

# T C B C

## TEACHING CONSUMER BEHAVIOR <sup>with</sup> CASES

A selection from:

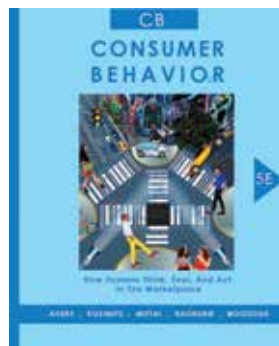
### **CONSUMER BEHAVIOR**

How Humans Think, Feel, and Act  
in the Marketplace

5e

by

Jill Avery  
Robert Kozienski  
Banwari Mittal  
Priya Raghuram  
Arch Woodside



**OPEN MENTIS**  
2021-2025

# Teaching Consumer Behavior with Cases

1st Edition

Excerpted from Source Book:

CONSUMER BEHAVIOR

How Humans Think, Feel, and Act in the Marketplace  
(5e)

2021-2025

by

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## Preface

Some of the cases are marketplace happenings. Some are short, biopic narratives by consumers. Each invites reflection and analysis, with our “CB learner” glasses on.

They are sampled from diverse countries. In most cases, the case scenarios will likely evoke the same responses from consumers worldwide, regardless of their native cultures. In a few cases, culture will likely matter. It is entirely possible and just as useful to assess that situation from the vantage point of our own culture, our own worldview.

Some events happened recently, as we write this. Some happened quite a few years ago. In most cases, their timing is of little consequence. You might be reading this book a few years from now when even the 2020 episodes will seem like distant history. We chose episodes, 30 of them, whose instructional value will continue undiminished no matter their age. The goal is to hone our analytical skills such that they transcend specific situations, historical or otherwise.

In the second half of the book, we present 20 CB scenarios (e.g., new products, consumer narratives, sample consumer research reports, etc.). These scenarios invite you to create new “artifacts,” using the given materials as examples or as starter stimuli. Artifacts like an autobiography of your own, a scavenger hunt for an ad, crafting a mock-up of an ad, measuring consumer attitudes, an interview with a millennial, etc., etc.

In responding to each and everyone of these, your CB-thinking mind will be front and center. Almost all of the “stimuli” are one-page long (a few are two pages long). We kept them bite-sized. Your response/output/artifact may be 1 to 10 pages long (or equivalent length in audio/video clips). Your goal is to dive deep and really, really apply your CB knowledge. Your goal is to produce an analysis and to create an artifact that impresses your #1 Customer—your professor.

For us it is an experiment. Tell us how it worked out for you (Editor@MyCBBook.com). With your input, we hope to improve the next iteration.

Thank you for choosing to read and use this book.

*Authors and Editors*  
Open Mentis

## Desigual Loves Your Selfie Obsession



In early 2020, if you were in Spain or Brazil or Canada or the Netherlands or the USA or the UK and were walking by a store famed for its colorful, edgy clothing, suddenly you could not read its name anymore. Or any of the new messages displayed on the entrance wall. The company had decided to literally flip its brand name and related messages. The store is Desigual, which means *unequal*; on its website, its banner reads "Its not the same."

Its new slogan, also in reverse script, explained its reasoning: "Forward is boring"! Another slogan read: "Stop making sense." The company had placed these flipped-text slogans everywhere: in conventional media, on street media, on social media, on the store front and inside the store.



Guillem Gallego, Desigual's Chief Marketing Officer, said: "The objective of the campaign, in addition to presenting the company's surprising new image, which makes it the first international brand to permanently rotate its logo, is to invite people to think. To make them feel awkward. To make them step outside of their comfort zones. Which is exactly what we've done."

Oh, here is the clue on how to read those slogans: Just pose in front of them and take a selfie!

### DISCUSSION QUESTIONS

- Q1. What is your reaction to the campaign? Do you like it or dislike it? Do you think it was a good idea or a bad idea? Why?
- Q2. Will the company's customers like the idea of the flipped logo and slogans? Will it attract new kinds of customers? What kind? Why or why not?
- Q3. Consider the AIDA Model\*. What exactly will the campaign do in terms of the AIDA model?
- Q4. Consider the Models of Attitude\*. Will the campaign make consumers' attitudes more favorable or less favorable? Which component of attitude will it affect the most?
- Q5. Write a short demographic and psychographic profile of consumers to whom the campaign might appeal the most.

(It might help to browse the company's Website to gain more familiarity with the brand.)

(\*For ABC Model of Attitude, see Experiential Learning #9 later in this book. AIDA model is accessible easily on the Web. Also at [www.mycbbook.com/TCBC-Resource](http://www.mycbbook.com/TCBC-Resource).)

## CASES

### Applying CB Concepts to Market Happenings

## Beauty Unaltered: Courtesy of CVS

In 2018, CVS Pharmacy launched a new initiative called CVS Beauty Mark. The company declared that by the end of 2020 the brand will no longer use pictures of faces that have been digitally altered to make them look blemish-free.

The company began making these changes on posters displayed near its beauty product shelves. Instead of the beautiful faces, which are usually airbrushed to make them look blemish-free, they used the photos of faces that had not been airbrushed. Then it extended this new rule everywhere—in its marketing materials, on its website, and on its social media pages.

CVS does not make these brands, it must be noted; it merely sells those brands. Yet, the retailer was so committed to this new philosophy of authenticity that it in fact got some major brands such as CoverGirl and Revlon to go along. The photos—left unbrushed—now had a tag phrase: *#Beauty Unaltered*. It used this hashtag everywhere—from store shelves to social media. And it invited consumers to post their own photos, unaltered, with the hashtag.

The company's resolve for authenticity was so infectious that national beauty brands that sell through the retailer adopted the practice not only for materials they supplied to CVS for display, but they also began to use the same unaltered photos in their own independent brand advertising materials.

COVERGIRL Ayesha Curry, the celebrity behind COVERGIRL Outlast Lipstick, appears digitally unaltered in a campaign for the brand. Kerry Washington, brand ambassador for Neutrogena and Ashley Graham, brand ambassador for Revlon similarly appear in digitally unaltered images. On Kerry Washington's new photo, the Beauty Mark (a visual icon) and the textual brand mark, *Beauty Unaltered*, even appear as tattoos on her shoulder. Other brands have joined the bandwagon: Olay, Almay, Aveeno, Rimmel, L'Oreal, Maybelline, Unilever, Burt's Bees and Physician's Formula, among others.

In a consumer advertising campaign, some ads showed the ambassadors' faces in side-by-side unaltered and altered versions. In other ads, it showed the models in everyday life (as opposed to studio shots), naming the campaign "Beauty in Real Life," these words overlaid on the images of the models.

Prior to this initiative, CVS had conducted a survey of consumers. This research had found that its customers of beauty products were turned off by unrealistically beautiful faces.

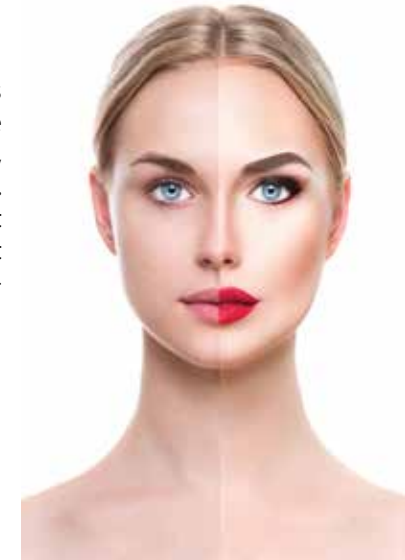
Kevin Hourican, CVS President described this initiative thus:

"As a purpose-led health care company as well as the second largest beauty retailer in the country, we want the millions of customers that visit CVS Pharmacy locations each day to see a more authentic and diverse representation of beauty."



Norman de Greve, senior vice president and chief marketing officer of CVS Health said,

"There's been a shift in what consumers want to see when it comes to beauty. They are asking for more transparency and authenticity, and that's what 'Beauty in Real Life' is all about. ...We wanted to introduce a campaign that uses beauty to make women feel good about themselves by empowering them to feel comfortable and confident in their own skin."



### DISCUSSION QUESTIONS

- Q1. As a consumer yourself, would you rather see model faces with blemishes or with airbrushed perfect beauty? Why?
- Q2. Historically, "perfect beauty" faces were used because it was believed that consumers saw them as ideals to aspire to. Is that kind of aspirational motive not relevant anymore?
- Q3. How does the concept of "brand image-self-concept/self-image congruence"\* apply here?
- Q4. Interview a sample of consumers on (a) their self-concepts, (b) their goals in using makeup; and (c) their reaction to the CVS Beauty Unaltered campaign.

#### \*Brand-image self-concept congruence theory.

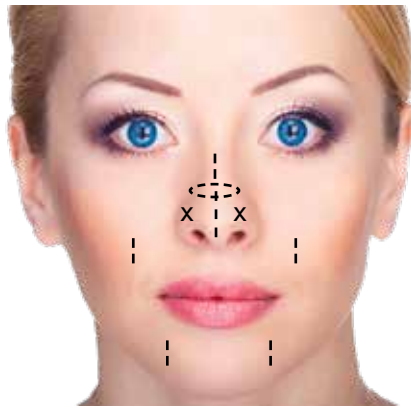
Consumers choose brands whose personality they perceive to be congruent with their own personality or self-image.

<https://cvshealth.com/news-and-insights/press-releases/cvs-pharmacy-unveils-new-beauty-aisles-reflecting-significant>. CVS Health Press release Jan 24, 2019; <https://cvshealth.com/news-and-insights/press-releases/cvs-pharmacy-launches-first-campaign-featuring-unaltered-beauty>, Press release April 9, 2018.

The image of split-half face shown here is for illustration only and does not resemble the CVS campaign or its products.



## Ideals of Beauty: Brazil versus the USA



Welcome to Brazil. We are famous for our beaches, of course. But today, let us show you another face of Brazil, that of being “the world’s epicenter of plastic surgery”!

Brazil overtook the USA in 2014 and has maintained that lead with 1,498,237 surgeries in 2019, with the USA a close second at 1,492,327.

When it comes to plastic surgery, Brazil has an interesting history. In the 1950s, a doctor named Ivo Pitanguy convinced the government that self-loathing or low self-esteem due to poor looks is harmful to health. Since that time, in Brazil, plastic surgeries are viewed as “essential health.” Most health insurance companies cover it and, in public hospitals, plastic surgeries are free or at a very low cost, especially for low income or poor people. At his clinic, Dr. Pitanguy, now known as “the pope of plastic surgery” himself performed pro bono or charity surgeries for the poor.

In public hospitals, where surgeries are free, there is a long queue of patients with waiting times of several months or even several years! Facilities are in poor condition. But young resident physicians are eager to perform such surgeries on “low income patients” as they see it as an opportunity to get training.

Brazil is known to have the best plastic surgeons. But the procedures are not easy. Consider Rhinoplasty, the procedure to reshape our noses. A long incision is made on the bridge between the two nostrils. Then with tweezers, the skin is lifted up as if it were the hood of a car. And then, with a scalpel, the bone is cut and the cartilage is shaped.

Despite the risk and pain, Brazilian women seek plastic surgeries in droves. They consider their looks and body shape essential ladder to finding a good job, a good husband, or even a good date. Those who do not qualify for subsidized procedures or do not wish to wait save up for years, and consider the expense a good investment.



Some feminists oppose the idea, believing that women should not define themselves by physical beauty or that they should not give in to the male ideas of beauty. To counter this, women seeking the surgery argue that getting these procedures is actually pro-feminism as feeling good about their bodies makes them feel more self-confident and therefore more empowered.

One more thing: Unlike in the USA and other nations, face or body augmentation procedures are not considered a taboo topic; so women admit having undergone the procedure and display their new face proudly. In fact, it is a status symbol, both in that they can afford it and that they take care of their bodies.

And yes, Brazil’s beautiful beaches play a prominent role: They present ample opportunity to showcase your augmented bodies or reshaped faces!



Review the information given in the tables (below).

### DISCUSSION QUESTIONS

- Q1. In terms of the types of surgeries consumers seek, are there differences between Brazil and the USA? What are they? Make an educated guess as to why Brazilians would seek different procedures than would Americans.
- Q2. What factors lead consumers to seek these procedures? Are these factors different across the two countries?
- Q3. Write a demographic and psychographic profile of consumers seeking these procedures. Base this on the case information, and if possible, by interviewing a sample of consumers from the two countries (or at least the country you live in). Otherwise, as an exercise in thinking psychographics, make an educated guess.
- Q4. Does culture play a role in the psyche of consumers who seek these procedures? Explain.

### AESTHETIC PROCEDURES BY THE NUMBERS



**Table 1. Worldwide Surgical Procedures (2018)**

**Top 5 Surgical Procedures**

1. Breast augmentation	1,862,506
2. Liposuction	1,732,620
3. Eyelids	1,099,960
4. Abdominoplasty	888,712
5. Rhinoplasty	726,907

**Top 5 Nonsurgical Procedures**

Botulinum Toxin	6,097,510
Hyaluronic Acid	3,729,833
Hair removal	916,869
Nonsurgical trend	473,316
Photo rejuvenation	436,656

(Source: International Society of Aesthetic Plastic Surgery)

**Table 2. Aesthetic Surgeries in 2019 (USA)**

	Women	Men
Eyelids	94,478	18,751
Breast lift	146,711	---
Breast augmentation	280,692	---
Tummy tuck:	134,550	5,831
Liposuction	237,843	32,827
Nose surgery	34,655	5,037
Butt augmentation	35,800	80
Butt lift	7,642	138

(Source: The American Society for Aesthetics)

**Table 3. Aesthetic Surgeries in USA Vs. Brazil (2018)**

	USA	Brazil
Surgical	1,492,383	1,498,327
Non-surgical	2,869,485	769,078

(Source: International Society of Aesthetic Plastic Surgery)

Further reading. "The Dark Side of Brazil's "Right to Beauty," Alvaro Jarrin, Quartz.com, May 3 2018; "In Brazil, Nips and Tucks Don't Raise an Eyebrow," Lulu Garcia-Navarro, npr.org, Oct. 7, 2014. "Brazil Offers Free Plastic Surgery, and it is Becoming a Problem," Alvaro Jarrin, Yahoo. com, May 6, 2018; "State of Plastic Surgery in Brazil," Bernardo N. Barista, PRS Global Scan, NCBI.nlm.nih.gov. ISAPS Report at <https://www.isaps.org>

**Table 4. Types of Surgeries in USA vs. Brazil (2018)**

	USA	Brazil
<b>Face and Head</b>		
Eyelid surgery	119,784	132,207
Facelift	73,805	57,537
Necklift	30,279	27,618
Nose (rhinoplasty)	48,222	85,858
Ear surgery	12,546	43,408
Brow lift	24,041	33,883
Face bone contouring	8,691	10,612
Fat grafting on face	49,413	56,962
<b>TOTAL</b>	<b>366,781</b>	<b>448,085</b>

**Body:**

Abdominoplasty	148,801	140,774
Butt augmentation	32,268	75,821
Butt lift	6,238	3,133
Liposuction	286,388	248,112
Lower body lift	6,939	5,562
Thigh lift	10,233	7,736
Underarm lift	19,064	14,832
Labiaplasty	13,668	18,476
<b>TOTAL</b>	<b>523,599</b>	<b>514,445</b>

(Source: International Society of Aesthetic Plastic Surgery)



**Table 5A. Aesthetic Surgeries in 2018 (Brazil)**

Breast Augmentation	275,283	18.4%
Liposuction	248,112	16.6%
Abdominoplasty	140,774	9.4%
Eyelid Surgery	132,207	8.8%
Breast Lift	108,681	7.3%

Total Face and Head	448,085	29.91%
Total Breast	535,797	35.76%
Body and extremities	514,445	34.33%
<b>Total</b>	<b>1,498,327</b>	<b>100</b>

**Table 5B. Aesthetic Surgeries in 2018 (USA)**

Breast Augmentation	321,362	21.5%
Liposuction	286,388	19.1%
Abdominoplasty	148,801	9.9%
Eyelid Surgery	131,208	8.8%
Breast Lift	119,784	8.0%

Total Face and Head	366,781	24.58%
Total Breast	602,003	40.34%
Body and extremities	523,599	35.08%
<b>Total</b>	<b>1,492,383</b>	<b>100</b>

(Source: International Society of Aesthetic Plastic Surgery)

## In How Many Ways Can You Serve A Burger?: Here Are Two of Them

### #1 See How Ugly Our Burger Is!

In February 2020, in the U.S. and Europe, in print and TV ads, we confronted a stale burger covered in mold, the kind we would cringe to see and smell, let alone buy and eat. Yet this was exactly what Burger King was showing us, proudly. At first, our immediate thought was that the chain was perhaps parading its competitor's burger product, in a mean streak of disparaging its arch rival burger chains, as competitors sometimes do. But no, it was its own burger, with its logo prominently displayed right by the stale burger's side. Here is the skinny on it.



Three months earlier, a man from Utah had unveiled a burger he had purchased from McDonald's in July of 1999 and had put it in a coat pocket and forgotten about it. In 2013, his wife had accidentally found it, still in the coat pocket, still in good shape. So he revealed it to the world, in a video that went viral. After that he placed it in a tin box to see if the burger would last even longer. At the urging of the public, he brought it out again in January 2020. The pickle had disappeared but the patty and bun were intact in their original form.

Some time ago, Burger King had announced that it had removed artificial preservatives from the Whopper in several European countries, and in many of its U.S. restaurants.\*

So, now in this ad, Burger King was showing its own burger that was 28 days old, gone stale because it contained no preservatives. The single line text printed next to the burger read: The Beauty of No Artificial Preservatives

\*According to industry reports, McDonald's had also announced in 2018 that it was removing artificial colors, flavors and preservatives from seven of its burgers.

Based on multiple sources: "Burger King Just Launched a New Ad Campaign Featuring a Moldy Whopper," Irene Jiang, Business Insider, Feb 19, 2020. "Why Burger King is Proudly Advertising a Moldy Whopper," David Griner, Adweek, February 19, 2020. "Burger King Breaks the Mold With New Advertising Campaign," Foodmanufacturing.com. "The Inside Story of Burger King Campaign That Changed the Brand's Entire Outlook on Marketing," Fernando Machado, Adweek, May 17, 2019. "Campaign of the Year: Burger King's 'Whopper Detour,'" Natalie Koltun, Mobile Marketer, December 9, 2019.

Note: images are for illustration only and are not purported to resemble the brand or its products or the ad materials .

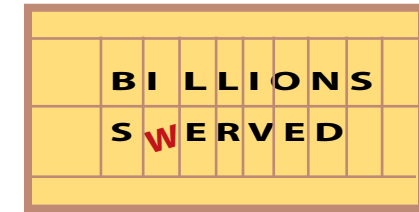


### # 2 Please Visit McDonald's First

In December 2018, Burger King unleashed a social media campaign that took you first to rival McDonald's, en route your final destination, a Burger King restaurant!

You would first download Burger King's mobile app. And on the app, you would find a coupon for a Whopper for a penny. But the coupon will download only if you were within 600 feet of a McDonald's. Imagine what the company had to do, technology-wise, to make this possible: It had geofenced over 14,000 McDonald's restaurants across the U.S.! After downloading the app, we could place our order in the app and then the app would direct us to the nearest Burger King restaurant.

According to industry reports, in 9 days, the app was downloaded 1.5 million times and sales tripled during the promotion. On billboards that display a short message built with individual letter cutouts, its billboard featured the short message B I L L I O N S S W E R V E D. (Notice the extra letter W!)



### DISCUSSION QUESTIONS

- Q1. What do you think of the two campaigns? Do you like or dislike them? Why?
- Q2. Which campaign will "build the brand" better? Or rather we should say, they both build the brand but in different ways. What are those different ways?
- Q3. Will the ads involve a low involvement or a high involvement behavior? Explain how?
- Q4. Create a survey to measure consumer attitudes toward Burger King Whopper. Then show the real stale burger ads to them. (You can find it on the Internet.) Next measure their attitudes.



EXPERIENTIAL LEARNING  
EXERCISES

Harness Your Creativity to Craft  
Marketing Artifacts

## Give Your Brand A Personality of Its Own

This is a new brand of cologne (we have hidden the brand name). We wanted to give our brand a personality of its own. So here are five options we developed.

We placed the bottle in five different surroundings. Two of these are two different styles of dressers and three of them are men with visibly different styles and, quite possibly, three different personalities as well. This is, you will recall, the “classical conditioning” method of human learning—when we see a brand paired with another object, this other object being the one toward which we already have a perception, the image we hold in our mind of this paired object rubs on our newly formed image of the brand itself!

Of course, we will choose only one of these five personalities.



Giving  
the Brand  
a  
Personality  
of Its Own



### Your Challenge

Develop five alternative personalities for each of the three pairs of shoes shown here. Two of those options must use an object or setting and three of them three different types of persons.

For each option, create a collage placing the brand alongside the image you decide to pair your brand with. Thus, you will have a total of 15 potential print advertisements for these shoes.



Note. Rather than using the dressers or models shown here, you must find your own images. You may find images of objects and persons on the web or on any of the stock image sites such as freepik.com, pixabay.com, depositphotos.com, 123rf.com, istockphotos.com, or shutterstock.com, etc.

## Lets Meet Some Millennials

Millennials are an interesting generation. The dream target market for many businesses. Here is the skinny on them, on their psychographics.

### Psychographics of Millennials

**1. Self-expression with Caring for Family.** Early writers characterized millennials as the “Me Generation,” but recent research suggests that this label is undeserved. Yes, they are driven by a desire to establish a personal identity, but they are not self-absorbed. Their self-focus is a search for creativity, self-expression, and uniqueness, not for personal gain. In fact, millennials are family oriented—63% want to take care of their parents (compared to 55% among Boomers). And they have philanthropic minds; 40% have donated money to and 22% have volunteered for a nonprofit organization.<sup>a</sup>



**2. Social Awakening.** Social causes are high on millennials’ list of what is important in life. Among causes, education, poverty, and the environment top the list. And they put their money where their mouth is: In a survey, 64% of millennials said they are willing to pay more for brands that support social causes. When cashiers ask customers if they would like to round up to donate to a charity, millennials happily agree to the request.<sup>b</sup>

**3. Preference for Urban Living and Street Consumption.** The so-called American Dream—a house in the suburbs—is not something the millennials fancy. Instead, they prefer living in dense, urban areas with shopping, restaurants, and entertainment at their doorsteps, and in fact that is where they live. They want to spend their leisure time on the street, nursing their beverages at sidewalk cafes and drinkeries, and dining at non-chain food restaurants with patios, sidewalks, or open store-front seating. Hanging out at Starbucks, Panara Bread, and Barnes & Noble, for leisure reading as well as serious work, they are at the forefront of what has been termed the “Third Place” (after the home and employer) economy. And it is this generation that has, within last five years, made food trucks all the craze.

**4. Short on Money but High on Taste.** Although the older millennials are well into their careers, they have the expense of forming new households (some are married, some have newborn babies). The younger millennials are either in college or, due to the recent economic downturn, awaiting their first jobs. As such, their financial resources are constrained. Yet, they have good taste and want to buy unique and high quality products. They seek deals, but they are not looking for products that are on sale; rather they want deals for products they want.<sup>c</sup>

### Your Challenge

These millennials, they do have interesting psychographics. As a group. Lets check out if any millennials we know or we might meet at random have these psychographics or not.

Your task is to have a conversation with some millennials, lets say five of them. The goal of these conversations is to understand their lifestyle preferences, and to verify if the four psychographics mentioned here apply to the millennials you are talking to.

Of course, we don’t want to ask direct questions (e.g., do you prefer to live in dense urban areas?); instead, we ask questions like, where do you live now, what kind of an area is that, is that the kind of location you want to live in, why? etc.

Don’t expect every millennial to show these psychographics. For each interview, report if the person has the psychographics or not. Then also report one additional psychographics that you found in each of your respondents.



For each person you interviewed, write a one page report.

(Name \_\_\_\_\_ Age \_\_\_\_ Education: \_\_\_\_\_ Occupation: \_\_\_\_\_ )

### The Report

A. For each trait, rate him/her as follows:

1. Not true for this consumer
2. Somewhat true
3. Mostly true
4. Very true for this consumer

Self-expression with caring for family \_\_\_\_\_  
 Social awakening \_\_\_\_\_  
 Preference for urban living and street consumption \_\_\_\_\_  
 Short on money but high on taste \_\_\_\_\_

B. Brief explanation of your ratings:

C. One additional psychographic trait you found in this consumer.

D. If you wanted to set up a small business catering to millennials, what business would that be and how would you tailor your 4Ps to appeal to millennials?



## END NOTES

## CASES

p. 3. **Desigual loves your selfie obsession** “Desigual permanently flips logo in ‘Forwards is boring’ campaign,” campaignlive.uk (June 28, 2019). Gallego as quoted in a report in press, e.g., adland.tv, “Desigual permanently flipped thrie logo, by kidsleepy, June 28, 2019.

p. 5. Carlsberg story. Press reports. e.g., “Couples Are Shocked When Tough Bikers Fill An Ordinary Movie Theater,” Barbara Diamond, Littlethings.com Sept. 26, 2011

p. 6. Undie Party, “Stripped Down: Undie Party’s First Naked 100 Shoppers Storm Desigual,” NBC, New York, October 12, 2019.

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## EXPERIENTIAL LEARNING

Material in the following Experiential Learning Exercises is taken from author’s research files:

I Obey My Thirst (p.56); Perceptual maps (p. 58); Getting Consumers to Write Their Autobiographies (p. 60); I Listen to my Self-Concept (p. 64); Going to the Ballgame (p. 70); Let me Show You My New Place (p. 74); Food and I (p. 80); Me and My Clothes (p. 82), How I Got My Style (p. 88).

#13 **Psychology of Gift-giving** (p. 76)

a. and b. Further reading: Mary Wolfinbarger (1990), “Motivations and Symbolism in Gift-giving Behavior,” in *Adv. in Cons. Res.*, 17, eds. M. E. Goldberg, G. Gorn, and R. W. Pollay, p. 699-706; Cele Otnes, Julie A Ruth, Constance C. Milbourne (1994), “The Pleasure And Pain Of Being Close: Men’s Mixed Feelings About Participation In Valentine’s Day Gift Exchange,” in *Adv. in Cons. Res.*, 21, eds. C. Allen and D. Roedder John, 159-164.

#20 **Meet the Millenials** (p. 90)

a. *Millennials: Confident. Connected. Open to Change*, Pew Internet Research Report, February 24, 2010.

b. Dixie Gilaspie, “5 Ways Millennials Are Like No Generation Before Them,” *Entrepreneur*, March 13, 2015.

c. Millennials: Breaking the Myth, Nielsen Report, 2014

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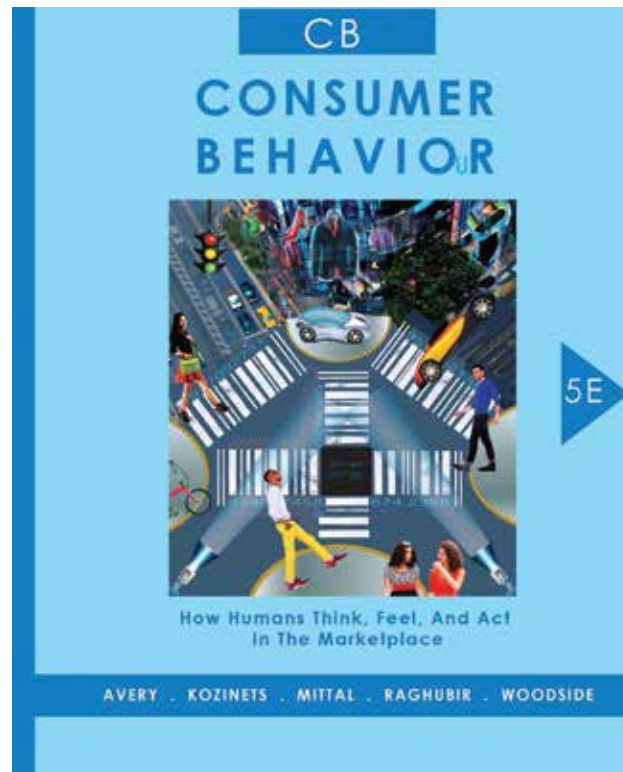
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