

CONSUMER BEHAVIOR

Buying, Having, and Being

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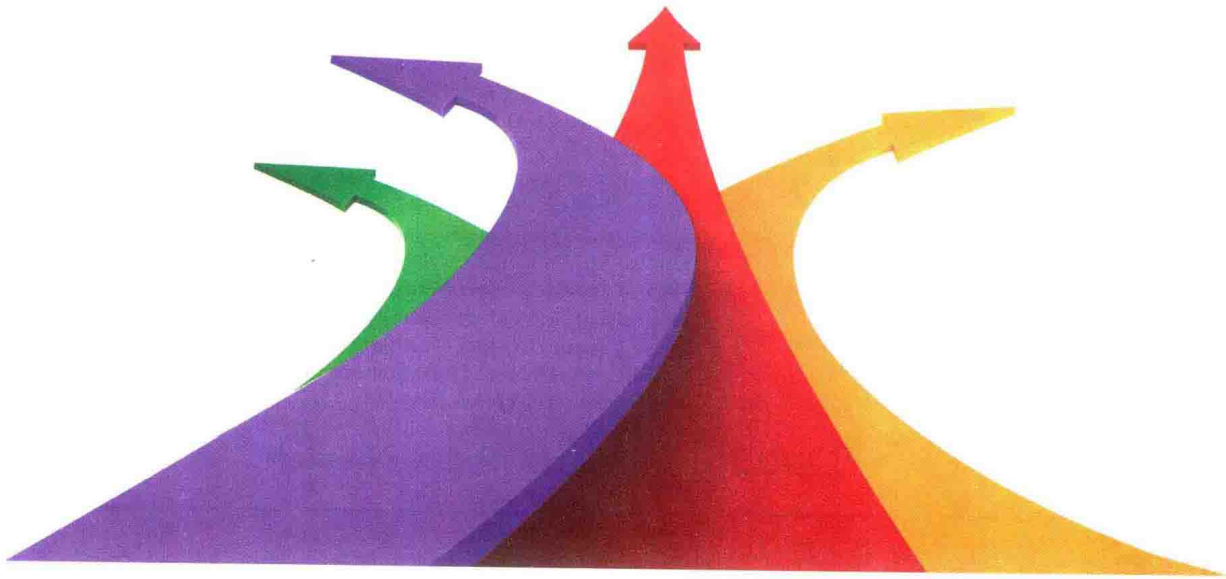


MICHAEL R. SOLOMON

Consumer Behavior

Buying, Having, and Being

Twelfth Edition



Michael R. Solomon

Saint Joseph's University

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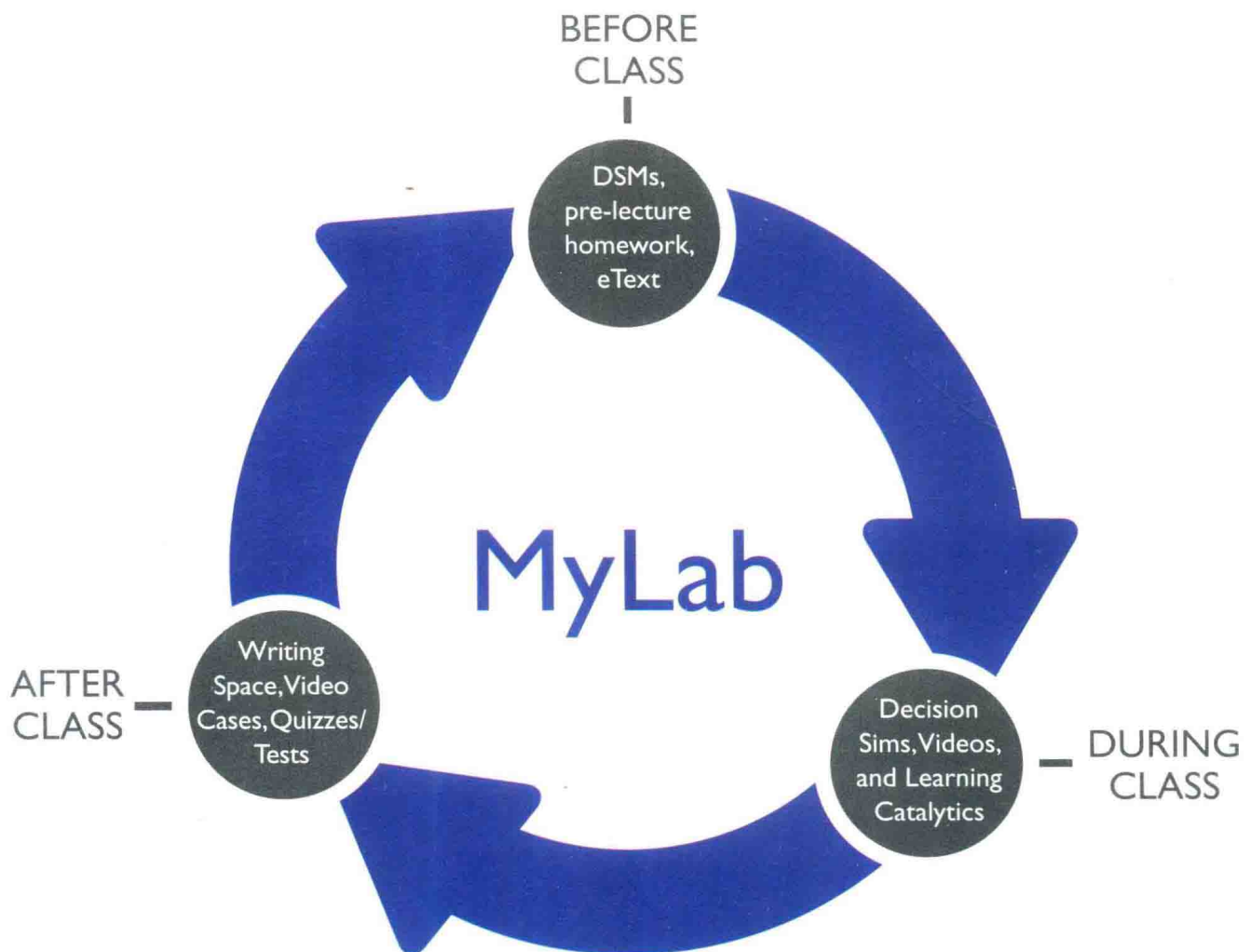
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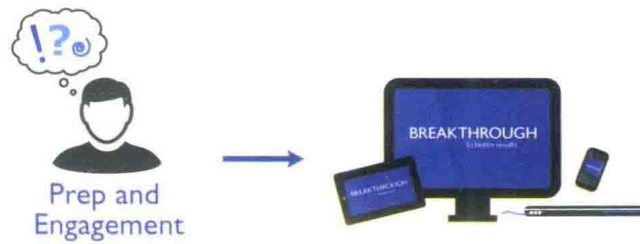
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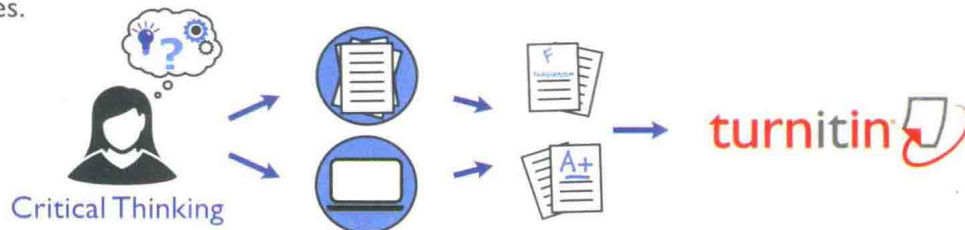
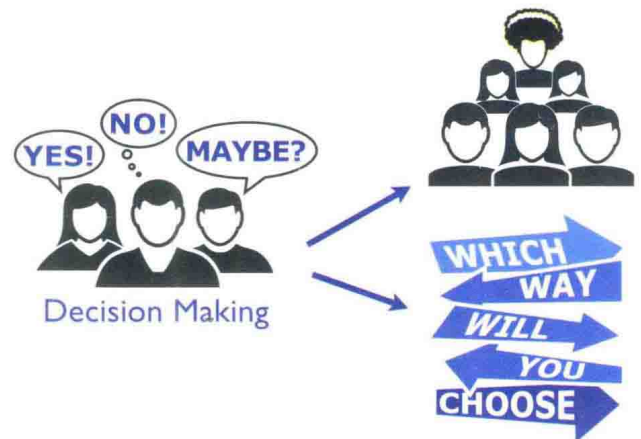


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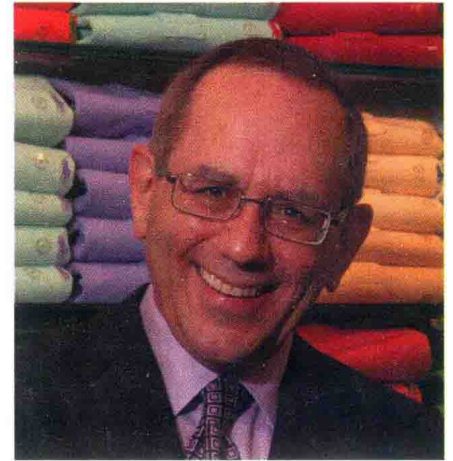
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ABOUT THE AUTHOR

Michael R. Solomon, Ph.D., is Professor of Marketing in the Haub School of Business at Saint Joseph's University in Philadelphia. Before joining the Saint Joseph's faculty in the fall of 2006, he was the Human Sciences Professor of Consumer Behavior at Auburn University. Before moving to Auburn in 1995, he was chair of the Department of Marketing in the School of Business at Rutgers University, New Brunswick, New Jersey. Professor Solomon began his academic career in the Graduate School of Business Administration at New York University (NYU), where he also served as Associate Director of NYU's Institute of Retail Management. He earned his B.A. degrees in psychology and sociology *magna cum laude* at Brandeis University and a Ph.D. in social psychology at the University of North Carolina at Chapel Hill. In 1996 he was awarded the Fulbright/FLAD Chair in Market Globalization by the U.S. Fulbright Commission and the Government of Portugal, and he served as Distinguished Lecturer in Marketing at the Technical University of Lisbon. He held an appointment as Professor of Consumer Behaviour at the University of Manchester (United Kingdom) from 2007 to 2013.

Professor Solomon's primary research interests include consumer behavior and lifestyle issues; branding strategy; the symbolic aspects of products; the psychology of fashion, decoration, and image; services marketing; marketing in virtual worlds; and the development of visually oriented online research methodologies. He has published numerous articles on these and related topics in academic journals, and he has delivered invited lectures on these subjects in Europe, Australia, Asia, and Latin America. His research has been funded by the American Academy of Advertising, the American Marketing Association, the U.S. Department of Agriculture, the International Council of Shopping Centers, and the U.S. Department of Commerce. He currently sits on the editorial or advisory boards of *The Journal of Consumer Behaviour*, *Journal of Marketing Theory and Practice*, *Critical Studies in Fashion and Beauty*, and *Journal for Advancement of Marketing Education*, and he served an elected six-year term on the Board of Governors of the Academy of Marketing Science. Professor Solomon has been recognized as one of the 15 most widely cited scholars in the academic behavioral sciences/fashion literature, and as one of the 10 most productive scholars in the field of advertising and marketing communications.

Professor Solomon is a frequent contributor to mass media. His feature articles have appeared in such magazines as *Psychology Today*, *Gentleman's Quarterly*, and *Savvy*. He has been quoted in numerous national magazines and newspapers, including *Advertising Age*, *Adweek*, *Allure*, *Elle*, *Glamour*, *Mademoiselle*, *Mirabella*, *Newsweek*, the *New York Times*, *Self*, *Time*, *USA Today*, and the *Wall Street Journal*. He frequently appears on television and speaks on radio to comment on consumer behavior issues, including appearances on *The Today Show*, *Good Morning America*, *Inside Edition*, *Newsweek on the Air*, the *Entrepreneur Sales and Marketing Show*, CNBC, Channel One, the *Wall Street Journal* Radio Network, the WOR Radio Network, and National Public Radio. He acts as consultant to numerous companies on consumer behavior and marketing strategy issues and often speaks to business groups throughout the United States and overseas. In addition to this text, Professor Solomon is coauthor of the widely used textbook *Marketing: Real People, Real Choices*. He has three children, Amanda, Zachary, and Alexandra; a son-in-law, Orly; and three granddaughters, Rose, Evey, and Arya. He lives in Philadelphia with his wife Gail and their "other child," a pug named Kelbie Rae.



NEW TO THIS EDITION!

The twelfth edition of *Consumer Behavior* has been extensively revised and updated to reflect the major trends and changes in marketing that impact the study of consumer behavior. The most significant changes to the edition are:

- A totally reorganized Contents page that organizes material into four sections. The first section introduces the field of consumer behavior and then devotes an entire chapter to issues related to consumer well-being to reinforce to students the many commercial, environmental, ethical, and health issues our field touches. The second section dives deeper into micro influences such as perception and learning, and the third section examines how consumers make decisions and form attitudes toward products and services. The final section shows how macro variables such as group dynamics, culture, and communications platforms such as social media influence these decisions.
- New data feature *Data Powered by GfK*. New end of part cases using real consumer data from GfK.
- Six new end-of-chapter cases and six updated end-of-chapter cases.
- All new “CB As I See It” boxes in every chapter that feature prominent consumer behavior researchers who share their current work with students.
- A strong focus on social media and how digital technology influences consumer behavior.
- Significant coverage of major emerging topics including Big Data, the Digital Self, gamification, and contextual influences on decision making such as priming and nudging.
- New content added to every chapter, including the following key terms:

Ambicultural	Digital self
Automated attention analysis	Disclaimers
Bitcoin	Dispreferred marker effect
Brand arrogance	e-Sports
Brand immigrants	Embarrassment
Brand storytelling	Embodied cognition
Brand tourists	Empty self
CEO pay ratio	Enclothed cognition
Cognitive-affective model	Endcap displays
Cohabitate	Endowed progress effect
Collaborative consumption	Endowment effect
College wage premium	Envy
Conditioned superstition	Evaluations
Consumer culture theory (CCT)	Executive control center
Consumer fairy tales	Fatshionistas
Consumer hyperchoice	Feedback loop
Credit score	Female-to-male earnings ratio
Cryptocurrency	Glamping
Dadvertising	Guilt

Gyges effect	Near-field communication (NFC)
Happiness	Normcore
Happiness economy	P2P commerce
Haul videos	Paradox of fashion
Homeostatis	Phablets
Hook	Power posing
Hybrid products	Product authenticity
Identity	Product personalization
IKEA effect	Reader-response theory
Imbibing idiot bias	Red sneakers effect
Implementation intentions	Retail therapy
Incidental brand exposure	Sadvertising
Income inequality	Search engine optimization (SEO)
Independence hypothesis	Search engines
Internet trolls	Selfie
Intersex children	Shared endorsements
Linkbaiting	Sharing economy
Locavore	Simple additive rule
Loss aversion	Slacktivism
Marketplace sentiments	Social default
Martyrdom effect	Spectacles
Material accumulation	Status anxiety
Material parenting	Street art
Media snacker	Swatting
Medical tourism	Swishing
Medication adherence	Technology acceptance model (TAM)
Meerkating	The Personal Data Notification & Protection Act
Megaphone effect	The Student Digital Privacy Act
Microfame	Third-gender movement
Mood congruency	Unboxing videos
Moods	Vanity sizing
Morning morality effect	Virtual makeover
Nanofame	Virtual reality
Native advertising	Wearable computing
Negative state relief	Weighted additive rule
Net neutrality	
Neuroendocrinological science	

I love to people-watch, don't you? People shopping, people flirting, people consuming. Consumer behavior is the study of people and the products that help to shape their identities. Because I'm a consumer myself, I have a selfish interest in learning more about how this process works—and so do you.

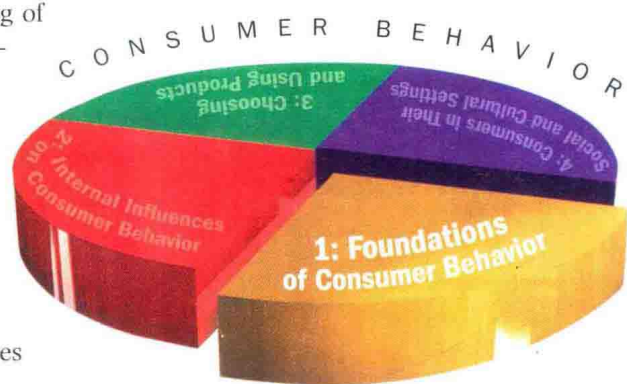
In many courses, students are merely passive observers; they learn about topics that affect them indirectly, if at all. Not everyone is a plasma physicist, a medieval French scholar, or a marketing professional. But we are all consumers. Many of the topics in this book have both professional and personal relevance to the reader, regardless of whether he or she is a student, professor, or businessperson. Nearly everyone can relate to the trials and tribulations of last-minute shopping; primping for a big night out; agonizing over an expensive purchase; fantasizing about a week in the Caribbean; celebrating a holiday or commemorating a landmark event, such as graduating or getting a driver's license; or (dreaming about) winning the lottery.

In this edition, I have tried to introduce you to the latest and best thinking by some bright scientists who develop models and studies of consumer behavior. But that's not enough. Consumer behavior is an applied science, so we must never lose sight of the role of "horse sense" when we apply our findings to life in the real world. That's why you'll find a lot of practical examples to back up these fancy theories.

What Makes This Book Different: Buying, Having, and Being

As this book's subtitle suggests, my vision of consumer behavior goes well beyond studying the act of *buying*—*having* and *being* are just as important, if not more so. Consumer behavior is more than buying things; it also embraces the study of how having (or not having) things affects our lives and how our possessions influence the way we feel about ourselves and about each other—our state of being. I developed the *wheel of consumer behavior* that appears at the beginning of text sections to underscore the complex—and often inseparable—interrelationships between the individual consumer and his or her social realities.

In addition to understanding why people buy things, we also try to appreciate how products, services, and consumption activities contribute to the broader social world we experience. Whether we shop, cook, clean, play basketball, hang out at the beach, or even look at ourselves in the mirror, the marketing system touches our lives. As if these experiences aren't complex enough, the task of understanding the consumer increases when we take a multicultural perspective.



on the right of a frame appear heavier than products that appear on the left of a frame. This interpretation results from our intuition about levers: We know that the farther away an object is from a lever's fulcrum, the more difficult it is to raise the item. Because we read from left to right, the left naturally becomes the visual fulcrum and thus we perceive objects on the right as heavier. Manufacturers should bear these package schematics in mind because they may influence our feelings about the contents in a package for better or worse. Think, for example, about a diet food marketer who wants shoppers to regard the menu items as lighter.⁵⁴

As we'll see in Chapter 7, products often assume a "brand personality" because we tend to assign them common human traits such as sophisticated or serious. In other words, we anthropomorphize objects when we think of them in human terms, and this thought process may encourage us to evaluate products using schemas we apply to classify other people. A recent study illustrates how this works: Subjects saw an advertisement with a picture of a car that had been modified to make it appear as though it was either "smiling" or "frowning." In some cases, the text of the ad was written in the first person, to activate a human schema, whereas others saw the same ad written in the third person. When the human schema was active, those who saw the "smiling" car rated it more favorably than when they saw a "frowning" car.⁵⁵

Schemata Organization

One factor that determines how we will interpret a stimulus is the relationship we assume it has with other events, sensations, or images in memory. When RJR Nabisco introduced a version of Teddy Graham (a children's product) for adults, it used undecorated packaging and colors to reinforce the idea that the new product was for grown-ups. But sales were disappointing. Nabisco changed the box to bright yellow to convey the idea that this was a fun snack, and buyers' more positive association between a bright primary color and taste prompted adults to start buying the cookies.⁵⁷

The stimuli we perceive are often ambiguous. It's up to us to determine the meaning based on our past experiences, expectations, and needs. A classic experiment demonstrated the process of "seeing what you want to see": Princeton and Dartmouth students separately viewed a movie of a particularly rough football game between the two rival schools, although everyone was exposed to the same stimulus, the degree to which students saw infractions and the blame they assigned for those they did see depended on which college they attended.⁵⁸

As this experiment demonstrates, we tend to project our own desires or assumptions onto products and advertisements. This interpretation process can backfire for marketers.

We recognize patterns of stimuli, such as familiar words, in this Audrian ad consumers will tend to see the word "Kittchen" even though the letters are scrambled.
Source: Client XXXLutz, Head of Marketing, Meg, Toronto; Saatchi Agency, London, Mexico & Bangalore; Account Supervisor, Andrea Kerner; Account Manager, Albin Lenczer; Creative Director, Alisa Hadden; Trade Development, Art Director, Inga Bruckelmann; Peter Pichler; Copywriter, Anton Thomsson.

KITHCEN

Order ask for the free assembly service by XXXLutz

Net Profit



Do you remember all those crazy Mentos/Diet Coke videos? At least 800 of them flooded YouTube after people discovered that when you drop the quarter-size candies into bottles of Diet Coke, you get a geyser that shoots 20 feet into the air. Needless to say, Mentos got a gusher of free publicity out of the deal, too.³⁵ Probably the biggest marketing phenomenon of this decade is **user-generated content**, whereby everyday people voice their opinions about products, brands, and companies on blogs, podcasts, and social networking sites such as Facebook and Twitter, and even film their own commercials that thousands view on sites such as YouTube. This important trend helps to define the era of **Web 2.0**: the re-birth of the Internet as a social, interactive medium from its original roots as a form of one-way transmission from producers to consumers.

Digital Consumer Behavior: A Virtual Community

As more of us go online every day, there's no doubt the world is changing—and consumer behavior evolves faster than you can say "the Web." The twelfth edition continues to highlight and celebrate the brave new world of digital consumer behavior. Today, consumers and producers come together electronically in ways we have never known before. Rapid transmission of information alters the speed at which new trends develop and the direction in which they travel, especially because the virtual world lets consumers participate in the creation and dissemination of new products.

One of the most exciting aspects of the new digital world is that consumers can interact directly with other people who live around the block or around the world. As a result, we need to radically redefine the meaning of community. It's no longer enough to acknowledge that consumers like to talk to each other about products. Now we share opinions and get the buzz about new movies, CDs, cars, clothes—you name it—in electronic communities that may include a housewife in Alabama, a disabled senior citizen in Alaska, or a teen loaded with body piercings in Amsterdam. And many of us meet up in computer-mediated environments (CMEs) such as Facebook, Twitter, and Foursquare. I'm totally fascinated by what goes on in virtual worlds, and you'll see a lot of material in this edition that relates to these emerging consumer playgrounds.

We have just begun to explore the ramifications for consumer behavior when a Web surfer can project her own picture onto a Web site to get a virtual makeover or a corporate purchasing agent can solicit bids for a new piece of equipment from vendors around the world in minutes. These new ways of interacting in the marketplace create bountiful opportunities for businesspeople and consumers alike. You will find illustrations of the changing digital world sprinkled liberally throughout this edition. In addition, each chapter features boxes that I call *Net Profit*, which point to specific examples of the Internet's potential to improve the way we conduct business.

We'll explore these ideas with intriguing and current examples as we show how the consumer behavior discipline relates to your daily life. Throughout the twelfth edition, you'll find up-to-the-minute discussions of topics such as dadvertising, meerkating, the imbibing idiot basis, swatting, and swishing. If you can't identify all of these terms, I can suggest a textbook that you should read immediately!

Going Global

The U.S. experience is important, but it's far from the whole story. This book also considers the many other consumers around the world whose diverse experiences with buying, having, and being we must understand. That's why you'll find numerous examples of marketing and consumer practices relating to consumers and companies outside the United States throughout the book. If we didn't know it before the tragic events of September 11, 2001, we certainly know it now: Americans also are global citizens, and it's vital that we all appreciate others' perspectives.

But is the digital world always a rosy place? Unfortunately, just as in the “real world,” the answer is no. The potential to exploit consumers, whether by invading their privacy, preying on the curiosity of children, or simply providing false product information, is always there. That’s why you’ll also find boxes called *The Tangled Web* that point out some of the abuses of this fascinating new medium. Still, I can’t imagine a world without the Web, and I hope you’ll enjoy the ways it’s changing our field. When it comes to the new virtual world of consumer behavior, you’re either on the train or under it.

Consumer Research Is a Big Tent: The Importance of a Balanced Perspective

Like most of you who will read this book, the field of consumer behavior is young, dynamic, and in flux. It is constantly cross-fertilized by perspectives from many different disciplines: The field is a big tent that invites many diverse views to enter. I try to express the field’s staggering diversity in these pages. Consumer researchers represent virtually every social science discipline, plus a few from the physical sciences and the arts for good measure. From this blending of disciplines comes a dynamic and complex research perspective, including viewpoints regarding appropriate research methods, and even deeply held beliefs about what are and what are not appropriate issues for consumer researchers to study in the first place.

The book also emphasizes how strategically vital it is to understand consumers. Many (if not most) of the fundamental concepts in marketing emanate from a manager’s ability to know people. After all, if we don’t understand why people behave as they do, how can we identify their needs? If we can’t identify their needs, how can we satisfy their needs? If we can’t satisfy people’s needs, we don’t have a marketing concept, so we might as well fold up our big tent and go home!

To illustrate the potential of consumer research to inform marketing strategy, the text contains numerous examples of specific applications of consumer behavior concepts by marketing practitioners, as well as examples of windows of opportunity where we could use these concepts (perhaps by alert strategists after they take this course!). The *Marketing Opportunity* boxes you’ll find in each chapter highlight the fascinating ways in which marketing practitioners translate the wisdom they glean from consumer research into actual business activities.

The Good, the Bad, and the Ugly

A strategic focus is great, but this book doesn’t assume that everything marketers do is in the best interests of consumers or of their environment. Likewise, as consumers we do many things that are not so positive, either. We suffer from addictions, status envy, ethnocentrism, racism, sexism, and many other *-isms*. Regrettably, there are times when marketing activities—deliberately or not—encourage or exploit these human flaws. This book deals with the totality of consumer behavior, warts and all. We’ll highlight marketing mistakes or ethically suspect activities in boxes that I call *Marketing Pitfall*.

On a more cheerful note, marketers create wonderful (or at least unusual) things, such as holidays, comic books, Krispy Kreme donuts, nu-jazz music, Webkinz, and the many stylistic options that beckon to us in the domains of clothing, home design, the arts, and cuisine. I also take pains to acknowledge the sizable impact of marketing on popular culture. Indeed, the final section of this book captures recent work in the field that scrutinizes, criticizes, and sometimes celebrates consumers in their everyday worlds. I hope you will enjoy reading about such wonderful things as much as I enjoyed writing about them. Welcome to the fascinating world of consumer behavior!

The Tangled Web



Fromihatestarbucks.comto boycottwalmart.meetup.com, irritated customers have launched hundreds of gripe sites to air their grievances against companies. The practice is so widespread that some firms proactively buy unflattering domain names to keep other people from buying them. Xerox, for example, bought xeroxcorporation.com, xeroxcorporation.rox.net. About 20,000 people own starbucks.com.” About one-third of the sites are registered to none other than the companies they slam; owners include Google, Toys “R” Us, Target, and Amazon.com.³²

Marketing Opportunity




Successful companies understand that needs are a moving target. No organization—no matter how renowned for its marketing prowess—can afford to rest on its laurels. *Everyone* needs to keep innovating to stay ahead of changing customers and the marketplace. BMW is a great example. No one (not even rivals like Audi or Mercedes-Benz) would argue that the German automaker knows how to make a good car (though they may not agree with the company’s claim to be “the ultimate driving machine”). Still, BMW’s engineers and designers know they have to understand how drivers’ needs will change in the future—even those loyal owners who love the cars they own today. The company is highly sensitive to such key trends as:

- A desire for environmentally friendly products
- Increasingly congested roadways and the movement by some cities such as London to impose fees on vehicles in central areas
- New business models that encourage consumers to rent products only while they need them rather than buying them outright

BMW’s response: The company committed more than \$1 billion to develop electric BMWi models such as its new i3 commuter car and i8 sports car. These futuristic-looking vehicles are largely made from lightweight carbon fiber to maximize the distance they can go between battery charges, and 25 percent of the interior is made from recycled or renewable materials. In addition, BMW started a program (now in several European cities, including San Francisco) in which it allows customers to rent a computer chip in their car and leave it wherever they no longer need it. That’s for

Marketing Pitfall



When Hurricane Sandy devastated cities on the East Coast in 2012, some marketers rose to the occasion, whereas others stumbled in the wind. Gap, for example, tweeted, “We’ll be doing lots of Gap.com shopping today. How about you?” American Apparel offered an incentive to shoppers: “In case you’re bored during the storm, just Enter SANDYSALE at Checkout.” Many of the storm victims were not amused. One tweeted, “Hey @americanapparel people have died and others are in need. Shut up about your #Sandy sale.”

In contrast, Allstate ran radio commercials to let policyholders know how to file claims quickly. JetBlue Airways waived change and cancellation fees for people who had to rebook. How’s this for a relationship builder? Duracell batteries sent a truck to New York City that offered free batteries and access to charging lockers for mobile devices and computers to desperate people who had been without power (or even worse, access to social media).⁶

CB AS I SEE IT*All the World's a Stage*

Stefano Putoni-Erasmus, University of Rotterdam



most other major cities. Second, globalization leads to a decrease in diversity between countries. Whereas few decades ago people in different countries lived very different lives, we can now observe a remarkable cultural convergence. For example, teenagers today listen to the same music, dress in the same way, and play the same games regardless of whether they live in Hong Kong or New York.

A paradox of globalization is thus that it both increases and decreases diversity. On the one hand, you can now eat sushi or Indian food in a sleepy Italian town. On the other hand, these restaurants look pretty much the same as those found in similarly sleepy towns in other countries or continents. These two trends raise important new questions for consumer researchers and I have tried to address some of them in my own work—focusing on both increasing diversity within countries and decreasing diversity between countries.

Here I would like to talk about one line of research, which I find especially interesting. It concerns the decrease in diversity between countries.

One of the most visible aspects of globalization is the spread of English as the new *lingua franca*. The recent growth of English as the global language has been extraordinary and

the process is still gathering speed. With Bart de Langhe, Daniel Fernandes, and Sijm van Osselaer, I studied the impact of the rise of English as the global language for consumers' response to both marketing communications and marketing research. The basic contention of our articles is simple, as well as intuitive to any introspective bilingual: one's native language has special emotional qualities due to the connection of words with meaningful personal experiences. To make a concrete example, to a Dutch speaker, the word "oma" ("grandmother") is inescapably associated to his or her grandmother, whereas the English word lacks this link to personal memories and it is thus more emotionally neutral. Messages have therefore more emotional impact when expressed in one's native than second language.

Messages in English are common in many countries where English is not an official language. There are good reasons why companies decide to use English in their interactions with consumers who are not native speakers of English. However, our research highlights a potential drawback. For example, delivering emotional experiences is considered central in branding and it is harder to achieve this goal using a language that is not the consumer's native language.

Globalization is the defining social phenomenon of our times. Understanding its consequences for consumer behavior is crucial for marketers. A key way in which globalization influences consumer behavior is through the impact that globalization is having on the diversity of the societies in which we live. I think that many tensions associated with globalization stem from two opposing trends in how globalization influences diversity.

First, globalization leads to an increase in diversity within countries. Contemporary societies are vastly more diverse than they used to be, as can be easily noticed by taking a walk around Rotterdam—where I live—or

Consumer Behavior in the Trenches

I'm a huge believer in the value of up-to-date information. Our field changes so rapidly that often yesterday's news is no news at all. True, there are "timeless" studies that demonstrate basic consumer behavior constructs as well today as they did 20 years ago or more (I may even have authored some of them!). Still, I feel a real obligation to present students and their professors with a current view of research, popular culture, and marketing activities whenever I can. For this reason, each time I start to contemplate my next edition, I write to colleagues to ask for copies of papers they have in press that they believe will be important in the future. Their cooperation with my request allows me to include a lot of fresh research examples; in some cases, these articles will not yet have been published when this book comes out.

I've also taken this initiative to the next level with a feature I call *CB As I See It*. In every chapter you'll find a "flesh-and-blood" consumer behavior professor who shares his or her perspective as a leading researcher in a particular area of specialization about an appropriate topic. I've let these esteemed colleagues largely speak for themselves, so now students can benefit from other voices who chime in on relevant research issues.

Data Powered by GfK

For this edition we've partnered with GfK, one of the largest market research organizations in the world, to provide students with actual consumer data to use in the end-of-part cases. This feature allows students to "get their hands dirty" with real issues and to develop their analytical skills. The data are real, and the problems are too. Each case presents the student with a scenario that he or she would face when working in industry and asks them to use that information to make decisions and marketing recommendations. Additional chapter level exercises that also incorporate actual GfK data can be found in the Marketing Metrics questions in MyMarketingLab.

Case Study

HONDA'S ASIMO

Meet ASIMO! He is 4 feet tall, with a pleasant childish voice, and the ability to recognize and interact with people; however, ASIMO is no child. He is the humanoid robot "brainchild" of scientists at Honda. ASIMO's technology includes two camera eyes to map its environment and recognize unique faces. Its body construction is so humanlike that it can run at 3.5 mph, toss a ball to play with a child, and use its opposable thumbs to open a bottle and serve you a cold drink. ASIMO is the perfect household companion.

Honda has not yet made ASIMO available to purchase for home use, but it is only a matter of time until families can have their own humanoid robot. But not everyone is interested.

describe wanting to create a social robot with a whimsical appearance, intentionally not human or animal. They believe that "robots will be their own kind of creature and should be accepted, measured, and valued on those terms."

If consumers are not ready for ASIMO, perhaps they are ready for some of its features. *Facial recognition technology (FRT)*, the ability for a computer to "read" your face, is seeing strong development and application. According to some analysis, the FRT market is expected to grow from \$1.92 billion to \$6.5 billion within the next 5 years.

Advertisers and big brands are taking notice of FRT. Imagine a billboard in a mall that advertises Abercrombie to a teen girl and Target to a busy mom. Immersive Labs, recently acquired by Kairos, has developed digital billboards that mea-

Critical Thinking in Consumer Behavior: Case Study

Learning by doing is an integral part of the classroom experience. You'll find a *case study* at the end of each chapter, along with discussion questions to help you apply the case to the chapter's contents. Also included in the twelfth edition are the following items that will enhance the student learning experience:

- **Chapter Objectives** at the beginning of each chapter provide an overview of key issues to be covered in the chapter. Each *chapter summary* is then organized around the objectives to help you integrate the material you have read.
- **Review** at the end of each chapter helps you to study key issues.
- **The Consumer Behavior Challenge** at the end of each chapter is divided into two sections:
 - **Discuss** poses thoughtful issues that encourage you to consider pragmatic and ethical implications of the material you have read.

- **Apply** allows you to “get your hands dirty” as you conduct mini-experiments and collect data in the real world to better grasp the application of consumer behavior principles.

Instructor Resources

At the Instructor Resource Center, www.pearsonhighered.com/irc, instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format.

If assistance is needed, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit <http://247.pearsoned.com> for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available with this text:

- Instructor's Resource Manual
- Test Bank
- TestGen® Computerized Test Bank
- PowerPoint Presentations

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