Case Mapping for
CONSUMER BEHAVIOR
by Leon G Schiffman | Leslie Lazar Kanuk
S Ramesh Kumar
10th Edition, Pearson Education
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<td>• The Future Shopper - The Futures Company And Kantar Retail (WPP, 2013)</td>
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<tr>
<td>• Neuro Economics: Science Or Science Fiction? - Jim Heskett (HBS Working Knowledge, 2007)</td>
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<td>• When Product Variety Backfires - Poping Lin (HBS Working Knowledge, 2005)</td>
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<tr>
<td>• How To Delight Your Customers - Barry Berman (California Management Review, Fall 2005)</td>
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<tr>
<td>• Implicit Predictors Of Consumer Behaviour - Nanci M. Puccinelli (HBS Note, 2001)</td>
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<td>• Symbols For Sale - Sydney J. Levy (HBR, 1957)</td>
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<tr>
<td>• Why Do Outlet Stores Exist? - Michael Blanding (HBS Working Knowledge, 2014)</td>
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<tr>
<td>• The Vector Hypothesis Of Consumer Behaviour - Warren J. Bilkey (The Journal Of Marketing, October 1951)</td>
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<tr>
<td>• Uses Of Sociology In Studying “Consumption” Behaviour - Charles Y. Glock And Francesco M. Nicosia (Journal Of Marketing, July 1964)</td>
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<tr>
<td>• Probabilistic Models Of Consumer Buying Behaviour - Alfred A. Kuehn And Ralph L Day (Journal Of Marketing, October, 1964)</td>
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<td>• Can Attitude Measurement Predict Consumer Behaviour - Jon G. Udell (The Journal Of Marketing, October 1965)</td>
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<td>• The Role Of Risk In Consumer Behaviour - James W. Taylor (Journal Of Marketing, April 1974)</td>
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<td>• Use Strategic Models To Predict Consumer Behaviour - David E. Schnedler (Sloan Management Review, Spring 1996)</td>
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<td>• Kernels Of Truth About Marketing To Women (Knowledge@Wharton, 2000)</td>
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<td>• Uncovering Patterns In Cyber Shopping - Wendy W. Moe And Peter S. Fader (California Management Review, Summer 2001)</td>
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<tr>
<td>• Pricing And The Psychology Of Consumption - John Gourville And Dilip Soman (HBR, September 2002)</td>
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<tr>
<td>• The Customer Has Escaped - Paul F. Nunes And Frank V. Cespedes (HBR, November 2003)</td>
</tr>
<tr>
<td>• Rediscovering Marketing Segmentation - Daniel Yankelovich And David Meer (HBR, February 2006)</td>
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<td>• What Customers Want From Your Products - Clayton M. Christensen, Scott Cook, And Taddy Hall (HBS Working Knowledge, 2006)</td>
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<td>• The New Indian Consumer - Ashok Gopal And Rajesh Srinivasan (HBR, October 2006)</td>
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<td>• How To Be A Customer - John Quelch (HBS Working Knowledge, 2007)</td>
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<td>• ‘Men Buy, Women Shop’: The Sexes Have Different Priorities When Walking Down The Aisles (Knowledge@Wharton, 2007)</td>
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<td>• Companies And Customers Who Hate Them - Gail McGovern And Youngme Moon (HBR, June 2007)</td>
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<td>• Understanding The ‘Want’ Vs. ‘Should’ Decision - Sarah Jane Gilbert (HBS Working Knowledge, 2007)</td>
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<td>• Extremeness Seeking: When And Why Consumers Prefer The Extremes - John T. Gourville And Dilip Soman (HBS Working Knowledge, 2007)</td>
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<td>• The Next Marketing Challenge: Selling To ‘Simplifiers’ - John Quelch (HBS Working Knowledge, 2008)</td>
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<td>• Long-Tail Economics? Give Me Blockbusters! - John Quelch (HBS Working Knowledge, 2008)</td>
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<td>• The ‘Luxury Prime’: How Luxury Changes People - Sarah Jane Gilbert (HBS Working Knowledge, 2010)</td>
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<td>• The Future Of Shopping - Darrell Rigby (HBR, December 2011)</td>
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<td>• Emotional Cues That Work Magic On Customers - Eduardo B. Andrade And Mario Capizzani (HBR, Expert Insight, 2011)</td>
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<td>• Clay Christensen’s Milkshake Marketing - Carmen Nobel (HBS Working Knowledge, 2011)</td>
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<td>• What Neuroscience Tells Us About Consumer Desire - Carmen Nobel (HBS Working Knowledge, 2012)</td>
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<td>• To Buy Happiness, Spend Money On Other People - Carmen Nobel (HBS Working Knowledge (VIDEO), 2013)</td>
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<td>• The Art And Science Of Sound: How Music Influences Consumers (Knowledge@Wharton, 2014)</td>
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<td>• How Our Brain Determines If The Product Is Worth The Price - Carmen Nobel (HBS Working Knowledge, 2014)</td>
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## Widely-used Books for Consumer Behavior

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<td><strong>Why We Buy:</strong> The Science of Shopping</td>
<td>Paco Underhill, Rick Adamson</td>
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<td><strong>Consumerology:</strong> The Myth of Market Research, the Truth About Consumers and the Psychology of Shopping</td>
<td>Philip Graves</td>
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<td><strong>Cracking the Code:</strong> Leveraging Consumer Psychology to Drive Profitability</td>
<td>Kit Yarrow</td>
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<td>Laura Vanderkam</td>
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<td><strong>Decoding the New Consumer Mind:</strong> How and Why We Shop and Buy</td>
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<td><strong>Born to Buy:</strong> A Groundbreaking Exposé of a Marketing Culture That Makes Children &quot;Believe They Are What They Own.&quot; (USA Today)</td>
<td>Juliet B. Schor</td>
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**Course Case Map for CONSUMER BEHAVIOR**

www.etcases.com
## List of Mapped ET Cases’ Case Studies for Consumer Behavior

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**Abstract:**
This case study is enlisted primarily as an inaugural case study in the Consumer Behaviour course in the Indian context. With relevant data, this case study provides a landscape of the evolution of Indian consumer and Indian consumer market. Since independence in 1947, the Indian consumer has evolved to be an intriguing and discerning consumer. "Study the past, if you would divine the future", said Confucius centuries ago and this case study provides an historical context for understanding and analyzing the Indian consumer market and Indian consumers over the last six and half decades. Written to paint the Indian consumer canvas over four generations – traditionalists, baby boomers, Gen X and Gen Y/millennial, this case study enables an understanding of the transition of the Indian consumer market from being a sellers’ market to a buyers’ market. With about 35% of the Indian consumer market comprising of millennials (with intriguing characteristics, though), how should Indian marketers tap this demographic dividend? Or, would it be a complicated demographic divide? What would digital density mean for demographic diversity?

**Pedagogical Objectives**
- To understand how the Indian consumer market evolved since independence (1947) and examine what factors have contributed to the transformation of the Indian consumer market from being sellers’ market to buyers’ market
- To trace the evolution of new age Indian consumer through four generations – traditionalists, baby boomers, Gen X and Gen Y/millennial, and contrast the emerging Indian consumer landscape with the new rules of marketing
- To discuss and debate on what do the metamorphic changes mean for Indian marketers and how should they engage with the new age Indian consumer

**Key Concepts/Keywords**
Consumer Behaviour and Consumer Markets; Consumer Behaviour and Indian Consumer Markets; Consumer Behaviour and Indian Consumer of 2014; Consumer Behaviour and Indian Consumer of 2005; Consumer Behaviour and Shifts in Consumer Behavior; Consumer Behaviour and Social Networks; Consumer Behaviour and Indian Consumer Market

**Chapter Reading/Background Material:**
- Roland T. Rust, et al., “Rethinking Marketing”, www.hbr.org, January 2010 – To understand the improved way of building businesses by catering to the consumer requirements
- Rama Bijapurkar, We are Like That Only, Penguin Books India, 2013
- Damodar Mall, SUPERMARKETWALA, Random House India, 2014

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**A Lifetime in a Decade**

**Abstract:**
This case flyer, based on the accompanying article from The Economic Times, enables a discussion on a few defining paradigm shifts in Indian consumer behavior over the last decade. What differentiates the Indian consumer of 2014 from the Indian consumer of 2005? Largely the transformation was all about the Indian consumer being a market maker than a market taker. The Indian consumer has been empowered to be a market maker with heightened global integration, ubiquitous technology, emboldened social networks and the resulting new discourse on lifestyles and self-embellishments. Not just that a consumer is empowered but he is empowering others over the powerful social, digital and mobile platforms. Enriched with instantaneous information, the ever-discerning consumer has become even more demanding. How should marketers gear up to stand up and deliver to the intriguing Indian consumer?

**Pedagogical Objectives**
- To understand some of the most defining characteristics of Indian consumers over the last decade (2005-2014) and most importantly, examine the market manifestations of the same
- To discuss and debate on the implications of these paradigms for the marketers and to identify the marketers’ responses
- To examine the role of millennials in setting new marketing agendas

**Key Concepts/Keywords**
Consumer Behavior and Shifts in Consumer Behavior; Consumer Behavior and Indian Consumer; Consumer Behavior and Paradigm Shifts; Consumer Behavior and Market Manifestations; Consumer Behavior and Millennials; Consumer Behavior and Social Networks; Consumer Behavior and Indian Consumer Market

**Chapter Reading/Background Material:**
- Gurcharan Das, India Unbound: From Independence to Global Information Age, Penguin India, 2012
- Rama Bijapurkar, We are Like That Only: Understanding the Logic of Consumer India, Penguin Group, 2009
- Damodar Mall, SUPERMARKETWALA: Secrets to Winning Consumer India, Random House, 2014
- Santosh Desai, Mother Pious Lady - Making Sense of Everyday India, HarperCollins India, 2014
Consumer Behavior®Airport Retail Outlets: Vineet Verma’s Consumer Research Dilemmas

Abstract:
How can Consumer Research process be used to aid decision-making? How to connect the consumer research process with business dilemmas? Presented through, a first generation successful entrepreneur, Mr.Vineet Verma’s (Vineet) dilemmas, this case study can be used very effectively to sensitize the participants/students to connect consumer research process with Vineet’s business dilemmas.

While seemingly convinced by the retailing potential of his ethnic food retail outlet in Hyderabad International Airport (HIA), Vineet was unsure of the preferred business architecture-place, price points, packaging sizes and types, etc. Given the dynamics of the potential growth of air traffic in India, and increasing airport retailing in India, would an ethnic food retail outlet stand a fair chance of success? How to define the research objective and design the appropriate consumer research process to address Vineet’s business dilemmas outlined in the case study? Which kind of research techniques Qualitative or Quantitative would be appropriate to take a decision?

Pedagogical Objectives
- To identify the relevant and appropriate consumer research technique/tool with the given business requirement
- To sensitize the criticality of defining a research objective and understanding its efficacy in resolving research dilemmas
- To familiarize with designing an elaborate consumer research process to address business dilemmas

Key Concepts/Keywords
Consumer Research; Consumer Research and Consumer behavior; Consumer Research for Airport Retail; Consumer Research and Quantitative research; Consumer Research and Qualitative research; Consumer behavior at airports; Consumer behavior at Indian airports; Consumer Research for retailing

Chapter Reading/Background Material:

Customer Experience as Segmentation Basis: The ‘Luxury’ in Question

Abstract:
This Case Study is meant to trigger a discussion on whether customer experience (brand experience) can be considered as a segmentation basis? With intense competition among the organized players in every industry (especially B2C and C2C Categories) along with the ever-increasing competition from unorganized players with ever-discerning and demanding consumers, the marketers face a daunting task to differentiate their products/services. Presented in a dialogue (between participants of an MBA and Executive MBA program) format, this case study, presupposing a basic understanding of traditional segmentation bases (Demographic, Psychographic, Geographic, Behavioral including VALS & PRIZM models, etc.), attempts to contest the idea of customer experience as a new segmentation basis. What kind of companies should attempt to adopt customer experience as a segmentation basis? How should customer experience be designed and delivered? Would customer experience as a segmentation basis be more pertinent to the ‘Luxury’ segment than other segments?

Pedagogical Objectives
- To revisit and review the relevance of market segmentation bases (Demographic, Geographic, Psychographic and Behavioral including VALS & PRIZM) in the light of intense competition between companies of an industry and rivalry from private labels as well as unorganized sector players
- To analyze and debate on what kind of companies/industries this customer experience can be a deliverable segmentation basis
- To discuss and debate the possibility and scope of designing and delivering customer experience across the price pyramid for a product line

Key Concepts/Keywords
Customer Experience; Customer Experience and Brand Experience; Customer Experience and Segmentation; Customer Experience as Segmentation Basis; Customer Experience and Price Pyramid; Customer Experience and Differentiation; Customer Experience and Customer Loyalty

Chapter Reading/Background Material:
Customer Experience @ Shopping Malls: Influencing Customer Motives and Needs

Abstract:
This case flyer is based on an article from The Economic Times and enables a discussion on whether and how shopping malls influence consumer motives and needs. While e-commerce growth (as demonstrated by a number of firms and y-o-y growth figures of Flipkart, Snapdeal, Jabong, etc.) indicates the macro trends of consumer buying preferences, shopping malls woke up to considerably reduced numbers of shoppers. Having made huge investments, shopping malls are pulling out every stop to rechristen customer experience to engage with the discerning and demanding Indian consumers. Having been exposed to lucrative and compelling online offers and exotic customer experience, offline (at shopping malls) consumers are fed with several extrinsic motive to oscillate on their preferences, who would have the last laugh?

Pedagogical Objectives
- To examine whether and how shopping malls influence consumer motives and needs
- To discuss and debate on how the straddling consumers’ (straddling between online and offline) extrinsic motives get influenced and shaped by malls and online stores
- To have an overview of the business architecture of shopping malls and the imminent threat of burgeoning e-commerce activity

Key Concepts/Keywords
Consumer Motives and Experience; Consumer Motives and Motivation; Consumer Motives and Needs; Consumer Motives and Customer Experience; Consumer Motives and Shopping Malls; Consumer Motives and Consumer Needs; Consumer Motives and Maslow's Hierarchy of Needs

Chapter Reading/Background Material:

Chandni Chowk and Consumer Personality

Abstract:
This Case Flyer and the base article can be used to relate the underlying theoretical constructs of personality and self-concept to consumer behavior at some of India’s oldest retail and wholesale marketplaces. Touted as poor man’s shopping destinations existing over centuries, these shopping destinations continue to attract consumers from the entire economic and social milieus. Despite the growing popularity of high-street shops, high-end shopping malls, ubiquitous presence of e-commerce companies attracting consumers in groups, etc., the traditional shopping destinations continue to draw crowds especially during festive seasons. Are the theories of personality (Freudian, Neo-Freudian and Trait theories) related in some manner with the consumer behavior at the traditional brick-and-mortar and legacy shopping destinations? This case flyer also enables to identify the kind of traits these consumers exhibit, to gain an understanding of which might help the marketers to attract appropriate customers?

Pedagogical Objectives
- To have an overview of the efficacy of personality theories (including Trait theory) to understand the relationship between personality and consumer behavior in the light of consumers at some of India’s oldest marketplaces
- To discuss and debate on the factors contributing to the continuing success of some of India’s oldest wholesale marketplaces, brick-and-mortar marketplaces vis-à-vis the emergent high-end shopping malls and high-street shops
- To discuss and debate on the relationship between consumer personality and Brand personality

Key Concepts/Keywords
Consumer Personality & Freudian, Neo-Freudian and Trait Theories; Consumer Personality & Legacy Shopping destinations; Consumer Personality & Brick and Mortar stores; Consumer Personality & e-commerce; Consumer Personality & Ethnocentrism, Cosmopolitanism; Consumer Personality & Dogmatism, OSL; Social Character; Consumer Personality & Selling Techniques; Consumer Personality & Brand Personality

Chapter Reading/Background Material:
- Visiting an old market place as well as high-end shopping mall and high-street store is mandatory to understand the differences between these two kinds of shopping centres and most importantly to delve into the underlying motives of the same
**Visualizers vs Verbalizers:**

**Consumers’ Cognition and Marketers’ Conviction**

**Abstract:**

This caselet, based on an exercise format, would be useful in building on the theoretical constructs of consumer personality. Specifically, this caselet can be used to analyze the importance and behavioral connotations (cognitive personality factors) of visualizers and verbalizers. While visualizers and verbalizers process information in different ways, what are the underlying cognitive factors? How can Tri-Component-Attitude Model (Beliefs-Affect-Behavioral Intentions) help in understanding the underlying cognitive factors of the way the consumers process information? How should marketers interpret the differences between visualizers and verbalizers from the point of their marketing communications?

**Pedagogical Objectives**

- To understand the importance of cognitive personal factors in a consumer’s buying decision process and discuss on how Motivation-Cognition-Learning framework is embedded into consumers’ cognitive process
- To examine how visualizers and verbalizers process the communication to make an appropriate buying decision, using Tri-Component-Attitude Model

**Key Concepts/Keywords**

Visualizers and Verbalizers; Consumer Personality; Consumer Personality and Consumer Attitudes; Consumer Personality and Motivation; Consumer Personality and Cognition; Consumer Personality and Learning; Consumer Personality and Tri-Component-Attitude Model; Consumer Personality, Visualizers and Verbalizers

**Chapter Reading/Background Material:**

- Maria Kozhevnikov, et al., “Revising the Visualizer-Verbalizer Dimension: Evidence for Two Types of Visualizers”, Cognition and Instruction, Taylor & Francis, Ltd., Volume 20, No.1, 2002

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**Jockey – Product Positioning Strategies**

**Abstract:**

This case flyer and the base article can be used for understanding the context of developing sustainable product positioning strategies. The case flyer highlights how the worldclass innerwear brand, Jockey adhered to its product positioning strategy over the years and yet continues to dominate its product category. Page Industry’s (licensee and franchisee) Jockey brand continues to be the market leader in the innerwear product category with its product-focused positioning strategies over the decades. The innerwear segment in India is cluttered and most of the time, the mens innerwear positioning had revolved around the overt machismo (often endorsed by Bollywood film stars and positioned to invoke ‘sex appeal’). While other brands largely portrayed innerwear as a ‘seduction accessory’, Jockey braved the head winds and adhered to its unique positioning, ‘Jockey or Nothing’. How did Jockey sustain its winning streak to stay relevant? How did it reinvent itself with the same positioning strategy over the decades?

**Pedagogical Objectives**

- To understand the relationship between positioning strategy and consumer imagery (i.e., how positioning statements influence consumer imagery) and discuss on the positioning platforms in innerwear product category vis-à-vis other product categories
- To understand how the innerwear brand, Jockey (through its Indian franchisee Page Industries India Limited), stayed relevant over the decades with its focused product-specific positioning in its product category without having any borrowed brand equity (through brand endorsers)
- To analyse the desirability of strategic fit between positioning, distribution network and marketing communication in the light of Jockey’s sustained product-focused positioning strategy

**Key Concepts/Keywords**

Product Positioning: Positioning and Consumer Perception; Product Positioning and Consumer Imagery; Product Positioning and Product Attributes; Product Positioning models; Product Positioning and Competitive Positioning; Product Positioning and Integrated Marketing; Product Positioning and Omni channel Marketing; Product Positioning and Competitive Advantage

**Chapter Reading/Background Material:**

- Advertisements of Jockey Brand – Watch Jockey’s advertisements across the media – Print, Digital and OOH
KFC India – Relishing on Consumer Learning?

Abstract:
This case study aims to introduce the students/participants to the process of consumer learning and to understand its implications on consumption behavior. It studies how consumers responded to KFC’s differentiated marketing strategies thereby developing and retaining brand loyalty. By observing and gauging consumer responses, KFC came out with unique menu offerings. KFC began as a roadside eatery joint to being ranked second amongst the Top 10 Global Food Brands listed in Forbes. Will KFC be able to effectively influence consumer decision-making and tickle the Indian palate? Having learnt the changes in consumer behavior, can these factors be used to influence the buying habits of the consumers in the long run?

Pedagogical Objectives
- To understand the relationship between how an individual/consumer learns and the expected consumer behavior
- To examine the differences between behavioral learning and cognitive learning and to analyze the operation of the same in case of KFC India’s consumers
- To discuss and debate on the possible consumer learning outcomes and conceptualize the same for KFC India

Key Concepts/Keywords
Consumer Learning; Behavioral Learning; Brand Equity; Brand Loyalty; Cognitive Learning; Information Processing; Instrumental Conditioning; Reinforcement- Positive & Negative ; Sensory Stores; Cues; Response; Stimulus Response Learning; Tri-Component Model; Chunking; Retrieval

Chapter Reading/Background Material:
- “KFC’s Great Divide”, https://www.youtube.com/watch?v=fpPxiw6uH1Y, April 29th 2014
- “Social Media Case Study: How KFC India Boosted its Social Media Presence”, https://www.youtube.com/watch?v=IZmOR8q0xI, January 2nd 2014
- “KFC Currycature”, https://www.youtube.com/watch?v=q96fbETISk, September 12th 2013

Consumer Reviews and Consumer Attitudes: Honest Feedback and Confused Behavior?

Abstract:
This case study's objective is to assess whether and how online consumer reviews affect consumers’ attitudes. Presented through the dilemmas of the protagonists of the case study – Sumanth and Geeta – this case study outlines, based on research reports, several reasons as to why consumer reviews became quite ubiquitous, especially in the digital age. However, with fake reviews and ‘paid’ reviews, how would a consumer sieve the information? Would consumers’ attitudes swing based on consumer reviews – either positive or negative? For what kind of product/service categories, online consumer reviews would make a significant difference?

Pedagogical Objectives
- To understand the importance and intensity of online consumer reviews and debate on the efficacy and objectivity of online consumer reviews
- To examine if and how online consumer reviews influence consumer attitude formation and debate whether online consumer reviews influence consumer attitude change
- To assess the application of structural models of attitudes (the tricomponent attitude model, the multiattribute attitude model, the trying-to-consume model and the attitude-toward-the-ad model) through online consumer reviews

Key Concepts/Keywords
Consumer Reviews and Consumer Behaviour; Consumer Reviews and Consumer Attitudes; Consumer Reviews and Tri-Component Attitude Model; Consumer Reviews and Multiattribute Attitude Model; Consumer Reviews and Trying-to-Consum e Model; Consumer Reviews and Attitude-Toward-the-Ad Model; Consumer Reviews and Social Media

Chapter Reading/Background Material:
- “KFC’s Great Divide”, https://www.youtube.com/watch?v=fpPxiw6uH1Y, April 29th 2014
- “Social Media Case Study: How KFC India Boosted its Social Media Presence”, https://www.youtube.com/watch?v=IZmOR8q0xI, January 2nd 2014
- “KFC Currycature”, https://www.youtube.com/watch?v=q96fbETISk, September 12th 2013
- Morgan Spurlock, Super Size Me, https://www.youtube.com/watch?v=GAbLmPg4ZA
Hindustan Unilever’s Kan Khajura Tesan: ‘On-Demand’ Consumer Communication

Abstract:
This case study aims to illustrate the importance of innovative consumer communication strategies. This is a case of turning an adversity into an advantage. Hindustan Unilever Limited (HUL), India’s largest fast moving consumer goods company, set a world record with India’s first free and on-demand entertainment mobile radio channel Kan Khajura Tesan (KKT) for receiving the maximum number of missed calls (72 lakh) in 120 hours. KKT has been named the best marketing campaign in the world according to the annual WARC 100 rankings. In October 2013, HUL launched Kan Khajura Tesan (KKT) – this implied earworm station in English – a free and on-demand entertainment radio mobile channel in Bihar. To enjoy the service, a user had to give a missed call to a certain number. A few seconds later, he/she would be called back and could listen to 18 minutes of Bollywood music, jokes, dialogues and radio jockey talk, peppered with HUL products’ advertisements. The response was overwhelming from the target audience, resulting in HUL expanding KKT’s coverage to several other states. Furthermore, the number of subscribers to the service reached more than 11 million by December 2014. This was besides the spontaneous awareness of the Pond’s White Beauty brand, the Close Up brand and the Wheel brand increasing by 56%, 39% and 20%, respectively. However, would the preference for local language-entertainment content in the Southern states hamper further expansion plans of KKT?

Pedagogical Objectives
• To examine how companies can reach their consumers despite infrastructural bottlenecks and despite limited coverage of traditional media
• To understand how mobile phones can be effectively used as a communication channel with consumers
• To discuss how companies can effectively engage with their target consumers by catering to their latent requirements
• To understand how companies can employ entertainment content to reach out to their consumers and also promote their products

Key Concepts/Keywords
Communication and mobile advertising; Communication and Hindustan Unilever Limited; Communication and rural consumers; Communication and entertainment content; Communication and media dark regions; Communication and cultural relevance; Communication and price sensitive consumers

Chapter Reading/Background Material:
• Lowe Asia Pacific, “Lowe Lintas India - Hindustan Unilever Ltd: Kan Khajura Station”, https://www.youtube.com/watch?v=mdzfwD8kt3g, May 22nd 2014
• DigitalMarketAsia, “PHD India’s Kan Khajura Tesan for HUL”, https://www.youtube.com/watch?v=ESWH9if00q0, June 17th 2014

Colgate’s SlimSoft Charcoal Toothbrush in India: Bristling with Buzz Marketing

Abstract:
This caselet demonstrates how buzz marketing and opinion leaders can be employed to create word-of-mouth publicity for a low-involvement product. Colgate Palmolive (India) Limited (Colgate) wanted to launch its Colgate SlimSoft Charcoal toothbrush (a toothbrush with black bristles and which was infused with charcoal) in India. It launched an innovative social media campaign to create buzz for the product before the launch. Selected bloggers, media houses and corporate executives were sent a black item every day for three days by BlogAdda, a community of Indian bloggers. There was no mention of either Colgate or the product category and bloggers had to guess the product category prior to the launch. These influencers also had to create excitement about the product being launched on social media channels by, primarily, posting photographs of the mystery items sent to them and by guessing the product being launched. By the fourth day, when the toothbrush was sent to the bloggers and they had posted pictures of the same, Colgate was successful in creating enough interest among its target audience. However, will the initial interest generated among consumers about the charcoal toothbrush convert into sustained long-term sales?

Pedagogical Objectives
• To understand how Colgate Palmolive (India) Limited created buzz by co-opting opinion leaders’ blogs for one of its innovative products, the Colgate SlimSoft Charcoal toothbrush
• To discuss and debate the efficacy of buzz marketing for new product launches
• To examine the relationship between buzz marketing and viral marketing and discuss whether buzz marketing would help in creating the relevant brand communities

Key Concepts/Keywords
Buzz Marketing and Consumer Behavior; Buzz Marketing and Communication; Buzz Marketing and Viral Marketing; Buzz Marketing and Word of Mouth Marketing; Buzz Marketing and Brand Communities; Buzz Marketing in India; Buzz Marketing and Integrated Marketing Communication; Buzz Marketing and Opinion Leaders

Chapter Reading/Background Material:
• John Quelch, “Controlled Infection! Spreading the Brand Message through Viral Marketing”, hbr.org/product/buzz-marketing-for-movies-BH247-PDF-ENG, November-December 2000
Communication and Advertising Appeals: Consumer (Dis)Connect?

Abstract:
This caselet enables a discussion on the advertising appeals used in advertisements, presenting three ads employing diverse advertising appeals from six different product categories/industries. These ads also trigger a discussion on why some advertising appeals are used more commonly than others. These ads can also be used as a basis for discussion on the benefits constituting a brand’s value propositions. This is besides the use of these ads to better understand the concepts of verbalizers and visualizers.

Pedagogical Objectives
- To understand how advertising appeals help in influencing consumer behavior
- To appreciate the constraints to the employment of advertising appeals

Key Concepts/Keywords
Advertising Appeals and Consumer Behavior; Advertising Appeals and Consumer Communication; Advertising Appeals and Customer value proposition; Advertising Appeals; Advertising Appeals and Abrasive Advertising; Advertising Appeals and Celebrities; Visualizers and Verbalizers; Advertising Appeals and Benefits of a Brand’s Value Proposition

Chapter Reading/Background Material:

DBS Bank’s Chilli Paneer Campaign: Communicating with Conversation Starters

Abstract:
This caselet highlights how an innovative marketing communication campaign can be designed to connect with consumers. Designed to de-clutter, DBS Bank’s India’s first interactive campaign (in BFSI space) exemplifies how a thoughtful ‘emotional’ campaign can be designed to engage with the consumers. It launched an online film called Chilli Paneer in September 2014 which featured two characters, Ken Chang (Ken) and Asha Rao (Asha), hailing from Singapore and India, respectively. The two accidentally meet at a DBS ATM in Mumbai, strike up a conversation, spend time together and eventually fall in love. The film further showed how Ken and Asha go about setting up a restaurant with assistance from DBS Bank. Chilli Paneer did not focus on a product or service but showed how two individuals discovered their objective of life and how the bank helped them realise their dreams. The second part Chilli Paneer 2, released in December 2014, comprised an interactive campaign wherein the viewer had to assume Ken’s role and take various decisions on behalf of the protagonists. These included the type of holiday the couple had to take in Goa, whether or not to set up another restaurant there and, if a new restaurant had to be opened, the type. The film showed DBS Bank’s preparedness in having a detailed plan to finance them in case they go ahead with the venture. The viewer engagement was enhanced by giving insights about the viewer’s personality based on the decisions taken by him/her. The caselet also throws light on how social media and contests were effectively used to create excitement around the campaign. However, notwithstanding its engaging content, would Chilli Paneer 2 be able to attract eyeballs due to its length?

Pedagogical Objectives
- To analyse the need for companies to employ differentiated communication platforms in targeting consumers, in the light of increasing communication clutter
- To understand how a banking company, based on insightful conversation starters’ analysis, has designed an innovative interactive campaign (web-based advertising film)
- To examine the role of ubiquitous social and digital media in influencing consumer behavior

Key Concepts/Keywords
Communication and Consumer Behavior; Communication and the Channels of Communication; Communication and Target Consumers; Communication and Digital Media; Communication and Social Media; Communication and Emotional Resonance; Communication and New Media

Chapter Reading/Background Material:
- Targeting Consumers through Non-Traditional Media
- Viral Marketing - The following campaign films are a must watch:
- Thales S. Teixeira, “Marketing Communications”, Harvard Business School Background Note 513-041, August 2012
**Ariel India’s Share the Load Campaign: Influencing Husband-Wife Decision-Making?**

**Abstract:** Positioned for Consumer Behavior course, this case study can be a demonstrating tool for sensitizing participants to the emerging dimensions of Husband-Wife decision-making. This case study enables an interesting discussion on the ever-changing relationship dynamics of Husband-Wife decision-making in the Indian context. Based on AC Nielsen survey’s findings/insights, P&G devised multi-channel consumer engagement initiatives, which included TVCs (Share the Load), Social Network/Digital Market (#Is Laundry Only a Woman’s Job? On Twitter), marketing promotions with celebrities and celebrity couples with a call for action and pledge support to ‘Share the Load’ campaign. While the campaigns have attracted widespread recognition the industry veterans are skeptical about the desired results of this campaign – would it also go down the memory lane as a great campaign with no pronounced behavioral modifications.

**Pedagogical Objectives**
- To understand the changing/emerging dynamics of Husband-Wife decision-making in the light of Ariel (P&G India) ‘Share the Load’ campaign
- To examine the background, the design and canvassing of Ariel’s ‘Share the Load’ campaign
- To discuss and debate on the efficacy and efficiency of ‘Share the Load’ campaign’s ability to be a societal norm changer, i.e., would it be a true catalyst or would it just be a cacophonic attempt to increase the brand penetration?

**Key Concepts/Keywords**

**Chapter Reading/Background Material:**
- Reshma Elizabeth Thomas, “Gender Inequality in Modern India – Scenario and Solutions”, IOSR Journal Of Humanities And Social Science (IOSR-JHSS), August 2013
- “#IsLaundryOnlyAWomensJob?”, Ariel India, https://www.youtube.com/watch?v=BL1chHHHrYg, January 10th 2015
- “Havells Appliances Coffee Maker Ad - Respect For Women”, https://www.youtube.com/watch?v=M4U0mNMMap, May 16th 2014
- “Titan The Raga Woman of Today #HerLifeHerChoices”, https://www.youtube.com/watch?v=xRob0jVII9s, December 10th 2014

**Indian Weddings: Cultural Canopies?**

**Abstract:** This case study is meant to introduce the students/participants to the concept of how culture influences consumer behavior. Presented through the Indian weddings’ panorama, this case study enables appropriate connect between Indian weddings’ ever-changing ‘cultural’ relishments and the critical elements of culture as represented in the pedagogical objectives. Weddings have evolved from being a pure family-affair to be a social affair. This metamorphosis encompasses all the makings of a typical melodramatic episode in a Bollywood cinema, one of the best influencers of Indian modern wedding. Once solemnized by near and dear ones, today is outsourced to professional wedding planners. Is the Indian wedding business, touted to be at ₹2.5 lakh crore, an Indian cultural canopy? How should marketers read the discerning Indian consumers’ cultural appetite?

**Pedagogical Objectives**
- To understand the role of the invisible hand of culture in influencing consumer behavior and discuss the role of three levels of subjective culture (Supranational culture, National culture and Group culture) in Indian weddings
- To discuss and debate as to how culture (enculturation and acculturation) is learned through rituals, customs and beliefs and examine how the enculturation and acculturation manifests in Indian weddings
- To understand how Indian core values influence Indian consumer behavior and debate on the same in the light of Indian weddings’ cultural professionalization

**Key Concepts/Keywords**
Influence Of Culture On Consumer Behavior; 3 Levels Of Subjective Culture; Enculturation; Acculturation; Indian Weddings; Cross Cultural Marriages; Language & Symbols; Rituals; Cultural Customs; Beliefs; Bollywood And Indian Weddings

**Chapter Reading/Background Material:**
Chinese Mobile Brands and Cross-Cultural Consumer Behavior

Abstract:
This case flyer, based on the accompanying article published in The Economic Times, is meant to introduce the participants/students to the concept of Cross-Cultural Consumer Behavior. With the underlying concepts of Country of Origin, Country of Design, Country of Manufacture and acculturation, this case flyer presents how some of the Chinese global mobile brands (Xiaomi, Gionee, OPPO Mobile and Lenovo) have carved a niche for themselves in the Indian market with their focused and differentiated strategies. Most importantly, how could these late entrants prompt Indian consumers’ acculturation giving them heads-up in the market? Since all these Chinese mobile brands carry the baggage of “Made in China-Sold in India”, how did they overcome the incumbency threat in the Indian market?

Pedagogical Objectives
• To have an understanding of the broad contours of Country of Origin, Country of Design and Country of Manufacture connotations and discuss their relevance for Consumer Behavior
• To examine China’s Country Brand Index over a period of time and discuss the factors that have contributed to China transforming from being a mere copier to being a catalyst, at least in a few product categories
• To discuss how some of the Chinese mobile brands (Xiaomi, OPPO Mobile, Gionee and Lenovo) have overcome the negative perceptions in India about the brands emanating from China with their unique value propositions and sustained branding initiatives

Key Concepts/Keywords
Cross-Cultural Consumer Behavior; Cross-Cultural Consumer Behavior and Acculturation; Cross-Cultural Consumer Behavior and Chinese Brands; Cross-Cultural Consumer Behavior and Made in China; Cross-Cultural Consumer Behavior and Communication Strategies; Cross-Cultural Consumer Behavior and World Brands; Cross-Cultural Consumer Behavior and Country of Origin Effects

Chapter Reading/Background Material:

Hector Beverages’ Paper Boat: Diffusing Innovation through “Drinks and Memories”

Abstract:
This case study’s objective is to sensitize the participants/students to the process of innovation diffusion and the role of culture in product innovation. It enables a discussion on how a company can tap culture to create a new product that can quickly gain acceptance among consumers. It also throws light on what other factors a company should take into account when developing a product that is perceived to have an edge over existing offerings in the market on certain aspects. Paper Boat, a beverage launched by Hector Beverages in 2013, offered ethnic juices that were very much a part of India around 25 years back, but today are difficult to access at least in urban areas. Its variants such as aam panna and jaljeera found ready audience among the rich urban consumers. Paper Boat used no preservatives and stood out on a crowded retail shelf because of its attractive pack design. The case study further throws light on how Hector Beverages employed innovative distribution channels such as upmarket hotels and an e-Commerce website to reduce the impact of a fledgling distribution network. This was besides using a tagline and marketing campaign that effectively rekindled memories of one’s childhood. However, will supply chain challenges restrict Paper Boat from launching new variants and will premium pricing limit its expansion plans?

Pedagogical Objectives
• To introduce the theoretical constructs behind nuances and importance of innovation diffusion process and discuss on how the innovation diffusion process, through its myriad contours, affects the consumer behavior
• To relate innovation diffusion process to Hector Beverages ‘Paper Boat’ ethnic beverage and analyze how Paper Boat’s innovation has spiralled through various dimensions of a new product launch and penetration
• To discuss and debate on the impending and innate challenges for companies that opt for a niche positioning i.e., in the name of differentiation, would such companies be closing the doors behind them?

Key Concepts/Keywords
Innovation Diffusion; Innovation Diffusion and Culture; Innovation Diffusion and Communication Channels; Innovation Diffusion and Social System; Innovation Diffusion and Adoption Process; Innovation Diffusion and Paper Boat; Innovation Diffusion and Category Creators; Innovation Diffusion and Strategic Positioning

Chapter Reading/Background Material:
• “A Paper Boat Ride Down the River of Memories”, https://www.youtube.com/watch?v=t7I6zYpOCUB, March 12th 2015
• “Paper Boat’s Jamun Kala Khatta”, https://www.youtube.com/watch?v=kZCGwipK2XE, March 17th 2015
• “Paper Boat’s Aam panna”, https://www.youtube.com/watch?v=syVPjiB0O1, March 17th 2015

www.etcases.com
Godrej Expert Range of Hair Colors: Indian Consumers’ Dyeing Decisions

Abstract:
This case study is meant to understand the contours of consumers’ decision-making. Presented through the lens of Godrej’s Expert range of hair dyeing products, this case study helps in meandering through the relevant theoretical constructs of consumer decision-making – levels of consumer decision-making, four views (economic, passive, cognitive or emotional) of consumer decision-making, category-based consumer decision-making, etc. Given the need-style spectrum of dyeing decisions, this case study enables an elaborate discussion on the layers of consumer decision-making.

Pedagogical Objectives
• To understand the nature of ‘Hair Dye’ as a product – FMCG or Consumer Durable and debate on if the hair dye market is driven by need or style statement?
• To examine the nature of the consumer in the light of four views (economic, passive, cognitive or emotional) of consumer decision-making?
• To discuss the efficacy of Godrej Expert Rich Crème hair dye and its impact on the consumer decision-making in the backdrop of ‘Input-Process-Output’ consumer decision-making model

Key Concepts/Keywords
Consumer Decision-making: Consumer Decision-making and Decision-making Levels; Consumer Decision-making and Maslow’s Hierarchy of Needs; Consumer Decision-making and 4 views of Consumer Decision-making: Consumer Decision-making and a Model of Consumer Decision-making; Consumer Decision-making and The Role of Needs and Style; Consumer Decision-making and Hair Dyeing Products in India; Consumer Decision-making and Hair Dyeing Brands in India; Consumer Decision-making and 5Ps of Godrej Expert Rich Hair Crème; Consumer Decision-making and Hair Color Market in India

Chapter Reading/Background Material:

Indian Advertisements, Indian Consumers and Ethical Conundrum: Confusopoly?

Abstract:
This case study is meant to introduce the importance of marketing ethics and social responsibility. Marketing ethics being an all-embracing moral sign post for companies’ marketing and selling activities, especially through their marketing communications – advertisements, advertorials, sponsored buzz marketing, etc., calls for self-restraint and conscious spacing. Whether it is Idea cellular’s Haryana or Tata Sky’s Ab Bachche tykeekhe TV se’ or some of Indian pharmaceutical companies selling Indian version of Viagra, etc., thoughtful scrutiny in the light of Advertising Standards Council of India’s (ASCI’s) code of conduct, would only multiply the ethical conundrums involved in many such marketing communications. Despite several initiatives from ASCI, Department of Corporate Affairs, etc., Indian advertising seems to flaut the ethical fabric of Indian society. What are the ways and means to align Indian advertisements with morally and ethically acceptable standards? How would these advertisements affect consumer behavior and the respective brand’s loyalty?

Pedagogical Objectives
• To examine how few Indian companies, through their unwarranted advertisements, resort to exploitative targeting and debate on the ways to curb such practices?
• To learn how companies manipulate consumers by tinkering consumer perceptions to possibly mislead them in the light of several ‘objectionable’ Indian Advertisements?
• To understand how companies can advance society’s interests through social-cause marketing and discuss on the ways to sustain such ‘impactful’ corporate activities?
• To discuss and debate on the role of ASCI (Advertising Standards Council of India) in ensuring that Indian advertisement do not polarize Indian society in any of the undesirable ways – economic, cultural, social, political affiliations

Key Concepts/Keywords
Marketing Ethics and Social Responsibility; Marketing Ethics and Social Responsibility and Manipulating Consumers; Marketing Ethics and Social Responsibility and False or Misleading Advertisements; Marketing Ethics and Social Responsibility and Exploitive Targeting; Marketing Ethics and Social Responsibility and The perils of Consumers Precision Targeting; Marketing Ethics and Social Responsibility and Tinkering with Consumer Perceptions; Marketing Ethics and Social Responsibility and Covert Marketing; Marketing Ethics and Social Responsibility and Cause Related Marketing; Marketing Ethics and Social Responsibility and Consumer Ethics

Chapter Reading/Background Material:
• “IDEA: Haryana”, https://www.youtube.com/watch?v=TgUhZl9ZPVA, January 12th 2015
• “MAGGI veg atta noodles”, https://www.youtube.com/watch?v=251LzQ4tu78, January 2nd 2015
• “Horlicks Exam Time”, https://www.youtube.com/watch?v=e_LRg-w1UHc, March 13th 2012