아시아 레스토랑의 포지셔닝 분석에 관한 기초연구
-마이애미 지역의 한국 음식점을 중심으로-

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Pilot Study on the Positioning Analysis of Asian Restaurants
-With Focused on Korean Restaurants in Miami Area-

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ABSTRACT

한국음식이 미국 내에서 하나의 민족음식으로서 점차 인식되고 있음에도 불구하고, 미국인들이 지각하는 한국음식과 한국레스토랑의 인식과 관련한 연구는 미비한 실정이다. 지금까지 대부분의 연구는 한국을 방문한 외국인들이 지각하고 인식하는 한국음식에 관한 연구에 초점이 맞추어져 왔다. 그러므로, 한국음식과 한국레스토랑에 관한 미국인들의 인식과 한국레스토랑의 포지셔닝(positioning)에 관한 연구는 미국 내에서 한국레스토랑을 운영하는 매니저(manager)들에게 중요한 정보를 제공할 수 있을 것이다.

본 연구는 미국 마이애미 지역의 대학생들을 대상으로 하여 아시안 음식과 레스토랑에 관하여 대학생들이 지각하는 이미지를 확인하였으며, 인지된 대학생들의 아시안 레스토랑과 음식에 관한 이지미는 한국레스토랑의 포지셔닝과 비교분석하기 위하여 도식으로 표현되었다. 그리고 이러한 이미지 포지셔닝 연구는 남부 폴로리다 (South Florida) 지역에서 한국 레스토랑을 운영하는 매니져들에게 경쟁력 있는 마케팅 전략을 제시해 줄 수 있을 것이다.

따라서, 본 연구의 목적은 미국 마이애미 지역의 대학생들이 한국, 중국, 일본, 베트남, 태국 레스토랑과 음식을 어떻게 인식하고 있는가에 관한 기초 분석연구이다. 각 아시안 레스토랑의 포지셔닝을 확인하며, 본 연구에서 분석된 기초 자료들은 레스토랑 운영자들에게 중요한 마케팅 자료로 제공될 수 있을 것이다.

Key words : asian restaurant, image, college students, perception, positioning.

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Ⅰ. INTRODUCTION

Understanding competitors' strengths and weaknesses is of paramount importance for marketers, developers, and planners involved in strategy development. Creating competitive market positioning is vital to long-term success, and thus seizing market competitiveness should be of great interest to promoters (Chen & Uysal 2002).

Lately, most restaurant managers are making efforts to differentiate their products from those of their competitors. Even though each restaurant provides different services and products, the customers' perception of those services and products is different from the restaurants' perception. However, it is important that a restaurant change its image or create a new image in terms of the marketer's view. Therefore, managers or promoters should conduct extensive research before setting the target market in order to create a new image of the restaurant.

According to *The Market for Ethnic Foods* (National Restaurant Association (NRA) 1989), significant proportions of the adult population, who aren't regular customers, are interested in trying a number of ethnic cuisines that are conveniently available at restaurants. Morrison(1996) stated that people are getting more and more interested in ethnic cuisine restaurants, and that the numbers will increase in the future. Ladk(1993) demonstrated that consumers have much greater selections with the surge of ethnic restaurants in the U.S.

Bai & Zhao(2003) stated that five to eight percent of adult Americans had tried Korean cuisine among many other cuisines, such as Indian, Caribbean, Eastern European, Middle Eastern, Thai, Vietnamese, Scandinavian, Russian and African.

As shown in <Fig. 1>, now more than 20 Korean restaurants are doing business in Florida. However, rather than serving merely Korean dishes, they are operating
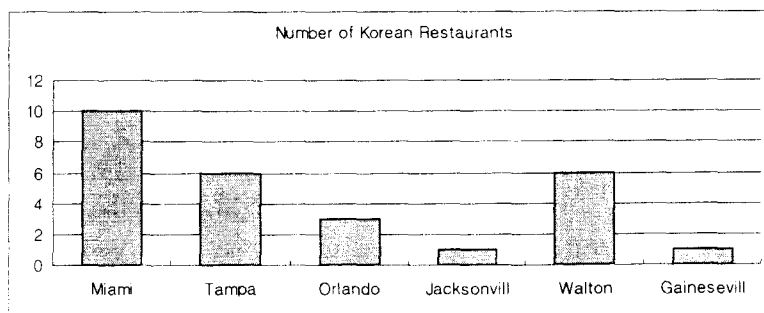
<Fig. 1> **Number of Korean Restaurants in Florida.**

Japanese sushi bars within their restaurants. Therefore, these so-called Japanese-style Korean restaurants make American customers quite confused about Korean cuisine. Additionally, this may cause American customers to see Korean cuisine as part of Japanese cuisine.

The recognition of Korean cuisine is growing among the many other ethnic cuisines in the U.S. However, faced with the increasingly competitive task of marketing strategy in the ethnic restaurant industry, there are only a few studies. Therefore, a marketing approach to identify the perceived image of Asian restaurants is crucial to establish marketing plan. This study explores how American college students perceive Asian restaurants as dining-out places.

Thus, the purposes of this study are not only to find out how American customers, especially college students, perceive the image of Asian restaurants but also to find out what kind of factors influence the college student's choice of an Asian restaurant as well.

Finally, this study may suggest a range of competitive marketing strategies for Korean restaurants in South Florida.

Regarding this study, there are several delimitations. First, the scope of this study is limited to Asian restaurants, including Vietnamese, Thai, Chinese, Korean and Japanese restaurants in the U.S. The sample is limited to college students who had have been to Asian restaurants. Florida International University, Barry University, and Miami-Dade Community College students participated in this study.

Second, this study employed the convenience sampling method. Although it would be ideal to study a sample of different kinds of restaurants within a range of different time periods to make the results applicable to a large population, it is not feasible owing to many constraints, including financial constraints and time (Kim, 1994). Therefore, the results of this study cannot be viewed as having wider significance beyond the study sample.

II. LITERATURE REVIEW

Many scholars have conducted image research to identify places' relative strengths and weaknesses (Fakey & Crompton 1991 ; Franz 1998 ; Gartner & Hunt 1987 ; Haahti 1986 ; Pearce 1997). Ashworth and Goodall(1990) suggested that building product images helps add competitive advantages. Gilbert(1990) articulated that tourism establishments should promote themselves using the distinct attributes to

entice demand. In their study, Chan and Uysal(2002) pointed out that "an assessment of tourists perceptions helps marketers position their products and services more effectively". Many business researchers have studied national character or cultural differences. According to Clark(1990), national character is defined as enduring personality characteristics among the populations of particular nation states. Cross-national studies are valuable in international market settings because (1) national differences exist, (2) these differences can be observed and tabulated, and (3) observed differences have significant bearing on both consumer behavior and the strategic decision makers in the firms. Research has focused largely on the standardization level of marketing strategies during globalization. Research has also shown that customers from different cultures and nationalities have different expectations from services and perceptions of the actual service delivered.

〈Table 1〉 **Influencing factors on determining F&B products**

Previous Research	External environment	Inside atmosphere	Service Quality and price
Cadotte & Turgeon (1988)	· Availability of parking · Traffic congestion in establishment · Spaciousness of establishment · Convenience of location · Quietness of surroundings	· Cleanliness of establishment · Neatness of establishment · Size of portions · Employee appearance · Responsiveness to complaints · Noise level	· Product quality · Standardization · Adaptability · Quality of service · Food quality · Helpful attitude of employee · Quantity of service · Price of drinks, meals and service · Variety of service
Reid (1989)	· Location	· Physical facility · Entertainment · Recreation · Amenities	· Price service · Quality of F&Bs
Morgan (1993)		· Knowledgeable staff · Pleasant atmosphere · Low noise level · Fun · Cleanliness	· Tasty food · Friendly staff · Good price
Dube et al (1994)		· Atmosphere	· Food tastiness · Helpfulness · Attentiveness

Adapted from Kim(1996).

Many studies of image that affects F&B product and property itself have been conducted among many other researchers. Following tables are summery of previous researches indicating what kind of attributes affected F&B product and hospitality property itself. Kim(1996) developed a frame work for outlining the important attributes of hotel F&Bs. Also, the researcher stated that the dimensions, which were selected in his study would be applicable to all F&B business, include external environment, inside atmosphere, service quality and price, and management aspects. As shown in 〈Table 1〉, the findings of previous research are summarized based on three dimensions.

Regarding the studies related to store image, Lindquist(1974) stated that the human mind can handle only a certain number of complex situations and stimuli; therefore, people attempt to simplify circumstances and thus abstract only a few meanings that appear silent. This means that image is a summary of a vast complex of values and meanings (Zimmer and Golden 1988). Previous research focused on measuring the functional attributes of store image are shown in 〈Table 2〉.

In 〈Table 3〉, previous research on determining hotel and restaurant attributes affecting customers' image formation process is summarized.

Market Positioning means creating an image in the mind of the consumers as to what the product / service is, what it does, and what it stands for (Lewis & Chambers 2000). A product's position is the way the product is defined by consumers on important attributes: the place the product occupies in consumers' minds relative to competing products and services. They cannot reevaluate products every time they make a buying decision. To simplify the buying decision-making, consumers organize products into categories. They "position" products and companies in their mind.

Positioning analysis examines the consumers' evaluative processes involving

〈Table 2〉 **Attributes of store image**

Researcher	Components of image attributes
Lindquist(1974)	Merchandise selection; Merchandise quality Merchandise pricing; Merchandise styling; Fashion; Service; Location convenience
Hilderbrandt(1988) (further expended Lindquist's Study)	Relative importance of dimensions, components And attributes are differed in different market

Adapted from Gerard and Ho (2002).

<Table 3> **Attributes of hotel and restaurant image**

Researcher	Components of image attributes in hotel & restaurant
Lewis(1984)	Quality of service; Atmosphere; Security; Improved service; Cleanliness; Reputation; Quality of food; Price & Worth; Location; Reservation system
June & Smith(1987)	Variety of food &beverage; Dining with friend; Dining with family; Quality of service
Knutson(1988)	Business oriented traveler: Cleanliness & ease; Security; Prompt and courteous service; Friendly service; Price Pleasure tourism oriented traveler: Cleanliness & ease; Security; Location; Friendly service; Price
Cadotte & Turgeon(1988)	Price; Prompt service; Parking capacity; Intelligent employee; Price; Cleanliness. Etc
Filiatrult & Ritchie(1988)	Menu assortment; Price; Quality of service; Quality of food; Atmosphere

Adapted from Shim (1998).

perceptions and preferences. Consumer behavior theory provides the hypotheses linking the perceptual and preferential positions of product brands or business to the expected brand choice decisions. For better visualization, various techniques of multivariate analysis assist in locating these positions in a space of low dimensionality (Kotler, Bowen & Maken 1998).

III. METHODOLOGY

This study employed the convenience sampling method. Three focus groups were held with a sample population of college students enrolled at Florida International University (FIU), Barry University and Miami-Dade Community College for the sample population. These groups consisted of male and female undergraduate or graduate students. To participate in this survey, participants had to have eaten more than one of the Asian cuisines, including Vietnamese, Thai, Chinese, Korean and Japanese. To qualify for this study, Asian student groups were excluded. Regarding the Survey method, a self-administered questionnaire was utilized for quantitative data collection.

The data obtained from the survey was analyzed with the SPSS version 11.0 (Statistical Package for Social Science) software package. All the data gathered from the questionnaires were summarized according to the characteristics of the respondents. Then, descriptive statistical analysis was employed to compare each Asian restaurant's mean value. For identifying 11 image attributes' importance level, descriptive statistical method was applied; then MDS (Multidimensional Scaling) method was employed to identify similarities among the 11 image attributes.

Regarding the Asian restaurants' characteristics, first, descriptive analysis was employed, then, the one-way ANOVA test was applied. Third, correspondence analysis was applied to position each Asian restaurant with 9 image attributes.

Ⅳ. RESULTS

1. Respondent Characteristics

Among the participants, males occupied 55.3% (117 people), and females occupied 44.2% (96 people). Considering marital status, 73.3% of respondents were single, 22.1% were married and only 4.6% replied as "other status", including widowed, divorced, etc. The majority of participants were between 20~29 years of age (75.1%), followed by 30~39 (43%), less than 20(3.7%) and older than 40 (1.4%), respectively. The respondent's profile is summarized and presented in the ⟨Table 7⟩.

2. The Important Attributes When Respondents Choose Restaurants

In order to measure the respondents' attitude toward restaurant image attributes, respondents were indicated the importance level of each of 11 restaurant image attributes on a five-point Likert scale: 1(not important at all), 2(not important), 3(neutral), 4(important), and 5(strongly important).

First, Descriptive analysis was used in order to compare each variable in terms of respondents' perceived importance of 11 image attributes.

Second, to identify similar variables, the Multi-Dimensional Scaling method was applied. The variables that respondents' perceived as similar attributes are grouped on a diagram. The result in ⟨Table 4⟩ shows the respondents' attitude toward 11 image attributes.

Based on this result, MDS (Multi-Dimensional Scaling method) was applied to

<Table 4> Importance level of 11 attributes

	N	Minimum	Maximum	Mean	Std. Deviation
Friendly staff	217	1	5	4.19	1.003
Speed of service	217	2	5	4.00	.900
Taste of food	217	2	5	4.60	.680
Portion size	217	2	5	3.91	.803
Convenience of location	217	1	5	3.46	.913
Cleanliness	213	2	5	4.27	.853
Variety of menu items	217	1	5	3.82	.816
Parking capacity	217	1	5	3.53	1.041
Reputation	217	1	5	3.49	1.032
Fair price	217	1	5	3.92	.891
Decoration	217	1	5	3.23	.904
Valid N (list wise)	213				

identify the similarities among the 11 image attributes. The following table shows that the attributes were iterated 9 times in order to obtain improved S-stress[i] value. Because the S-stress value (0.00085) was improved by 0.00085 that was less than 0.001, it was stopped at the ninth iteration. As the present S-stress value indicated 0.13404, the appropriateness of data was considered as commonly acceptable. RSQ value stands for explanation of the data. In this case, RSQ value indicated 0.91243(91.34%). Thus, this model has high explanation of the data.

As shown in <Fig. 2>, 11 attributes were placed in a diagram, 4 attributes (reputation, decoration, variety, price) were placed in Q I, 3 attributes (portion,

i) Interpretation of the S-Stress.

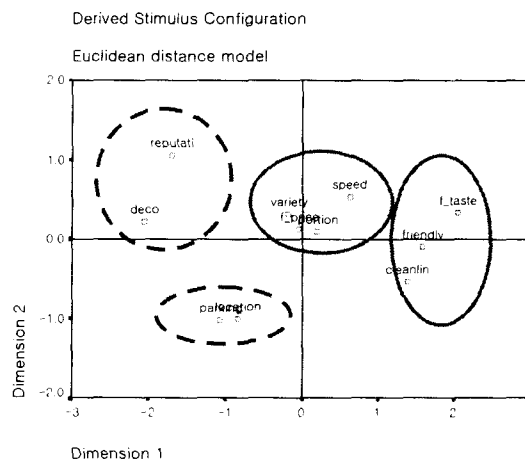| Stress value	Appropriateness of data
Over 0.2	Very bad
0.2	Bad
0.1	Common
0.05	Good
0.025	Very good
0	Perfect

(Source: Kim (1998)).

<Table 5> **Results for iterated performances among the image attributes' similarity (Young's S-stress formula 1 is used)**

IterationN	S-stress	Improvement
1	0.16301	
2	0.13949	0.02352
3	0.13317	0.00632
4	0.12949	0.00367
5	0.12712	0.00237
6	0.12532	0.00180
7	0.12381	0.00151
8	0.12265	0.00116
9	0.12180	0.00085
	Stress = 0.13404	RSQ = 0.91243

speed and taste) were placed in Q II, 2 attributes (parking and location) were placed in QIII, and 2 attributes (cleanliness, friendly staff) were placed in QIV.

Among the 11 image attributes, taste of food, friendly staff and cleanliness were perceived as similar image attributes. Also, portion of the meal, variety of the menu, price of the meal and speed of service were identified as similar characteristic attributes. Reputation, decoration and location of the restaurant, and parking capacity, were confirmed as similar attributes. Therefore, the attributes used in this study and derived from a literature review were categorized into two domains: the

Derived Stimulus Configuration

Euclidean distance model

<Fig. 2> **Perceived similar images.**

first related to external image attributes, the second tied in with internal image attributes.

3. Positioning of Asian Cuisine

The nine image attributes were contracted from the former eleven image attributes to identify the respondents' perception of Asian cuisine. Four external image attributes that considered as having less relationship with the Asian cuisine image were contracted by 2 attributes (atmosphere and reputation of the restaurant). Hereby, the survey not only could avoid the respondents' fatigue but also lead to accurate responses.

Each of 9 attributes was analyzed using a descriptive statistical method in order to compare each variables mean value. Then, One-way ANOVA test was used to see if the satisfaction was significantly related to variables with each Asian restaurant. Also, Tukey HSD test was used to compare all pairs of Asian restaurant group.

Finally, correspondence analysis was used in order to identify each Asian restaurants distinctive characteristics. These analyzed characteristics compared with each Asian restaurants characteristics on a diagram. Thus, to identify the perception of nine image attributes, correspondence analysis was applied in terms of each Asian restaurant. This correspondence analysis examined the Asian restaurants' positioning pertaining to nine image attributes.

⟨Table 5⟩ illustrates the level of importance of each attribute, which was significantly different by Asian restaurant (α= .05). This table shows that each attributes' mean value was significantly different from those of each Asian cuisine's attributes.

All attributes' mean values of Japanese cuisine were highly ranked by the respondents. But "Portion size" showed the least attributes among the 9 variables. For Korean cuisine, "speed of service" was highly ranked by the respondents and was followed by "portion size" and "friendly staff". "Taste of food" was ranked the lowest.

Comparing Korean cuisine with other Asian cuisines, most of the attributes of Korean cuisine were ranked higher than Vietnamese cuisine. However, in comparison with Chinese, Thai and Japanese cuisines, all of the 9 attributes were considered as the least attractive. For the positioning of Asian cuisine with 9 attributes, each Asian cuisine's mean value was calculated according to importance

⟨Table 6⟩ Significant differences of perceived image of 9 attributes by the Asian restaurants

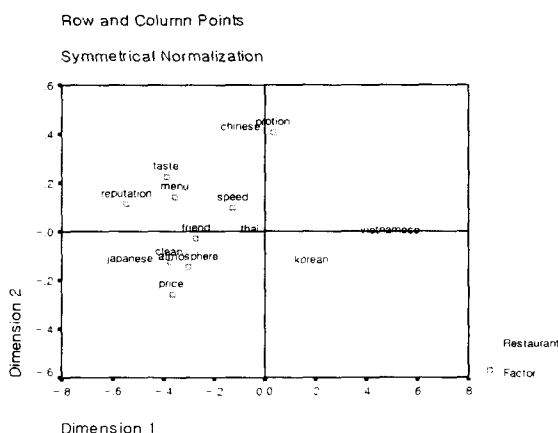| Variables	Vietna-mese(A)	Thai (B)	Chinese (C)	Korean (D)	Japanese (E)	F-value*	P-value	Multiple comparison**
Taste of food	2.59	3.29	3.61	2.85	3.78	46.975	0.000	E,C>B>D,A
Cleanliness	2.56	3.31	3.12	3.03	3.84	53.647	0.000	E>B>C,D>A
Price	2.42	3.07	2.81	2.99	3.67	48.718	0.000	E>B>D,C>A
Speed of service	3.30	3.41	3.60	3.21	3.68	9.029	0.000	E,C>B>A,D
Portion size	3.26	3.33	3.85	3.19	3.02	34.530	0.000	C>B,A,D>E
Friendliness of staff	2.85	3.35	3.31	3.11	3.75	21.240	0.000	E>B,C,D>A
Atmosphere	2.70	3.25	3.05	3.03	3.72	31.887	0.000	E>B,C,D>A
Menu offerings	2.58	3.39	3.60	3.15	3.78	50.509	0.000	E,C>B,D>A
Reputation	2.25	3.03	3.25	2.54	3.85	82.785	0.000	E>C,B>D>A

* one-way ANOVA test was used to see if the satisfaction was significantly related to variables each Asian restaurants was significantly related.
** Tukey HSD test was used to compare all pairs of Asian restaurant group.
A: Vietnamese Restaurant, B: Thai, C: Chinese, D: Korean, E: Japanese Restaurant.

of nine image attributes. Then, this mean value was used as a weighted value for correspondence analysis.

⟨Fig. 3⟩ was the final diagram corresponding to 9 image attributes for each Asian restaurant.

⟨Fig. 3⟩ Combined points for 9 attributes and Asian restaurant.

In comparing Thai cuisine and Korean cuisine, Thai cuisine's 9 image attributes were more highly appraised than those of Korean cuisine. However, Korean cuisine showed that the image attributes were much higher than those of Vietnamese cuisine.

Comparing the perceived image of Chinese cuisine and Korean cuisine, Chinese cuisine was highly appraised by respondents for portion size, taste of food, menu items, speed of service and reputation. On the other hand, for the Korean cuisine, cleanliness, atmosphere and fair price were better positioned than for Chinese cuisine. However, respondents' perception of staff friendliness was positioned at almost the same point. Adopting the distance concept, it is difficult to state which cuisine is more strongly positioned in terms of friendly staff.

Regarding Japanese cuisine and Korean cuisine, most of the respondents perceived favorable images of Japanese cuisine. Taste of food, menu items, friendliness of staff, cleanliness, atmosphere, fair price and reputation were better positioned than for Korean cuisine. However, speed of service and portion size were perceived as more favorable images for Korean cuisine.

In the comparison of Japanese cuisine and Chinese cuisine, respondents highly appraised Japanese cuisine for friendly staff, cleanliness, atmosphere, fair price and reputation. Chinese cuisine was better positioned in taste of food, menu offerings and speed of service.

4. Preferred Asian Restaurants for Respondents

Gathering basic information is crucial to establish strategic marketing plan. Therefore, this study confirmed respondents' preferable Asian restaurant and affordable budget for their dinning. In order to identify respondents' preferred Asian restaurants, respondents were asked to rank their preferred Asian restaurants in order. For instance, if respondents' most preferred restaurant was a Thai restaurant, it was indicate as 1, then second most preferred is 2. Thus, ranks of respondents' preferred restaurants in 〈Table 7〉 were assigned from the lowest mean (the most preferred) to the highest (the least preferred).

First, to identify the respondents' preferred Asian restaurant, descriptive analysis was used. Then, frequency analysis was applied to confirm how respondents replied about their most preferred Asian restaurant. This was done by taking the mean value that was abstracted from the previous descriptive analysis. The following is a table of descriptive statistics for preferred Asian restaurants. The Japanese restaurant

ranked first, followed by Chinese, Thai, Korean and Vietnamese.

<Table 7> **Preferred Asian restaurants**

	N	Minimum	Maximum	Mean	Std. Deviation
1. Japanese	207	1	5	2.03	1.334
2. Chinese	211	1	5	2.21	1.098
3. Thai	204	1	5	2.58	1.152
4. Korean	196	2	5	3.87	.911
5. Vietnamese	198	1	5	4.16	1.018
Valid N	196				

Based on these mean values for each Asian restaurant, the following table shows how often respondents chose each Asian restaurant as a first choice. No respondent chose a Korean restaurant as a most preferred restaurant.

<Table 8> **Preferred Asian restaurants as respondents' first choice**

	Frequency	Percent	Cumulative Percent
1. Japanese	103	47.5	100.0
2. Chinese	54	24.9	51.2
3. Thai	48	22.1	25.6
4. Vietnamese	6	2.8	2.8
Missing	6	2.8	
Total	217	100.0	

5. Affordable Budget (per Person/ per Visit)

<Table 9> **Affordable expenditure for Asian restaurant visiting**

	N	Minimum	Maximum	Mean
Japanese	217	0	50	$16.09
Thai	217	0	35	$13.02
Chinese	217	0	30	$12.53
Korea	217	0	27	$10.86
Vietnamese	217	0	20	$7.72
Total	217			

Dinning budget will be the most important factor to choose proper restaurant from the view of restaurant customers. Thus, identifying respondents' budget range for each Asian restaurant will be helpful to build an appropriate marketing plan.

〈Table 9〉 shows the respondents' average expenditure when they visited each Asian restaurant. For Japanese restaurants, respondents spent an average of $16.09. For Thai, it was $13.02; for Chinese, $12.53; for Korean, $10.86; and for Vietnamese, $7.72.

V. CONCLUSION

Researching college students' perception of Asian restaurant and cuisine can help Korean restaurant managers to identify strengths and weaknesses of the Korean restaurant as a dining-out place and better focus their communication strategies with the consumers' respective markets. The findings of this study will address several indicators needed to establish a more pointed marketing approach to seize the ethnic cuisine market. Therefore, this study made several recommendations for Korean restaurants managers.

First of all, adapting 9 image attributes, college students' perception of Korean cuisine was identified. The result indicated that the 8 image attributes (taste of food, cleanliness, price, portion size, friendliness of staff, atmosphere, menu offerings and reputation) were ranked at fourth or the last among the 5 different Asian restaurants. It is noticeable that the relatively negative image of Korean cuisine causes a negative impact on respondents' frequency of visit. Therefore, it is suggested that the managers or operators of Korean restaurants make an effort to improve every aspect of image attributes analyzed in this study.

To increase the potential customer for Korean restaurants, it is suggested that a majority of the promotional activity should focus enhancing the attributes that were well positioned in terms of speed of service, portion size, menu offerings and staff friendliness.

Regarding the speed of service and staff friendliness, Ladik(1993) suggested that speed of service, employee courtesy, food quality, and price affect overall satisfaction in dining at ethnic restaurants. In one survey, restaurant guests reported that, "No matter how good the food was, bad service made the experience incomplete. A waiter or waitress who can pick up the guests' mood and adapt accordingly, will increase the quality of the evening" (Sun 1995). Therefore, it is suggested that

Korean restaurants managers should maintain their good positioned attributes.

In the mean time, efforts should be made to improve the weakness of Korean restaurants. Taste of food was identified as a major disadvantage. According to Bai and Zhao(2003), many people believe that Korean cuisine is healthy. They suggested that the operators should use the health concept as a hint to promote Korean cuisine as a healthy choice to eating public. They also suggested that some of the menu items should be modified for the new menu, which better suit the foreign palates and standardizing of cooking and quality control should be followed.

Lewis and Chambers(2000) suggested that positioning is not in the product, in the brand, or even in the advertising: it is in the customers' mind. It is definitely and positively not in management's mind. This is why it is so important for management to understand true positioning.

For the limitations of this study, as mentioned in the first part, there are several research limitations and these can be valuable information for the following study. First, this study has been a limited attempt to investigate college students' perceived image of Asian restaurants. Therefore, a following study could be made to identify how different groups perceive Asian restaurants. A longitudinal study is suggested using large representative samples of the population.

Second, the study shed some light on understanding of the position of each Asian restaurant; a considerable amount of information is still needed for the proper positioning of each Asian restaurant.

Third, regarding the correspondence analysis used in this study: although correspondence analysis provides interpretable results illustrating the relationship between columns and variables, it is a multivariate descriptive statistical method and does not contain a test of significance. To further detect the significant relationship between the row and column variable, other supplementary approaches, including weighted least square and log linear analysis, which are more parsimonious in nature, have been suggested by marketing researchers (Hoffman & Frank 1986).

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