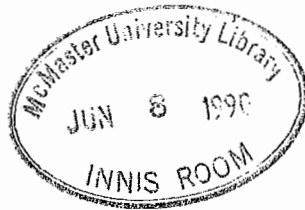# FACULTY OF BUSINESS

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USING CONSUMERS' VALUE ORIENTATIONS TO SEGMENT THE CANADIAN MARKETPLACE

BY

Thomas E. Muller

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WORKING PAPER NO. 310

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Abstract

Is the "Nine Nations of North America" scheme useful for segmenting the value orientations of Canadians? A study of how probability samples of residents in three such "nations" differed in their attachment to nine personal values confirms that the traditional French/English-Canada segmentation strategy is a better predictor of value differences than a three-nation approach. The material, everyday-life consequences of value prioritization are also presented.

In a recent issue of the Journal of Marketing, Kahle (1986) set out to test a conceptualization that appeared to have good prospects as a market segmentation tool based on regional differences in values and lifestyles--the Nine-Nations scheme for partitioning North Americans. The marketing community on this continent was quite stirred up by Joel Garreau's (1981) book The Nine Nations of North America and his theory that North America's traditional boundaries were becoming meaningless as geographic segmentation schemes and as tools for predicting peoples' reactions to the events taking place around them. Garreau's thesis was that neither conventional political entities-- e.g., the 12 Canadian provinces and territories or the 50 United States--nor standard regional designations (e.g., the West, the Prairies, Atlantic Canada, Central Canada or, in the U.S., the Midwest, West, South, Middle Atlantic) were valid or useful as a means of identifying differences in the values, loyalties, interests and lifestyles of North America's inhabitants. Rather, such differences were caused by numerous economic, social, cultural, topographical, and natural-resource factors that defined "nations" with altogether different boundaries. It is these factors, Garreau argued, that shape the values of a nation's citizens, not the established political designations. Garreau's analysis--as participant-observer--of regional differences in values and lifestyles led him to posit that North America is actually a continent of nine distinct nations: Québec, The Foundry, Ecotopia, New England, The Empty Quarter, The Breadbasket, Dixie, MexAmerica, and The Islands.

A map of the nine nations reveals a North America that is radically different from the familiar political one (Garreau 1981, pp. 204-205). For example, the Foundry, stretching along a north-south axis from Sudbury, Ontario to Cincinnati, Ohio and Washington, D.C., includes Chicago at its

western border and New Haven, Connecticut at its eastern extreme. The nation

of Ecotopia is a narrow strip along the Pacific coast, extending from southern

Alaska to just south of San Francisco, and includes Vancouver, Victoria,

Seattle, and Portland. Québec is the only "nation" whose boundaries remain

intact on his map. In terms of its citizens' values, Garreau claims, the

Foundry city of Toronto, say, has a lot more in common with Detroit,

Cleveland, Pittsburgh and Buffalo, than with other Canadian cities like

Montreal in Québec or Vancouver in Ecotopia.

In sum, Garreau's Nine-Nations typology is based on his conjecture that

regions with disparate physical environments, socio-political power, and

economic prospects have evolved into nine distinct cultures in North America.

These cultures have shaped its peoples' values which are reflected in their

priorities, lifestyles, attitudes, outlooks on life, and consumption behavior,

suggesting that marketers have an alternate and, possibly, more relevant and

timely method of segmenting North American consumers.

Competing Value-Based Segmentation Maps

From a Canadian marketing perspective, any new segmentation scheme would

have to account for the fundamental duality of a French and English Canada.

True, there are many minority and ethnic subcultures among the Canadian people

that represent opportunities for narrower segmentation. Still, the two

founding cultural groups whose influence dates back to 1608, when Champlain

founded Québec, are numerically the two largest markets in Canada: 15.7

million English Canadians and 6.3 million French Canadians. This division of

the country into two major cultures is recognized in many studies that attempt

to isolate differences in consumption behavior within Canada (e.g., Lawrence,

Shapiro and Lalji 1986; Schaninger, Bourgeois and Buss 1985; Tamilia 1980).

The overwhelming majority of French Canadians reside in the province of Québec--by mother tongue, 81.4% of Québec's population of 6.5 million is French-speaking, 8.9% English-speaking (Statistics Canada 1987). French Canada maintains a strong cultural identity stemming from religion, traditions and a dominant family orientation. French Canadians in Québec have been depicted by their rural roots, minority status in Canada, North American orientation, Catholic mentality, Latin disposition and French outlook (Bouchard 1980). In contrast to the French Canadian, the English Canadian of Anglo-Saxon, Protestant background is pragmatic rather than theoretical, more social than individualistic, conforming rather than innovative, frugal rather than spendthrift, conservative rather than liberal (Hénault 1971). Again, in contrast to the English Canadian, the French Canadian has an outlook that tends to be more humanistic, introspective, historically oriented, emotional, and less materialistic (McCarthy, Shapiro and Perreault 1986, p. 250).

These kinds of differences suggest that the two cultures are exerting a strong influence on their inhabitants that would be reflected in personal value differences. Thus, one way to evaluate Garreau's Nine-Nation typology from a Canadian position is to look for value-orientation profiles among Canadian consumers which parallel the "nation" of Québec and other "nations" that include Canadian territory. The same can be done with French/English Canada as a segmentation plan, in order to determine which typology has the better ability to predict value profiles and is, therefore, of greater use to marketers. A major purpose of the present study was to make this determination.

Kahle's (1986) research pitted the Nine-Nation typology against U.S. Census Bureau regional designations in order to determine which geographic segmentation scheme better predicted differences in American consumers'

personal values. Using data from a large-scale survey of mental health among American adults residing in the coterminous United States (Veroff, Douvan and Kulka 1981), he matched a respondent's geographic location with that person's single most important value, as chosen from a list of nine terminal values. With respondents assigned to their respective "nations" as per Garreau's Nine-Nation map, Kahle found that the proportion of people choosing various values did not change from nation to nation. On the other hand, the distribution of most important values among residents of a region did vary significantly across nine Census Bureau regions of the 48 conterminous United States. Kahle concluded that, as a value segmentation tool, the Census Bureau divisions were more useful than Garreau's Nine-Nations typology.

While Kahle's study relied on a huge amount of data collected in face-to-face interviews from a nationally representative U.S. sample, it remains incomplete in three respects. First, it did not include a Canadian sample, as called for by the Nine-Nations boundaries, thus making his conclusions about no value differences across nations somewhat tentative from a Canadian viewpoint. Second, people typically do not possess just one, all-important terminal value. As Rokeach (1973, p. 11) carefully points out, people have an organized system of values within which each acquired value is assigned a different priority. This total value system is stable enough to reflect an individual's distinct personality, yet sufficiently unstable to permit a reordering of value priorities when a person reacts to changes in society, culture and personal experience, as might occur, for instance, upon regional relocation. Third, Kahle's study did not determine the specific consequences of differing regional values. What interests and consumption priorities do people with differing value priorities have; what activities are important to them? Though he does discuss the possible implications for marketing

management of differences in regional values, these are conjectural and not based on empirical findings.

The present study adds to Kahle's (1986) contribution by

1. Examining Canadian data for the purpose of detecting cultural differences in values across two rival value segmentation schemes—Garreau's Nine-Nations typology and the traditional English/French-Canada typology;

2. Measuring value priorities within a person's value system;

3. Exploring the causal association between personal values and the importance or priority attached to various aspects of a person's everyday life: recreation, healthcare, the economy, education, climate, transportation, crime, arts and culture, and housing.

Research on Consumer Values

To begin with a definition of terms, values are cognitive representations of various human needs, tempered by societal demands (Rokeach 1979, p. 48). Values are guiding principles, and their relative importance to a person reveal what the person deems worthwhile in life—what is worth striving for, achieving, fostering, supporting and protecting. People have terminal values, i.e., desirable end-states of existence that could be labeled, for example, a sense of accomplishment, self-respect, security, an exciting life; people also have instrumental values—desirable modes of conduct conveyed by adjectives like ambitious, cheerful, courageous, honest, imaginative, polite, and so on, that enable people to achieve their terminal values. People typically possess a system of values, or value hierarchy, within which individual values have been prioritized or assigned a relative importance. Hence, the term value

<u>orientation</u> denotes the importance attached to a generic value.

Ten years ago, in the first edition of the <u>Review of Marketing</u>, an overview of the current consumer behavior literature indicated that research on values was still in an embryonic phase--in the introduction stage of the research-topic life cycle (Bettman, Kassarjian and Lutz 1978). The gradual gain in prominence of this topic in today's research literature hints that value research is approaching its growth stage (cf. Vinson, Scott and Lamont 1977; Munson 1984; Munson and McQuarrie 1988), though some observers believe that the topic has not received the emphasis it deserves (Cook 1988, p. 8). In either case, the proliferation of terms for the values concept betrays its multidisciplinary nature and its continuing interest to marketing scholars. Various marketing studies refer to them as consumer values (Scott and Lamont 1973), cultural values (Henry 1976), human values (Clawson and Vinson 1978), personal values (Vinson and Munson 1976; Munson and McIntyre 1978; Reynolds and Jolly 1980; Pitts and Woodside 1984), social values (Robertson, Zielinski and Ward 1984, p. 354; Kahle 1985), and psychological values (Gärling, Lindberg and Montgomery 1987).

This scope of academic activity points to several promising areas of inquiry leading to a better grasp of the causes and effects of consumer values and where marketing practitioners might put such knowledge to work. A review of recent studies shows that empirical findings from value research can ultimately serve marketing managers in at least five ways (see also Munson 1984; Vinson, Scott and Lamont 1977).

One aspect of personal values is their direct impact on preferences for products and brands. In search of value fulfillment, consumers seek out, identify with and consume products and services that can deliver attributes and "consequences" related to specific personal values (Perkins and Reynolds

1988; Reynolds and Gutman 1988; 1984). Similarly, certain everyday activities (Gärling, Lindberg and Montgomery 1987) and leisure/recreational alternatives (Pitts and Woodside 1986) are cherished or pursued by consumers trying to fulfill their value orientations. Thus, research findings which help identify segments possessing common value orientations allow the marketer to design products and promotional strategies that remain consistent with a segment's values.

A second aspect of this research that should prove valuable is its application to cross-cultural market analysis. Since values are culturally determined, this focus should yield insights into a market's prevailing values and whether a contemplated marketing activity is compatible with core values. This applies to subcultures within a domestic market as well as to international marketing efforts. Though some headway has been made in this direction (Beatty, Homer and Kahle 1988; Munson and McIntyre 1979; Powell and Valencia 1984; Tse, Wong and Tan 1988), the state of the art is still far short of a systematic, proven procedure for the cultural and value orientational analysis of a foreign market's potential. A third conceivably fruitful aspect is the academic work being done on the value measures, themselves. Several marketing scholars have turned to improving value-measurement methodology and developing or adapting value inventories that are relevant to consumption and feasible for survey research settings (Beatty et al. 1985; Kahle, Beatty and Homer 1986; Munson and McQuarrie 1988; Reynolds and Jolly 1980). Standardized and validated procedures and instruments would be immensely useful to both domestic and international marketers, and make findings and benchmarks much more comparable.

A fourth promising aspect of this empirical work is the monitoring of personal value orientations in the population and the detection of societal

value shifts. Demand forecasting, market planning, strategic management, and public policy depend not only on population projections in various segments, but also on information about value changes over time. The only way to obtain the latter is through periodic value surveys of national probability samples, similar in design to annual lifestyle surveys (e.g., Horn and Wells 1984). Though industry, not academics, took the initiative for monitoring values in the U.S. (Mitchell 1983; Yankelovich 1981), there are signs that academics will establish value monitors that are in the public domain (Kahle, Poulos and Sukhdial 1988; Robin 1984), although they are monstrously expensive and exact a long-term, programmatic research commitment.

Finally, a fifth aspect of academic research with potential applications is the identification of correlates and antecedents of consumers' value orientations. Only recently have marketing scholars begun to identify classes of variables that contribute to the development and restructuring of peoples' value systems (e.g., Crosby, Gill and Lee 1984), and that could be used as clustering variables in value-segmentation strategies. Aside from culture and subculture, mentioned earlier, Munson (1984, p. 18) calls attention to both micro (e.g., status in lifecycle, age, education, sex, IQ) and macro variables (e.g., race, religion, reference groups) that might govern the acquisition or realignment of value priorities. If several of these prove to be powerful antecedents (or correlates), then practitioners can achieve value segmentation simply by isolating clusters of consumers characterized by exact levels of just such micro/macro variables.

In light of the above review, to which research areas does the present study contribute? Its findings could contribute in three ways, given that the purposes of this study were to

- Examine cultural antecedents of value formation and evaluate the

consequences of different values on urban living priorities.

- Evaluate two competing procedures for segmenting Canadians in large metropolitan areas by their value orientations. It thus represents a cross-cultural market analysis yielding insights into a market's prevailing values. Canada, according to Garreau, is not one nation, but six different nations, three of which were the focus of this study--Québec, The Foundry, and Ecotopia. Hence, do the personal values of urban Canadians differ across Québec, The Foundry, and Ecotopia? This study tested the proposition that the Garreau typology is a more useful means of segmenting the Canadian marketplace by geographic regions characterized by common values than the conventional, cultural division of English and French Canada.

- Examine the consequences of personal values by analyzing the priorities that consumers living in large metro areas give to various aspects of city life. In search of value fulfillment, what services, facilities and amenities are important to urban consumers?

To summarize, in keeping with the primary purpose of this study, the following general hypothesis is offered:

H₁: A three-nation (Québec-The Foundry-Ecotopia) classification based on the Nine-Nation typology is a better predictor of value orientation segments among urban Canadians than the traditional French/English-Canada segmentation scheme.

Method

Survey Design

Residents of Canada's three largest metropolitan areas, Montreal, Toronto and Vancouver, were surveyed to represent Québec, The Foundry, and Ecotopia, respectively. During April/May of 1987, a probability sample of 1,205 adults (ca. 400 per city) was questioned via computer-assisted telephone interviewing from a central research facility in each city. Households were contacted by telephone, using an incremental random sampling technique which would include new listings and unlisted numbers in the sample frame. Within each household contacted, one respondent was selected randomly using a modification (Bryant 1975) of the Troldahl and Carter (1964) procedure in order to balance sex and age among persons, 18 years and over, chosen for the interview.

Value Measures

Respondents were asked to rate the importance they attached ("1" = "not important," to "10" = "extremely important") to each of nine personal values: self-respect, security, warm relationships with others, a sense of accomplishment, fun and enjoyment in life, self-fulfillment, being well respected, a sense of belonging, excitement. This List of Values, a typology of terminal values (desirable end-states) developed at the University of Michigan Survey Research Center (Veroff, Douvan and Kulka 1981, pp. 142-146), is based on the theoretic contributions of Maslow (1954), Rokeach (1973) and Feather (1975). Its psychometric properties are detailed by Kahle (1983). Research has shown (Beatty et al. 1985; Kahle, Beatty and Homer 1986, p. 406) that the List of Values--which can be systematized to closely correspond with the human need categories in Maslow's hierarchy--relates more closely to major

roles in life and everyday activities (work, leisure, marriage, parenting, consumption) than do the more widely known Rokeach (1973) Value Survey's 18 terminal values that have also been employed in consumer research.

To negate any response set due to order, the presentation order of the values was rotated from interview to interview. The same was done for the domain questions described, next, and for the variables within each domain.

City-Life Domain Measures

Citizens were also asked, on the same 1-to-10 scale, the importance "to your satisfaction with your life in a city" of 58 indicators of a city's quality of life. These indicators are measures of a metro area's performance, sophistication or desirability in 17 major domains of urban living, and are listed in Table 1. The indicators were adapted from livability variables included in Boyer and Savageau's (1985) Places Rated Almanac, and parallel the urban quality-of-life domains typically measured in social research (e.g., Currie and Thacker 1986; Curtin 1976; Fox 1985; Goldberg and Mercer 1986; Michalos 1985). Such indicators are generally considered to tap everyday activities, interests and priorities in an individual's life and to represent the more general, environmental (as opposed to private) sources of a person's happiness and satisfaction. Answers on individual indicators were later averaged within domains to reveal what priority a respondent assigned to low housing costs, favorable economic climate, low crime rates, many transportation options, etc. The idea was to show the consequences of a consumer's value orientations by examining which personal values best predicted the importance people attached to various aspects of urban living.

Table 1 about here

Results

Comparison of Value Segmentation Schemes

Table 2 shows the mean importance rating given to nine personal values by
citizens of Québec, The Foundry and Ecotopia. The higher the mean, the more
important that value is to residents. To enhance their interpretation, the
nine values have been blocked and ordered in the table to correspond with the
five human need categories in Maslow's (1954) hierarchy (see Veroff, Douvan
and Kulka 1981, pp. 144-145). Thus, excitement and fun and enjoyment in life
are values expressive of physiological needs; security is the value driven by
safety needs; a sense of belonging and warm relationships with others are
expressive of belongingness and love needs, and so forth, up the hierarchy.
Though one-way ANOVAs reveal that value orientations differ, overall, at $p <$
.05 for four values and $p <$ .10 for two other values, an interesting pattern
is revealed by multiple-comparison tests of differences at $p \leq$ .05. In six
out of nine cases, it is Québec that differs significantly from either
Ecotopia or The Foundry. In one case, only, (security) do The Foundry and
Ecotopia differ from each other in value orientation.

To check how well this set of value orientations predicts "nationhood,"
the data were submitted to a three-group discriminant analysis. The entire
sample was randomly split in half. One half was used to estimate the two
discriminant functions; next, their ability to correctly classify citizens of
the three nations was tested on the hold-out sample. Only one of the two
functions was statistically significant and it accounted for virtually all of
the variance attributable to differences among the groups (Wilks' lambda =
.92; X^2_{18} = 51.9, $p <$ .001). The classification results appear in Table 3.
Overall, the three-nation scheme results in 42.5% correct classifications and

the proportion correctly classified varies from 20% for The Foundry, to 64% for Ecotopia. Note that the majority of Foundrians have been misclassified as Ecotopians, even though the prior odds of being correctly classified are virtually the same for each nation ($\approx.33$). A clearer picture is obtained from the last two columns in Table 3. Of the 184 persons classified as Québécois, 89 (or 48.4%) were actually Québécois. That is a 14.7% improvement over the chance percentage of 33.7. The predictions for The Foundry and Ecotopia are worse, representing improvements over chance of 5.4 and 7.6, respectively.

Table 2 and Table 3 about here

The findings, thus far, do not bode well for the Three-Nation conception of urban Canada. Tables 2 and 3 imply, however, that Ecotopia and The Foundry are much closer to each other in personal value orientations and that both differ from Québec. Since the proportion of French Canadians in the populations of Toronto (The Foundry) and Vancouver (Ecotopia) are 1.5% and 1.6%, respectively, and the two cities are overwhelmingly English Canadian (Statistics Canada 1984), the observed differences suggested a Québec vs. English Canada dichotomy, i.e., more in alignment with the traditional French/ English-Canada division. In Montreal (Québec), however, the proportion of English Canadians (at least by mother tongue) is about 18%--vs. 70% French Canadians. To correctly test the segmentation scheme of French vs. English Canada, the Québec sample was partitioned into 320 French Canadians and 85 English Canadians, and the latter were pooled with the citizens of Toronto and Vancouver to represent a sample of 885 English Canadians.

Research done in Metropolitan Montreal has shown that the measure, language of returned bilingual mail questionnaire, correctly identifies French

and English Canadians in 90.4% of cases (Bergier 1986). In the present study, Montrealers were given the option of being interviewed in French or English. Thus, language of interview was the basis for separating Montrealers into French and English Canadians.

Table 4 gives the results of a random, 50/50 split-sample discriminant analysis of French vs. English Canada. The personal values are ranked in order of discriminating power. The mean importance scores in the last two columns show in which direction the two cultures differ in their value orientations. In contrast to their anglophone countrymen, French Canadians collectively come across as more security minded, more desirous of respect from others, less concerned with a sense of belonging (i.e., more individualistic) or accomplishment, and eschewing excitement or fun and enjoyment in life.

Table 5 shows how the estimated discriminant function classified the hold-out sample. The earlier, Three-Nation discriminant functions had correctly classified 43% of citizens by their value orientations. The single, two-group function was able to correctly predict 72% of French and English Canadians, although these results need to be evaluated with the appropriate chance models in mind. The overall rate of 72% correct classifications is a 12% improvement on chance (C_{pro}. = 60%). Even though the correct prediction of French Canadians appears dismally low, one should remember that classifying a person as a French Canadian defies the prior odds since only 28% of the sample (and, incidentally, about 24% of Canada's population) are actually French Canadian. The performance of this two-group discriminant function is most clearly seen in the last two columns. Of the 43 people classed as French Canadian, 21 or 48.8% were correct determinations--a 20.7% improvement on chance. Overall, these findings do not support H_1. Contrary to the

hypothesis, the French/English-Canada dichotomy is a better predictor of value
orientations than a Three-Nation typology based on Garreau's Nine Nations.

Table 4 and Table 5 about here

Consequences of Personal Values

Table 6 reveals how value orientations translate into individual priorities.
The results were obtained by regressing 1,199 peoples' value-importance scores
on the importance scores they gave to various services, amenities, and aspects
of life in a city. With each of the 17 city-life domains serving as a
dependent measure, the regression equations tell which personal values are
associated with domains considered relatively important to a person's
satisfaction with a city, as a place to live. For example, consumers who
place a high importance on low housing costs tend to value security and being
well respected, have a stronger sense-of-belonging orientation, are more
devoted to fun and enjoyment in life, etc., than those who do not give this
aspect of urban life such a high priority. Note the negative betas of some
personal values in certain domains. For example, consumers who place a higher
priority on many public golf courses, many 10-pin bowling lanes, or
professional spectator sports also place a lower importance on the value
self-fulfillment. Put another way, people who give a high priority to this
value--expressive of Maslow's (1954) "self-actualization" need--do not see
bowling, golfing and spectator sports as activities that would actualize
self-fulfillment.

A dummy variable was created for French Canadian respondents to account
for any effects of culture in each equation. Only personal values that passed
the p = .05 tolerance test in stepwise regressions are included in the

equations. Also, since the correlations among the nine values ranged between
.157 and .468 (averaging .301), the findings are relatively free of
multicollinearity concerns. Still, the exclusive reliance on personal value
orientations as predictors of city-life priorities results in fairly low
levels of explained variance (adjusted R^2 varies between .21 and .04).

Table 6 about here

Discussion and Implications

Value Segmentation

With the increased interest in personal values as a potent variable in
marketing strategies aimed at consumers, the question arises as to how
consumers can be effectively segmented by their value orientations. Garreau's
(1981) Nine-Nations concept has been attractive for its possibility as one
such segmentation tool. Applied to the Canadian marketplace, six of these
"nations" would be relevant, of which three were the focus of this study.
Since culture is such a strong determinant of values, an alternate value
segmentation tool is the French/English-Canada dichotomy that has long been in
use among marketers catering to both cultural groups. A major purpose of this
study was to determine which of two value-segmentation schemes was more valid
and useful in the Canadian context.

The findings verify that differences in consumers' value orientations
are more apparent when one divides the population into French and English
Canadians, rather than into Ecotopians, Foundrians and Québécois, as per the
Nine-Nations scheme. Thus, marketers serving both French and English

Canadians can continue to rely on this traditional cultural dichotomy in order to devise a successful marketing mix and avoid making marketing mistakes. These data support Kahle's (1986) findings when the same List of Values was applied to the United States population, segmented according to Garreau's map of the nine nations. The Nine-Nations typology failed to differentiate people by their principal value orientation.

Study Limitations

In all fairness to Garreau's Nine-Nations-of-North-America theory, given the attention it has generated in U.S. and Canadian marketing circles (e.g., Major 1983; Vredenburg and Thirkell 1983; Whalen 1983), this study represents a partial test of his regional typology among Canadians. First, it is based entirely on value orientations in only three of the six nations. The "nations" of New England, The Breadbasket and The Empty Quarter, making up the remainder of Canadian territory, were not examined for differences in values. Second, the conclusions about value differences are limited to populations living in major urban areas in the three nations examined. Only citizens of Montreal (Québec), Toronto (Ontario) and Vancouver (British Columbia) were sampled--although it should be noted that about 80% of the populations of Québec, Ontario and British Columbia live in urban centers. A more comprehensive test of the theory's utility as a value-based segmentation tool in Canada would include probability samples from both rural and urban areas in all six nations. Differences among nations would then be tested against alternate regional designations that have been used in Canada.

Another limitation of the study is its aggregation of Toronto and Vancouver citizens into one sample representing English Canada. It is acknowledged that any detailed study of regional value orientations would have

to isolate the relatively small but real presence of French Canadians outside

Québec, as well as ethnic minorities in each region (e.g., Italian, German,

Chinese Canadians) who may not possess the value orientations of English

Canadians. Additional refinements in research of this type should also

include an examination of differences between Canadians of British origin and

Canadians whose mother tongue is listed as English by Statistics Canada.

Values and City-Life Priorities

A sampling from some of the findings on what consumers feel are important

aspects of city life will illustrate how marketing implications can be drawn

from a knowledge of underlying values. Consumers for whom low housing costs

loom large in importance are also those for whom security, respect from

others, a desire to belong, fun and enjoyment, and self-respect are important

values. Real-estate agents need to bear this in mind when prospects are

searching for housing. The client concerned about low housing costs is most

likely to be a first-time buyer who has not yet established any equity in real

estate. Once such a client is identified, one way to accentuate the

desirability of a property or residential neighborhood is to point out its

ability to provide security in resale value, its safety from undesirable

societal elements (crime, heavy vehicle traffic), its ability to give the

newcomer a feeling of belonging in a friendly neighborhood as well as a sense

of acceptance and respect from immediate neighbors, its closeness to varied

facilities that provide fun and enjoyment, and so forth, depending upon the

agent's ability to locate such an offering.

Consumers who consider it important that their city have many good

restaurants are also those who place a higher priority on fun and enjoyment in

life and excitement--values that tend to have a low priority among the general

population. Thus, here is a segment which <u>looks</u> for excitement and fun and sees good restaurants as one source of actualizing values that are expressive of physiological needs. Yet, how often restaurants get into a rut (and into the red) with standard, repetitive menus--or, worse still, menus that decline in ability to stimulate the senses--gradually losing the exciting appeal of anticipation, innovativeness, or exotic variation.

People who regard it relatively important for a city to have many healthcare facilities also place greater stock in values related to security, respect from others, self-respect and a feeling that they belong. Suppose a hospital with a marketing slant was planning a fundraising effort to tap the individual donor. The findings imply that an effective campaign would include communications that emphasized an erosion in the individual's security by pointing out that future healthcare needs may not be met if the hospital's current state of underfunding persists. In addition, the campaign could appeal to a prospective donor's desire for respect and a sense of belonging in two ways. First, it should be possible for donors to receive substantial public recognition for their generosity (the person's name on a plaque of major donors, publication of a list of donors, a lapel pin that indicates the level of philanthropy, etc.). Second, there should be an opportunity for the donor to feel a part of the hospital's fundraising effort by creating a club of donors who are kept permanently informed of the hospital's activities and advances, are allowed to visit and inspect the projects they have contributed to, and are given nominal designations that imply they belong to an ongoing effort to keep a healthcare facility vibrant and functioning.

Future Research

From the viewpoint of marketing in Canada, future studies of consumer values

will need to ponder the ethnic diversity of Canadians and the possibility that value-based segmentation can become more useful if fine-tuned to these differences. Unlike the United States, which is depicted as a melting pot that tends to assimilate ethnic groups, Canada is often described as a salad bowl whose ingredients remain relatively distinct while mixing with each other. Some of this distinctness will likely show up in culturally unique value orientations with consequent economic behaviors.

From the viewpoint of value research methodology, a study of this nature underscores some of the areas that need further work. One is the issue of which value inventory to use in market studies. The three most commonly used inventories have been the Rokeach Value Survey, the proprietary VALS (Values and Life Styles) items, and the newer and much shorter List of Values. Though some marketing researchers have proposed the need for very specific consumption-oriented value inventories, only further research can tell which approach yields value profiles that are reliable, complete and actionable for the marketer.

Another area is the actual measurement of value orientations, i.e., getting a grasp on how a given set of values have been prioritized by the consumer. In this study, the 10-point Likert scale with which value-importance measures were taken over the telephone tended to elicit importance ratings at the high end of the scale. Apparently, people are reluctant to assign a low importance to what are obviously supposed to be important things in life to many people. Research focusing on personal value measurement has shown that this "end-piling phenomenon" is not serious and therefore does not outweigh the usefulness of the rating-scale approach in marketing applications (Munson and McIntyre 1979). However, if, as Rokeach (1973) points out, people distinctly align values in some sort of hierarchy of importance to them, then

end-piling works against a clearly articulated system of values. A creative
breakthrough for teasing out real (and at least intervally-scaled) differences
in value priorities, in a manner that is feasible in telephone and mail survey
research, would be a very welcome contribution to value-based marketing
research.

TABLE 1

58 Indicators of City Life in 17 Domains

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1. Low-Housing-Cost Variables

   . Low costs for heating, electricity and water, as compared with other

     cities

   . Low property taxes, as compared with other cities

   . Low prices for homes, as compared with other cities

   . Low monthly rents for apartments, as compared with other cities

2. Favorable-Economic-Climate Variables

   . A low cost of living, as compared with other cities

   . High salary levels, as compared with other cities

   . Low sales taxes and personal income taxes, as compared with other cities

   . A high growth rate for personal incomes, as compared with other cities

   . A high growth in employment opportunities

3. Low-Crime-Rate Variables

   . A low violent crime rate, including murder, rape and armed robbery

   . A low property crime rate, including burglaries and thefts

4. Many-Transportation-Options Variables

   . Short commuting times

   . Many buses, subways and commuter trains

   . Many freeways with at least four traffic lanes linking it with other towns

   . Many airline flights every day

   . Many passenger train departures every day

TABLE 1 (continued)

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5. High-Educational-Priorities Variables

   . Small average class sizes in public schools

   . A high priority on public schools, in terms of spending by the city

   . A large choice of colleges and university courses and programs

6. High-Calibre-Cultural-Amenities Variables

   . A large number of museums

   . Many classical music radio stations

   . Many public television stations with educational and fine-arts programs, shown without commercials

   . Universities offering programs, facilities and public performances in the fine arts and the performing arts

   . A major symphony orchestra

   . Many professional theater groups

   . A professional opera company

   . A professional ballet or dance company

   . Public libraries with large collections of books

7. Pleasant/Mild-Climate Variables

   . No very hot or very cold months in the year

   . Only a small difference in temperature between summer and winter

   . Very few days when the temperature drops below freezing

   . Very little rain or snow

   . No days in summer when the humidity is high

TABLE 1 (continued)

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8. Many-Healthcare-Facilities Variables

  . Many physicians or medical doctors

  . Many teaching hospitals where doctors are trained

  . Several medical schools

  . Many cardiac-rehabilitation clinics for heart patients

  . Many cancer-treatment clinics

  . Many facilities providing long-term care for terminally ill patients

  . Low costs for healthcare, as compared with other cities

9. Fluoridated Drinking Water

10. No-Air/Water-Pollution Variables

  . No air pollution

  . No water pollution in lakes, rivers and at beaches

11. Many Good Restaurants

12. Many Public Golf Courses

13. Many Ten-Pin Bowling Lanes

14. Many Movie Theaters

TABLE 1 (continued)

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15. Major-Visitor-Attractions Variables

   . A zoo

   . A public aquarium

   . A family theme park, nearby, such as Canada's Wonderland or Man & His
   World

   . A science center or planetarium

16. Professional-Spectator-Sports Variables

   . An auto-racing track

   . Many horse-racing tracks where people can place bets

   . Professional sports teams, such as hockey, football or baseball

17. Natural-Recreation-Areas Variables

   . An ocean or a large lake

   . Large recreational areas of inland water, including ponds, lakes, streams,
   canals or rivers

   . Mountains nearby

   . Many municipal parks, gardens and other public green spaces

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TABLE 2

Mean Value-Importance Scores for Three Nations and One-Way ANOVA Results

Personal Values (Blocked & Ordered to Correspond with Maslow's Need Hierarchy)	QUÉBEC (n = 405)	THE FOUNDRY (n = 398)	ECOTOPIA (n = 402)	Significance of Overall Differences[a]
(Self-Actualization)				
Self-fulfillment	8.40	8.35	8.41	ns
A sense of accomplishment	8.14^A	8.30	8.42^A	.0754
(Esteem)				
Being well respected	8.53^{AB}	8.23^B	8.00^A	.0001
Self-respect	9.06	9.08	8.93	ns
(Belongingness and Love)				
A sense of belonging	7.33^B	7.66^B	7.54	.0699
Warm relationships w/others	8.42	8.43	8.33	ns
(Safety)				
Security	8.64^A	8.42^C	8.19^{AC}	.0006
(Physiological)				
Fun and enjoyment in life	7.84^{AB}	8.11^B	8.20^A	.0128
Excitement	6.05^{AB}	6.75^B	6.64^A	.0000

[a]Group means with identical superscripts differ significantly at $p \leq .05$ in Duncan multiple-range tests.

TABLE 3

Classification Results for Hold-Out Sample from

Three-Group Discriminant Analysis

Actual Group	No. of Cases (% of Total)	Predicted Group No. of Cases (Percent of Actual)			Correct Predictions as a % of Total Predicted	Percent Improvement Over Chance
		QUÉBEC	THE FOUNDRY	ECOTOPIA		
QUÉBEC	203 (33.7)	89 (43.8)	31 (15.3)	83 (40.9)	48.4	14.7
THE FOUNDRY	202 (33.6)	57 (28.2)	41 (20.3)	104 (51.5)	39.0	5.4
ECOTOPIA	197 (32.7)	38 (19.3)	33 (16.8)	126 (64.0)	40.3	7.6
Totals	602	184	105	313		

Proportional chance criterion, $C_{pro.}$, = .333

Overall rate of correct classifications: 42.5%   9.2

TABLE 4

Discriminating Power of Personal Values in a Two-Group Discriminant Analysis

and Differences in Value Orientations Between French and English Canadians

Personal Value[a]	Standardized Discriminant Function Coefficients	Cultural-Group Means (S.D.)[b] for Value-Importance Ratings	
		French Canada (n = 320)	English Canada (n = 885)
Being well respected	-.58	8.49 (1.67)	8.17 (1.83)**
Excitement	.55	5.87 (2.53)	6.70 (2.15)***
A sense of accomplishment	.49	8.10 (2.00)	8.35 (1.58)*
A sense of belonging	.39	7.16 (2.27)	7.64 (2.00)***
Security	-.35	8.61 (1.74)	8.35 (1.66)*
Fun and enjoyment in life	.21	7.79 (1.97)	8.14 (1.70)**
Warm relationships with others	-.19	8.41 (1.83)	8.38 (1.69)
Self-fulfillment	-.16	8.44 (1.71)	8.37 (1.57)
Self-respect	-.14	9.01 (1.46)	9.03 (1.35)

[a]Ordered in descending importance as a discriminating variable.

[b]Two-tailed t tests reveal that differences in means are significant at

***$p \leq .001$, **$p \leq .005$, *$p < .05$.

TABLE 5

Classification Results for Hold-Out Sample from

Two-Group (French/English Canada) Discriminant Analysis

Actual Group	No. of Cases (% of Total)	Predicted Group No. of Cases (Percent of Actual)		Correct Predictions as a % of Total Predicted	Percent Improve- ment Over Chance
		French Canada	English Canada		
French Canada	169 (28.1)	21 (12.4)	148 (87.6)	48.8	20.7
English Canada	433 (71.9)	22 (5.1)	411 (94.9)	73.5	1.6
Totals	602	43	559		

Proportional chance criterion, $C_{pro.}$, = .596

Overall rate of correct classifications: 71.8%   12.2

TABLE 6

Sets of Personal Values Which Best Predict the

Importance People Attach to 17 Domains of City Life

City-Life Domain (Dependent Variable)	Personal Values (Independent Variables)	Beta Coefficient[a]	Adj. R^2 for equation
Low housing costs	Security	.19	
	Being well respected	.10	
	A sense of belonging	.09	
	Fun and enjoyment in life	.09	
	Self-respect	.08*	
	Dummy for French Canada	.06*	.14
Favorable economic climate	Security	.20	
	Excitement	.15	
	Being well respected	.11	
	Self-respect	.10	
	A sense of accomplishment	.08**	
	Warm relationships with others	-.06*	
	Dummy for French Canada	.05*	.16
Low crime rates	Self-respect	.16	
	Security	.12	
	A sense of accomplishment	.10	.08

TABLE 6 (continued)

Many transportation options	Being well respected	.18	
	Security	.11	
	Fun and enjoyment in life	.10	
	Dummy for French Canada	.08	
	A sense of belonging	.08**	.11
High educational priorities	A sense of belonging	.18	
	Being well respected	.12	
	Security	.11	
	A sense of accomplishment	.07*	
	Fun and enjoyment in life	.06*	.13
High-calibre cultural amenities	Dummy for French Canada	.11	
	Self-respect	.11	
	Warm relationships with others	.10	
	A sense of belonging	.10	
	Being well respected	.10	
	Security	-.07*	.08
Pleasant/mild climate	Security	.15	
	Being well respected	.15	.06

TABLE 6 (continued)

Many healthcare	Security	.22	
facilities	Being well respected	.18	
	A sense of belonging	.16	
	Self-respect	.06*	.21

Fluoridated drinking	Security	.14	
water	Being well respected	.12	
	A sense of belonging	.06*	.06

No air or water	Self-respect	.17	
pollution	A sense of accomplishment	.11	
	Dummy for French Canada	.11	
	Being well respected	.09	
	Security	.09	.12

Many good restaurants	Fun and enjoyment in life	.16	
	Excitement	.16	
	Dummy for French Canada	.14	
	Self-respect	.11	
	Being well respected	.09**	.14

Many public golf	Fun and enjoyment in life	.17	
courses	Being well respected	.10	
	Self-fulfillment	-.10	
	Security	.07*	.04

TABLE 6 (continued)

Many 10-pin bowling	Security	.15	
lanes	A sense of belonging	.12	
	Self-fulfillment	-.11	
	Being well respected	.10	
	Excitement	.10	
	A sense of accomplishment	-.09	
	Dummy for French Canada	.08**	.09
Many movie theaters	Fun and enjoyment in life	.19	
	Excitement	.13	
	Dummy for French Canada	.09	.08
Major visitor	Being well respected	.16	
attractions	Excitement	.10	
	Dummy for French Canada	.09	
	Security	.09	
	A sense of accomplishment	.08**	
	Fun and enjoyment in life	.06*	.11
Professional spectator	Excitement	.20	
sports	Fun and enjoyment in life	.15	
	Security	.12	
	Self-fulfillment	-.11	
	Being well respected	.10	
	Self-respect	-.09*	.10

TABLE 6 (continued)

Natural recreation areas	Fun and enjoyment in life	.12	
	Self-respect	.11	
	A sense of accomplishment	.10	
	Dummy for French Canada	.08**	
	A sense of belonging	.07*	
	Warm relationships with others	.06*	.09

[a]All coefficients are significant at p < .005, except those marked ** (p < .01) and * (p < .05).

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