization's main headquarters or at a branch site?

Main headquarters . . . . . 77-1  
Branch site . . . . . -2

C/5. And, for statistical purposes, what was the last grade of school you completed?

Some high school . . . . . 78-1  
High school graduate . . . . . -2  
Some college . . . . . -3  
College graduate . . . . . -4  
Post-graduate . . . . . -5

C/5. And, which of the following categories best represents your age?

30-34 . . . . . 79-1  
35-39 . . . . . -2  
40-44 . . . . . -3  
45-49 . . . . . -4  
50-54 . . . . . -5  
55-59 . . . . . -6  
60-64 . . . . . -7  
65 and over . . . . . -8

We really appreciate your help. Please send the completed questionnaire to us, using the stamped, self-addressed envelope enclosed. As soon as we receive it, we will send your gift to you.

Thank you.

Confirmation of gift selection (please check one):

Binoculars . . . . . ( )  
Camera . . . . . ( )

80-

Dear

Once again, thank you for agreeing to participate in our study.

Enclosed are the ads that we said we would send to you, describing five different companies which sell facsimile machines. As you will see, they are rough, preliminary ads, and all of them have the same illustration. The important differences are in the headlines and the text below the illustrations.

Please note that each ad has a letter/number designation in the upper right-hand corner.

Also enclosed is a questionnaire for you to complete, to help us to find out which company's facsimile machines are most/least appealing to you, based on the advertising. Please assume that pricing, features and services would be very similar.

Please review this material, then complete the questionnaire and return it to us in the enclosed self-addressed, stamped envelope.

We really appreciate your help on this important project. As soon as we receive the completed questionnaire, we'll send out your gift to you.

Sincerely,

Leon G. Schiffman, Ph.D.

P.S. At the end of the questionnaire, please confirm which of the gift selections you prefer.

FACSIMILE MACHINES STUDY

1. First, please complete the lines below.

Name \_\_\_\_\_ 4-  
 Company \_\_\_\_\_ 5-  
 Address \_\_\_\_\_ 6-  
 City/State/Zip \_\_\_\_\_ 7-  
 Telephone: (    ) \_\_\_\_\_ 8-

PLEASE ANSWER ALL PARTS OF THE FOLLOWING QUESTIONS.

2. Now, please put all five facsimile machine ads in front of you, in the order shown below. Thee identification letters/numbers of the ads are shown in the upper right-hand corners. Then read each of the ads carefully.

1st	2nd	3rd	4th	5th	
<u>P4</u>	<u>G8</u>	<u>H7</u>	<u>J6</u>	<u>N5</u>	10-2

3. Take a few minutes to read through each of the ads again, to make sure that you are completely familiar with them, then continue with the questions on the following pages.



4. Please circle one number, for each of the five companies' ads, to indicate how strongly you agree or disagree with the statement below.

Statements

		<u>Ads</u>				
		<u>P4</u>	<u>G8</u>	<u>H7</u>	<u>J6</u>	<u>N5</u>
Reading the ad, I thought how the product might be useful to me	Extremely agree . . . . .	11-1	12-1	13-1	14-1	15-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
The ad irritated me--it was annoying	Extremely agree . . . . .	16-1	17-1	18-1	19-1	20-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
The message in the ad was important to me	Extremely agree . . . . .	21-1	22-1	23-1	24-1	25-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
Based on the ad, I would be interested in getting more information about the product	Extremely agree . . . . .	26-1	27-1	28-1	29-1	30-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7

4. (Continued) Again, please circle one number for each of the five companies' ads, to indicate how strongly you agree or disagree with the statement below.

<u>Statements</u>		<u>Ads</u>				
		<u>P4</u>	<u>G8</u>	<u>H7</u>	<u>J6</u>	<u>N5</u>
The ad made me feel that the product is right for me	Extremely agree . . . . .	31-1	32-1	33-1	34-1	35-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
The ad didn't have anything to do with my personal professional goals	Extremely disagree . . . . .	-7	-7	-7	-7	-7
	Extremely agree . . . . .	36-1	37-1	38-1	39-1	40-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . .	-4	-4	-4	-4	-4
	Slightly disagree . . . . .	-5	-5	-5	-5	-5
I liked the ad because it fitted my personality	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
	Extremely agree . . . . .	41-1	42-1	43-1	44-1	45-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
	Neither agree nor disagree . . .	-4	-4	-4	-4	-4
I liked the ad itself	Slightly disagree . . . . .	-5	-5	-5	-5	-5
	Disagree . . . . .	-6	-6	-6	-6	-6
	Extremely disagree . . . . .	-7	-7	-7	-7	-7
	Extremely agree . . . . .	46-1	47-1	48-1	49-1	50-1
	Agree . . . . .	-2	-2	-2	-2	-2
	Slightly agree . . . . .	-3	-3	-3	-3	-3
Neither agree nor disagree . . .	-4	-4	-4	-4	-4	
Slightly disagree . . . . .	-5	-5	-5	-5	-5	
Disagree . . . . .	-6	-6	-6	-6	-6	
Extremely disagree . . . . .	-7	-7	-7	-7	-7	

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5. We realize that you would not normally place an order for a facsimile machine based on the information in one advertisement. However, we are interested in knowing (based on the ads) what your preference is among the five facsimile machines/which one(s) you would want to find out more information about for possible future purchase by you and/or your company.

Please circle one number for each of the facsimile machines to reflect how much you prefer each of them.

	Ads				
	P4	G8	H7	J6	N5
Extremely in favor of using . . .	51-1	52-1	53-1	54-1	55-1
Quite in favor of using . . . .	-2	-2	-2	-2	-2
Slightly in favor of using . . .	-3	-3	-3	-3	-3
Neither in favor nor against using	-4	-4	-4	-4	-4
Slightly against using . . . . .	-5	-5	-5	-5	-5
Quite against using . . . . .	-6	-6	-6	-6	-6
Extremely against using . . . .	-7	-7	-7	-7	-7

6. Please express your level of interest in the five overnight facsimile machines by distributing 100 points among them, to illustrate how much you prefer each of them. Assign more points to the one(s) you prefer and fewer points to the other one(s). (If you strongly prefer one service over all the others, you may give that one all 100 points, and give the others all zero. Similarly, if there are two or three you prefer, you may distribute the 100 points over those and give zero to the other ones.)

Please be sure that the total points for the five overnight facsimile machines add to 100.

Ads:		<u>Points</u>
	<u>P4</u>	56-
		57-
	<u>G8</u>	58-
		59-
	<u>H7</u>	60-
		61-
	<u>J6</u>	62-
		63-
	<u>N5</u>	64-
		65-
	Total	100

7. Please write below your reasons for your preferences in Question 6.

66-

67-

68-

(Please continue with Question 8 on the next page)

8. How familiar are you with facsimile machines?

- Extremely familiar . . . . . 69-1
- Quite familiar . . . . . -2
- Slightly familiar . . . . . -3
- Not at all familiar . . . . . -4

9. How involved would you personally be in a decision by your company to change, or to acquire, facsimile machines?

- Extremely involved . . . . . 70-1
- Quite involved . . . . . -2
- Slightly involved . . . . . -3
- Not at all involved . . . . . -4

10. Overall, how satisfied are you with the progress of your career, to date?

- Extremely satisfied . . . . . 71-1
- Quite satisfied . . . . . -2
- Slightly satisfied . . . . . -3
- Neither satisfied not dissatisfied . . . . . -4
- Slightly dissatisfied . . . . . -5
- Quite dissatisfied . . . . . -6
- Extremely dissatisfied . . . . . -7

CLASSIFICATION

Just a few questions for classification purposes.

C/1. In the general field in which you work, how many years have you been working?

\_\_\_\_\_ years 72-

C/2. What products or services does your organization provide? Please be as specific as possible.

\_\_\_\_\_ 73-

\_\_\_\_\_ 74-

\_\_\_\_\_

\_\_\_\_\_

C/3. What is your exact job title?

75-  
76-

---

C/4. Is the location at which you work situated in your organization's main headquarters or at a branch site?

Main headquarters . . . . . 77-1  
Branch site . . . . . -2

C/5. And, for statistical purposes, what was the last grade of school you completed?

Some high school . . . . . 78-1  
High school graduate . . . . . -2  
Some college . . . . . -3  
College graduate . . . . . -4  
Post-graduate . . . . . -5

C/5. And, which of the following categories best represents your age?

30-34 . . . . . 79-1  
35-39 . . . . . -2  
40-44 . . . . . -3  
45-49 . . . . . -4  
50-54 . . . . . -5  
55-59 . . . . . -6  
60-64 . . . . . -7  
65 and over . . . . . -8

We really appreciate your help. Please send the completed questionnaire to us, using the stamped, self-addressed envelope enclosed. As soon as we receive it, we will send your gift to you.

Thank you.

Confirmation of gift selection (please check one):

Binoculars . . . . . ( )  
Camera . . . . . ( )

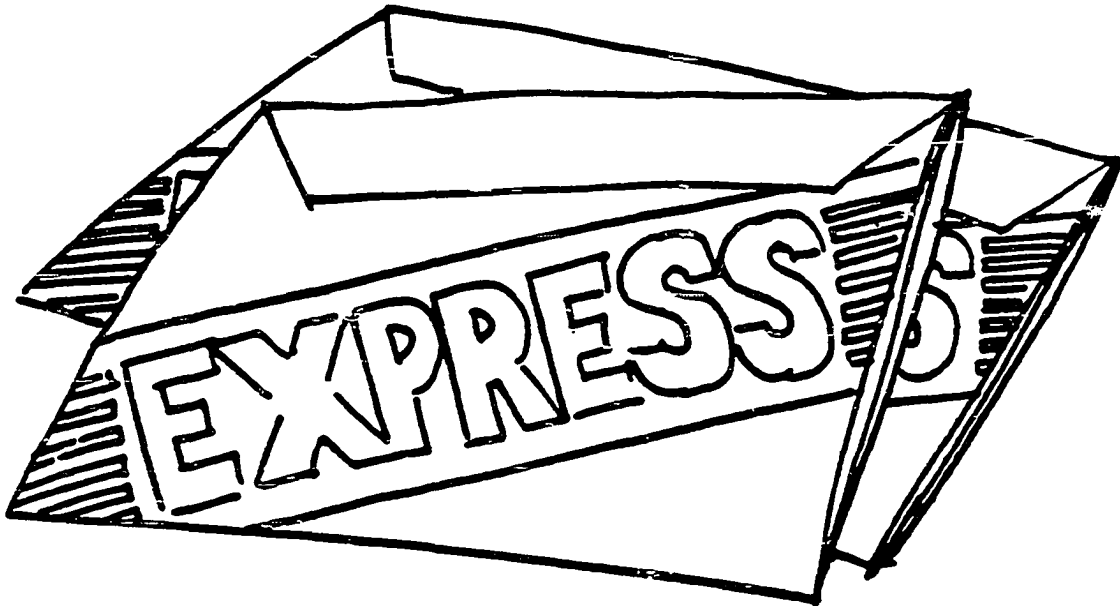
80-

## APPENDIX C

## CONCEPT ADS

Company G8

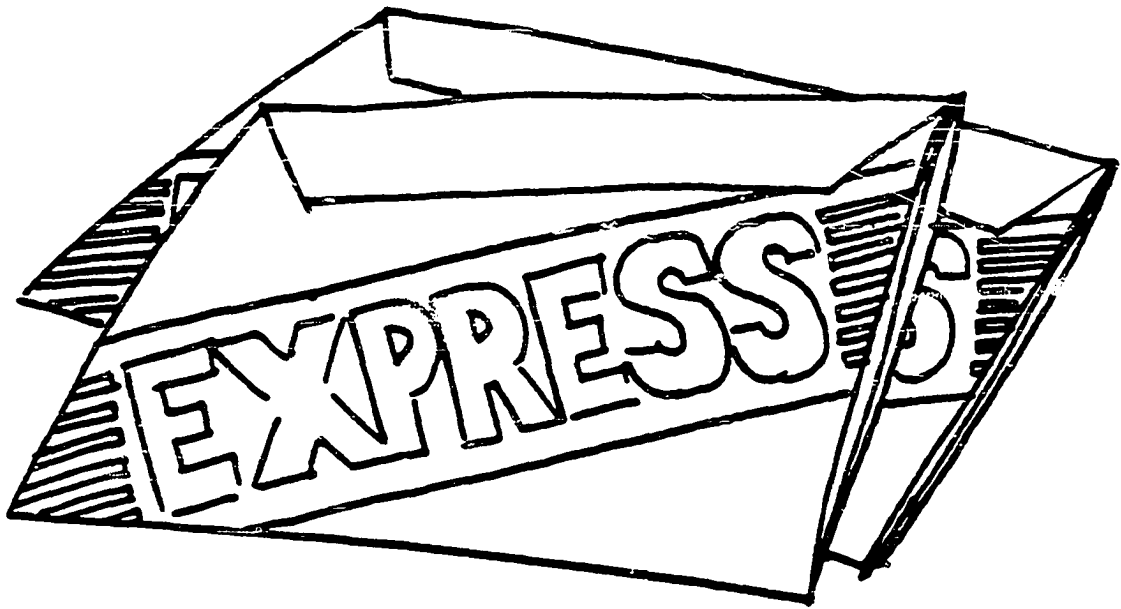
## NO SURPRISES



Many people value a stable environment at work. But stability and even job security can easily be upset by minor failures in support systems. That's why we provide the most advanced overnight delivery service. No more worries - you can depend on it.

Company H7

OUR GROWTH DEPENDS  
ON YOUR GROWTH

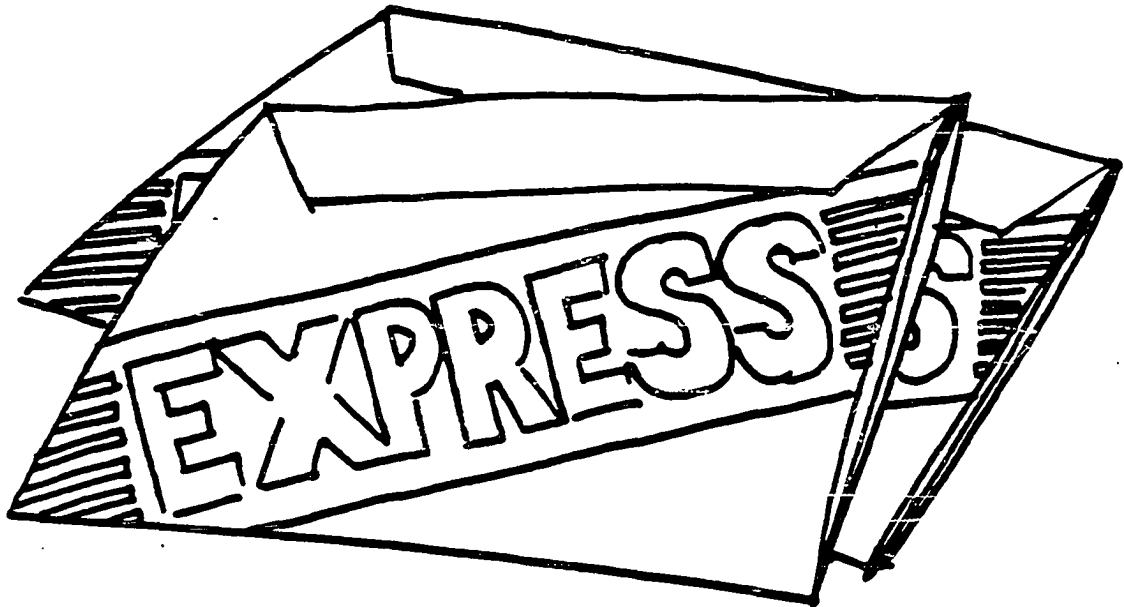


We believe that our success depends on our playing some part in helping you to succeed. That's why we provide the most advanced overnight delivery service, to ensure that all your letters and packages arrive promptly every time. We are confident that, as you move ahead, we will, too. And getting ahead is what it's all about.



Company J6

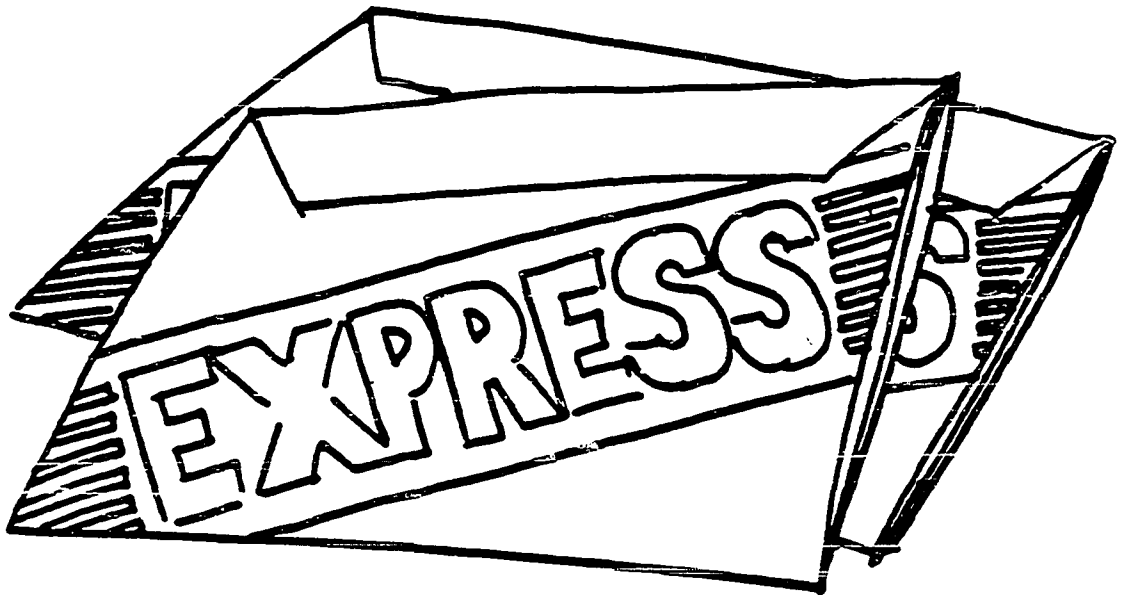
## WORK IS NOT EVERYTHING



Working hard is fine, but it's not everything. It's important to find time for one's personal life and outside interests, too. That's why we provide the most advanced overnight delivery service, to ensure that at least part of your support system doesn't waste unnecessary time at the office. We respect the importance you attach not only to your career, but also to the rest of your life.

Company N5

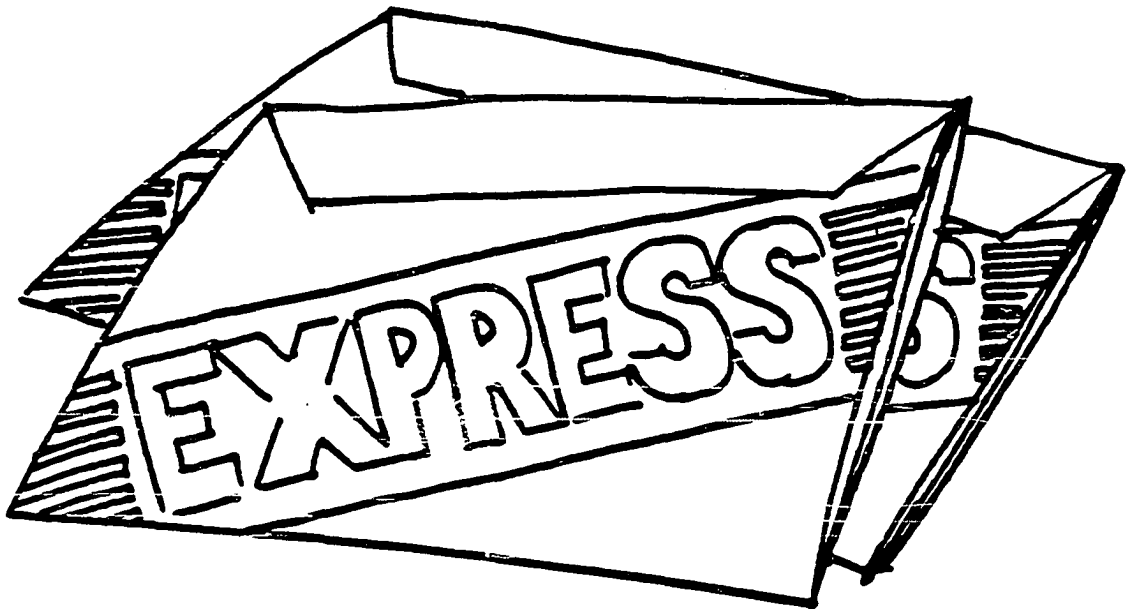
BECAUSE YOU ARE EXCITED ABOUT  
YOUR WORK - NOT YOUR PAPERWORK



We know that you can't excel at what you do and make the most of your creative talents if your support systems make demands on your time and slow you down. That's why we developed the most advanced overnight delivery service. It's easy to use, without any hassle - hassle that could take your attention away from the excitement and stimulation of your work.

Company P4

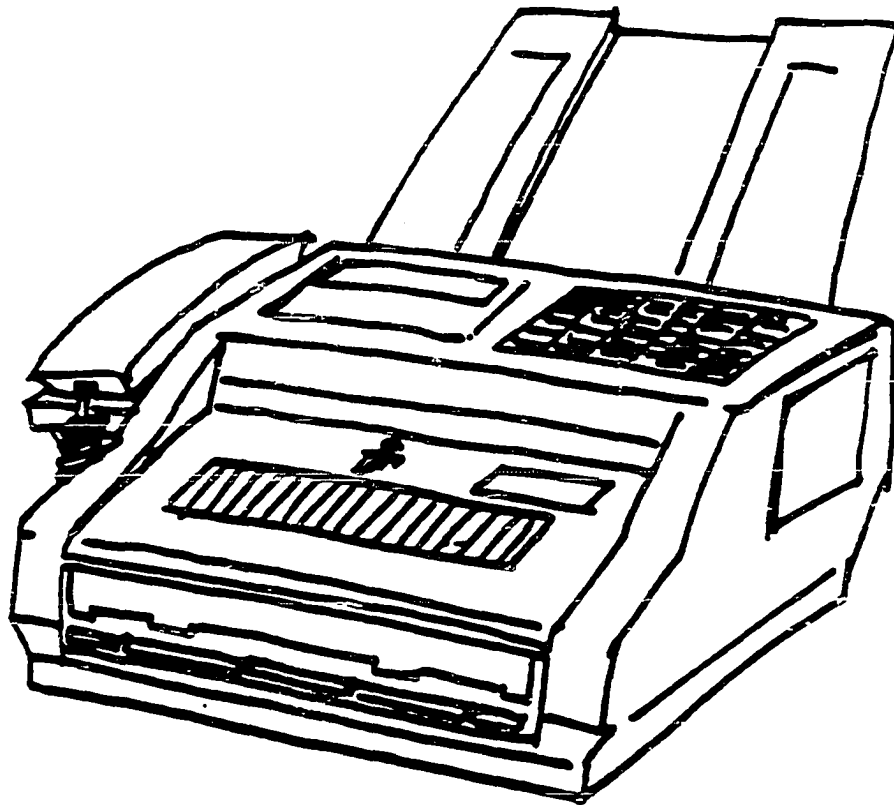
## INDEPENDENCE



**Being independent, self-reliant, controlling one's own destiny - that's what many people in business strive toward. But, it requires reliable support services. That's why we provide the most advanced overnight delivery service. Our dependability helps your independence.**

Company G8

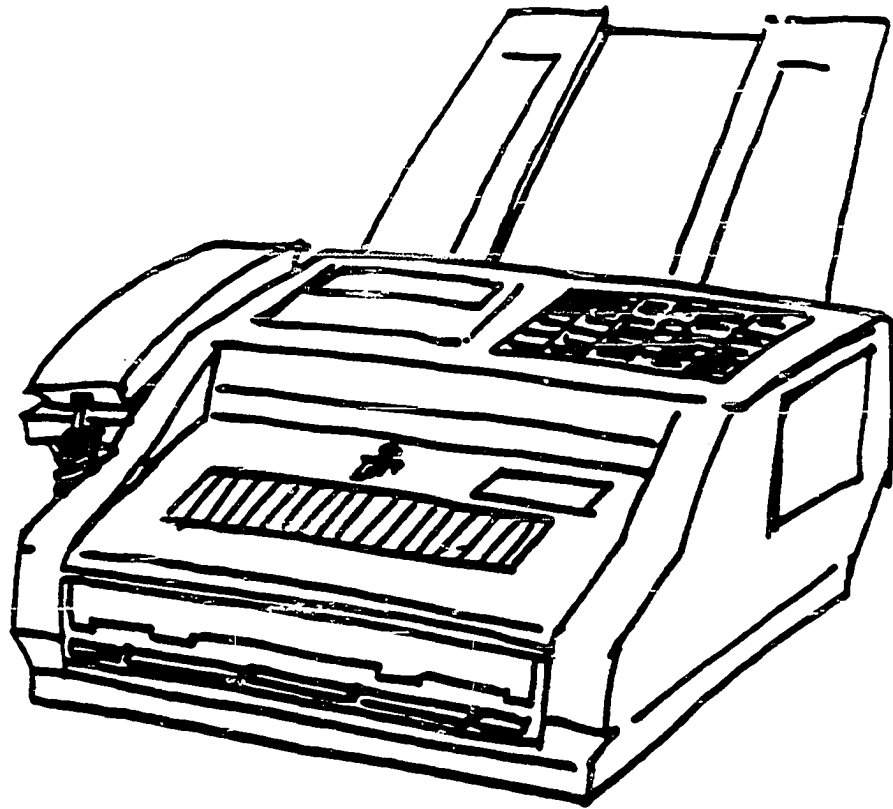
NO SURPRISES



Many people value a stable environment at work. But stability and even job security can easily be upset by minor failures in support systems. That's why we provide the most advanced line of facsimile machines. No more worries - you can depend on it.

Company H7

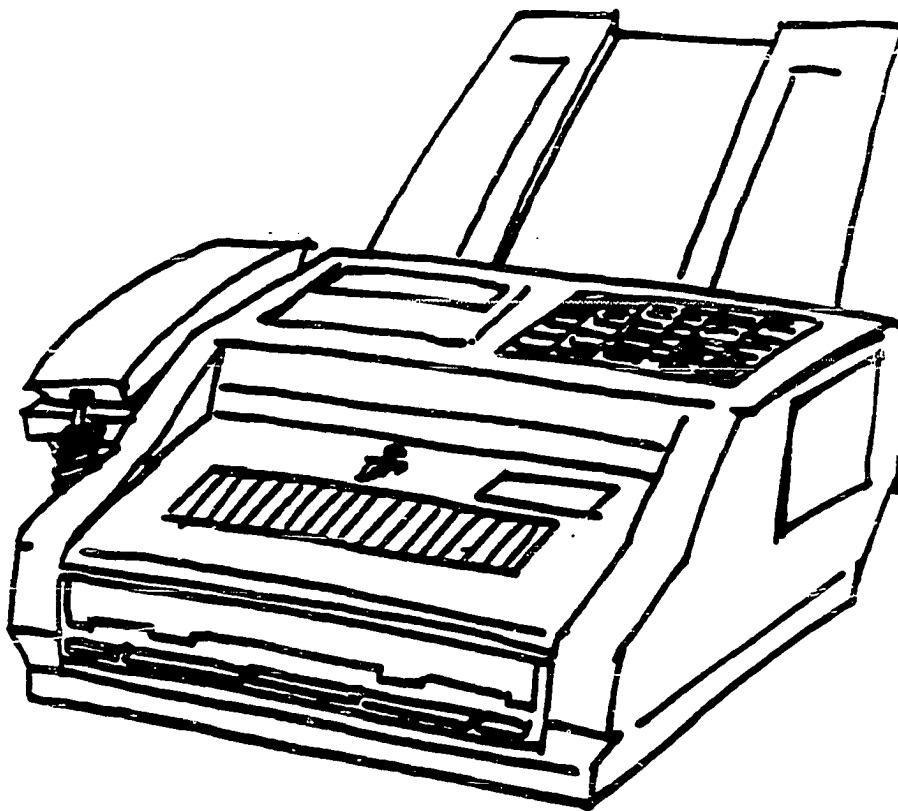
OUR GROWTH DEPENDS  
ON YOUR GROWTH



We believe that our success depends on our playing some part in helping you to succeed. That's why we provide the most advanced line of facsimile machines, to ensure that all your incoming and outgoing correspondence is efficiently handled. We are confident that, as you move ahead, we will, too. And getting ahead is what it's all about.

Company J6

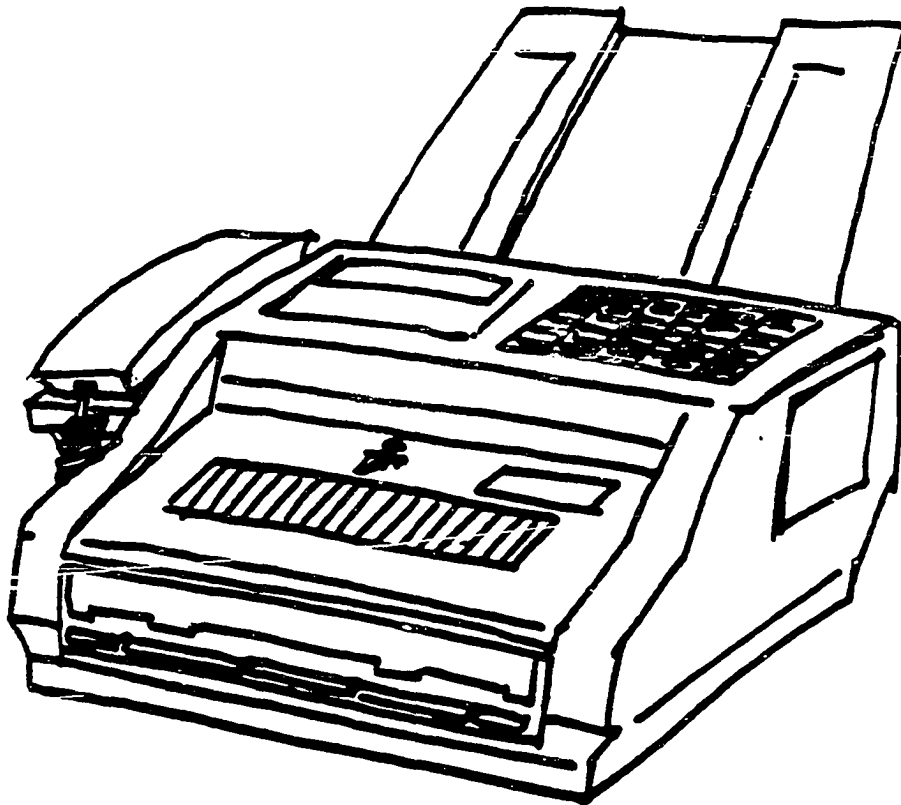
WORK IS NOT EVERYTHING



Working hard is fine, but it's not everything. It's important to find time for one's personal life and outside interests, too. That's why we provide the most advanced line of facsimile machines, to ensure that at least part of your support system doesn't waste unnecessary time at the office. We respect the importance you attach not only to your career, but also to the rest of your life.

Company N5

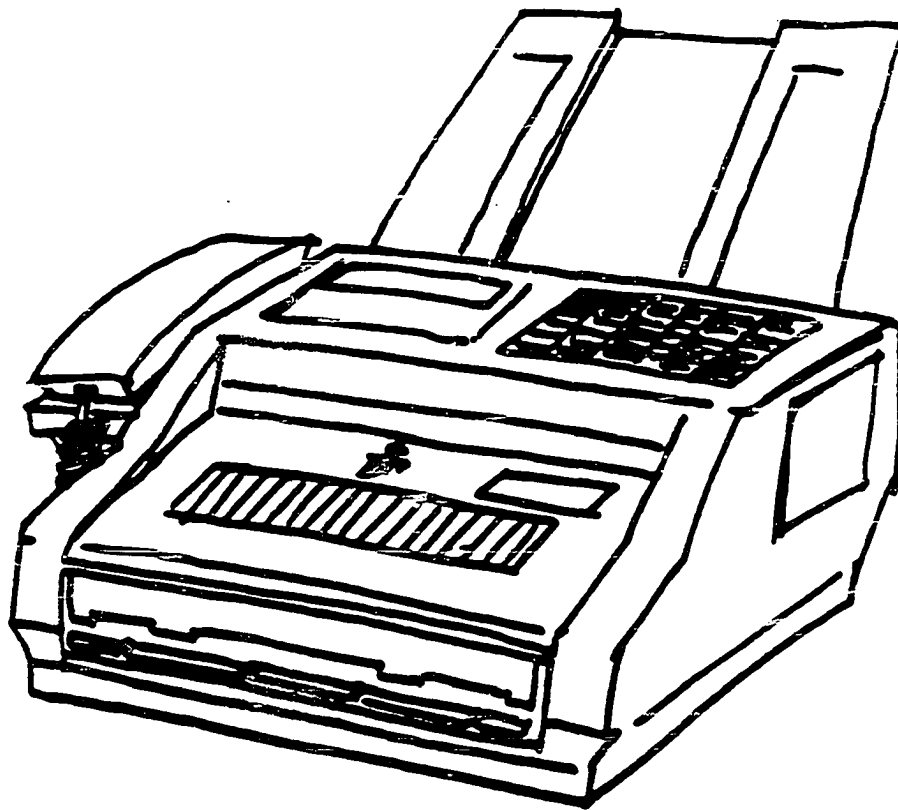
BECAUSE YOU ARE EXCITED ABOUT  
YOUR WORK - NOT YOUR PAPERWORK



We know that you can't excel at what you do and make the most of your creative talents if your support systems make demands on your time and slow you down. That's why we developed the most advanced line of facsimile machines. They're easy to use, without any hassle - hassle that could take your attention away from the excitement and stimulation of your work.

Company P4

## INDEPENDENCE



**Being independent, self-reliant, controlling one's own destiny - that's what many people in business strive toward. But, it requires reliable support services. That's why we provide the most advanced line of facsimile machines. Our dependability helps your independence.**



## APPENDIX D

## ROTATION OF CONCEPT ADS

FIVE ROTATIONS OF CONCEPT ADS

1.	G8	H7	J6	N5	P4
2.	H7	J6	N5	P4	G8
3.	J6	N5	P4	G8	H7
4.	N5	P4	G8	H7	J6
5.	P4	G8	H7	J6	N5

## APPENDIX E

## TELEPHONE RECRUITMENT SCRIPT

TELEPHONE SCRIPT FOR RESPONDENTS  
WHO HAVE NOT COMPLETED  
CAREER ORIENTATION BATTERY

Hello, I'm \_\_\_\_\_, and I'm calling on behalf of the City University Business School of New York. We are calling business leaders across the country and asking them to participate in a brief, but very important study that will help us better understand product preferences.

We know your time is valuable, so if you participate in our study, as an expression of our appreciation, we will provide you with a free gift of either binoculars, a pocket camera, or participation in a drawing for a cellular telephone. It will be your choice as to which gift you prefer. If you prefer, we can send the gift to your home address or office. Can we include you in our study?

If yes - Confirm address to include correct spelling of name, title, company name, street address, city, state, zip code.

If no - Thank respondent for their time.

If Yes:

Thank you. Within a week, you will be receiving the questionnaire in the mail. Please send it back to us as soon as possible in the prepaid return envelope.

After four to six weeks, we will be sending you five rough concept ads and an accompanying questionnaire to be mailed back to us. In this self-administered questionnaire, we will seek your opinion about the five concept ads.

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