

WORK PROJECT BASED ON CEMS BUSINESS PROJECT
- ANALYZING THE MARKET POTENTIAL OF COCA COLA
PRODUCTS AT CINEMAS

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1. BRIEF CONTEXT OF THE ‘COCA COLA’ BUSINESS PROJECT

1.1 COCA COLA HELLENIC BOTTLING COMPANY AG¹

It is one of the world's largest bottlers of The Coca-Cola Company products. It has a diverse portfolio of 136 brands, presents worldwide in 28 countries, and with a revenue of € 7 billion. It is headquartered in Zug, Switzerland and has a premium listing on the London Stock Exchange and secondary listing on the Athens Exchange. Its American depositary shares are listed on the New York Stock Exchange. Its two major shareholders are the Kar-Tess Holding S.A. and The Coca Cola Company. Coca Cola HBC is included in the Dow Jones Sustainability and FTSE4Good Indexes since 2008 and 2001 respectively.

The Coca Cola Company and Coca Cola HBC have successfully maintained 60 years of partnership. The former has the responsibility of brand ownership, concentrate supply, brand development, consumer marketing and creating demand, where the latter has the role of bottling production, sales distribution, customer management, channel development, trade marketing, demand fulfilling, and investment in production facilities, equipment, and vehicles.

Looking more specifically towards Coca Cola HBC Austria GmbH, its beverage assortments include carbonated soft drinks with brands named Coca Cola, Fanta, Sprite, and Mezzomix; ice tea with a brand named Nestea; water with a brand named Römerquelle; near water with a brand named Römerquelle Emotion; fruit juice with a brand named Cappy, sport drinks with a brand named Burn, and last but not least is energy drinks with a brand named Monster.

1.2 MARKET OVERVIEW AND CURRENT CLIENT SITUATION²

The Austrian soft drinks market was affected by maturity over the review period, with 2012 characterized by weak but stable growth in both value and volume terms. The health and wellness concerns rise due to obesity affect consumption patterns and fuel demand for healthier beverages. While bottled water and fruit/vegetable juice benefited from this trend, carbonates suffered due to their unhealthy image. However, Coca Cola Austria GmbH remained to be the leading player in the Austrian soft drinks market with 23.8% market share in 2012, which derives its strong position from successful brands in almost all categories in carbonates and bottled water. It also

¹ <http://www.coca-colahellenic.at/>

² Euromonitor International – Soft Drinks in Austria, September 2013

continued to fuel consumer demand through constant new product developments and launches, as well as extensive marketing and sales activities.

Another factor that contributes to weak growth of the beverages drinks, is the cocooning trend/'staying-at-home trend' which comes from the increasingly uncertain economic climate, aging population, advances in home entertainment technology and hectic lifestyles. There is an increasing number of Austrians who are planning to build their own home, investing their life savings, and attached great importance to their homes and spend as much time as possible there. They are entertaining themselves more at home rather than in on-trade outlets such as bars, restaurants and cinemas. Coca Cola suffered most from this development as it is among the most popular soft drinks option in the on-trade.

1.3 THE BUSINESS PROJECT CHALLENGE

The aim of this business project will be to provide the Austrian Coca-Cola Hellenic Bottling Company with critical insights to cinemas, which are one of its substantial groups of key accounts. The company wants to improve its sales strategy in this area, so a thorough market study needs to be undertaken. There are specific areas need to be addressed, such as, consumer behavior/consumption motivation, product and promotion. The cinema industry is stagnating; Austrians prefer to invest in home theatre so they can enjoy their free time more at home and save some money. Another challenge also, the fact that Austrians are trying to implement healthier diets and Coca-Cola is perceived as unhealthy, is hurting Coca-Cola brand love and sales.

1.4 SUMMARY OF CONCLUSION

Coca-Cola has many strengths, which include, high brand awareness, marketing capabilities, high quality products and product diversity. However, it also realized its some weaknesses, such as unhealthy perception and high company mistrust. The company has defined "Half or Double Target" which refer to the dimension like brand, category and company. It aims to reduce by half the perception that it causes obesity and fill of artificial ingredients and double perception that it can be part of a balanced healthy lifestyle. So, in order to help Coca-Cola to achieve its 2020 vision, through this CEMS Business Project, the group came up with a recommendation that will increase Coca-Cola's brand love, which will eventually result in the higher consumption and thus, higher sales.

2. MARKETING POTENTIAL ANALYSIS OF COCA-COLA PRODUCTS IN AUSTRIAN CINEMAS

2.1 THE ORIGINAL APPROACH TO THIS TOPIC AND ITS LIMITATIONS

In this chapter, the specific topic that I would like to focus on is ‘Teen Recruitment’, how Coca-Cola can better target the teenagers to consume Coca-Cola products in the cinemas. Before jumping into this specific topic, it would be best if I explain briefly the overall approach of our business project³. As mentioned in Chapter 1, the goal of this business project was to offer recommendations on how Coca Cola Hellenic Bottling Company in Austria could come up with a sales strategy that could improve the Coca Cola brand love, which would eventually increase its Coca Cola product sales in Austrian cinemas. In order for us to come up with the right recommendation, we made a plan of action and steps on how to reach the end goal. A thorough market research regarding Austrian consumer behavior towards Coca Cola products in Cinemas was conducted; it involved primary and secondary research.

For the secondary research, papers and reports from trusted market intelligence companies, such as, Euromonitor International and PWC, were collected. The main goal from the secondary research was to find out about the lifestyle of Austrian consumer and major trends towards beverage products and leisure activities, specifically towards cinemas.

For the primary research⁴, observation technique, online and offline survey were carried out. We segmented our target market into four age target groups, such as, people age from 13-19, 20-29, 30+ single and 30+with children. This segmentation was meant to help us come up with specific recommendations addressing to each age target group.

After having completed with the secondary and primary research and understood each age target group, we made a profile for each of them. Their profiles include income, free time activities, motivation and frequency to visit cinemas and consumption behavior inside the cinema. This profiling method allowed us to identify each target group’s unmet needs and potential ways to cater the needs. Eventually, our sales strategy was formed based on this approach; we were targeting the all four age target groups.

³ Appendix 1

⁴ Appendix 2, 3, 4

The approach described above has its limitations. Due to the time constraint and data limitation, the secondary research and primary research were conducted almost simultaneously. The group did not come up with preliminary hypotheses derived from secondary research to set specific questions for the primary research to support the findings. The survey questions created for the primary research mainly based on the client's demanded questions. The limitation of this approach was that the group missed out a lot of essential findings from the secondary research to be tested out from the primary research.

Also, as mentioned above, the sales strategy recommendations were based on each specific age target group, treating them as equal customers without doing further analysis to see which target segment was the most important target for Coca Cola products in Cinemas. This approach has obviously its limitations, by trying to cater all the needs of the four different target groups; the group missed out the most important target group, which is the teenager, and not being able to fully cater their needs.

2.2 AUSTRIAN MARKET RESEARCH ANALYSIS

The Coca-Cola Business Project can also be regarded as a market research project as it requires a very thorough research about the Austrian consumer behavior, soft-drinks/beverages industry and cinema industry. In order to have an accurate and deep understanding about the Austrian Consumer, a better thought and planned market research need to be conducted. A research design, which is a framework or blueprint for conducting the market research project, and details the procedure necessary for obtaining the information needed to structure or solve the marketing research problems need to be formulated⁵. In this particular project, the type of research design would be conclusive as its objective is to test specific hypothesis and examine relationship, gathered from the secondary research.

Furthermore, descriptive research needs to be conducted as it will enable us to describe the characteristics of relevant groups, such as Cinema Visitors segmented into four age target groups (teenagers, young adults, adult with and without children), Cineplexx, and Coca-Cola overall market overview. It is also to estimate the percentage of units in a specified population exhibiting a certain behavior, to

⁵ Marketing Research Literature – an Applied Approach by Naresch K. Malhotra and David F. Birk, 3rd European Edition

determine their perceptions towards Coca-Cola products, and finally to make specific predictions and come up with recommendations.

This better approach of market analysis would lead to a complete understanding of the four different target markets of Cineplexx and Coca-Cola products, capturing the most important target market, and what kind of unmet needs that Cineplexx and Coca-Cola can provide. In the beginning of the business project, Coca-Cola has stressed out more on 'Teen Recruitment' topic, however, due to some time constraint the group has not been able to develop it deeper and I would like to do so in this Work Project Report.

2.3 AUSTRIAN TEENAGERS KEY TRENDS AND INSIGHTS

Teenagers should be the main age target group for Coca-Cola and Cineplexx, and the topic regarding ways on how to increase their visits and consumption should be further developed. The most frequent cinema visitors in Austria is teenagers, they visit cinemas mostly with a friend at least 4 times⁶ a year in average with cinema expenditures range from €10-€15⁷. However, only 15% of them own a loyalty card, because they think that it is not worth the trouble registering and giving personal data. Those who visit cinemas state that going to cinema is as a change⁸ from their school routine activities and they long for good movies and comfortable seats for their ideal experience. Those who do not go to the cinemas state that the cinema ticket, food and drinks are just too expensive⁹ and so they prefer to do other things in their free time like listening to music, watching TV at home and meeting with friends.

Austrian teenagers¹⁰ are digital natives, 63% surf the Internet in their free time and they create online communities. It is also reflected in the way they purchase their movie ticket, they like to reserve it online and have a pick up at the cash desk at least 15 minutes before the movie starts.

In regards to in-cinema consumption, majority of the teenagers buy Popcorn with Coca-Cola Original and/or Ice Tea as part of cinema experience. Only small percentage of them actually buys the combos, because it is actually too expensive for them.

⁶ Appendix 5

⁷ Appendix 10

⁸ Appendix 6

⁹ Appendix 7

¹⁰ Euromonitor International – Bericht zur Lage der Jugend in Oesterreich

2.3.1 HOW DO TEENAGERS FIND OUT AND DECIDE TO WATCH A SPECIFIC MOVIE?¹¹

From the secondary research findings, it was shown that teenagers find out about movies from theatrical trailer (81%) and recommendations from friends or family (65%), which are the critical sources of information. The information and recommendation of the peer group, family, school and work colleagues can take place either by face-to-face communication or through social media.

Interestingly, what advertising and information channels are generally perceived to movie relevant are online media (52%) such as cinema websites, YouTube and the online editions of newspapers. Also, it is interesting to see that the poster in Vienna plays a relatively large role (43%). As urban form of advertising, it still has an effect. Facebook is one fifth of the respondents (22%). More generally, "Advertising on the Internet" is for cinema (35%) perceived much more common than "advertising in newspapers" of 15%.

2.3.2 TEENAGERS IN REGARDS OF CINEMA CONSUMPTION AND COCA-COLA PRODUCTS

As I mentioned before, even if teenagers are the most frequent cinema visitors compared with the other 3 age groups, teenagers' average cinema expenditures range from €10-€15 only. It means that teenagers do not splurge themselves with snacks and drinks in cinemas. Also, Austrian population is faced with one of the highest obesity in Europe, 9% and 19% of the teenagers are either obese or overweight.¹² Therefore, a number of initiatives have been put into place in recent years. For instance, pupils attending all-day schools in Vienna are served with meals at least with 30% organic ingredients, parents also play an important role in deciding on what to consume for teenagers. As Coca-Cola products have rather negative or unhealthy image among the Austrian consumers, it is a challenge to increase Coca-Cola product consumption in cinemas.

2.4 TEEN RECRUITMENT

In order to go deeper into the teen recruitment or on how to attract teenagers more to cinemas and increase their brand loves towards Coca-Cola products. It is imperative to talk about the Coca-Cola Refresh 2020 strategy, which is a global, cross-functional

¹² Euromonitor International – Austrian Consumer Lifestyle September 2013

effort to ensure the long-term vitality of Coca-Cola and the Cola flavor in the sparkling category. Coca-Cola realize that a lot of people do not believe that it can be a part of a healthy balanced diet, so it sense the urgency to have a recharged business strategy with category health at its core. And as their parents mainly influence teenagers' consumption, it is not only essential to increase the Coca-Cola brand image perceived by teenagers themselves, but also the older generations. However, in this chapter, the focus would be solely on teenagers.

The Coca-Cola's three main communication strategies¹³ are 'Happy Movement' which shows virtuous cycle of happiness and movement to encourage behavior change; 'Positive Energy' which is focused on educating consumers on what our calories are and how to spend them in fun activities; and 'It's about People' which fosters personal responsibility through right info and further understanding of real causes of obesity.

These communication strategies should be translated into creative strategy and execution specifically for teenagers. Before coming up with recommendations, understanding fully about the Austrian teenagers behavior is very essential. From the secondary and primary research conducted so far, it can be concluded that teenagers have a lot of free time spent mostly with friends, digital natives who have social media communities, are movie lovers but have limited budget to spend on cinemas. They value spending their free time, having fun together with their circle of friends.

The group has come up with four recommendations specifically for teenagers, such as 'Class Moment of Happiness' where teenagers have a chance to win tickets to Berlinale Movie Festival by registering themselves as a class and compete on having the most likes of photo with a theme of 'fun', 'happy', and 'togetherness' capturing Coca-Cola brand; 'Movie Marathon' where Cineplexx could create a movie marathon special weekend event to target teenager who are movie lover, it is to increase visits and thus consumptions. And I would like to talk about the other 2 recommendations that have not been explained in the final presentation, which are 'Cinema Reward Card' and 'Interactive Game Machine'.

¹³ Coca-Cola_Refresh_2020

2.4.1 CINEMA REWARD CARD

Based on the understanding of Austrian teenagers, where 50% visit cinema 5-12 times a year (most frequent visitors), 63% surf internet during the free time, 65% state that going to cinemas are too expensive, 98% meet their friends in their free time. Cinema Reward Card is one of the best incentives to encourage them to not only visit cinemas with friends more often but also increase consumption. The card will be joined with Social Reward application, so teenagers can collect points not only by purchasing movie tickets, snacks, and drinks, but also when they get engaged in social medias like Twitter, Facebook, and YouTube. In order for them to collect more points, they will share or ask their friends to join the applications and visit cinemas with them. The card will be a free membership for customers aged below 19 years old, they will receive 1 point for every €1 spent at the concession stand/box office, they could earn 15 Social Reward Points and redeem them for 1 Cinema Reward point, and finally they could redeem their Cinema Reward points for free movie tickets, free popcorn and drinks.

2.4.2 INTERACTIVE BIKE GAME MACHINE

The idea of this recommendation is to let teenagers fill the waiting time before movies start with exciting and healthy activities together with their friends. The game machine could be installed in the waiting hall of Cineplexx, especially in Donauplexx and Cineplexx Wienerberg.

Teenagers can get a free coke if they are able to cycle, burn 140 calories in 15 minutes. This recommendation is aligned with Coca-Cola's core global marketing campaign 'Open Happiness' and 'Movement is Happiness', as it encourages not only 'togetherness' and 'fun' but also the teenagers to move more and adapt a healthier lifestyle. Besides, this will really create buzz and people would be willing to try this fun and creative game machine, which eventually will lead to higher Cinema visits.

All in all, Coca-Cola should really focus more on attracting teenagers to come to Cinemas, which would eventually lead to in-cinema consumption as well. Investments in terms of communication campaign and promotions need to be weighed in more for teenagers. And in order to do it, there needs to be a very effective partnership between Coca-Cola and Cineplexx.

3. REFLECTION ON LEARNING

3.1 PREVIOUS KNOWLEDGE LEARNED FROM YOUR MASTER'S PROGRAM

This Coca-Cola Business Project could be considered as a Marketing and Sales Strategy Project as it really required me to apply various Marketing skills and knowledge I have learned from my Master's Program. In order to conduct the market research, I have applied my knowledge from the course **Marketing Research**, which is a function that links the consumer, customer, and public to marketer through information that can be used to identify and define marketing opportunities and problems, to generate marketing actions, and to monitor marketing performance. Other Marketing courses like **Integrated Marketing Communication**, **Brand Management**, and **Marketing in a Dynamic World** really help me to understand the overall schematics of Marketing Process, from creating value to customers (Marketing Mix), capturing value, and sustaining value (customer acquisition and retention) which all lead to increase profits. These Marketing courses also helped me to develop specific recommendations, promotion plan for Coca Cola, on how it could increase consumers' Brand Love and thus the overall sales revenues.

3.2 NEW KNOWLEDGE

Besides applying previous knowledge and skills, I also learned new expertise, methodologies and tools. I have learned how to work with **Lime Survey tool** when we needed to conduct surveys for our Market Research; I have improved my ability to identify essential qualitative and quantitative questions needed to ask in a survey to get relevant and valid answers. I used a technique I have not used before, **Observation technique**, which had been conducted in the first phase of our project to be able to understand better our consumers' behavior. I have also learned how to **analyze data** more effectively using excel sheets, spotting which essential information needed and analyzing the specific data correctly. Having been immersed in an Austrian culture and developed a sales strategy in an Austrian market, I have gained a new insights about **Austrian consumer behavior** which I think is very important for me as a marketer to see how distinct consumer behavior could be and to think creatively on how to develop marketing strategy to capture specific target market. Furthermore, I also learned some **soft skills** like, communicating with the project clients (Coca Cola and Cineplexx), how to better deliver in accordance to clients' expectation.

3.3 PERSONAL EXPERIENCE

This Business Project has further helped me in gaining new valuable hard and soft skills. In regards of academical skills, I realized that my **strengths** reside in marketing field. I believe this is due to my Marketing experiences I have earned from the excellent Marketing Courses I took at Nova University, my internships and participation in L'Oreal Brandstorm, which gave me a very valuable marketing lesson. In terms of soft skills, I am able to work effectively in a multi cultural diverse group; I believe I have improved my cultural intelligence from living in 6 different countries in the past 24 years. Furthermore, I also had initiatives in the group in regards of task divisions, deliverables, and keeping the group on the right track. However, I also noticed my **area of improvements**, such as the use of Microsoft Excel to better analyze data. Moreover, I also noticed that I need to be able to improve my soft skills in terms of handling conflicts/arguments in a group. This leads to one of my first actions for **improvement**, which is to follow some workshop to be better educated and get used to the MS. Excel features for data analysis. Also, I need to be able to regard argument as a positive way of exchanging ideas as long as it does not involve personal emotion, and start learning how to have an effective argumentation.

3.4 BENEFIT OF HINDSIGHT

All in all, this Business Project was such an enriching experience in many ways. During the course of the project, coaching sessions with the professors, brainstorming sessions and discussion were held frequently and appropriately involving all the group members and resulting in valuable outcomes. The group was multi culturally diverse and consisted of 7 people, coming from Germany, Austria, Italy, Hungary and Indonesia. It really helped with the group dynamic where each member could really come up with creative and added-value ideas and best practices from all over the world. In regards of improvements, the communication between the Wirtschaftsuniversitaet and Coca Cola could have been improved. It was quite confusing and difficult in the middle of the project as we received different expectations from both parties. However, overall I am very certain that within the given scope of the Business Project, we have obtained an indispensable outcomes and experience working together with the other excellent CEMS Students. We did not only learn some academics lessons, but also how to improve our soft communication and networking skills.

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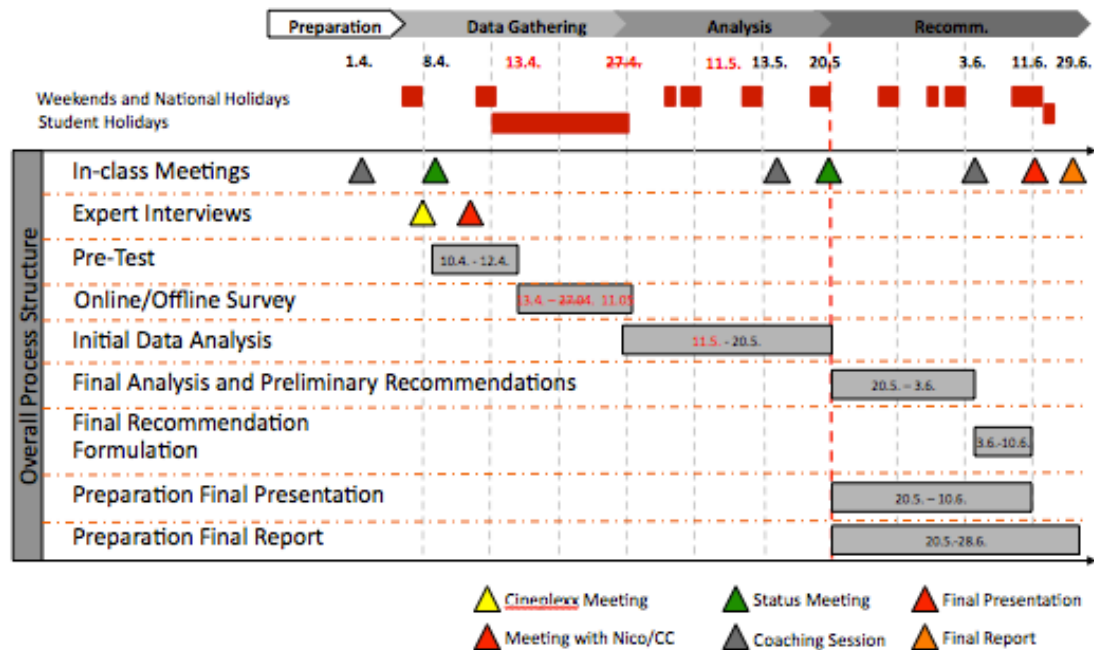
CPXX % Visitors buy 2013; CPXX Austria Share of total Sales 2013; CPXX Austria Sales 2013; CPXX Austria Shares visitors buy 2013; CPXX Austria Shares of sales 2013; CPPX Austria concession prices 2013

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APPENDICES

APPENDIX 1



APPENDIX 2

Observation research was conducted in selected cinema to track the consumer journey and observe consumer behavior

Data Gathering

- Disguised technique: visitors were not aware they were being observed
- Conducted in Apollo (42%) and Donau Plex (58%) and during Weekdays and Weekends to examine between-days' behavior differences
- Researchers tried to get an even target group distribution, estimating age based on appearance

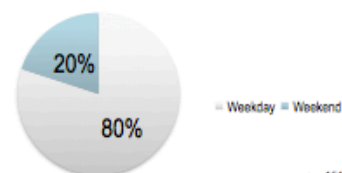
151 visitors observed

Analysis Processes

- Researchers filled in a pre-defined semi-structured template with their observations
- Data categories were created and observants' behavior was then grouped accordingly

6 slides with relevant findings

Sample Distribution & Relevant Insights



APPENDIX 3

Online research was conducted to ensure that also non-cinema goers are reached and their behavior is accounted for

Data Gathering

- Online survey in German (52 questions on 15 pages)
- 15 questions with advanced filtering logic
- Survey design with varied question types and a respondents' filtering logic, controlling for country of residency and profession
- Progress tracking during data gathering stage: analysis of respondents based on the four target groups

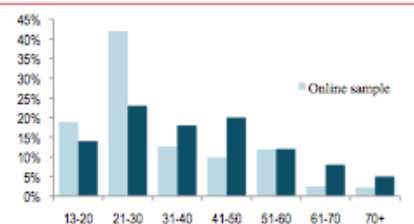
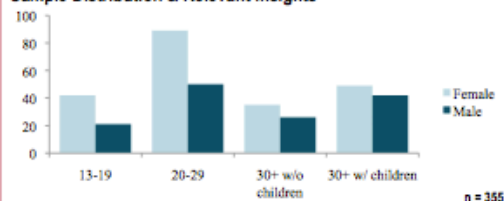
549 respondents
355 full answers for individuals older than 13

Analysis Processes

- 52 questions resulted in **282 core analysis variables** and 78 additional variables
- Data for free input (e.g. ideal combo question) was cleansed
- Data was recoded into analyzable categories
- Frequency analysis per variable per target group were run
- When needed additional cross-variable tabulations were run

55 slides with findings

Sample Distribution & Relevant Insights



APPENDIX 4

Offline research (in-person interviews) were conducted to gather qualitative insights about the cinema experience and to cross-check findings

Data Gathering

- 12 main questions, 3 follow-up ones about product choice – questions were open-ended
- Interviews were conducted in Apollo (69%) and Donau Plex (31%), during Weekdays, Weekends and holidays to examine between-days behavior differences
- Respondents were targeted to cover the four different age groups equally

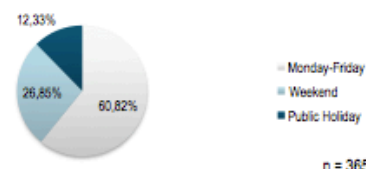
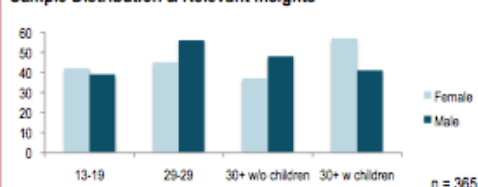
365 respondents

Analysis Processes

- Qualitative inputs were coded and used for quantitative analysis and cross-tabulations
- Data categories were created and respondents' answers were then grouped accordingly
- Qualitative inputs in the form of quotes or specific requests/ improvement ideas were kept as qualitative insights

80 slides with relevant findings

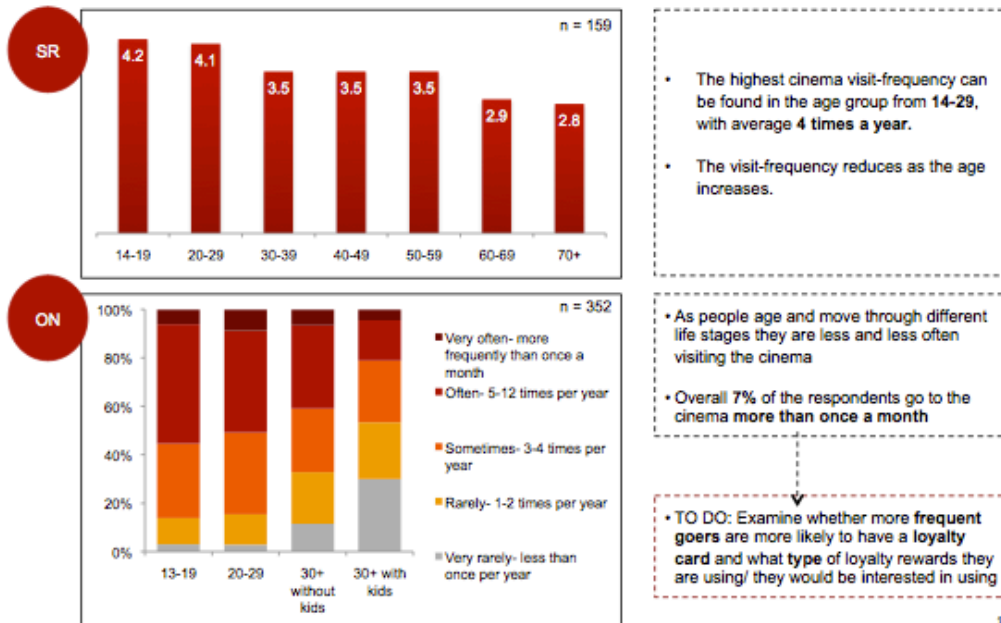
Sample Distribution & Relevant Insights



APPENDIX 5



Frequency of Cinema Visits

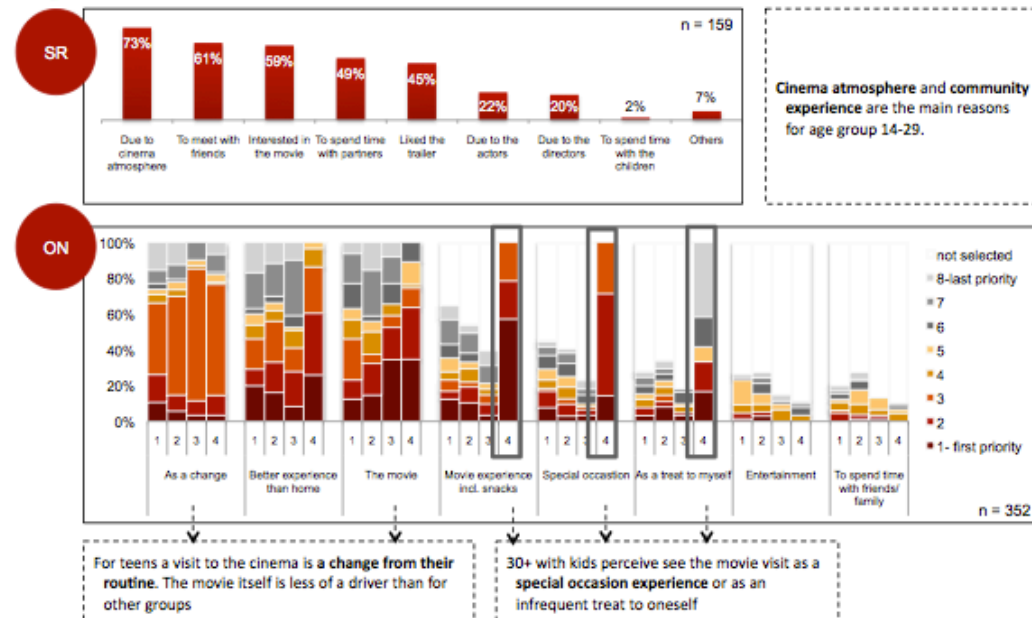


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APPENDIX 6



Motivations for Cinema Visits

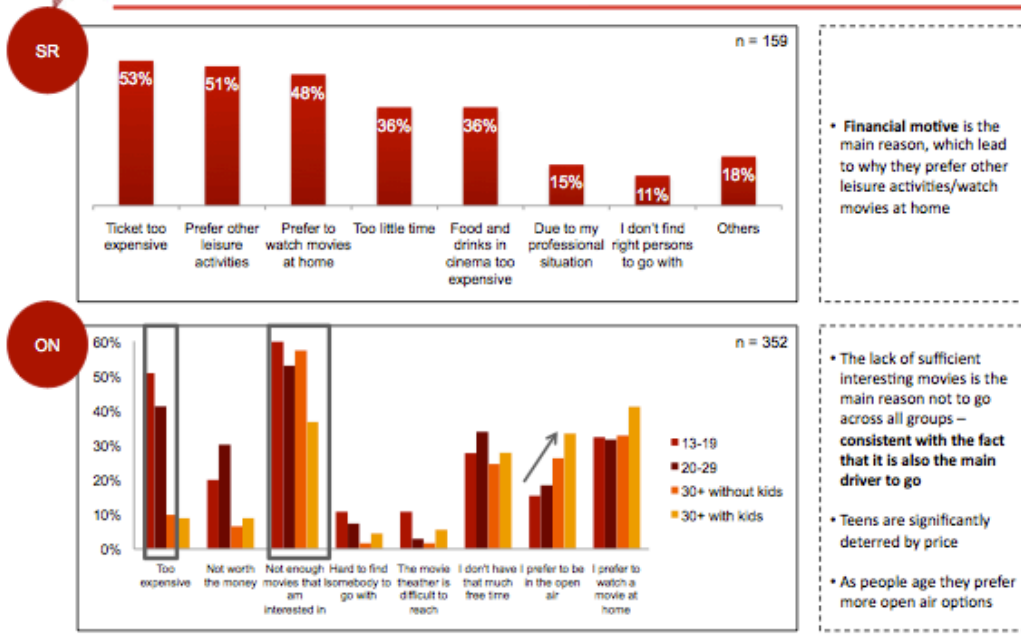


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APPENDIX 7



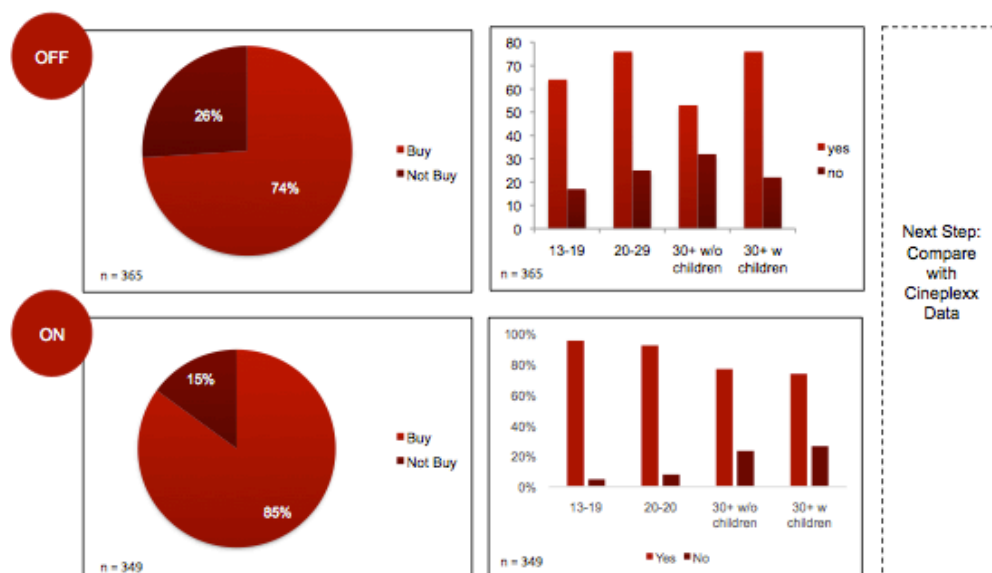
Reasons NOT to Visit the Cinema



APPENDIX 8



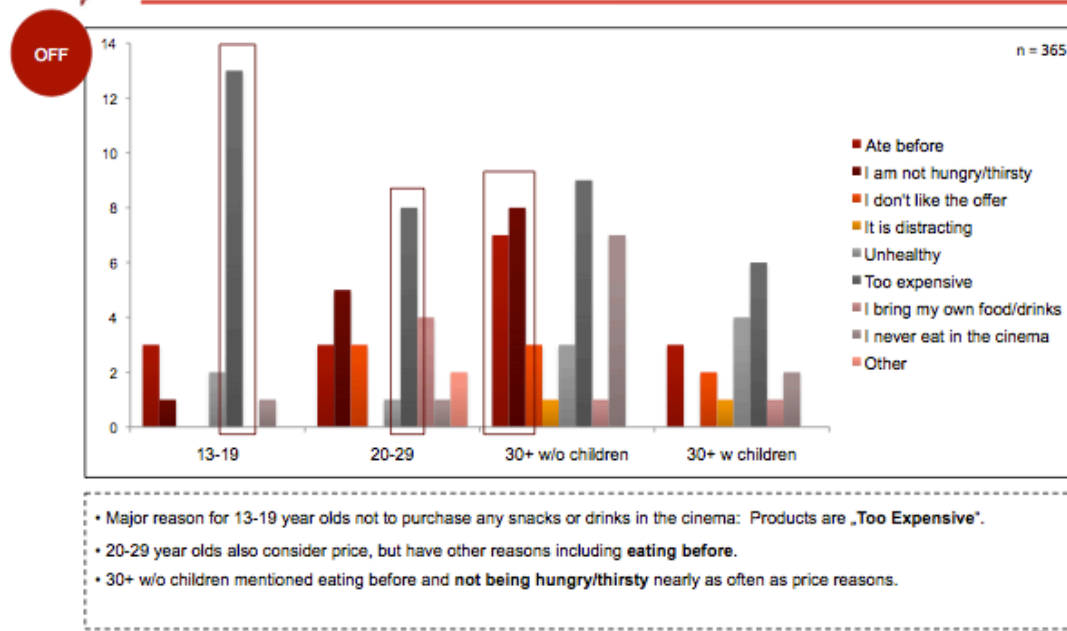
Consumption vs. NON Consumption



APPENDIX 9



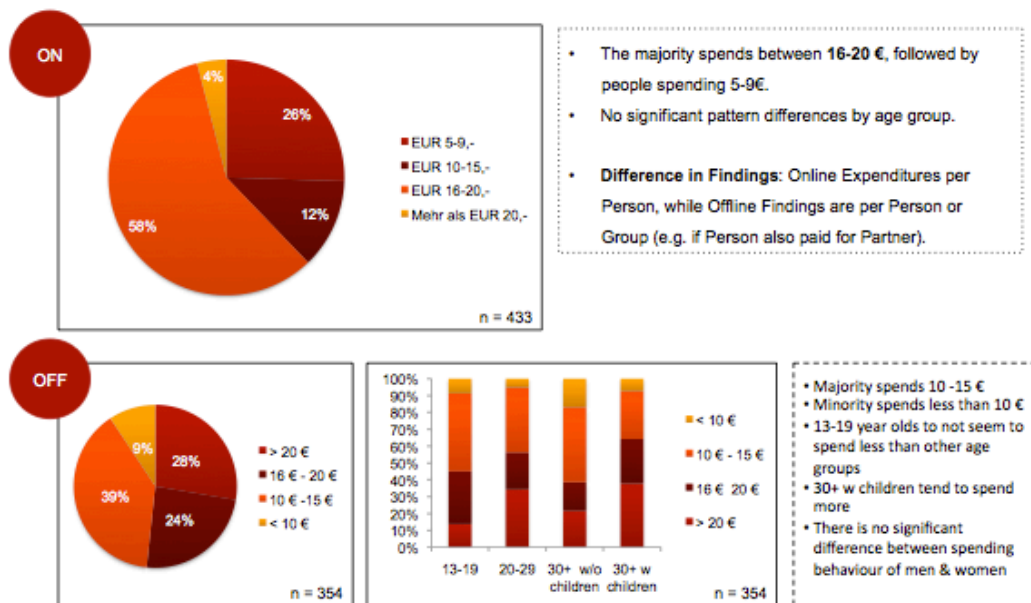
Reasons for NOT Buying Anything



APPENDIX 10



Expenditure per Person



50