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## **Appendices**

### **10.1. Appendix One**

#### **Sample Instructions Provided to Case Study Participants**

##### **Background Information**

Mr Mark Grahame  
National Marketing Manager,  
Ashdown  
172 Crockford Rd  
Northgate QLD 4012  
10 August 2001

(private bag 3359, Virginia QLD 4013)

Dear Mark,

##### **Re: Ashdown Marketing Problem Research**

Thank you for agreeing to participate in the research.

##### **Background**

As part of my PhD study I have been working on different ways to view product. From that work a model has been developed and I am keen to see whether it is of any use to marketing practitioners.

The aim of the model is to offer a new perspective on what products are, what is it that consumers are buying.

In line with that aim, it is envisaged that the model may aid the marketer in many areas of marketing, not least new product development, promotion, segmentation and brand management.

However, we do not know whether it does aid these and other marketing processes in the way we think and so we are looking to test it.

As its aim is to inform the practical application of marketing, its usefulness in the end is best gauged by whether it is useful to marketing practitioners such as yourself. We are asking for your assistance in evaluating this new marketing perspective and in letting us know what you think with respect to the marketing of your product.

### **The Research Issue**

The basic premise of the research is to have marketers articulate a problem they have experienced and which has not been satisfactorily resolved. That problem can either be a broad, industry wide problem or a company specific problem. It needs to be a problem however and not just an issue that has not been addressed as yet.

This problem will then be subjected to analysis utilising the new models with the aim of generating further understanding of the issues involved as well as strategic and tactical recommendations aimed at addressing the problem.

Outlined below is the process the research will take together with the documentation you are asked to complete and return at the time of our first interview.

## **The Process**

### **1.**

You will find enclosed a background information report. This is to provide background as to the types of people and industries that the research addressed. Please complete and return it at our first meeting. Don't hesitate to contact me if you require clarification on any aspects of the report.

Also enclosed are some guidelines as to the types of information that I will be seeking in our first meeting. Please read through these and think about the problem you have chosen in line with these.

In addition you will find a consent form with details of your rights and contact details of relevant university bodies. It is a requirement of the university that all people involved in research associated with the university be made aware of these rights and for consent forms to be signed. Please read this information and sign the relevant form if you are comfortable in continuing.

I will collect this also at our first meeting.

### **2.**

I will go away and articulate the problem from my understanding of our discussion. This will form the Problem Report. Once completed it will be forwarded to you for your approval.

### **3.**

Once we have agreed on the nature of the problem I will apply the framework to it and develop a report outlining my analysis of the problem together with strategic and tactical options which flow from that analysis. Further clarification of aspects of the problem may be required as issues are encountered in the analysis. Once

again it is envisaged that this can be undertaken through email or brief telephone conversations.

The timing for the completion of the report will be provided to you at the time of problem definition.

#### 4.

Once the report has been completed I will contact you and organise a time for the presentation of the report. A copy of the report will be sent to you in the week leading up to the presentation. You are asked to read over it before the meeting noting any areas where clarification is necessary. (This model is quite different from conventional marketing so it is possible that you may need to read it several times)

#### 5.

The presentation of the report will address the analysis of the problem together with the strategic and tactical options that flow from that analysis. These will be workshopped where necessary to help clarify the outcomes as well as to explore the issues in further detail.

In addition, the framework utilised to develop the report will be explained and linked to outcomes of the report. Some workshopping may also be undertaken with respect to this in order that it be fully understood.

Following this, a discussion on the utility of the framework, its perceived strengths and weaknesses and likely usage contexts will be undertaken. Guidelines for this discussion will be provided to you with the written report and at the presentation.

6.

You will then have the option of either writing a report on your perceptions of the utility of the product or I can write up a report of our interview. We will discuss these options at the interview.

If you are unclear of any aspect of the process please contact me for clarification.

I look forward to working with you on this research.

Yours Faithfully,

Roger Epworth

### **Copy of Consent**

- ❑ ***Project title:*** Rethinking the Nature of Goods and Services
- ❑ ***Persons responsible:*** This research forms part of Roger Epworth's Doctoral study. The study is being conducted at the School of Marketing and Management, University of New England, Armidale NSW 2351 under the supervision of Professor Vic Wright.
- ❑ ***Nature & general purpose of research:*** This research aims to test the utility of an alternative perspective on how marketers "get close" to the consumer through a greater understanding of what the product is to the consumer.
- ❑ ***Method of research:*** This research involves you filling a report on a marketing problem you have encountered but not satisfactorily resolved. In addition there will be an interview with yourself and perhaps one other marketer from your organisation. All this is outlined in the attached letter. If there is to be multiple respondents from your organisation you will be aware of them and it will be subject to your agreement of their participation. With your permission, I will audio tape your interview.
- ❑ ***Length of time:*** The report is to be of a few pages in length while the time taken to complete such a report will vary depending upon the nature of the problem. It is anticipated that the interview will take approximately 120 minutes.
- ❑ ***Participation:*** It is important to stress that your participation in this research is voluntary, there is no reward for participation and no penalty for not participating. Furthermore, you should feel free to discontinue participation in this research at any time.
- ❑ ***Confidentiality of information:*** All the information provided by you will be kept confidential. The only person who will know your identity is the researcher. In



the transcription of this information you will only be identified by a 'coded number'. In all public documents associated with this research there will not be any link between your identity and any information you may provide.

- **Complaints:** Should you have any complaints concerning the manner in which this research is conducted, please contact the Research Ethics Officer at the following address:

Research Services

University of New England

Armidale NSW 2351

Telephone: (02) 6773 3449

Facsimile: (02) 6773 3543

- **Further questions:** Please feel free to ask any questions relating to this research now, or at any time during the research.

To be completed by the respondent:

*I, \_\_\_\_\_, have read the information above and any questions I have asked have been answered to my satisfaction. I agree to participate in this activity, realising that I may withdraw at any time. I accept that research data gathered for the study may be published, provided my name is not used.*

Signed: \_\_\_\_\_

Date:

\_\_\_\_/\_\_\_\_/\_\_\_\_

## Background Information Report

Where there is insufficient room on the form to answer adequately, please reply to these questions on an additional page and attach it to this report.

### Qualifications:

1. Degree(s).....

2. From which  
University(s).....

3. Other  
qualifications.....

Position Title  
.....

Years as a practicing  
marketer.....

Length of time in present  
position.....

Marketing responsibilities in present position  
.....

.....

.....

.....

**Industry Details:**

**4. Length of time in industry.....**

**5. Description of the industry**  
 .....

**6. Size of industry**  
 .....

**7. Intensity of competition.....**

**8. Level of innovation in industry.....**

**List industries in which you previously held marketing positions**

.....

.....

**List other non marketing jobs held**

.....

.....

**Age**.....

**Gender**.....

**Finally, in a couple of paragraphs could you state your personal opinion on what marketing is all about.**

.....

.....

.....

.....

.....

## **Problem Report Guidelines**

The following is a guide to the types of questions I will be asking in order to develop the Problem Report.

- The problem, described in as much detail as possible.
- What, if any, are the industry perceptions of the problem.
- What has your firm already done to address the problem.

(This could be as little as think about it or as large as implement a full program.)

- What was the outcome of this action.
- What aspects of the outcome were unsatisfactory and why.
- What aspects of the outcome were satisfactory and why.
- Own personal views on the nature of the problem and your view on the options which are now open to you.
- Environmental factors which impact upon the problem.
- The role of the industry structure on the problem.

Constraints on your ability to implement marketing strategy (control of the mix).

- Other organisational aspects (structural, political and strategic factors) which have impacted on the specific strategy followed or on the success of the strategy .
  
- Organisational aspects which I should take into consideration in the development of strategies.

### **Sample Problem Report Evaluation Instructions**

Dear Mark,

Please find enclosed a draft of the problem report. Could you please have a look over it and correct any mistakes or point out areas that are not as clear as they might be. If you are comfortable with it could you sign a copy of it and I will pick it up at our meeting.

You will notice that I have not included many figures. I thought that I would not include potentially commercially sensitive information unless the analysis specifically needed it. In most cases the argument can be run at a more general level without loss of understanding. Please let me know if there are other issues of commercial sensitivity that you would rather not be included. If I were to publish from the PhD I would get your OK on the content then.

I have also included a copy of the theoretical model I have developed for your information. I will run through the model during the presentation so you are not expected to be totally on top of it by the time of the meeting. It would be good however if you could familiarise yourself with it and note any areas where you would like clarification.

I have completed the analysis of the report and so I am presently writing that up.

I will see you soon.

Regards,

Roger Epworth

**Sample Analysis of Problem Report Instructions**

Mr Mark Grahame  
National Marketing Manager,  
Ashdown  
172 Crockford Rd  
Northgate QLD 4012

9 October 2001

Dear Mark,

Please find attached a copy of the analysis of the problem report. Also included is a list of questions I will look to address at our Monday October 15 meeting.

If you could read over the report a couple of times and identify any area that you would like clarification and also to develop a feel for the material.

I will start our meeting by running through both the report and the theory underpinning the analysis.

You have two options with respect to how your opinions are recorded. Either I do up a report on our meeting or you can prepare a more formal report. What ever way you would like to go. You can decide after you see my report if you are unsure.

I will see on Monday 15 October.

Regards,

Roger



## **10.2. Appendix Two**

### **Outline of the Two Models Provided to Case Study Participants**

#### **An Introduction and Explanation of the Models that Will be Applied to Your Marketing Problem**

##### **The Level of Completion Model**

The basic premise of the first model is that marketing has traditionally taken too narrow a view of what a product is. Traditionally, marketing has viewed product in terms of the need that it satisfies and that need has generally related to the outcome desired after consumption. So a car as a product relates to the need for transportation or the need for prestige. A meal of baked beans at a café relates to the satisfaction of hunger or even a social need if it is consumed with someone. While marketing is said to provide such utilities as place and time where it makes the product available in a place or time or form that suited the needs of the consumer, the product itself is generally not thought of in such terms.

This model looks at product within the consumption context, how the product is used by the consumer to satisfy their need. It is argued that product characteristics not only relate to the outcome the consumer desires but how it is to be used by the consumer also. This is important because if we know how a consumer uses a product and what factors shape that usage then we will not only understand better what the product really is to the consumer but, also, how best to go about marketing that product.

If we step back and view product in a wider context it can be seen that products are not need satisfying in themselves. It is generally up to the consumer to transform them in some way so that their need satisfying ability is realised. In this way a car is only need

satisfying when the consumer uses their skills and knowledge to drive it. Products are therefore not need satisfying in themselves but are rather inputs into wider processes coordinated towards the satisfaction of a need.

Each of those processes is idiosyncratic to each consumer, however. Not only does the consumer have different outcome needs but they also possess different capabilities; capabilities such as skills, knowledge, tools, time and other materials that are utilised in their production processes. It is the mix of these capabilities that determines what the consumer can do themselves and what they need someone else to do for them.

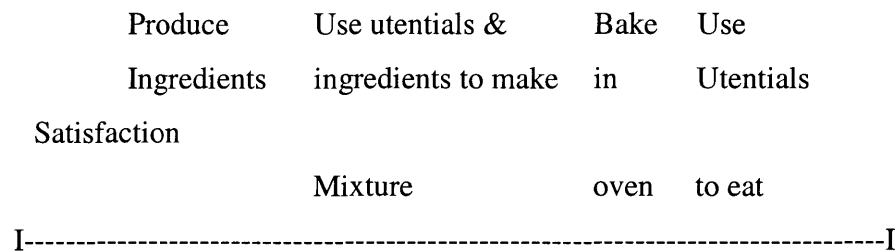
The total production process is in effect a series of processes or actions that are coordinated towards realizing a desired outcome. Either the consumer or the producer can undertake these processes. Those processes undertaken by the producer are “products”. In this way products represent what the producer does for the consumer and their nature is determined by what the consumer can, or wants to, do themselves (see figure one ).

So those consumers with fewer capabilities will look for a product that already has the aspect of production that relates to those capabilities done for them. In this way it can be seen that products do not only contain attributes that relate to the final need they satisfy but also attributes that relate to how much of the total production they contain. Such attributes are referred to within the model as process attributes. In this way three products with the same outcome need can be quite different depending upon how much of the total production is, or how many process attributes are contained within them.

For example if two consumers were to set about baking a sponge cake it is likely that the processes that each would undertake would be different (see figure one). These would depend upon what skills they had in baking a cake, what access to facilities they had in terms of the type and performance of the oven and necessary

utensils and what other ingredients they had at hand. If one consumer did not have the utensils to measure and mix the ingredients, or the skills or knowledge to bake, then even though they wanted the same outcome they would require different products to reflect these differences. One would need only the ingredients. They would then use their skills, tools, experience and infrastructure to bake the cake. The other without these would need to buy a product that did not require the use of utensils or skills to deliver the same outcome, a product which had this stage of production done for them. They would need a product such as a packet mix. If a third consumer came along who wanted a cake but had none of the ingredients, skills or infrastructure, such as an oven to enable them to bake a cake, then they would require a product that required none of these but that still delivered the desired outcome attributes. They would have to buy a cake that someone had made for them, a product where someone undertook most of the production necessary.

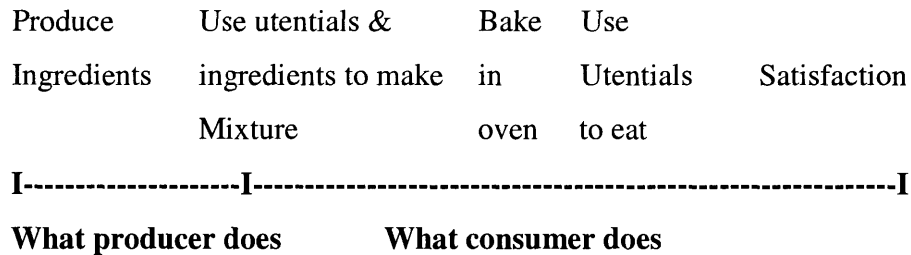
***Figure One: The Production Processes in Making a Cake***



**Figure One Cont.**

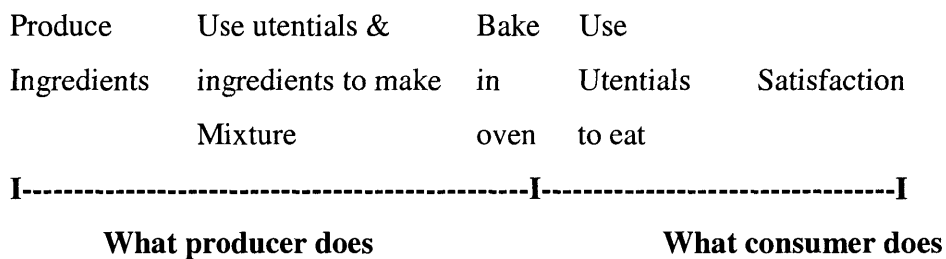
### Three Examples of Different Products With Respect to the Same Process

#### 1. Consumer buys ingredients and bakes cake



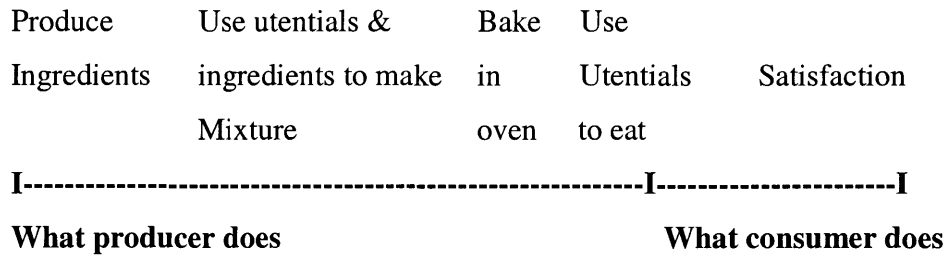
**Note:** This option requires consumers to have the capabilities (tools, skills, time other ingredients etc) to undertake all production .

#### 2. Consumer buys packet mix and bakes cake



**Note:** This options requires less skills, tools, time and other ingredients than last option but still requires access to tools and infrastructure.

### 3. Consumer buys already made cake



Note: This option does not require the consumer to have skills, tools and other ingredients to bake the cake, but requires skills and utentials to eat it

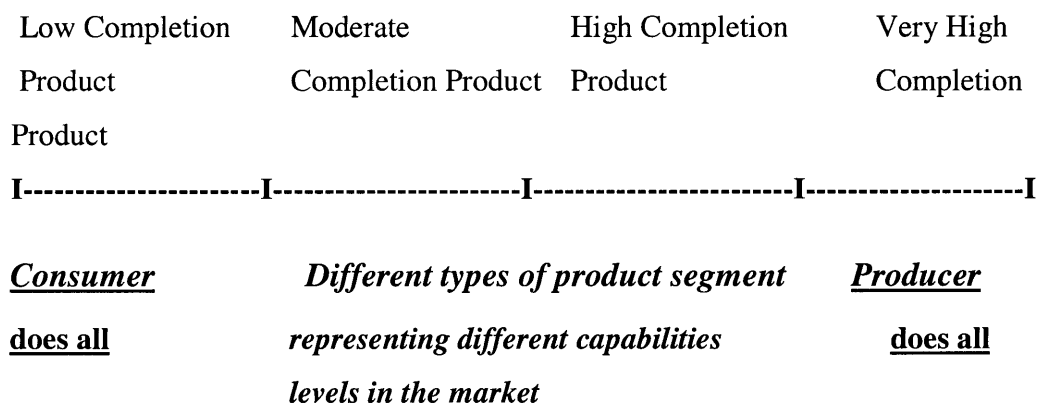
This example shows us that one common outcome need, the need for a cake to satisfy hunger, is realised in three distinct ways. Each differs in terms of what the consumer does to realise the need and what the producer does. The cake bought baked from the shop can be said to be a high completion product and contain more process attributes than the packet mix or basic ingredients products. In this way the model provides an additional way to classify products that is not obvious under the traditional view of marketing. By utilising this perspective products with similar outcome attributes can be classified based on how much of the total production is contained in them (see figure two). With respect to the cake example, such classification may include products that have little production contained within them such as ingredients. Only those consumers with the capabilities or time to realise their potential should be targeted. At the other end would be products that contain a lot of the production carried out for them. This group of consumers would have distinctly different characteristics, either through lack of capabilities or time considerations and therefore how the marketer goes about developing the mix should be different. In this way the model provides a new way to classify products that was not evident before and this classification

criterion is likely to be profound because it relates to the differences in how the consumer uses the product.

One of the consequences of the level of completion that a consumer desires in a product relates to how much control over the outcome they have. Generally, the more the producer does of the total process the less control over the outcome the consumer has. This is because the producer will decide how best to do it based on their capabilities, processes and financial considerations. The level of control therefore becomes a variable in determining how much completion the consumer wants.

If the total production process is broken down into what the consumer does and what the producer does it can be seen that products can be placed on a continuum of completion where one end represents the consumer doing it all and the other where the producer does it all.

***Figure Two: Classifying products Along the Completion Continuum***



### *Completion Continuum Segments for Cake Example*

*Same outcome need. Different levels of process attributes/completion*

*Low level of*

**completion**

bake from  
have

ingredients  
it to them

buy packet

mix

buy cake

eat at home

buy cake

eat at café

*High level of*

**completion**

buy cake and

someone feed

*High level of*

**consumer capabilities**

**required**

*Low level of*

**consumer capabilities**

**required**

In summary the completion continuum model states:

- The nature of a product relates to both the outcome desired and how it is to be utilised by the consumer within a wider need satisfying process

- This wider process, made up of a series of processes, is unique to each consumer and is shaped by the different capabilities of that consumer

- Such capabilities include:

- Access to skills and knowledge

- Access to infrastructure and tools

- Access to other materials required in the production process

- Time and motivation considerations

- Different capabilities mean that there are differences in what the consumers can do themselves and so accordingly there needs to be differences in what they need other to do for them (products)
- Such products which have a lot of the processes completed can be said to have many process attributes in addition to the outcome attributes
- Viewing product in this way provides an additional classification system for products and provides opportunities to marketers across the spectrum of marketing activities.

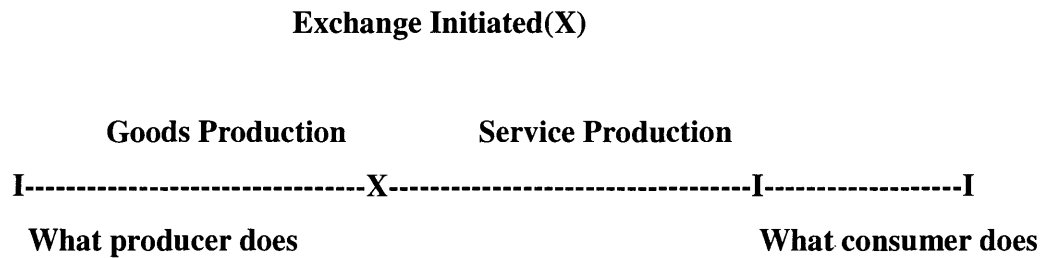
## **Goods and services model**

The second model that has been applied to the problem report relates to when the producer produces the aspects of production that they undertake. In effect, the model states that the timing of production influences the nature of the attributes that can be produced. This in turn influences how each attribute and each mix of attributes should be marketed.

As stated in the completion model, what the producer presents to the consumer, the product, can be broken down into components of production. It is possible for each of these components to be produced either before the customer initiates the exchange, which is referred to in the model as goods production, or after the exchange has been initiated, which is referred to in the model as service production (see figure four).



***Figure Four: Goods and Service Production***



The attributes produced in each of these ways have their own distinctive characteristics and relate to specific consumer needs. It is therefore best for both producer and consumer to have certain attributes produced before the exchange is initiated and others after.

As the consumer is not there to communicate their needs and there is no way to know when they will initiate the exchange, production carried out before the consumer initiates the exchange can not be customised and must be able to be stored. The producer, however, can produce these attributes where, when and by whom they like. This means that they can control quality by rejecting those that do not meet a certain standard. The flexibility in production brings the cost of production down for both producer and consumer and from the consumer's perspective it saves time as they can just buy it off the shelf rather than waiting for it to be produced (see figure 5).

The attributes resultant from service production, (production that is carried out after the consumer initiates the exchange), have other characteristics or is of a different nature. As the consumer is present and can articulate how the attribute is to be used, that attribute can be customised to their needs. Where the attributes perish quickly they must be produced close to the exchange and where the attribute is a process, where there is enjoyment in the process such as live music,

once again it must be produced after the consumer arrives to be need satisfying (see figure 5).

**Figure 5: Attribute Characteristics of Good and Service Production**

Exchange Initiated(X)	
Goods Production	Service Production
I-----X-----I	
<ul style="list-style-type: none"> <li>- Attributes can not be customised</li> <li>- Attributes able to be stored</li> <li>- High degree of control over quality possible</li> <li>- Can produce where, when and by and whom producer wants</li> <li>- Saves time and is cheaper</li> </ul>	<ul style="list-style-type: none"> <li>- Attributes can be customised</li> <li>- Can include attributes that perish</li> <li>- Can include process enjoyment attributes</li> <li>- More difficult to control quality</li> <li>- Often restrictions on where, when by whom it is produced</li> <li>- Takes more time and is financially more expensive for consumers</li> </ul>

Service production has several constraints not evident with goods production that increase the cost, both financial and temporal, to both consumer and producer. As the consumer is involved, production is generally carried out in a specific time and place. It is more difficult to control quality not only because it is produced in real time but also because the consumer is involved in customising it. Service production is also more time consuming for the consumer, as they have to wait for it to be produced. In this way it can be seen that, while most attributes can be produced after the customer asks for them, it is in the best interest of the consumer in terms of cost, time and quality to maximise the production of

attributes before they arrive. Service production is really only justified where the outcome needs to be customised, where the outcome perishes or where the attribute is process enjoyment.

In summary, all products contain a mix of good and service production. That mix varies depending upon the needs of the consumer and is determined by how many of the attributes need to be customised, how many of them perish quickly and how many are related to the enjoyment of a process in itself. For example, if a consumer wanted to go out for dinner at a café, there would be many different functions that the producer would undertake for them. There is the location, décor and facilities of the café, the staff of the café, their training, the skills of the chef and the cooking facilities of the café. In addition, there is the menu of offerings, the ingredients that go into the food, the cooking of the food, the layout and setting of the table and finally the serving of the food.

Conceivably, all of these functions could be undertaken after the consumer initiates the exchange. However, it is not in the interest of the consumer for this to happen. To find a location and set up the café, to find and train the staff or to develop the skills of the chef after the customer has entered would take too long and there would be little scope to check that all was to an acceptable level of quality before they went into production. The cost to do this for each customer would also be prohibitive.

Similarly, to save time it is best to develop the menu, buy the ingredients and layout the table before any customers arrive. In this way the producer can do that before any exchange is initiated and ensure that the quality of these aspects of the product are up to the standard required. However, they cannot really cook the food before the customer arrives nor serve it. The customer will want to choose, they will want some degree of customisation. In addition, the food will go cold or perish if it is produced too far ahead. This means that in offering a café product it is in the interest of both the producer and consumer to restrict service production

to those attributes which require customisation or perish quickly. The other attributes should be produced before they arrive. And if a band played at the café they would have to perform after the customers arrived, as it is the process of performing the music as well as the music itself that the consumer consumes.

In summary the goods and services production model states:

- All products are made up of varying degrees of production carried out before the exchange is initiated (goods) and that carried out after (service)
- The attributes of each type of production have distinctive characteristics and usage patterns
- Goods production, production carried out before the exchange is initiated has the following characteristics:
  - Cannot be customised
  - Must be able to be stored, can not perish quickly
  - The producer has control over where, when, and by whom it is produced thereby:
    - Lowering production costs
    - Enabling quality control mechanisms to be put in place
    - Saves consumer time and money
- Production carried out after the exchange has been initiated has the following characteristics:

- Can be customised
- The involvement of the consumer in process means that
- Same quality control over outcome is not possible
- Often has to be produced at a specific time and place
- More time consuming and costly
- Such production is useful when the output needs to be customised, where the output perishes quickly or where the attribute is a process ie live music

In summary, this model provides a framework that is more than descriptive, identifying the nature of each type of production, identifying when it is best to undertake that production and therefore the relationship between the two.

By viewing goods and services in terms of when production is carried out, it can be seen that they are interrelated. They are in effect the same production carried out at different times. Therefore, the marketer can maximise the value of the product to the consumer by manipulating which attributes are produced as services attributes and which as goods attributes. This in turn maximises the return for producers. This framework therefore provides a basis for all sorts of marketing activities from a better understanding of what the product is, to segmentation, to product development and positioning, not to mention as a basis for better decisions with respect to wider marketing mix that the traditional descriptive conceptualisation of goods and services is incapable of.