

Review of Marketing Research
Volume 8

Review of Marketing Research: Special Issue – Marketing Legends

Naresh K. Malhotra
Editor



**REVIEW OF MARKETING
RESEARCH: SPECIAL
ISSUE – MARKETING LEGENDS**

REVIEW OF MARKETING RESEARCH

Series Editor: Naresh K. Malhotra

REVIEW OF MARKETING RESEARCH VOLUME 8

REVIEW OF MARKETING RESEARCH: SPECIAL ISSUE – MARKETING LEGENDS

EDITED BY

NARESH K. MALHOTRA

*Nanyang Business School,
Nanyang Technological University, Singapore*



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Group Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2011

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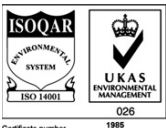
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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-0-85724-897-8

ISSN: 1548-6435 (Series)



Emerald Group Publishing Limited, Howard House, Environmental Management System has been certified by ISOQAR to ISO 14001:2004 standards



Awarded in recognition of Emerald's production department's adherence to quality systems and processes when preparing scholarly journals for print



INVESTOR IN PEOPLE

CONTENTS

LIST OF CONTRIBUTORS	<i>vii</i>
EDITORIAL BOARD	<i>ix</i>
INTRODUCTION – REVIEW OF MARKETING RESEARCH: A REVIEW OF LEGENDARY CONTRIBUTIONS TO MARKETING	<i>xi</i>
REFLECTIONS ON A SCHOLARLY CAREER: FROM INSIDE OUT AND BACK AGAIN <i>Richard P. Bagozzi</i>	<i>1</i>
LEGENDS IN MARKETING: A REVIEW OF SHELBY D. HUNT’S VOLUMES <i>Shelby D. Hunt and Shannon B. Rinaldo</i>	<i>43</i>
PHILIP KOTLER’S CONTRIBUTIONS TO MARKETING THEORY AND PRACTICE <i>Philip Kotler</i>	<i>87</i>
LOOKING THROUGH THE MARKETING LENS: MY JOURNEY SO FAR... <i>V. Kumar</i>	<i>121</i>
PERSONAL REFLECTIONS ON MY RESEARCH CONTRIBUTIONS TO MARKETING <i>Naresh K. Malhotra</i>	<i>159</i>
SOME PERSONAL REFLECTIONS ON PRICING RESEARCH <i>Kent B. Monroe</i>	<i>209</i>

A JOURNEY OF AN ACCIDENTAL MARKETING
SCHOLAR

Balaji C. Krishnan and Jagdish N. Sheth 243

YORAM “JERRY” WIND’S CONTRIBUTIONS
TO MARKETING

Yoram “Jerry” Wind 269

LESSONS LEARNED DURING A CAREER

Gerald Zaltman 317

PREVIOUS VOLUME CONTENTS

345

LIST OF CONTRIBUTORS

<i>Richard P. Bagozzi</i>	Stephen M. Ross School of Business, University of Michigan, Ann Arbor, MI, USA
<i>Shelby D. Hunt</i>	Rawls College of Business, Texas Tech University, Lubbock, TX, USA
<i>Philip Kotler</i>	Kellogg Graduate School of Management, Northwestern University, Evanston, IL, USA
<i>Balaji C. Krishnan</i>	Fogelman College of Business & Economics, University of Memphis, Memphis, TN, USA
<i>V. Kumar</i>	Mack Robinson School of Business, Georgia State University, Atlanta, GA, USA
<i>Naresh K. Malhotra</i>	Nanyang Business School, Nanyang Technological University, Singapore
<i>Kent B. Monroe</i>	College of Business at Illinois, University of Illinois at Urbana-Champaign, Champaign, IL, USA
<i>Shannon B. Rinaldo</i>	Rawls College of Business, Texas Tech University, Lubbock, TX, USA
<i>Jagdish N. Sheth</i>	Goizueta Business School, Emory University, Atlanta, GA, USA
<i>Yoram “Jerry” Wind</i>	The Wharton School, University of Pennsylvania, Philadelphia, PA, USA
<i>Gerald Zaltman</i>	Harvard Business School, Boston, MA, and Olson Zaltman Associates USA

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INTRODUCTION – REVIEW OF MARKETING RESEARCH: A REVIEW OF LEGENDARY CONTRIBUTIONS TO MARKETING

OVERVIEW

Review of Marketing Research, now in its eighth volume, is a fairly recent publication covering the important areas of marketing research with a more comprehensive state-of-the-art orientation. The chapters in this publication review the literature in a particular area, offer a critical commentary, develop an innovative framework, and discuss future developments, as well as present specific empirical studies. All the eight volumes have featured some of the top researchers and scholars in our discipline who have reviewed an array of important topics. The response to the first seven volumes has been truly gratifying, and we look forward to the impact of the eighth volume with great anticipation. This eighth volume is unique in that it is exclusively devoted to marketing legends and features the work of all the legends named to date.

PUBLICATION MISSION

The purpose of this series is to provide current, comprehensive, state-of-the-art articles in *Review of Marketing Research*. Wide ranging paradigmatic or theoretical or substantive agendas are appropriate for this publication. This includes a wide range of theoretical perspectives, paradigms, data (qualitative, survey, experimental, ethnographic, secondary, etc.), and topics related to the study and explanation of marketing-related phenomenon. We reflect an eclectic mixture of theory, data, and research methods that is indicative of a publication driven by important theoretical and substantive problems. We seek studies that make important theoretical, substantive, empirical, methodological, measurement, and modeling contributions. Any topic that

fits under the broad area of “marketing research” is relevant. In short, our mission is to publish the best reviews in the discipline.

Thus, this publication bridges the gap left by current marketing research publications. Current marketing research publications such as the *Journal of Marketing Research* (USA), *International Journal of Marketing Research* (UK), and *International Journal of Research in Marketing* (Europe) publish academic articles with a major constraint on the length. In contrast, *Review of Marketing Research* will publish much longer articles that are not only theoretically rigorous but also more expository, with a focus on implementing new marketing research concepts and procedures. This will also serve to distinguish this publication from *Marketing Research* magazine published by the American Marketing Association (AMA).

Articles in *Review of Marketing Research* should address the following issues:

- Critically review the existing literature
- Summarize what we know about the subject – key findings
- Present the main theories and frameworks
- Review and give an exposition of key methodologies
- Identify the gaps in literature
- Present empirical studies (for empirical papers only)
- Discuss emerging trends and issues
- Focus on international developments
- Suggest directions for future theory development and testing
- Recommend guidelines for implementing new procedures and concepts

CHAPTERS IN THIS VOLUME

This volume summarizes the contributions of all the marketing legends in their own words. The Legend Series was started recently and so far nine marketing legends have been named. The volume is unique in that it contains articles by all the nine legends in which they have attempted to summarize not only their research but also the salient aspects of their academic life journeys. I would not even dare to summarize the contributions of each legend in a paragraph or two. However, to whet the appetite of the reader, I selectively focus on a few of the contributions of each Legend. The legends are discussed alphabetically based on their last names, and the chapters in this volume are also arranged accordingly.

Rick Bagozzi mentions his tenure at various academic institutions and the lesson he learnt about how important is the fit between one's values, skills, resources, and goals, and the institutional values, traditions, and people and economic conditions. Rick has made significant contributions in the study of human behavior and several other areas. His methodological contributions encompass representation of constructs (from unidimensionality to multidimensionality), construct validity, and causal models. In terms of formative versus reflective indicators, Bagozzi concludes that in the majority of cases, reflective measurement should be used because that avoids the several problems associated with formative measurement. Rick has also made contributions to marketing as social exchange, salesforce behavior, and health and organizational behavior.

The most enduring theme of his research has been the study of human behavior, where he has drawn on several disciplines including social psychology (notably social psychology), anthropology, and sociology. Much of this research has been marked by applied applications not only in marketing but also in organization behavior, health behavior, the technology acceptance model (TAM) in information systems, and cross-cultural contexts. In one of the first tests of the theory of reasoned action, Bagozzi found that intentions fully mediate the effects of attitudes on behavior. Controlling for the effects of past behavior, both the attitude-intention and the intention-behavior relationships were attenuated but not eliminated. More fundamental is consumer action, which Rick explained with theories of consumer behavior, goal-directed and self-regulatory mechanisms. Rick maintains that consumer action can be automatic or impulsive, deliberative, or both automatic and deliberative.

Shelby Hunt has made significant contributions in many areas including marketing theory (the nature and scope of marketing, philosophy of science foundations of marketing, and philosophy of science controversies in marketing), channels of distribution, macromarketing, ethics, and social responsibility, marketing management and strategy, relationship marketing, and the resource-advantage theory.

Hunt's contributions in terms of the resource-advantage theory are particularly noteworthy. His first article on this topic identified phenomena that any theory of competition should explain to be considered satisfactory and evaluated neoclassical theory. He then introduced the comparative advantage theory and showed it to perform better than the neoclassical theory on explaining the phenomena. The comparative advantage theory of competition was later re-labeled as resource-advantage theory. His most recent article on the topic, "Competitive Advantage Strategies in Times of

Adversity,” discusses how the resource-advantage theory of competition provides a perspective for managers that shows how competition is a dynamic process, explicates the concept of competitive advantage, explains how institutions affect the process of competition, and integrates the fragmented strategy literature. Thus, Shelby makes a seminal contribution in not only propounding strategy theories but also integrating the literature.

Philip Kotler has made significant contributions by the many books he has published. As one measure of his impact, his books have probably sold more copies than the books of any other marketing academic. His research contributions are no less and can be classified into marketing theory and orientations, improving the role and practice of marketing, analytical marketing, the social and ethical side of marketing, globalization and international marketing competition, marketing in the new economy, creating and managing the product mix, strategic marketing, and broadening the concept and application of marketing. Given the space constraints, I highlight only his contributions to marketing theory and orientations where Professor Kotler has propounded several foundational concepts and notions.

Kotler was among the first to advance the notion of segmentation, targeting, and positioning (STP), which have now become the strategic pillars of any marketing platform. Phil also formulated other foundational concepts such as societal marketing, arguing that the company should produce a product that satisfies a need while not harming the consumer, those around the consumer, or the society as a whole. In another seminal article, “A Generic Concept of Marketing,” Kotler proposed that “exchange” is the core concept. Marketing is not about making things or using things but exchanging things. Kotler also put forth the notion of “broadening the concept of marketing,” stating that marketing should not only be focused on the “goods and services” basket but that other things could be marketed as well, such as places, persons, ideas and causes. In “Megamarketing,” Kotler claimed that the 4Ps might not suffice to win a market, especially if the market is blocked by individuals or organizations from purchasing the product, and introduced power (push) or public relations (pull), as two additional “P” tools in the marketer’s tactical toolkit. In “From Mass Marketing to Mass Customization,” Kotler traces the evolution of marketing from making one standard product to sell to everyone to being able to make a customized product for each person.

V. Kumar (VK) views his research from a decision-making point of view in terms of decisions that marketers can make either at the market, brand, firm, store, or the customer level. These decisions have to be transformed into strategies and/or tactics leading up to successful implementations

and improved bottom-line results. Within each of these decision domains, VK has examined sub-areas of marketing. For example, at the markets level, he has focused on forecasting, retailing, and international marketing. VK has made significant contributions in several areas including forecasting, retailing, marketing research, international marketing, business-to-business marketing, marketing strategy, and more recently in customer relationship management (CRM). I briefly discuss VK's contributions to CRM representing his most recent research.

Within the topic of CRM, the customer lifetime value (CLV) metric has emerged as an important metric to measure and manage customers. VK and his co-authors have developed a conceptual framework to help marketing managers effectively manage customers and they illustrate the strategic advantages of the CLV metric. They show that CLV has a number of advantages over other customer focused metrics such as customer tenure and share-of-wallet, as CLV is a forward looking metric and one that constantly reflects the changing marketing environment. Petersen & Kumar adopt a CLV-based perspective to address the issue of product returns. Their empirical examination of product return policies of various firms found that with an accommodative return policy customers feel there is much less risk to purchasing products, know they can return them, and therefore tend to buy more. While the optimal rate is unique to each company, they proposed a number of tactical ways of managing product return rates and ensuring customers remain profitable not only in the short term, but in the future as well. As another significant contribution, VK and his co-authors explored the development of an even more comprehensive metric than CLV that they call customer engagement value (CEV), to incorporate some of the less direct ways customers contribute value to a firm. The CEV measurement reflects not only future purchases by a given customer (CLV) but also customers' likelihood of providing referrals (CRV), positively or negatively influence the purchasing decisions of their networks [customer influencer value (CIV)], and providing feedback to a company [customer knowledge value (CKV)].

Malhotra discusses his preparation for an academic career and the trajectory his research has followed. He reflects on his research contributions to marketing by selectively summarizing the key contributions in each of his nine volumes to be published in the Sage series and draw out some lessons and principles he has learned. Malhotra has made significant contributions in several areas including marketing research [conjoint analysis (CA), multi-dimensional scaling (MDS), research design, and data analysis], consumer behavior (information processing and decision making, attitude, intention,

and choice behavior), marketing management and policy, international and cross-cultural marketing, marketing of services (retailing, health care), ethics, quality of life and pedagogy, management information systems, and technology and marketing. Brief comments are offered on his contributions to CA and MDS as eight of the ten papers he has published in the *Journal of Marketing Research* are in this area.

Two broad streams of research underlie Malhotra's research in CA and MDS. One concerns the assessment of reliability, stability, and validity of results obtained from these procedures. The other stream deals with the development of procedures for reducing the data collection demands imposed on the respondents and yet allow the estimation of these models at the individual level. Malhotra examined the structural reliability and stability of nonmetric CA by embedding a core set of attributes within a larger set to assess the stability of the core attributes in terms of part-worths and importance weights and followed similar procedures in the context of MDS. His findings on the relative robustness of both CA and MDS contributed to the subsequent popularity of these procedures in both academic and applied research. In terms of the need to reduce the data collection demands imposed on the respondents and yet obtain enough information to estimate the parameters at an individual level, Malhotra argued that it is not meaningful to obtain detailed evaluations on the undesirable choice alternatives and was the first to propose the use of the tobit model in estimating the parameters of the preference function. Likewise, he proposed obtaining information on a limited number of choice alternatives then suggested an innovative application of the EM-algorithm. In the context of MDS, Malhotra and his co-authors examined the use of cyclical designs and random deletions to obtain limited information from the respondents and still estimate the parameters at the individual level. Further along the line of reducing the data collection demands on the respondents, Malhotra examined the detrimental effects of fatigue on interproduct similarity judgments and obtained interesting findings that shed light on the effects of fatigue versus learning. He has also extended his research on MDS to correspondence analysis based on qualitative data, where he examined several theoretical issues and also published a review article. Malhotra also briefly discusses his marketing research textbooks that are global leaders in the field.

While Kent Monroe has made significant contributions in many areas, he chooses to focus on pricing research. He traces the development of the pricing research program, beginning with his doctoral dissertation and continuing to the present time. His early research examined two important

concepts relative to behavioral pricing research, reference price and acceptable price range, and drew on psychophysics and adaptation-level theory. His early research focus included pricing models and research on patronage behavior where he was amongst the first to examine such issues. Then he expanded his research program to explore how the context of a purchase situation, including the structure of the prices available for judgment, influences buyers' price perceptions and willingness to buy. Subsequently, Kent further expanded his research on behavioral pricing by integrating findings from the research program into examining how various sellers pricing strategies and tactics influence buyers' judgments and purchase decisions. His book *Pricing: Making Profitable Decisions* captures much of his research and also makes a significant contribution.

While Kent has examined several interesting issues, brief comments are offered on his research on price unfairness as this stream encompasses some of his most recent research. Price fairness refers to consumers' assessments of whether a seller's price is reasonable, acceptable or justifiable. Kent has elaborated on the *Fairness Principles*, based on the principles of *distributive justice* and *procedural justice*. He has made an important distinction between the *fair process effect* (the tendency for evaluations of outcomes and behaviors to be influenced by perceptions of procedural fairness) and the *fair outcome effect* or *fair equity effect* (the positive influence of perceived distributive fairness on subsequent behavioral responses). His programmatic research has examined the effect of fairness judgments on perceptions of value, perceived transaction value and fairness perceptions, relationship between perceived price fairness and satisfaction, and dynamic pricing on the Internet. His findings in this area are significant and yet point to the need for further research as several gaps remain.

Sheth's contributions to the discipline are discussed by tracing the path he followed. He is described as an "accidental marketer" who started as a social scientist, got interested in buyer behavior and ventured into organizational buyer behavior noticing its similarities to individual buyer behavior. The chapter by Balaji and Sheth traces the various topics that have captured Sheth's interest at different times along with his motivations for being interested in these topics. They present a macro perspective of his research and describe the reasons for the transformation of his interests. In addition to academic publications, they also provide a glimpse of his other contributions to the marketing discipline. Sheth has made significant contributions in several areas including consumer behavior (conceptual foundation, empirical research), visioning the future, international marketing, managerial marketing (the early years, current thought), organizational

buyer behavior, and relationship marketing. We offer brief comments on his contributions to relationship marketing (RM) since that represents some of his recent research.

In the area of RM, Sheth has made contributions in terms of conceptual and theoretical foundations, the evolution of the RM paradigm, and RM practice. According to Sheth, RM has influenced three seismic shifts in marketing. First, it was instrumental in shifting the focus from customer acquisition to customer retention. As markets mature, it is more profitable to realign marketing dollars toward customer loyalty programs and other customer retention initiatives. Second, it encouraged customer selectivity by leading a company to decide which customers to serve and which ones to deselect and let go. Thus, RM brought a shift from revenues to profitable revenues. Third, RM shifted the focus away from products/services to customers, leading to the shift from share of market to share of wallet concept. Sheth's philanthropic contributions are also outlined. As a founding member of the Board of Directors of the Sheth Foundation, I can personally attest to his generosity in furthering the discipline of marketing.

Jerry Wind's research has been influenced by the real world challenges facing corporations and organizations, the search for and use of the latest methodological developments to assure the rigor and validity of the solutions, and the continuous challenge of prevailing concepts and approaches in search of better ones. He has made significant contributions in many areas including organizational buying behavior, consumer behavior, product and new product management, marketing strategy, market segmentation, global marketing, marketing research and modeling, and the future of marketing. Brief comments will be offered on his contributions to marketing research as he, along with his colleague Paul Green, has done much to contribute to the importance of marketing research as a foundational sub-discipline within marketing and as the basis of formulating sound marketing strategies and programs.

Jerry was among the early researchers to highlight the importance of experimentation in marketing research and his applications of experimentation include assessing the effectiveness of TV advertising, retailing, and new product sales. Preference measurement with an emphasis on CA is another area where Jerry has made a mark. He and his co-authors offered a neat methodology for measuring preferences for item collection. His paper with Green published in HBR offered a simple and yet elegant exposition of CA and outlined its tremendous potential for both academic and applied research. His academic applications of CA have included product testing, pricing, health care, and law. He has also incorporated this technique into

choice simulators, optimizers, and dynamic model. Likewise, he has applied CA in addressing significant marketing problems facing business and nonbusiness organizations. Indeed, Professor Wind has made significant contributions to make CA an accessible and widely used technique. Jerry's expertise in statistical and quantitative methods extends well beyond CA to include a wide range of econometric and multivariate methods. While his application of multivariate methods cover many areas, one which stands out is product positioning. He was amongst the first to suggest the use of MDS for product positioning, a methodology that is now commonly applied. Likewise, Jerry and his co-authors introduced overlapping clustering demonstrating its usefulness for product positioning. More recently in 2006, Jerry and his co-authors proposed a new stochastic MDS procedure to identify and represent asymmetric competitive market structures.

Jerry Zaltman describes some of the lessons he learned during his career. Some of these lessons describe ways of approaching intellectual issues while others express values and attitudes that underlie these approaches. While the lessons were learnt in an academic environment they apply equally in the world of practice, and many in our daily lives. It is hoped that these lessons will challenge readers to crystallize their own implicit career lessons and share them with others. I briefly comment on two of the lessons Jerry thoughtfully offers toward the end of his chapter.

Jerry's current interests encompass topics in the sociology of knowledge, cognitive neuroscience, the adoption and diffusion of innovation, organizational change, and models of individual and social learning. *So, when something captures your attention, cast a very wide net to trap existing relevant perspectives.* Another lesson is that *all methods of inquiry are compromises with reality.* Therefore, Zaltman urges using a variety of methods. Multiple methods not only provide convergent validity for an insight but also offer a range of insights and thus reduce the compromises we make with reality.

It is a great honor for me to have been selected as a marketing legend. I have also been honored to edit this volume containing a summary of the contributions of the other legends in their own words. It is hoped that collectively the chapters in this volume will substantially aid our efforts to understand, model, and make predictions about both the firm and the consumer and provide fertile areas for future research. The *Review of Marketing Research* continues its mission of systematically analyzing and presenting accumulated knowledge in the field of marketing as well as influencing future research by identifying areas that merit the attention of researchers.

REFLECTIONS ON A SCHOLARLY CAREER: FROM INSIDE OUT AND BACK AGAIN

Richard P. Bagozzi

ABSTRACT

Any career is marked by luck, both good and bad, as well as by hard work interspersed by times of uncertainty, fits and starts, and learning from one's mistakes and successes. But beyond these outcomes and actions, I owe an enormous debt to people who have shaped me and made life the challenging and rewarding journey it is. My family of origin and extended family were incredibly supportive in personal and functional ways. So many mentors and teachers influenced what I know and who I am. Many students, colleagues, secretaries, computer and library staff, and group chairs and deans provided the help, inspiration, and friendship guiding my career behind the scenes. My wife, son, and daughter sustained me through times of tears and joy, as did my community of faith. All these relationships were foundational to any contributions I may have made to attitudes, social action, and theory of mind; methodology, statistics, and philosophical foundations of research; sales force, organization, and health behaviors; emotions, ethics, and moral behavior; and marketing and managerial practice. For me, my career contributions are secondary to the relationships within which I was fortunate to engage.

Review of Marketing Research: Special Issue – Marketing Legends

Review of Marketing Research, Volume 8, 1–41

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ISSN: 1548-6435/doi:10.1108/S1548-6435(2011)0000008005

INTRODUCTION

Life is to give, not to take.

– Bishop Myriel to Jean Valjean at the close of
Book I of *Les Misérables* (United Artists, 1935)

I begin this reflection with feelings of deep gratitude to all the people who made my career possible and supported me in so many ways over the years. The research that I have done, summarized hurriedly on the pages to follow, would never have happened without the input and guidance of many people.

Everything began with my parents, of course, who through their example and strength of character were objects of awe and admiration for me to this day. We had little by way of material things but instead placed value on ideas, music, physical fitness, and the faith that we shared together in the family. My parents were very nurturant throughout my life, emphasizing caring and empathy, not only for family members and relatives but also for strangers and people of different races and cultures. Special concern was given to people in the world who were marginalized or persecuted and to issues of social justice and mercy. My early years spent with my parents were under the same ruff with my grandparents in their home and included a seemingly endless stream of short-time house guests from our village of origin, Castelcondino, in the Trentino region of Italy. It was exciting and educational being exposed to these people, as well as to my relatives on my mother's side of the family. It seemed that everyone spoke 3 languages, with my mother's parents speaking 4 or 5. And living in an ethnic community made everyday life all the more stimulating and intriguing. The years spent in the Del Rey part of Detroit were very happy ones, as were those that followed when we moved 5 miles west to the suburbs.

I remember well the teachers I had from kindergarten through high school. Many were immigrants or first-generation Americans and conveyed a deep love for education and scholarship, as well as "the old country." My school years in the 1950s and early 1960s followed the pattern exemplified by my grandparents, parents, and relatives: comprehensive engagement with studies, music, and athletics as well as involvement with the church and volunteer work in the community. Looking back on the many experiences I had in this time period, I realize that these years were formative in terms of developing a need to give to others, valuing self-renewal, and consciously choosing communal, spiritual, and intellectual activities over individual and materialistic ones. With a deeply loved grandfather who was a socialist, a revered uncle who was an environmentalist, and another uncle who was a communist, I came to appreciate a diversity in political and social views and

was better equipped to choose my own way in the face of the McCarthyism and knee-jerk conservatism and anticommunism pervading the atmosphere at the time.

I chose a cooperative engineering college program with General Motors following high school graduation because this would pay for my education, and, I suppose, the national climate of post-Sputnik and the local environment of an automotive company town enveloping Detroit and suburbs seemed the blueprint for success. The educational portion of my undergraduate program saw some of the best teachers I ever had across the 5 universities I attended and graduated from and I suspect shaped my commitment to students and teaching to this day. The work portion of the cooperative program (6 weeks of work, followed by 6 of school, and alternating year around over 4 years) was life-forming. I was the only student in the factory that I was assigned to, which was a skilled trades operation (Fisher Body Die and Machine, the largest such operation in the world), and therefore, I was permitted to work much as a union apprentice worker, which gave me first-hand experience in the skills and functioning of the plant, plus deep friendships with the workers. As the workers were nearly all skilled tradesmen from Europe, having immigrated at the end of World War II, plus a core of workers who had been here before the war and fought in the union movement, I learned a lot about industry in general and life in particular. A sampling of my coworkers: a Greek Cypriot who lived in Algeria for awhile en route to America, a German tank commander in the Panzer Division, a Rumanian refugee, many Germans, Italians, a few Greeks, Armenians, Hungarians, Englishmen, and Poles. These men had much to share about their cultures and viewpoints, and I took everything in like a sponge. During school time, I was also shaped by my brothers in the fraternity I belonged to, Sigma Alpha Epsilon, where we, "the campus jocks," had won the year-long university competitions in sports nearly every year since 1918, along with the annual community service awards, but unfortunately were dead-last academically. Somehow, I found a way personally to balance studies with sports and community service, but it took a lot of hard work and discipline that served me well later in graduate school and beyond.

After earning an MS in engineering and math at the University of Colorado and the National Bureau of Standards and then an MBA at night school at Wayne State, while working as an engineer at Pontiac Motors, I went on to Northwestern for my PhD. Ferdinand Mauser, a professor at Wayne State, encouraged me to choose Northwestern and also "sent" Tom Robertson, Randy Schultz, and Gary Armstrong before me. Faculty members at Northwestern were not only innovative and at the top of their

game so to speak, but Sidney Levy gave me the inspiration and freedom to study unfettered and to take nearly all my course work outside the Management School (in the departments of statistics, psychology, and sociology, as well as giving me less extensive but important exposure to anthropology, philosophy, and economics, including time at the University of Chicago in the C.I.C Program as well). In addition, a combination of great role models (Levy, Kotler, Zaltman, Stern, Clewett, Sternthal, and Stasch in marketing; Don Campbell and Tom Cook in psychology) along with outstanding doctoral students helped prepare me for a career in academia. The time spent with these people at Northwestern was priceless.

My first academic appointment was at the University of California, Berkeley, as an assistant professor. David Aaker and Fran Van Loo were outstanding mentors and colleagues, and I benefited greatly from their input and friendship. During this period, I received the undergraduate and school of business teaching awards. I also was the first person in the school of business to receive the university-wide teaching award. My time at Berkeley initiated me into the value and joy of working with others on academic projects and convinced me of the need to make room for joint projects in the right balance with individual scholarship. Despite all these good experiences, certain nefarious actions in the marketing group led me to resign in disgust, and I left for MIT.

While at MIT, I worked with Al Silk, an outstanding scholar, on a couple of projects. It was a pleasure being a part of such a fine group of professors as John Little, Glen Urban, and John Hauser. MIT was kind enough to permit me to take a year's leave of absence to serve as a Senior Fulbright Scholar at the University of the Saarlands, the Federal Republic of Germany, where I had the honor to get to know Professor Werner Kroeber-Riel. I also was able to visit my ancestral city, Castelcondino, and my relatives in Italy a few times, which left a lasting impression. Upon my return to MIT, and after a lot of soul-searching, I decided to accept a tenured position at Stanford University. It was difficult leaving MIT because of the people there and the level of excellence at that fine institution. But MIT was not a good fit for me, owing to the need to do sponsored research with industry or government to have funding for research, which did not correspond well with my skills and interests I found out belatedly. I never had an RA at MIT, as a consequence, nor would it have been likely for me to chair dissertations. These factors, plus the chance to work with my close friend Lynn Phillips at Stanford, and to live in a state and climate I loved, drew me to Stanford, plus of course the great scholars there like Seenu Srinivasan, Mike Ray, Peter Wright, and Dave Montgomery.

Stanford never worked out as I had hoped. Mortgage rates shot up to the high teens, and we found it difficult to live and afford housing on my faculty salary. At the same time, we had two children in my 3 years there, and both my wife's and my father had died in a space of a few years apart. Therefore, we decided to revisit an opportunity at the University of Michigan, which allowed us to return to our families, raise our children with their grandmothers, aunts and uncles, and cousins nearby, and additionally for me to focus academically on teaching and research, with no financial worries (after recovering, however, from losing our life's savings because we could not sell our home in California!).

All these moves drove home the lesson concerning how important is the fit between one's values, skills, resources, and goals, on the one hand, and the institutional values, traditions, and people and economic conditions, on the other hand, connected to one's employment. I was too naïve or unsophisticated to figure out all these things in my early career years and paid the price personally as well as put my wife and family through undue turmoil. All academic career opportunities are not alike, and a number of hidden constraints and pitfalls make the choice of one's place of work a difficult one. I learned that the most important criteria are time for scholarly endeavors, economic and financial conditions allowing one to live on an academic salary alone, and collegial issues. Academically, everything else is secondary.

Michigan was and continues to be a fine place to be a professor. Here, I had time to balance research and teaching, was blessed with excellent doctoral students, and worked with colleagues on many fruitful projects. Faculty support was outstanding, better than any place that I had been. Our dean, Gil Whitaker, was inspirational in terms of his work ethic, sense of fairness, and knowledge of institutional and operational matters. Later, when he retired as Provost of Michigan and asked me to join him at Rice University, to help him build the Management School, it was an easy decision for me.

My time at Rice University was most unusual. In addition to the normal experiences of research, teaching, and institutional building and having the privilege to work with Utpal Dholakia on many exciting projects and to be connected with Bob Westbrook, Kim Kehoe, Randy Batsell, and others, I somehow found time to spend 3 years at the University of St. Thomas to earn an MA in theology, with a healthy dose of philosophy thrown in.

Everything was going well at Rice University, and I fully expected to remain there for the rest of my career. But two things happened. First, my wife's youngest sister died of cancer after a couple years struggle. Sharing with my wife in the stress and sadness surrounding the suffering of her sister, and later in the grief following her death, I had time to reflect upon how

important my wife's mother, surviving sisters, and close friends in Michigan were to her. Second, after all these happenings, I was approached by the University of Michigan, enquiring about the possibility to return to Michigan. Frank Ascione, the dean of the College of Pharmacy, was instrumental in initiating this (I had done research with Frank, mentored young faculty working under him, and advised nearly all their doctoral students over a dozen years before going to Rice). The chance to be closer to my mother was also an added benefit of returning to Michigan. Therefore, once again, family issues dictated career choices. Of course, it would be hard to find a better place to work than the University of Michigan.

Beyond great colleagues at the University of Michigan in the college of Pharmacy and the Ross School, two other attributes made everything go so successfully. One was the phenomenal secretarial, computer, library, research, and teaching support. Having Janet Nightingale as a faculty support person was a blessing of incalculable value. Her skills and dedication are unmatched. I also benefited in similar respects, before Janet's arrival, with Carolyn Maguire, and at Rice with Vaccaro Greaves. Linda Gorlitz brought similar heights of professionalism to the management of the marketing group. All this gave about 25 years of uninterrupted support that I am sure exists at few universities. Second, the University of Michigan and the Federal Government, Center for International Business Education, have done an outstanding job facilitating visits of international faculty members and student scholars that have enriched my life and the life of the school.

To each of the above people and the administrators that made all these things possible, I am most grateful. But all this would have come to naught without the love and support of my wife, Beverly, who not only gave me two wonderful children, Benjamin and Anna, but sustained me over all these years. Now on to a description of my research.

FROM ATTITUDES TO ACTION

Perhaps, the most constant theme across my academic career has been the study of human behavior, where the core of my approach has resided in social psychology. At the same time, this core has been infused with linkages to psychology, anthropology, and sociology. Much of this research has been marked not only by applied applications, primarily in marketing, but also in the fields of organization behavior and health behavior. Some of this research has been more basic, proposing either broad frameworks or specific hypotheses in empirical studies, where these are situated either in one of the

social or behavioral sciences proper or across two or more of these fields jointly. While occasionally narrowly focused within a particular discipline, more often than not my work has been interdisciplinary and eclectic. Moreover, my approach to research in these areas has been to frequently inject a tension between theory and method within any particular study in the sense of (a) integrating theory and method or (b) creating a conflict between the two with the hope of yielding new ways of looking at the theory as well as adding to knowledge. I have always believed that the way we measure and study a phenomenon affects how we conceive of that phenomenon and that our ideas and methods constrain each other. As a consequence, my practice has been to take a long-run perspective in the conduct of programs of research and to use different methodologies: qualitative, experimental, survey, and quantitative. The hope is to go beyond or transcend limitations in theory and method to inject fresh thinking into the field. Of course, such an approach leads perhaps as often to dead ends as novel research.

Later, I give a loose summary of the evolution of my behavioral research. For purposes of organization and coherence, my behavioral research programs in salesforce, organizational, and health behaviors are treated in separate sections of this chapter.

Attitude Theory

The theory of reasoned action (TRA, Fishbein & Ajzen, 1975) was an early impetus for my work, where I focused initially on the meaning of attitudes. My aim has always been to add to the theory of attitudes, not merely to apply the TRA. Hence, my practice of publishing also in basic and applied research journals.

An attitude was originally defined under the TRA as $A_{act} = \sum b_i e_i$, where A_{act} = attitude toward an action, b_i = belief that performing the action would lead to consequence i , and e_i = evaluation of consequence i . Fishbein (1980) took the equality sign in the above equation in a definitional sense to signify that there is only one attitude, but two ways to conceive and measure it:

if [we] were able to tap and accurately measure all of a person's salient behavioral beliefs and outcome evaluations, the indirect measure of attitude based on these beliefs and outcome evaluations summation (Σbe) should be perfectly correlated with a direct valid measure of attitude (A_o). Thus the direct (A_o) and indirect measure (Σbe) would be interchangeable. (p. 84)

By contrast, I proposed that Aact and the (Σbe) are distinct representations of attitude, and although possibly related functionally or causally to each other (see later), they have unique developmental processes or antecedents (Bagozzi, 1981a, 1982). For example, I suggested that Aact is an overall, global, or direct summary of one's attitude and can be measured with semantic differential items (e.g., bad–good, unfavorable–favorable); Aact arises through processes such as classical conditioning, operant learning, or cognitive consistency mechanisms (Bagozzi, 1982). Aact can be an evaluative, affective, or both an evaluative and affective reaction or predisposition to respond behaviorally toward an object. The Σbe , I argued, is an indirect form of attitude arrived at through information processing and subject to cognitive integration, elaboration, generalization, categorization, or cognitive consistency mechanisms (Bagozzi, 1982). I showed in a test of construct validity that the measures of Aact and Σbe achieved convergent, discriminant, concurrent, predictive, and nomological validity (Bagozzi, 1981a), thereby establishing the uniqueness of each form of attitude.

In an experiment, I further showed that emotional arousal is one process governing the relationship between Aact and Σbe (Bagozzi, 1994). I used knowledge-assembly theory and the semantic theory of memory to predict that arousal induces a unitization between global affective reactions (e.g., unpleasant–pleasant) and global evaluative reactions (e.g., unsafe–safe) toward an action. Furthermore, I hypothesized and found that arousal (a) increases the association between positive cognitions about the consequences of an act and Aact and (b) decreases the association between negative cognitions and Aact, thereby revealing certain positive–negative asymmetries. No such asymmetries were predicted or found for the association between positive or negative affective reactions (i.e., through either approach–avoidance or semantic differential measures in both cases) and Aact. Arousal thus influences the organization of cognitions and positive and negative affect in memory under attitude theory.

I conducted two further experiments to investigate the conditions under which beliefs and evaluations combine to influence Aact, in a model I termed, the purposive behavior model of attitude (Bagozzi, 1986, 1989). Under the TRA, evaluations are conceived of, and measured by, good–bad reactions. I argued that good–bad reactions can be ambiguous, and, depending on the person or context, evaluations, which capture the motivational component of the Σbe , can be either moral or evaluative (e.g., good–bad, see Fishbein & Ajzen, 1975), affective (e.g., pleasant–unpleasant; or satisfied–dissatisfied, see Rosenberg, 1956), or approach–avoidance eliciting (i.e., the subjective conditional probability or likelihood that one would perform an act, given

that he or she believes that such a performance will lead to consequence *i*; see Bagozzi, 1986). I reasoned that neither a moral nor an affective evaluation should be sufficient to capture the motivational component of the Σbe in many contexts. A person's moral and affective evaluations may, at times, be incongruent with each other and at the same time fail to correspond with the person's Aact, depending on the circumstances. Some acts (or consequences) are emotionally repelling, yet morally desirable (e.g., donating bone marrow); others are affectively pleasing, yet ethically forbidden (e.g., extramarital sex); and still others coincide in both dimensions (e.g., raising money for charity). I proposed that only the approach–avoidance conceptualization would consistently perform the required motivational role, at least for morally tinged and highly affectively charged actions. In a head-to-head test of the three approaches to the measurement of evaluations in a study of blood donation, I found that beliefs and evaluations combined multiplicatively to predict Aact only for my proposed subjective conditional approach–avoidance measures and not for good–bad or pleasant–unpleasant measures. The tests of hypotheses here required the use of multiple regression where both main and interaction effects were incorporated. Most tests of the Σbe fail to correct for a fundamental indeterminacy in measures of Σbe and produce biased parameter estimates (see Bagozzi, 1984a).

I performed a follow-up experiment to further explore the conditions under which affective and moral pressures influence attitude formation (Bagozzi, 1989). The findings showed that beliefs and approach–avoidance evaluations combine multiplicatively to influence Aact when affective and moral pressures are both action promotive for highly involving contexts, but have additive effects for lowly involving contexts.

In still another experiment, I studied the role of arousal in regulating the halo effect (Bagozzi, 1996). In marketing, psychology, and many applied fields, it is presumed that Aact is dependent on the Σbe , which suggests that attitudes can be changed by influencing beliefs or evaluations. But is it possible for the direction of influence to be the reverse? This is the halo effect. If attitudes influence our beliefs, instead of the reverse, then this has disconcerting implications for persuasive communication strategies. Using a spreading activation model of semantic memory to frame predictions, I hypothesized and found that arousal produces a halo effect for positive beliefs of the consequences of giving blood, reduces halo for negative beliefs, and eliminates halo for aggregated positive and negative beliefs.

What are the implications of attitudes for behavior and how do they operate to produce their effects? Consistent with the TRA, I found that intentions fully mediate the effects of attitudes on behavior (Bagozzi, 1981b).

This was one of the first tests of the TRA with real behavior in the field and with measurement error controlled. I further found in this study that, controlling for the effects of past behavior, both the attitude–intention and the intention–behavior relationships were attenuated but not eliminated. This showed that attitudes and intentions can function according to predictions even when habit is controlled. In other words, reasoned processes influence behavior beyond the effects of automatic reactions.

Throughout the history of attitude research, the received view has conceived of it as a unidimensional response. We either are favorable or unfavorable toward a political issue, like or dislike a brand, or feel good or bad about our job. Indeed, beginning with the work of Thurstone in the late 1920s to the present, researchers have used specific methods to construct unidimensional scales for measuring attitudes before testing hypotheses containing attitudes. This is a good example of how ideas and methods conspire to blind us to the possibility that attitudes might exist as multidimensional psychological states, where the dimensions might be based on unique, as well as common, antecedents and influence unique, as well as common, outcomes. But if we rely only on intuition, common sense, or unidimensional *a priori*, conceptualizations of attitudes, and further depend on methods that guarantee that they will be unidimensional, we cut ourselves off from multidimensional possibilities and their implications.

It was against this backdrop that I began to consider how attitudes might be multidimensional and function differently from those under the usual paradigm. An early example can be found in [Bagozzi \(1981a, 1981b\)](#). Here I proposed and found that information processing-based attitudes can exhibit unique, but correlated, components. For example, beliefs concerning the negative consequences of giving blood were found to cluster in three distinct domains – perceived immediate physical pain, immediate internal sickness, and rational costs – and to structure unique expectancy-value reactions. These notions of multidimensional expectancy-value attitudes have found application in studies of diet suppressants ([Oliver & Bearden, 1985](#)), coupon usage ([Shimp & Kavas, 1984](#)), and reactions to advertisements ([Yi, 1989](#)), among other areas.

Paul Warshaw and I ([Bagozzi & Warshaw, 1990](#)) proposed additionally that direct or global attitudes can also function multidimensionally, especially in goal-directed contexts. We found that such attitudes disaggregate in three distinct components: attitude toward goal success, attitude toward goal failure, and attitude toward the process of striving for a goal. My colleagues and I have applied this model a number of times and found evidence for differential effects of the components in the self-regulation of high blood

pressure (Taylor, Bagozzi, & Gaither, 2001), exercising and dieting (Bagozzi & Kimmel, 1995), dieting decision-making (Bagozzi, Moore, & Leone, 2004), and body weight maintenance (Bagozzi & Edwards, 1998).

A more general multidimensional approach to attitudes that also applies in non-goal-directed settings has been investigated by my colleagues and I with regard to bone marrow donation (e.g., Bagozzi, Lee, & Van Loo, 2001). Here, separate affective and evaluative global attitudes were discovered. Building on our research, similar results have been found by others in different settings (e.g., Hagger & Chatzisarantis, 2005). Unlike multidimensional expectancy-value attitudes, where beliefs and values are tailored to a specific context, multidimensional global attitudes constitute general, overall affective, and evaluative responses and thus generalize across contexts. There is always a trade-off, of course, between context-specific and universal-based research, and therefore, each of the three multidimensional perspectives described earlier has its place in research I believe.

Attitudes are believed to be relatively stable predispositions to respond to an act or object and are based on learning. Once learned or formed, they are triggered automatically, after one is exposed to the act or object or thinks about it. In this sense, attitudes are reactive and passive.

Another approach is to view goal-directed behavior in a dynamic, self-regulatory way. My colleagues and I have proposed that people consider the prospects of both anticipated goal success and anticipated goal failure by identifying and appraising the consequences occurring if one were to achieve or fail to achieve one's goal (Bagozzi, Baumgartner, & Pieters, 1998). Such appraisals generate positive and negative anticipated emotions, respectively, which function to initiate volitional processes in pursuit of a goal. Anticipated emotions are not necessarily alternatives for attitudes but have been found to serve as complementary determinants of decision-making (e.g., Bagozzi & Dholakia, 2006a, 2006b; Taylor, Bagozzi, & Gaither, 2005). Indeed, attitudes may even be dependent on anticipated emotions in some contexts (e.g., Leone, Perugini, & Bagozzi, 2005). Elsewhere, I have summarized six differences between active attitudes (i.e., attitudes toward success, failure, and process) and anticipated emotions (Bagozzi, 2006, p. 26), where both can be contrasted with passive attitudes in the TRA and theory of planned behavior senses (i.e., attitudes in the latter theories are learned predispositions, not dynamic appraisals of the consequences of goal achievement or failure, as under the theory of trying and the model of goal-directed behavior; see Bagozzi & Warshaw, 1990; Bagozzi et al., 1998; Perugini & Bagozzi, 2001).

Another contribution to attitude theory I wish to mention is the postulation of alternatives for the Σbe as antecedents to $Aact$. The use of

the Σbe has the methodological disadvantage of requiring ratio-scaled measures, which are difficult to obtain and have seldom been used, or if ratio-scaled measures are unavailable, requiring that main and interaction effects both be modeled, which makes it difficult (a) to use methods of analysis taking into account measurement error, such as structural equation models (cf., Bagozzi et al., 2004), or (b) to model the Σbe as a dependent variable (e.g., Bagozzi, 1984a). The use of the Σbe also has the practical limitation of obliging one to measure multiple beliefs (usually at least 7) and an equal number of evaluations, which can stretch questionnaire length and overburden respondents.

The technology acceptance model (TAM) has been suggested as an alternative (Davis, Bagozzi, & Warshaw, 1989, 1992; Bagozzi, Davis, & Warshaw, 1992; cf., Bagozzi, 2007a). Here, the Σbe has been replaced with perceived usefulness and perceived ease of use, for contexts such as the adoption of computer software or hardware and other technological devices. See also Gaither, Bagozzi, Ascione, and Kirking (1997) for an extended TAM in the domain of physician adoption of new therapies. The Davis et al. (1989) article has had much impact on the information technology and systems fields and is one of the most highly cited articles in business. See also Bagozzi (2007a) for critique of TAM and suggestions for deepening and broadening attitude theory.

A final contribution to attitude theory to note concerns research in cross-cultural contexts. My coauthors and I showed for example, that the TRA generalizes across the United States, Italy, China, and Japan, in a study of fast-food restaurant patronage (Bagozzi, Wong, Abe, & Bergami, 2000). Nevertheless, certain contingencies were uncovered: the theory worked better for Westerners than Easterners; attitudes, subjective norms, and past behavior or habit had stronger effects for Americans than citizens of the other countries; and subjective norms had greater influence when eating with friends than alone.

Self-Regulation and Action

I suggested that the term, consumer behavior, be reserved for the psychological processes that consumers undergo (Bagozzi, 2006a). More fundamental is consumer action, which can be explained in part with theories of consumer behavior, yet goes farther than psychological-based theories in marketing to incorporate goal-directed and self-regulatory mechanisms and to introduce social processes more formally and extensively than seen

in psychological-based consumer behavior research, *per se*. But to be clear, I believe that consumer behavior and consumer action are intimately related and should be studied together in an integrated way in most cases.

By action, I mean “what an agent does, as opposed to what happens to an agent (or what happens inside an agent’s head)” (Blackburn, 1994, p. 5). Unpacking this definition, we scrutinize three elements. The first is the concept of an agent and the notion of agency, where an agent is one who acts: “(t)he central problem of agency is to understand the difference between events happening in me or to me, and my taking control of events, or doing things” (Blackburn, 1994, p. 9). Secondly, action deals with what a person does in a self-regulative or willful way. Finally, any complete treatment of action should consider why actions are undertaken and to what they lead. Consumer action, then, is what a consumer does in the acquisition, use, or disposal of a product or service.

I maintain that consumer action can be automatic or impulsive (e.g., Strack & Deutsch, 2004), deliberative, or both automatic and deliberative (Bagozzi, 2006a, p. 4, Fig. 1.1). A limited amount of my research has considered automatic processes, usually in the form of habit (e.g., Bagozzi, 1981b; Bagozzi, 2006a, pp. 9–12; Tam, Bagozzi, & Spanjol, 2010). Most of my research in consumer behavior addresses deliberative processes, with some of this controlling for automatic processes. The remainder of this section of the chapter will emphasize my work on deliberative aspects of consumer research.

Over much of my career, I have been influenced by action theory in philosophy. Aristotle’s ideas set the stage for me: “The first principle of action – its moving cause, not its goal – is rational choice, and that of rational choice is desire, and goal-directed reason” (2000, p. 104; see also Aristotle, 1915, for an alternative translation). My aim over many years has been to develop and test a theory of intentional or purposive action. In schematic form, my theory can be summarized as follows: reasons for action → desire to act → decision-making/choice/intention to act → action (as an end or means to an end) → achievement of the end or not → collateral outcomes (for self, others, and surroundings). The category, “reasons for action,” refers to such determinants of desire to act as goal setting outcomes, attitudes, subjective norms, group norms, social identity, and emotions (Bagozzi, 2006a, pp. 19–27), and even constitutes the definition of intentional action for some philosophers (e.g., Goldman, 1970, defines intentional action as action “the agent does for a reason,” p. 76), but I take the broader approach entailed in the above schematic. For relatively comprehensive overviews of my theory of intentional action and research in support of this theory, including some philosophical commentary, see Bagozzi (2000a, 2006a, 2006b), Bagozzi,

Gürhan-Canli, and Priester (2002), and Bagozzi, (2010a). The following subsections consider most of the essential elements of my theory. Fig. 1 graphically displays these elements and their organization.

Trying to Consume

Many, perhaps most, acts of consumption are ends in and of themselves (e.g., exercising simply for its aesthetic and kinesthetic pleasures) or means to other ends (e.g., exercising and dieting for the purpose of losing body weight). In such contexts, consumers typically realize that performance of an intended act is problematic in their own minds because they recognize either that they have personal shortcomings (e.g., limited resources and weakness of will) or that situational events might arise to thwart purchase (e.g., bad weather or a stockout). To fulfill their consumption goals, consumers must see their own actions as purposive endeavors, where foresight and effort are needed to execute consumption acts and achieve consumption goals. Consumers thus often attempt or try to consume (Bagozzi & Warshaw, 1990).

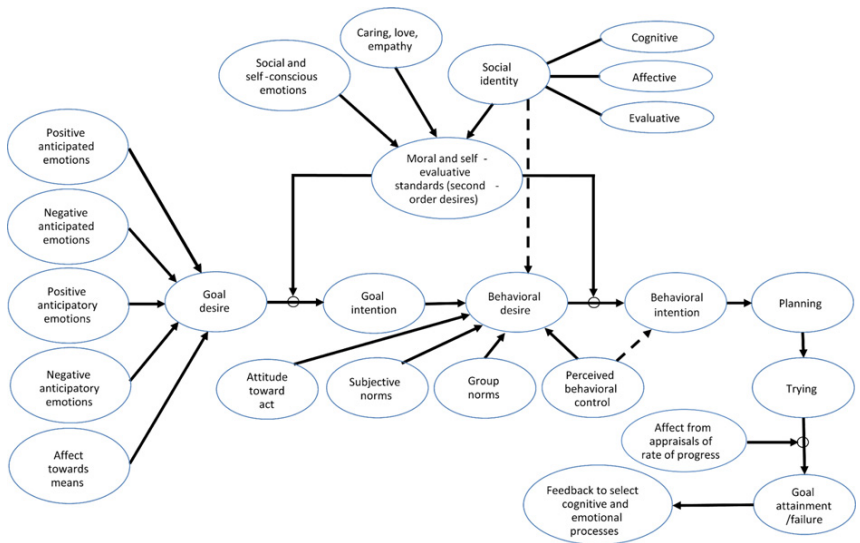


Fig. 1. Summary of Key Variables and Processes in Consumer Action as a Deliberative and Reflective Endeavor. Note: The effects of habit, past behavior, and automatic processes are omitted for simplicity. Source: Bagozzi (2006a).

Paul Warshaw and I conceived of trying as a singular subjective state that summarizes the extent to which a consumer believes that he or she will try to act or has acted, where trying is proposed to mediate the effect of intentions to act on actual actions (Bagozzi & Warshaw, 1990). Although a subjective sense of trying is certainly a real phenomenon, I also believe that trying can be deepened and broadened to encompass a set of psychological and physical processes one engages in after forming an intention to try, to implement one's decisions more effectively and efficiently (Bagozzi, 1992). In this regard, I proposed that, succeeding a decision to act, some subset of the following constitutes a cluster of trying processes: planning, monitoring of progress toward a goal, self-guidance and self-control activities, commitment to a goal or intention or action, resistance to temptation, overcoming impediments, and physical and mental effort put forth in goal pursuit. The theory of trying has been tested to different degrees in a number of studies (e.g., Bagozzi & Warshaw, 1990; Bagozzi & Edwards, 1998a, 2000a; Taylor et al., 2001; Bagozzi, Dholakia, & Basuroy, 2003; Dholakia, Bagozzi, & Pearo, 2007).

I further proposed that the effects of trying on goal attainment/failure (see Fig. 1) depend on the affect arising from appraisals of the rate of progress in goal pursuit. Two systems seem to govern the success of trying: approach and avoidance affective systems (e.g., Carver & Scheier, 1998). Affective responses occur in reaction to appraisals of one's progress toward a goal such that, when the rate of progress is below a reference value, negative affect occurs, and when the rate of progress is at or above the reference value, positive affect results. I suggest that such affective feedback moderates the effect of trying on goal success or failure. When progress is made in pursuit of either a sought-for incentive or avoidance of a threat, one feels elated or relieved, respectively, and the action implication is to stay the course. When progress wanes in pursuit of an incentive or avoidance of a threat, one feels sad or anxious, respectively, and the implication is to try harder to achieve the goal. Of course, it is important to recognize that when consumers try to achieve a consumption goal, they sometimes alter the target goal or their definition of success or failure; in fact, they might abandon goal striving altogether. I discussed still other self-regulatory processes stemming from emotions based on the communicative theory of emotions (see Bagozzi, 2006a, p. 14).

Intentions

Lewin conceived of intentional action in three phases: a motivation process, an act of decision or intention resolving struggles imbedded in motivation processes, and the action itself (Lewin, 1951, pp. 95–96). I have attempted to

make contributions to the meaning and measurement of intentions (for an overview, see Bagozzi 2006a, pp. 14–19). We can think of intentions as part of the more general concept of volition, which itself can be defined as “the decisions, choices, intentions, and plans one makes to achieve an object of desire or to perform desired acts,” where acts can be ends or means to ends (Bagozzi, 2006a, p. 14). Leading researchers seem to conceive of intentions as self-predictions or expectations that one will act and rely on self-report measures of how likely or unlikely it is that one will act (Ajzen & Fishbein, 1980, ch. 4). These researchers also regard intentions as “the immediate determinant of behavior” (Ajzen & Fishbein, 1980, p. 41). I take a more nuanced view of intentions and feel that intentions often do not immediately lead to action but rather are cued by later (frequently planned or anticipated) reminders and are a part of a series of processes transforming decisions into action.

I maintain that there are *personal* and *shared intentions*. Consider first personal intentions. One type of personal intention is a goal intention, which is a self-commitment to realize a desired end state by oneself alone and can be expressed in two forms, noncontingently and contingently: “I intent to pursue *X*” and “I intend to pursue *X* when *Y* happens,” where *X* is an objective or outcome one wishes to achieve. The second type of personal intention is a behavioral intention, which is a self-commitment to perform an act by oneself either as an end in and of itself or as a means to goal: “I intend to *Z*” and “I intend to *Z* so as to attain *Y*,” where *Z* is a particular action. Similar to goal intentions, behavioral intentions can be expressed noncontingently or contingently. Likewise, similar to Gollwitzer’s notion of implementation intentions, I claim that behavioral intentions serve two functions: a cognitive one that occurs as a mental representation of future action opportunities formed as mental links between intended situations and action, and a volitional one where the intention is later activated automatically and induces action (Gollwitzer & Brandstätler, 1997). Unlike Gollwitzer, however, who conceives of implementation intentions as planning where, when, and how to act, I prefer to think of implementation intentions as decisions to perform an action in the service of goal attainment (i.e., a behavioral intention) and reserve planning as something distinct from intention, per se. In many studies, I have examined goal and behavior intentions, as well as planning (e.g., Bagozzi, 1981b; Bagozzi, 1992; Bagozzi & Yi, 1989; Bagozzi, Baumgartner, & Yi, 1989; Bagozzi et al., 2003; Dholakia & Bagozzi, 2003; Dholakia, Bagozzi, & Gopinath, 2007; Tam et al., 2010).

Shared intentions or *collective intentions* occur in two forms. One is an intention to do something with a group of people or to contribute to, or do

one's part of, a group activity: "I intend to do *X* in my group" or "I intend to perform role *A* in group *E*." Similar to personal intentions, shared intentions can be expressed noncontingently or contingently. A second kind of shared intention is rooted in a person's self-conception as a member of a particular group or social category, and action is conceived as either the group acting or the person acting as an agent of, or with, the group. I termed these *we-intentions*: "I intend that our group/we act" and "We (i.e., I and the group to which I belong) intend to act." I have studied shared intentions in many studies (e.g., Bagozzi, 2000b; Bagozzi & Lee, 2002; Dholakia, Bagozzi, & Pearo, 2004; Bagozzi & Dholakia, 2006a, 2006b; Bagozzi, Dholakia, & Mookerjee, 2006; Bagozzi, Dholakia, & Klein, 2007). Others have begun to employ my notion of we-intentions in their research (e.g., Shen, Lee, Cheung, & Chen, 2010; Cheung & Lee, 2010; Shen Cheung, Lee, & Chen, 2011).

In a number of studies, I have examined processes that moderate the effects of intentions on action. The degree of well-formedness of intentions (Bagozzi & Yi, 1989), the level of effort required to perform an action (Bagozzi, Yi, & Baumgartner, 1990), task difficulty, goal-commitment-driven and plan-driven intentions, well-formedness of goal and implementation intentions (Dholakia & Bagozzi, 2003), and the role of regulatory focus and fit and habit (Tam et al., 2010) all have been shown to moderate the effects of intentions on action.

Reasons for Acting

There are many reasons for acting, and I have studied a number of these. Of course, attitudes constitute important reasons for action, which seems to be a presumption behind the common practice of using attitudes as dependent variables in many experimental consumer behavior and social psychology studies. Along with attitudes, I have also explored the role of emotions as reasons for acting. David Moore and I (Bagozzi & Moore, 1994), in a study of consumer responses to anti-child abuse advertisements, found that negative emotions (anger, sadness, fear, and tension) work through empathy to influence intentions to donate. Likewise, Beth Edwards and I have explored conditions where affect toward the means of goal pursuit influences goal attainment (Bagozzi & Edwards, 2000a). And in still another study, Luigi Leone, Marco Perugini, and I showed that E. Tory Higgins' sense of regulatory focus moderates the effect of anticipated emotions on action evaluations (Leone, Perugini, & Bagozzi, 2005).

Anticipated emotions have been a central research concern of mine for a number of years, following publication of an earlier article in the area by Hans Baumgartner, Rik Pieters, and me (Bagozzi et al., 1998). Positive anticipated