# **CONTENTS**

Lis	of Figures	9
Lis	of Tables	11
Tb	e Cranfield Management Research Series	13
1	Introduction: Contemporary Research Themes  Mark Jenkins and Simon Knox	15
	A broader understanding of consumer marketing	15
	The whole is greater than the sum of the parts	17
	Structure and content	17
DA:	PT ONE _ Understanding Consumer Perspectives of Re	-ands
	RT ONE – Understanding Consumer Perspectives of Bi I the Purchasing Environment	rands
	the Purchasing Environment	rands
	Pocketing the Change from Loyal Shoppers: The	23
	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect	<b>23</b> 23
	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect Tim Denison and Simon Knox	23 23 24
2	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect Tim Denison and Simon Knox Outline	23 24 25
2	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect Tim Denison and Simon Knox Outline Introduction Measuring store loyalty Research methodology	23 24 25 29
2	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect Tim Denison and Simon Knox Outline Introduction Measuring store loyalty Research methodology How loyal are consumers in the 1990s?	23 23 24 25 29 31
2	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect Tim Denison and Simon Knox Outline Introduction Measuring store loyalty Research methodology	23 24 25 29 31 35
2	Pocketing the Change from Loyal Shoppers: The 'Double Indemnity' Effect Tim Denison and Simon Knox Outline Introduction Measuring store loyalty Research methodology How loyal are consumers in the 1990s?	23 23 24 25 29 31

3	Consumers' Perceptions of Micro-retail Location	45
9	Gordon Foxall and Paul Hackett	1)
	Outline	45
	Introduction	46
·	Micro-retail design and consumer behaviour	47
,	A research perspective	49
	Methodology	52
	Results	58
	Discussion	62
4	A Buyer Behaviour Approach to Merchandising and	
	Product Policy	67
	Simon Knox	- •
	Outline	67
	Introduction	68
	Continental cheeses: market growth and change agents	69
	The focus of retailer strategy	70
	Situational determinants in consumer behaviour	71
	The research hypotheses	74
	Methodology	75
	Results and discussion	77
	Conclusions	80
(5	Attitude, Personal Norms and Intentions	85
_	Simon Knox and Leslie de Chernatony	
	Outline	85
	European consumption of mineral water	86
	Mineral waters in the UK	87
	The UK consumer and derived brand benefits	87
	The role of attitudes in influencing consumer behaviour	89
	The research hypotheses	91
	Methodology	91
	Results and discussion	93
	Conclusions	97
6	Brand Pricing in a Recession	100
	Leslie de Chernatony, Simon Knox and Mark Chedpey	_
	Outline	100
	Introduction	101

#### Contents

	Advertising and brand values Consumers' perceptions of price and quality Methodology Results	102 103 105 106
	Conclusions	111
PA	RT TWO – Managing Consumer Markets	
7	Brand Building and Market Research	119
	Stephen King Outline	119
	Introduction	119
	Six pressures on marketing companies	120
	Two evolutionary changes	122
	Implications for market research	129
	Some specific questions about methods	131
8	Black and Decker Designs a Recall	136
	Craig Smith, John Quelch and Gael Simonson	
	Outline	136
	Introduction	137
	The fire investigation	138
	Time for a decision	139
	Designing the recall	140
	Tying up loose ends	145
9	Applying Research to Decision Making	148
	Stephen King	1/0
	Outline	148
	Introduction	149
	Flagship brands	151 155
	Trade-off	155
	Advertising research	159
	Innovation	164
	Conclusions	101

10	The Serpent in the Supermarket's Paradise	169
	Keith Thompson	
	Outline	169
	'L'Angleterre est une nation de boutiquiers'	170
	The challenge of Europe	171
	The reasons for reluctance to compete in Europe	173
	Balancing the risks and opportunities	178
	Summary	179
	Conclusions	181
11	How Managers define Consumer Markets	185
	Mark Jenkins, Eric le Cerf and Thomas Cole	
	Outline	185
	The nature of market definitions	186
	Interpretive research approaches	188
	Interpretive research for defining markets	188
	Methodology	189
	Results	191
	Conclusions	194
12	Strategy Search and Creativity: The Key to Corporate	
	Renewal	198
	Simon Majaro	
	Outline	198
	Introduction	199
	Background concepts	201
	Strategy search and creativity	206
	Major lessons learned	210

## LIST OF FIGURES

1.1	The consumer marketing framework	16
2.1	A typology of store loyalty measures	26
2.2	Characteristics of the Enis-Paul measure	28
2.3	Frequency of customer loyalty values	32
2.4	Store loyalty by retail sector	33
2.5	Store loyalty, departmental or mixed store purchasing, by product category	34
2.6	An index of sterling monthly sector spend for loyal and promiscuous shoppers	37
2.7	Proportion of sector monthly spend for loyal and promiscuous shoppers	38
2.8	An index of sterling monthly spend in 'first choice' stores for loyal and promiscuous shoppers	38
3.1	Worcester: the high street shopping district	55
3.2	Merry Hill: the out-of-town shopping centre	56
4.1	Belk's revised S-O-R paradigm	74
7.1	Service/quality dimensions: customers in four service sectors	126
7.2	Profit from a credit card customer	127
8.1	The database-driven recall system	144
9.1	UK trade in manufactured goods 1950–80	149
9.2	Butter consumption: actual versus model	155
9.3	Gap analysis: per cent who like tea	156
9.4	How innovation happens	160
10.1	European representation of selected EC grocery retailers	172

10.2	Ansoff's product/market expansion grid	173
10.3	The wheel of retailing	180
10.4	Value of food markets – EC members	181
11.1	Example of tri-concept map (product, channel and consumer)	193
11.2	Example of uni-concept map (product)	193
11.3	Modal scoring map (three respondents)	194
12.1	The relationship between creativity and innovation	202
12.2	Creativity and innovation – an integrated approach	202
12.3	The systematic flow of ideas in a multi-national context	205
12.4	Innovation analysis worksheet	206
12.5	Satisfying the customer – the company's 'input': a holistic	213

## LIST OF TABLES

3.1	Summary of results	59
3.2	Proportion of respondents accurately locating each store in high street mapping exercise	60
3.3	Proportion of respondents accurately locating each store in shopping centre mapping exercise	61
4.1	Types of cheese bought over a three-month period	69
4.2	Object and situation determinants	76
4.3	Classification results	76
4.4	A classification of predictor variables based upon Belk's model	78
5.1	Per capita consumption of mineral water	86
5.2	The UK mineral water market	87
5.3	Attitudinal beliefs and salient referents	92
5.4	Regression analysis results	94
5.5	Sources of influences across user groups	96
6.1	Perceived and actual price differentials	107
6.2	Price perceptions	109
6.3	Price perceptions of brands	111
8.1	Plan to close consumers	143
10.1	European grocery retailers: average net margin by country	171
10.2	UK food sales by outlet size/type	174
10.3	Turnover of some US food retailers in foreign ownership	177
11.1	Concept categories for broad market definition	191
11.2	Concept categories for defining market segments	192

11.3	Overall concept categories within market map	192
11.4	Concept categories by industry sector	194