

the primary aim is to find and appeal to key motives that are highly relevant for consumers across all cultures. In this case, gearing products to local needs would be a strategic error.

However, *rheingold's* depth-psychological analyses show that even internationally brands are ultimately, in different ways, rooted at the local level. One could put it this way: they are only globally successful for different local reasons. The brand Montblanc, for example, is associated with religion in Japan. For U.S. Americans Montblanc products are showpieces, while in Germany they are tied to upper-middle class tradition.

rheingold's qualitative analyses show that in the end markets are both global and local; they are "glocal." If marketing and communication are to be successful internationally, local business has to be put in a global context, and vice versa. As a result, *rheingold's* international team has set itself the task of examining consumer motivation serving "glocal" strategies. To meet this challenge, our team includes native speakers from many different countries. Our research focal points, in addition to Europe, are the United States and Japan. Test us!



By
Jens Lönneker

Is Business Local or Global? The *rheingold* Answer: It's Glocal!

In recent years borders have opened increasingly to promote free trade. Nevertheless, marketing is still confronted with psychological borders. For example, dark chocolate sells well in France but not in Germany, though it is regarded as a high-quality product in both countries. Another example: lingerie that met with great acceptance in Scandinavia had little appeal in Spain, though

test persons in both nations assessed the quality as being the same.

When *rheingold* examines the background of different market developments, it invariably finds that local standards play a role. In Germany, for instance, dark chocolate is often considered to be a men's product, while in France it is regarded as a top-quality item. The two countries also have different cultural conceptions of lingerie – in this

case the respective conception of femininity has an enormous influence on which products consumers buy. So is all business local?

No, because the fact is that many consumers buy international products and brands. Mercedes, Coca-Cola, Dunhill, Marlboro, and Montblanc are examples of brands that have met with a great deal of international acceptance, supporting the notion of a global village. If one follows their example,

Cross-over Teams – International Research à la *rheingold*

By
Jens Lönneker

At *rheingold*, international studies are conducted by so-called cross-over teams. These teams consist of staff from the country where the market research institute is based (in *rheingold's* case, Germany) and from the nations where the research is conducted. For international studies, *rheingold* has staff from most European language areas and the United States. In addition, *rheingold* cooper-



ates with institutes and researchers in Europe, Japan, and the U.S.

By working with cross-over teams, *rheingold* gains very profound knowledge. Furthermore, this method solves a big problem facing market and media researchers today. Research institutes often overlook the fact that their staff are strongly influenced by the culture in which they live. Their own culture determines the way they evaluate phenomena from other cultures and the questions they ask. The cultural background of the researcher can distort findings in international studies.

Now, one might think that this problem can be solved by simply employing researchers from the country where the study is being conducted. But this is not the answer either, because a

market research institute cannot accurately evaluate results reached by foreign researchers.

A German company, for example, cannot simply use results achieved by either German or American researchers. German researchers cannot completely understand the American way of life, while the cultural "lens" of the German institute can lead to misunderstandings when it evaluates the American researchers' findings.

An international cross-over team solves the problem because it consists, in this case, of both Germans and Americans who jointly tackle the cultural problems. The team ensures that the right questions are asked in the U.S. and that the institute learns how to evaluate the results reached in the different cultural environment.

Research in Eastern Europe: New Paths in New Terrain

Eastern Europe is new terrain for qualitative market research institutes and is thus posing difficult challenges. An institute cannot simply adopt forms of research cooperation that have proved successful in Western Europe and the USA. *rheingold* experienced this first-hand when it did a study for Wrigley in Russia.

The staff members of the Russian-based field institutes are not in a position to guarantee the quality and depth of knowledge that characterize *rheingold* studies. There are two main reasons for this: a lack of tradition in qualitative psychological market research and a lack of an institutional infrastructure.

rheingold responded to this challenge by establishing an interview team for the Russian market. The aim was to teach interviewers well versed in Russian and Russian culture fundamental depth-psychological interviewing know-how. Due to the difficulty of colloquial Russian, only people whose mother tongue was Russian were considered.

A group of six Russian native speakers from Moscow and St. Petersburg (academics and students) who live in Germany and speak very good German received training in an intensive course offered by the Cologne Academy of Market and Media Psychology. The aim of the course was to give the participants a basic understanding of the morphological research concept and to teach them how to conduct depth interviews.

Accompanied by *rheingold* psychology graduates (supervisors), the trained interviewers conduct interviews at Russian locations. The presence of supervisors guarantees analytic accompaniment of the entire exploration process. In addition, it provides an "outsider's" view of Russian culture. Cultural aspects that are a matter of course for Russians can be called into question immediately by the supervisors in the course of the interviews.

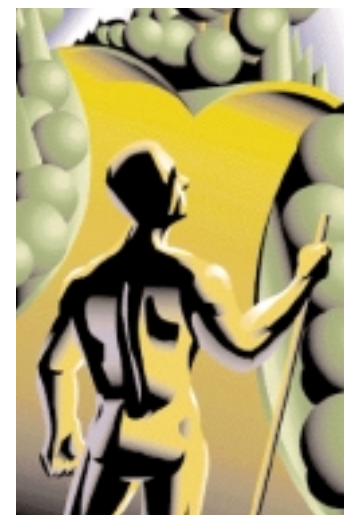
As a result, *rheingold's* research strategy ensures optimum quality. The Russian field

institutes are solely responsible for organizing the fieldwork (recruiting respondents, making appointments, booking interviewing rooms). The research activities themselves are all carried out and monitored by *rheingold* staff.

rheingold offers similar research arrangements in other Eastern European countries, including Poland, Hungary, and the Czech Republic.



By
Frank Szymkowiak
(Unit manager)



A Turbulent Sunday Drive in the Armchair

Millions of people sit glued to their TV sets every time there is a Formula One race. Why does this sport have such tremendous appeal? rheingold investigated the phenomenon in the first depth-psychological study on Formula One fever.



By
Andreas Marlovits
(Project manager)



and
Katrin Mai
(Project manager)

People are fascinated by Formula One for two reasons: because it is high culture and because it is non-culture. The glamorous, polished world of Formula One can turn at any moment into an archaic scene of blood and slaughter: explosions, mass collisions, smashed cars, ravaged bodies. It is a life or death matter, a fight to assert oneself with no consideration of the price one might have to pay. In this respect, Formula One forms a counterpoint to the ordered, but also boring day-to-day lives of the spectators, in which there is hardly ever a comparable show of power. If you floor the gas pedal on a whim, you can be caught by the police or radar. Thus Formula One recalls – despite all the rules – an archaic form of life in which there were no traffic regulations.

At the same time, however, Formula One displays a glitzy super-world – the triumph of

perfect technology and total control. The drivers appear to be supermen who function like machines, without emotions and defects. This conjures up a better, more sensible world where, in the ideal case, human weaknesses no longer exist. Although the races exhibit technical faults and human failure, Formula One fans firmly believe that everything will



Photo: Mercedes

function perfectly in the next race!

Yet despite their fascination, viewers wouldn't want to change places with the Formula One drivers. They wouldn't want to have to deal with the need to be in absolute control,

put the pedal to the floor. A fascinating trick of Formula One is that it gives spectators the feeling they are taking part in the race, but poses no danger to them. The viewers take a turbulent, but risk-free, drive in their armchairs.

E-Commerce: Revolution or Castration?

People do not go shopping for the sole purpose of obtaining goods, but to participate in a pleasurable, dramatic, fateful process. E-commerce solutions have to take this into account if they are to be successful.



By
Stephan
Grünewald

E-commerce promises to digitally revolutionize shopping in terms of speed, comfort, and variety. In reality, however, e-commerce detracts from the drama of shopping. It cheats the buyer out of the psychological added value – for instance, the archaic impulse to go in search of bounty. We move through the urban jungle in search of a desired object. We perch next to stands and things that interest us. We cautiously ogle, smell, and touch the goods before we make the decision to take them to the cashier.

Shopping is not just a matter of procuring products. It is a pleasurable, dramatic, fateful process. At the one extreme, it is like a romantic overture (for example, buying ice cream), the direct satisfaction of an urge; at the other (for example, buying

clothing) it involves different stages, such as approaching the article, touching it, trying it on, experiencing it with the senses.

Sometimes people can satisfy their shopping desires without buying anything, by simply immersing themselves in a realm of sensory experience – for in-



stance, the maternal warmth and security of a bakery. Or a customer satisfies his or her longing to experience the oriental flair of a Turkish supermarket.

E-commerce, by contrast, is a castrated, impersonal realm of experience that does not entice one to pay a visit. It lacks odors, sounds, spatial depth, does not afford one the opportunity to touch things and scrutinize them from all angles. The only compensation: e-commerce enables one to go into a buying frenzy: one can quickly put anything one wants into a shopping cart and order it by pressing a button. But the fear of losing control makes e-commerce users almost guardedly fearful and reserved. Thus, e-commerce can only be successful in the future if three basic conditions are met:

1. Controllability and calculability.
2. Dramatization of the shopping process.
3. Creation of an animated shopping atmosphere with a specific online feeling.

The Local Challenge in European Markets



By
Johannes Dorn
(Senior project
manager)



and
Stephan Urlings
(Managing director
rheingold act 2)

The notion that European markets are local is a hypothesis that challenges the ideals of global marketing. These ideals include centrally controlled international brands and the economical use of synergy effects. Some brands – Coca-Cola, for example – function as international monoliths, but in many cases brands don't. There are many product segments with a culturally specific, national, or even regional flavor.

Products and brands marketed with only small differences worldwide have a consistent global CI, have to be in comparable positions on the national markets (in the respective spheres of competition), and often are brands that stand for a specific category or have put their stamp on it. These brands enable consumers to participate in specific spheres of life or to identify with a certain lifestyle or group. They are products without a long-term "cultural heritage" in Europe.

Moreover, there are differences with regard to different dimensions such as laws, educational standards, income, the national product history or tradition, certain national "preferences" and mentalities, and in extreme cases even regional differences within the individual countries. (In Germany, for example, beer, mineral water and newspapers are regional). All of this results in very different views of products, brands, advertising, etc.

In the consumer electronics segment, one finds comparable consumer habits and requirements in technological areas, but different preferences for product design and completely divergent views of brands marketed Europe-wide. A German brand (Grundig) is considered conservative or archaic in terms of design and technology in Germany; solid and reliable in the Netherlands; for the most part an expensive high-end product in the U.K.; and a symbol of design without style in France. In Spain German products are real status symbols.

In the cleaner market, there are substantial differences with-

in Europe. In Germany cleaners with bleach are completely insignificant. They are perceived as being too aggressive and too harmful to the environment. In the U.K., on the other hand, cleaners without bleach are considered "weaklings." A strong smell that irritates Germans is regarded as proof of effectiveness in UK. Our depth-psychological studies show that the Germans (in large part because of the country's history) have difficulties embracing aggressive cleaning trends. The English, in contrast, think in terms of results; if an aggressive cleaner achieves the aim, then it's good.

In the financial services area, the differences are even great-

At present there are two "parallel" Europes. There's a global Europe in terms of company structures that tends toward Europe-wide marketing structures to minimize costs, centralized management, centralized agencies, centralized R&D activities, the same products and names, the same brands, and a comparable economic framework Europe-wide (Euro). At the same time, there's a Europe of nationally/regionally oriented consumers. They have different, region-specific cultural backgrounds, different habits and preferences, and different languages. Marketing in Europe must balance out the two "halves" of Europe: the necessary cost minimization through centralization and a consideration of national



er. There are many incompatibilities in the basic structures of the different "national economies" (e.g. price of real estate, tax rules), of suppliers and products, all the way to the definition of central notions (the term "bank," for example). And there are very disparate attitudes toward individual products. For example, with regard to combined life insurance/mutual funds, Germans tend to be extremely security-oriented, with little willingness to take risks, and so there is only marginal acceptance. In the U.K. and the Netherlands, however, studies show that the general public has a considerably higher willingness to take risks and a more pronounced "speculation mentality."

conditions and differences.

Successful European marketing is as global as possible and as national as necessary. Market research is making a fundamental contribution here. *rheingold* research studies provide: information relevant to decision-making. What core does a brand have in each country? How can it be conveyed and consistently updated in advertising, product design, and packaging? What national peculiarities exist and are effective?

By conducting depth-psychological studies to work out the similarities, but also the differences in the markets, one can develop global concepts that take national particularities into account and thus create optimal market-relevant marketing strategies.

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Eating Trends: Famine in the Land of Milk and Honey

*What, when, and how we eat has changed substantially. A rheingold study on eating habits for the magazine *essen & trinken* from Gruner + Jahr analyzes three trends that characterize food culture at the beginning of the new millennium.*



By Ines Imdahl
and Jens Lönneker

No matter whether it's litchi, blue fish or saffran, the most exotic fruit, fish, or spices are sold today by any well-stocked dealer. Almost everything is available – we live in a land of milk and honey. But it has reached the point where this situation is being taken for granted. As a result, there is a kind of “psychological famine” in society. Due to the incredibly wide-ranging offer, everything is starting to taste the same.

rheingold analyzed the consequences of this psychological famine and found that people's eating habits have changed considerably. The tendencies characterizing our eating culture at the beginning of the new millennium are de-sensualization, detachment, and de-rhythmization.

For example, more and more people are disgusted at the prospect of deboning a fish and have to muster up the gump-tion to prepare a meat dish. In addition, when people are served food they no longer pay attention to subtle differences; fish tastes like generic fish, and one hardly notices the difference between the taste of chicken and the flavor of turkey. The homey, hearty aspects of cooking are losing significance. Our eating culture is becoming de-sensualized.

Another facet of this transformation is a tendency to detach from group bonding when eating. Whereas in the old days most families sat down together for meals, today this is the exception rather than the rule. And even in cases where meals are shared, each individual eats according to his or her desires, and different family members often eat different things.

This kind of detachment goes hand in hand with the disintegration of daily routine. For the most part, fixed meals that regulate one's day no longer exist. Meals are organized in a completely different fashion than they used to be.

The movement toward desensualization, detachment, and de-rhythmization makes it clear that conventional forms of eating are out of kilter with the times.

rheingold was able to identify four interrelated areas through which we categorize and define food today.

1. Provision

In the old days, it was the woman's job to provide meals for the family. But now that the traditional family setting has eroded, the question of who is responsible for preparing the food is open. Professional providers are benefiting from this development: restaurants, suppliers of ready-to-serve meals, and food delivery services.

At the same time, people long for good old traditional family meals, which today are only served on special days such as Christmas. This longing is a perfect point of departure for advertising measures.

when eating. Table manners don't have to be adhered to as strongly, and some people will even eat “right out of the pot.”

When it comes to public eating, a contrary development is taking place. Increasingly, importance is attached to aesthetics.

4. Everyday and special products

The trend toward de-rhythmization is also reducing the significance of everyday meals. Food has to be easy to prepare and able to be made by people who don't have fully equipped kitchens. In addition, it has to be conducive to being eaten peripherally, and has to be easily digestible.



2. Individualization

Today's lifestyles are geared more toward the individual than they were in the 1960s or 70s. Even within families the individual has more leeway.

One repercussion is that food is no longer associated with idyllic family images but with individual needs. In addition, manufacturers and advertisers must assume that even when people eat together, each person has a different motive or will even eat different things.

3. Public – Private

Most meals used to be eaten jointly so there was less room for secrecy. Today, however, the trends toward detachment and de-rhythmization have opened up more possibilities for privacy

Parallel to this tendency, too, there is a contrary development. On special occasions, food is becoming more important. In such situations, people try to display their cooking talents.

In conclusion, the “famine in the land of milk and honey” is a result of the fact that less and less people want to eat according to traditional conceptions. People today want to gear their eating habits to new models. As a result the requirements – as outlined above – for food products and brands will change considerably in the future.



Year of founding:

1987

Managing partners:

Heinz Grüne Ines Imdahl (act 3)
Stephan Grünewald Hans-Joachim Karopka (act 2)
Jens Lönneker Stefan Urlings (act2)

Number of employees:

40 full-time staff members/135 free-lancers

Turnover:

1995: 3.7 million deutschmarks
1996: 4.2 million deutschmarks
1997: 6.1 million deutschmarks
1998: 8.2 million deutschmarks
1999: 11.0 million deutschmarks

Range of services:

Analyses of markets and products; strategic brand management by means of impact and image analyses; impact analyses of commercial communication; mentality and lifestyle research

Methods:

Morphological market and impact analyses; psychological depth interviews; psychological focus groups

Methodological qualifications:

Development of depth-psychological methods in cooperation with the Psychological Institute of Cologne University; qualitative methods of conducting advertising impact and image research [e.g., Message Tuning Concept (MTC)]

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Cooperation with the Cologne Academy of Market and Media Psychology (KAMM)

Media:

Axel Springer Verlag AG
Gruner + Jahr AG & Co.
Premiere Medien GmbH & Co. KG
RTL Television GmbH
RTL Disney Fernsehen GmbH & Co. KG
VIVA Fernsehen GmbH & Co. KG
WDR - Westdeutscher Rundfunk
The Wall Street Journal
Handelsblatt

Consumer goods:

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Apollinaris & Schweppes GmbH
Molkerei Alois Müller GmbH & Co
Cosmopolitan Cosmetics GmbH
Coca-Cola GmbH
Bestfoods Deutschland GmbH (Knorr)
Gerolsteiner Brunnen GmbH & Co.
Lindt & Sprüngli
Kraft Jacobs Suchard GmbH & Co. KG
Mars/Effem GmbH
Privatbrauerei Diebels GmbH & Co. KG
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Deutscher Herold

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D'ARCY MASIUS BENTON & BOWLES
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Other branches of industry:

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