THE USE OF THE ENNEAGRAM TO IMPROVE CUSTOMER RELATIONSHIPS WITH A MOTOR VEHICLE MANUFACTURER

By

Helen Gallant

Submitted in partial fulfilment of the requirements for the degree of Magister in Business Administration

At the Nelson Mandela Metropolitan University

Promoter: Dr. John Burger

November 2005
ACKNOWLEDGEMENTS

• Mrs. R. Ferreira of the N.M.M.U. for all her help and encouragement throughout the course of my studies. Thank you for the countless times you mentored me through all the things I thought I could not do and also for your firm belief that I could do it.

• Dr. John Burger and all the staff at the MBA unit for their help and advice.

• Mr. Rajeev Kamenini of the University of Western Australia for showing such interest in a total stranger and giving me good advice throughout the course of my dissertation.

• My parents for supporting me throughout my studies. Thank you for making it possible for me to attend classes by baby-sitting for the past three years.
SUMMARY

Marketing strategy relies heavily on segmentation and positioning. Lifestyle and psychographics are increasingly being used as a basis for market segmentation. Marketers require deeper insight into the motivational factors that encourage purchases in order to tailor make offerings to suit individual needs. The focus is on customer relationship management in order to retain customers over a longer period of time, rather than once-off sales.

This study examines how using the ancient and mystical technique of the Enneagram can improve customer relationship management and formulates a model for doing so. The Enneagram can be used as an effective base for psychographic segmentation by harnessing the diagnostic and predicative power therein. It is already being used in human resource development and strategic planning by companies and it seems fitting to apply it in yet another business area that can greatly benefit from this.
## TABLE OF CONTENTS

### CHAPTER ONE

**RATIONALE AND RESEARCH DESIGN**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>MAIN PROBLEM</td>
<td>3</td>
</tr>
<tr>
<td>1.3</td>
<td>SUB-PROBLEMS</td>
<td>4</td>
</tr>
<tr>
<td>1.4</td>
<td>DEMARCATION OF THE RESEARCH</td>
<td>4</td>
</tr>
<tr>
<td>1.4.1</td>
<td>Enneagram</td>
<td>4</td>
</tr>
<tr>
<td>1.4.2</td>
<td>Enneagram in business</td>
<td>5</td>
</tr>
<tr>
<td>1.4.3</td>
<td>Long-term customers</td>
<td>5</td>
</tr>
<tr>
<td>1.4.4</td>
<td>Basis for the model</td>
<td>5</td>
</tr>
<tr>
<td>1.5</td>
<td>DEFINITIONS OF KEY CONCEPTS</td>
<td>6</td>
</tr>
<tr>
<td>1.5.1</td>
<td>Enneagram</td>
<td>6</td>
</tr>
<tr>
<td>1.5.2</td>
<td>Marketing strategies</td>
<td>8</td>
</tr>
<tr>
<td>1.5.3</td>
<td>Target marketing</td>
<td>9</td>
</tr>
<tr>
<td>1.5.4</td>
<td>Customer relationship management</td>
<td>9</td>
</tr>
<tr>
<td>1.6</td>
<td>SIGNIFICANCE OF THE RESEARCH</td>
<td>11</td>
</tr>
<tr>
<td>1.7</td>
<td>RESEARCH DESIGN</td>
<td>11</td>
</tr>
<tr>
<td>1.7.1</td>
<td>Literature study</td>
<td>11</td>
</tr>
<tr>
<td>(a)</td>
<td>Market segmentation</td>
<td>12</td>
</tr>
<tr>
<td>(b)</td>
<td>Personality profiling</td>
<td>13</td>
</tr>
<tr>
<td>1.7.2</td>
<td>Quantitative survey</td>
<td>14</td>
</tr>
<tr>
<td>1.8</td>
<td>CHAPTER OUTLINE</td>
<td>16</td>
</tr>
</tbody>
</table>
CHAPTER TWO
MARKET SEGMENTATION

2.1 INTRODUCTION
2.2 SEGMENTATION
2.3 FUTILITY OF MASS MARKETING
2.4 PURPOSE OF SEGMENTATION
2.5 NEED FOR SEGMENTATION
2.6 TRADITIONAL BASES FOR SEGMENTATION
  2.6.1 Demographic segmentation
  2.6.2 Psychographic segmentation
  2.6.3 Targeting strategies
  2.6.4 Product positioning
2.7 NEW WAY TO SEGMENT THE MARKET
2.8 CRITERIA TO EVALUATE SEGMENTATION BASES
2.9 SUMMARY
CHAPTER THREE
THE ENNEAGRAM

3.1 INTRODUCTION 37
3.2 HISTORY OF THE ENNEAGRAM 38
3.3 PRINCIPLES OF THE ENNEAGRAM 40
  3.3.1 Type One 41
  3.3.2 Type Two 42
  3.3.3 Type Three 43
  3.3.4 Type Four 43
  3.3.5 Type Five 44
  3.3.6 Type Six 44
  3.3.7 Type Seven 45
  3.3.8 Type Eight 46
  3.3.9 Type Nine 46
3.4 USE OF THE ENNEAGRAM IN MARKET SEGMENTATION 47
3.5 THE ENNEAGRAM IN PSYCHOGRAPHIC SEGMENTATION 49
  3.5.1 Type One as customer 51
  3.5.2 Type Two as customer 52
  3.5.3 Type Three as customer 53
  3.5.4 Type Four as customer 55
  3.5.5 Type Five as customer 56
  3.5.6 Type Six as customer 58
3.5.7 Type Seven as customer 60
3.5.8 Type Eight as customer 61
3.5.9 Type Nine as customer 62

3.6 THREE CATEGORIES OF ENNEAGRAM INTERPRETATION 64
3.6.1 The Nine Personality Types 65
3.6.2 The Triad 67
3.6.3 The Eighteen Wings 68

3.7 SUMMARY 70
CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION 73
4.2 RATIONALE FOR THE DATA COLLECTION 73
4.3 RESEARCH METHODOLOGY 74
  4.3.1 Data collection method 74
  4.3.2 Data gathering technique 75
    (a) Questionnaire design 76
    (b) Questionnaire pretest 77
  4.3.3 Sampling method 79
  4.3.4 Data reduction 80
    (a) Data editing 80
    (b) Data coding 80
    (c) Data capture 81
4.4 SUMMARY 82
CHAPTER FIVE
EMPIRICAL STUDY AND ANALYSIS

5.1 INTRODUCTION 83
5.2 SAMPLE COMPOSITION 84
  5.2.1 Age of the respondents 84
  5.2.2 Gender of the respondents 85
  5.2.3 Race of the respondents 85
  5.2.4 Social class of the respondent 85
  5.2.5 Personality type of the respondents 86
5.3 MARKETING RELATED QUESTIONS 88
  5.3.1 Needs fulfilled when purchasing a motor vehicle 89
  5.3.2 Information search 90
  5.3.3 Purchase decision 91
  5.3.4 Purchase transaction 93
  5.3.5 Dealings with the salesperson 94
  5.3.6 Post-purchase interaction 95
5.4 QUALITATIVE QUESTIONS 95
5.5 SUMMARY 100
# CHAPTER SIX

## CONCLUSIONS AND RECOMMENDATIONS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>INTRODUCTION</td>
<td>102</td>
</tr>
<tr>
<td>6.2</td>
<td>CONCLUSIONS</td>
<td>106</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Key factors for marketing to Type Ones</td>
<td>106</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Key factors for marketing to Type Twos</td>
<td>107</td>
</tr>
<tr>
<td>6.2.3</td>
<td>Key factors for marketing to Type Threes</td>
<td>108</td>
</tr>
<tr>
<td>6.2.4</td>
<td>Key factors for marketing to Type Fours</td>
<td>110</td>
</tr>
<tr>
<td>6.2.5</td>
<td>Key factors for marketing to Type Fives</td>
<td>111</td>
</tr>
<tr>
<td>6.2.6</td>
<td>Key factors for marketing to Type Sixes</td>
<td>112</td>
</tr>
<tr>
<td>6.2.7</td>
<td>Key factors for marketing to Type Sevens</td>
<td>113</td>
</tr>
<tr>
<td>6.2.8</td>
<td>Key factors for marketing to Type Eights</td>
<td>114</td>
</tr>
<tr>
<td>6.2.9</td>
<td>Key factors for marketing to Type Nines</td>
<td>115</td>
</tr>
<tr>
<td>6.3</td>
<td>RECOMMENDATIONS</td>
<td>116</td>
</tr>
<tr>
<td>6.3.1</td>
<td>Marketing to Type Ones</td>
<td>116</td>
</tr>
<tr>
<td>6.3.2</td>
<td>Marketing to Type Twos</td>
<td>117</td>
</tr>
<tr>
<td>6.3.3</td>
<td>Marketing to Type Threes</td>
<td>118</td>
</tr>
<tr>
<td>6.3.4</td>
<td>Marketing to Type Fours</td>
<td>119</td>
</tr>
<tr>
<td>6.3.5</td>
<td>Marketing to Type Fives</td>
<td>120</td>
</tr>
<tr>
<td>6.3.6</td>
<td>Marketing to Type Sixes</td>
<td>121</td>
</tr>
<tr>
<td>6.3.7</td>
<td>Marketing to Type Sevens</td>
<td>121</td>
</tr>
</tbody>
</table>
6.3.8 Marketing to Type Eights 122
6.3.9 Marketing to Type Nines 123
6.4 APPLICATION OF THE ENNEAGRAM IN BUSINESS 124
6.4.1 Importance of using the right test 124
6.5 FUTURE RESEARCH 125
6.6 FINAL CONCLUSIONS 125
LIST OF TABLES

TABLE 3.1  ENNEAGRAM BUSINESS CHARACTERISTICS  50
TABLE 3.2  SUMMARY OF ENNEAGRAM CHARACTERISTICS  66
TABLE 3.3  THE ENNEAGRAM TRIAD  68
TABLE 3.4  WINGS OF EACH ENNEAGRAM PERSONALITY TYPE  69
TABLE 5.1  SOCIAL CLASS OF THE RESPONDENT  86
TABLE 5.2  NEGATIVE EXPERIENCES WHEN PURCHASING A MOTOR VEHICLE  96
TABLE 5.3  POSITIVE EXPERIENCES WHEN PURCHASING A MOTOR VEHICLE  97
TABLE 5.4  CHANGES SUGGESTED FOR MARKETING BY MOTOR VEHICLE MANUFACTURERS  99
TABLE 5.5  IDIOSYNCRASIES OF EACH PERSONALITY TYPE  100
LIST OF FIGURES

FIGURE 1.1 THE ENNEAGRAM 7
FIGURE 5.1 AGE BREAKDOWN OF THE SAMPLE 84
FIGURE 5.2 BREAKDOWN OF BODY-BASED PERSONALITY TYPES 86
FIGURE 5.3 BREAKDOWN OF HEAD-BASED PERSONALITY TYPES 87
FIGURE 5.4 BREAKDOWN OF MIND-BASED PERSONALITY TYPES 88
FIGURE 5.5 NEEDS FULFILLED WHEN PURCHASING A MOTOR VEHICLE 90
CHAPTER ONE
RATIONALE AND RESEARCH DESIGN

1.1 INTRODUCTION

Increased globalisation has led to many changes in the way businesses market themselves (Macleod, 2002:3). There is a worldwide trend towards specialised product offerings that are customised to each customer’s specific requirements. However, the introduction of mass customisation and the marketing of highly individual products on a mass scale is a recent development in marketing (Jobber, 2004:235). Motor vehicle manufacturers such as Audi, Mercedes, BMW and Renault have the capacity to build to order where cars are manufactured only when there is an order specification from a customer. Flexible manufacturing processes also allow customers to specify their own individual products from an extensive range of optional equipment. This practice extends to the customising of sports shoes, with both Adidas and Nike offering this service (Jobber, 2004:236).

The implication of offering a specialised personal service means that a deeper understanding of the customer is needed and that a long-term customer relationship would lead to competitor advantage. Existing customers provide a higher profit contribution as well as the potential to grow in terms of the value and frequency of purchases (Christopher, 1992:11). Therefore, retained customers are more profitable than new customers because satisfied customers
are often willing to pay premium prices for goods from suppliers they know and trust. They also refer new customers to the supplier at virtually no cost. Customer retention is vital as it makes market entry or share gain difficult for competitors (Christopher, 1992:11).

One of the ways in-depth customer relationships can be fostered is by using a personality profiling tool such as the Enneagram in order to reach a deeper understanding of the underlying reasons for customers buying things and what their real requirements are (Kamineni, 2003). In addition, the Enneagram offers an opportunity for the staff of a business to learn not only about their customers, but also about themselves. Improved self and customer knowledge should lead to improved customer service and customers will be offered products they require by means of strategies they can relate to on a deeply personal level (Chernick, 1996:1).

As marketers are involved in a “battle for the minds of target customers”, successful positioning is often associated with products and services possessing favourable connotations in the minds of customers (Jobber, 2004:236). The supplier, therefore, needs to formulate a differential advantage in the minds of its target customers through positioning (Chernick, 1996:2). Differentiation relies on four factors: clarity, competitiveness, consistency and credibility. To understand the way another person’s thought processes are formulated requires a change

2
in the way that marketers formulate strategy, involving the differentiation factors (Jobber, 2004:237).

The current approaches to defining target markets rely heavily on external factors like income and lifestyle (Kamineni & Kale, 2004). The variables used to segment consumer markets can be divided into two broad categories: customer characteristics and buying situations (Kerin, Berkowitz, Hartley & Rudelius, 2004:246). Neither of these categories takes into account the underlying reasons for customer purchases and this approach has led to several marketing surprises (Bowles, 2004). For example, National Brands markets a more expensive range of biscuits to Living Standards Measures (LSM) nine and ten and finds that LSMS four and five are more likely to buy the biscuits (Y. Bowles, personal communication, March 17, 2004). According to Frank, Massy & Wind (1972:6), current targeting approaches do not allow marketers to truly understand the minds of their customers.

1.2 MAIN PROBLEM

The following problem will be addressed by this research.

Can the Enneagram personality profiling system be used to improve long-term customer relationship management (CRM) for a motor vehicle manufacturer?
1.3 SUB-PROBLEMS

To develop a research strategy to deal with and solve the main problem, the following sub-problems have been identified:

- What does the literature reveal about segmentation strategies (niche marketing strategies) currently in use?
- What does the literature reveal about the use of the Enneagram in business?
- How can the results obtained from the resolution of the first two sub-problems be applied to a specific model of customer relationship building strategy?

1.4 DEMARCATION OF THE RESEARCH

Demarcating the research serves the purpose of making the research topic manageable from a research point of view. Four of the most important areas covered in this document will be briefly discussed in order to convey a sense of the scope of the topic to be covered.

1.4.1 Enneagram

The Enneagram is a personality profiling system that has the potential to be used to categorise customers into specific categories based on human identity (Kamineni, 2003). This research focuses on the practical aspects of a deeper understanding of one’s self and others. It is acknowledged that it can also lead to the uncovering of the essence of self, one’s true nature (Palmer, 1995:7).
1.4.2 Enneagram in business

The Enneagram can be studied from many different perspectives. There is a strong spiritual component to the system and many people have empowered themselves through the personal growth opportunities offered through a study of the system (Palmer, 1995:7). In this research, the focus is limited to the practical applications of the process in a business environment.

1.4.3 Long-term customers

Long-term customers have more profit potential and are easier to access than first time buyers (Lancaster & Reynolds, 2002:120). Therefore, this study is limited to customers who have bought one or more motor vehicles from a motor vehicle manufacturer and have already entered into a relationship with the manufacturer. The long-term association will ensure that the manufacturer has access to the necessary details about the customer to facilitate the survey process. In addition, the focus of this study is on enhancing existing relationships and retaining customers rather than seeking to increase the client base.

1.4.4 Basis for the model

The model of customer relationship management that was formulated was based on a contemporary literature study. The literature review focussed on enhanced service levels and greater customer satisfaction, which in turn leads to improved sales and higher profitability. In order to differentiate products and
companies in the post technological era the focus is increasingly on improved service levels and closer long-term relationships with customers.

The model is further integrated by combining what current literature reveals as necessary components for such a strategy with what the Enneagram system would entail. Gaps in the current approaches are identified and they can be resolved. The model is generic and can be applied by marketers in any field of selling and for any product or service. The empirical study confirms the hypothesis proposed by the study.

1.5 DEFINITIONS OF KEY CONCEPTS

The following key concepts are defined for clarity.

1.5.1 Enneagram

The Enneagram is a model of human consciousness and has been used to better understand human nature by many diverse groups of people. For example, the Catholic Church bases the counselling training priests receive on this model. In Greek, “ennea” means nine and “gramos” means a graph or diagram (Friedman, 2004:1).

According to Dugmore (nd:1), the Enneagram describes nine:

- categories of personality based on human psychology;
- realms of perceiving the world around us and responding to it;
• ways of perceiving reality;
• different psychological mindsets or frames of reference;
• different emotional tendencies; and
• different spiritual or ethical values.

Figure 1.1 is a graphical representation of the nine personality types of the Enneagram and how they are related to one another.

FIGURE 1.1

THE ENNEAGRAM

9 Peacemaker

8 Challenger

7 Enthusiast

6 Troubleshooter

5 Investigator

4 Designer

3 Achiever

2 Mentor

1 Reformer

Source: Daniels & Price (2000:24)

An understanding of these differences can offer modern-day insight into what motivates and influences customers. General assumptions can be made as to what a given customer will find motivating and this can lead to marketing
campaigns aimed at specific personality types rather than broader target market definitions (Alonzo, 2001:1).

1.5.2 Marketing strategies
Strategic marketing management reflects the decisions of marketing decision makers with a view to long-term growth and survival in a competitive environment. These strategic marketing decisions are a continuous process that takes place mainly at top-management level (Jobber, 2004:237).

Marketing decisions and strategies at this level are also influenced by the decisions and strategies that apply in other functional areas, and vice versa. The dividing lines between the specific concepts of the marketing function are quite vague and the marketing process itself is interwoven with many of the day-to-day functions of the business. Therefore, it is vital for a company to have a clear and well-structured marketing plan that is compatible to the overall corporate strategy (Strydom, Jooste & Cant, 2000:214).

This research looks at the question of whether marketers will be able to track and service the individual needs of customers using a single segmentation base. Instead of a company having a wide product range, each with a unique marketing strategy, the focus is on the customer’s individual needs and expectations. Products can then be specifically customised to suit specific preferences of each customer’s requirements.
1.5.3 Target marketing

A concentrated targeting strategy is used for niche markets. If each segment is clearly understood from a motivation perspective, it will be easier to reach that segment with new offerings and to convince the segment of the necessity of the product (Strydom et al., 2000:215). The company can concentrate on understanding the needs, motives and satisfactions of that segment’s members and on developing a highly specialised marketing mix (Burgess, 2002:34). Meeting the needs of a narrowly defined market segment can be more profitable than spreading resources over several different segments (Lamb, Hair, McDaniel, Boshoff & Terblanche, 2004:180).

Some firms use a concentrated marketing strategy to establish a strong position in the individual market segments. This kind of approach will benefit from a deeper understanding of the mind-set of the specific target market. The marketer can then develop strategies that appeal directly to “the heart, mind and pocket” of the specific consumer by understanding the driving forces behind customer choices (Lamb et al., 2004:184).

1.5.4 Customer relationship management

Customer relationship management (CRM) is a comprehensive approach that provides an integration of every aspect of business that relates to the customer (Lancaster & Reynolds, 2002:121). Internet technology is used as an instrument to enhance CRM. The object of CRM is to create a long-term, mutually
beneficial relationship with the customer. To develop this relationship, the company must learn as much as possible about their customers (Lancaster & Reynolds, 2002:121).

The way a company perceives its business is reflected by the degree of its commitment to the marketing concept, which in a marketing-orientated company is defined in terms of the benefits its customers seek. Customers who spend their money, time and energy with a company expect to receive benefits, not just goods and services (Strydom et al, 2000:116).

By focussing on customers’ needs and the benefits they seek, the company ensures that they do not become preoccupied with internal needs. This focus also encourages innovation and creativity by reminding staff to constantly be on the lookout for new and better ways to satisfy customer needs and wants (Lancaster & Reynolds, 2002:121). If the whole company has an awareness of changes in customers’ desires and preferences, product offerings are more likely to remain relevant (Lamb et al, 2004:17).

The Enneagram provides a way to satisfy customer’s needs and wants by improving not only the database of knowledge about customers, but also personal growth of sales and support staff that use the system. The more self-awareness each staff member has, the more efficiently they can interact with both customers and suppliers (Kamineni, 2003).
1.6 SIGNIFICANCE OF THE RESEARCH

As has been mentioned before, existing customers are more profitable and are cheaper to maintain than to constantly seek new markets. It is important to find ways to build on existing relationships rather than focus on merely selling as much product as possible (Christopher, 1992:12). Focussing only on new business could lead to existing customers feeling neglected and unheard. They may feel that their needs are ignored as the strategies to attract new business differ from those for retaining existing customers (Gordon, 1998:72).

Furthermore, it has been found that it costs more to attract new business than to focus on retaining financially lucrative existing customers (Gordon, 1998:69). Existing customers provide great potential for profitability and growth in terms of value and frequency of purchases as they buy in larger quantities and place regular consistent orders. This reduces the cost of servicing that customer (Christopher, 1992:12).

1.7 RESEARCH DESIGN

In this section the methodology that will be followed in the study is described.

1.7.1 Literature study

The literature study will reveal strategies that are currently being used by marketers and also the weaknesses of those strategies. The empirical study will reveal whether the customers’ personalities, as defined by the Enneagram, have
any influence on their receptiveness to a particular marketing strategy. Finally, the Enneagram will be investigated as a potential tool to be used in the formulation of a customer relationship strategy.

(a) Market segmentation

Market segmentation and strategies of targeting and positioning recognise that within the total market for a product, demand will differ to cater for specific tastes, needs and quantities of customers (Lancaster & Reynolds, 2003:38).

Previously, manufacturers have always been aware that different consumer types bought different products. Therefore, many products, like toothpaste, have different formulations to suit the different consumer needs. For example, manufacturers make paste and gel, regular or sensitive, peppermint or spearmint to appeal to different tastes (Lancaster & Massingham, 1988:121). The marketer must investigate the needs of the target market, using many different segmenting variables in order to gain an insight into the needs and wants of the customers. This will give a very specific focus to the marketing strategy (Lancaster & Massingham, 1988: 22).

In the following chapter, contemporary market segmentation strategies, as revealed by current literature are discussed. Several new developments are considered that are particularly relevant, including the mass customisation approach. Niche marketing and psychographic segmentation are also shown to
have an increasing impact on marketing strategies. The literature review provides a framework on which to base the development of a new model.

(b) Personality profiling

A brief overview of the Enneagram personality profiling system is provided and the benefits of using the Enneagram in business are identified from the literature. The Enneagram is an ancient, highly effective way of identifying the “lenses” through which an individual views the world. The nine different world-views or outlooks on life identified by Dugmore (nd:1) give insight to more productive ways of communicating with each type of personality. Once a customers’ mindset is determined, a marketing strategy can be formulated that is congruent with each of the nine segment’s different versions of the truth or reality (Kamineni, 2003).

There is a universal interest in personal growth and alternative ways of connecting with others (Zukov, 1990:10). This interest can be seen in context of the global village, as there is now greater access to information, cultures and methods of doing business (Burgess, 2002:7). The way forward requires new ways of doing business and being more considerate and aware of customer’s specific world-views (Kamineni & Kale, 2004). Any company with a focus on high customer satisfaction will need to continuously improve service levels, as excellent service will differentiate the company from competitors in a highly competitive market with many similar product offerings (Lamb et al, 2004:322).
1.7.2 Quantitative survey

Customer research is central to understanding what determines customer buying behaviour and their decision-making processes (Paliwoda, 1994:65). Many companies have large databases of information on their customers, which are inefficiently used in communicating with those customers. According to Lancaster and Reynolds (2002:37), information is only valuable if it is understood as such and used effectively.

A short quantitative survey was self-administered by seventy-four respondents who have purchased at least one motor vehicle (see ANNEXURE C). A broad section of the population was approached in order to get as wide a selection of respondents as possible.

The first thirty-six questions relate to the specific personality type of the respondent. The Riso-Hudson sampler questionnaire was used in order to ensure valid responses and typing of personality. Riso-Hudson has been the most successful in attempting to define a method of qualifying people into the nine different personality types of the Enneagram (Business resources, 2001).

The sampler test, as available on the Internet, was selected as the best method to determine the respondent’s basic outlook on life in order to attempt to create a marketing strategy around that world-view. The web site allows for the downloading of not only the questionnaire, but also the means to discern the
personality type of the respondent. The complete personality test consists of one hundred and forty-four questions and it was felt that respondents would be unwilling to invest that much time and effort and would result in a poor response level.

The Riso-Hudson Enneagram Type indicator (RHETI) is the most widely used Enneagram based questionnaire that has been independently validated by an impartial researcher (The RHETI Enneagram Test, 2004). This test produces a full personality profile across all nine types, which can be viewed as “psychological functions” or developmental aspects of the entire personality spectrum (The RHETI Enneagram Test, 2004).

The next fourteen questions relate to motivating factors in vehicle purchasing decisions. Respondents were asked to choose the option that most closely related to their point of view. They had a choice of three options in each question. The last three questions were open-ended to enable respondents to give a clearer indication of the factors they considered most important when purchasing a car. The last three questions also enabled the researcher to check for consistency in the answers and to gain a deeper insight into the respondents’ mind-sets.

The purpose of the survey is to attempt to establish a deeper understanding of the customer’s personality type, and which marketing strategies would be most
successful in persuading such an individual to make further purchases from the manufacturer.

The collected data was analysed to identify patterns and relationships in the data using statistical analysis. The findings are summarised in the form of a model. It is intended that the model can be used in a variety of situations and can be adapted to suit any business.

1.8 CHAPTER OUTLINE

The treatise is divided into six chapters. Chapter One provides details of the reasons for this study, the objectives to be achieved and the research design.

Chapter Two focuses on a contemporary literature review of the current methods of market segmentation. Chapter Three provides a history of the Enneagram as well as a description of the various categories or types of personality.

Chapter Four contains a detailed discussion of the research design and Chapter Five discusses the empirical findings. Chapter Six consists of a summary of the study and presents the conclusions and recommendations based on the literature study and empirical findings.
2.1 INTRODUCTION

The key to maximising profitability lies in creating loyal customers and ongoing relationships with suppliers (Masterton & Pickton, 2004:19). Relationship marketing means that long-term relationships are built, not only with customers, but also with all members, both up and down, of the supply chain (Lancaster & Reynolds, 2002:39). Research has proven that retaining customers for longer increases a company’s profitability significantly. It is also cheaper to hold onto existing customers than to look for new ones. Loyal customers are also a company’s best form of promotion (Christopher, 1992:12).

Consumerism in the Western world has grown exponentially over the last decades as the amassing of goods and their conspicuous consumption is seen as a sign of status (Lancaster & Reynolds, 2002:39). In addition, modern production techniques ensure there is more than enough of everything, and with a surplus of goods power has shifted to the consumer (Masterton & Pickton, 2004:19).

As a result, most producers of goods and services are more reliant on the customer, than the other way around. It has become harder for the supplier to find a replacement customer than it is for the customer to find another supplier.
Large customers (usually big companies) can now dictate terms to suppliers. The media and pressure groups also have the power to force changes on suppliers when necessary (Masterton & Pickton, 2004:19).

In the Western world, laws have been promulgated that also protect consumers. Despite these protective measures, there are still many consumers who feel exploited and who believe that consumerism is wrong. Their concern is that the earth is being destroyed by capitalism and the over-usage of resources (Lancaster & Reynolds, 2002:23). Anti-globalisation protestors champion the “rights of the underdog”. Marketers are blamed as much as governments for the emphasis on brand names which creates a desire for consumer goods (Masterton & Pickton, 2004:21).

It is in these fast changing, technologically proficient times that a new way to market products is needed. Marketers must be able to appeal to a customer’s wants in a responsible way and their needs must be met in a way that is respectful of the rest of society and does not harm the environment (Masterton & Pickton, 2004:21).

Segmentation has to take place on a deeper level than before, as other factors like environmental impact and socio-economic responsibility are playing a larger role in determining a company’s status in the eye of the consumer. It is with this background that segmentation will be assessed (Jobber, 2004:210).
According to Strydom et al (2000:104), market segmentation has several
disadvantages, the most pertinent of which are listed below.

- Development and marketing of separate models and market offerings is
  very expensive.
- Limited market coverage is achieved, since marketing strategies would be
directed at specific market segments only.
- Excessive differentiation of the basic product may lead to a proliferation of
  models and variations, and finally to cannibalisation.

2.2 SEGMENTATION

Segmentation has had a great impact on marketing. It has served as a
theoretical tool for organisational thinking about the nature of the marketplace
(Frank et al, 1972:6). In addition, segmentation affects the underlying strategy
of all marketing programmes and is also a vital building block for an effective
marketing strategy (Lamb et al, 2004:232). Researchers in both the academic
and business communities have used the concept of segmentation in various
ways. Examples are to develop new knowledge of consumer behaviour, to make
advances in research design and quantitative methodology, as well as to find
ways to link knowledge of consumer behaviour with decision-making behaviour
of the company (Frank et al, 1972:7).

A company segments its markets so that it can respond more effectively to the
wants of groups of prospective buyers in order to increase sales and profits
(Lamb et al, 2004:232). Market segmentation involves aggregating customers into groups that have common needs and will respond similarly to a marketing action. The groups that arise from this process are segments of relatively homogeneous collections of customers with similar needs and wants (Kerin et al, 2003:239).

Product differentiation is then used to reach each group and fulfil its needs. Differentiation involves using marketing mix variables like product features and advertising to position their products as being different and better than competing products (Frank et al, 1972:7). Therefore, companies sell two or more products with different features aimed at different target markets. Problems can arise when the different products blend together, and cause a blur in consumers’ minds. The products then do not reach distinct segments successfully (Kerin et al, 2003:240).

2.3 FUTILITY OF MASS MARKETING

Economies of scale in manufacturing and marketing in the past century made mass-produced goods so cheap that most customers were willing to compromise individualised tastes and settle for standardised products (Jobber, 2004:223). However, every customer is unique, has unique wants and needs, and desires special tender loving care from the seller and according to Kerin et al (2003:243), this is the essence of customer relationship marketing.
Internet ordering, flexible manufacturing and marketing processes have made mass customisation possible today. Goods and services can be tailored to the tastes of individual customers on a high-volume scale. Mass customisation is the next step beyond built-to-order manufacturing and using this approach, customers will have a virtually unlimited specification of features available to them (Jobber, 2004:223).

The key to successful product differentiation and market segmentation strategies is finding the ideal balance between satisfying the customer’s individual wants and achieving organisational synergy. The increased customer value is achieved through performing organisational functions more effectively (Masterton & Pickton, 2004:25). It is no longer sufficient to manufacture large quantities of a product that may interest consumers. An effective marketing strategy requires an understanding of how consumers think and feel and this understanding will allow the firm to best meet the needs and wants of such consumers (Lamb et al, 2004:231).

2.4 PURPOSE OF SEGMENTATION

The need to segment markets emerged early in the evolution of the marketing concept and was the foundation for deciding how marketing resources should best be allocated to each segment (Frank et al, 1972:7). Smith (1955:67) defines the concept of market segmentation as “being based on developments on the demand side of the market and representing a rational and more precise
adjustment of the product and marketing effort to consumer or user requirements. Frank et al (1972:7) agree with Smith in this definition, marketers see segmentation as a precise adjustment of products to meet consumer requirements. This is the viewpoint that will be followed by the researcher.

The main barrier to market segmentation remains the difficulty in implementing the strategy. Large amounts of information are needed to plan a rational segmentation strategy and even when the composition and characteristics of a particular segment are known, there are still problems in the area of targeting marketing programs to that particular segment. It may also not be possible to devise product characteristics and promotional appeals that will affect the target segment.

Mass media may be hard to focus on a particular segment. This could be because of their characteristics or because of a lack of detailed information about them. Segmentation can also fail because of a lack of knowledge of how to process the information or how to devise a segmentation plan (Frank et al, 1972:9).

It is vital to have a clear plan and strategy to use the information to understand the needs of customers. Increased competition, better informed and educated consumers and changing patterns of demand have given rise to the need for effective segmentation strategies that allow the company to understand the
customer on a deeper level than before (Kamineni, 2003). Market segmentation and strategies of targeting and positioning recognise that within the total market for a product, demand will differ to cater for specific tastes, needs and quantities of customers (Lancaster & Reynolds, 2002:38).

2.5 NEED FOR SEGMENTATION

Mass marketing allowed the same marketing programme to be used on all of a company’s customers. In the past, in times of scarce supply, customers were satisfied with whatever was available. This is not the case nowadays as markets have become demand-driven and fragmented (Jobber, 2004:227).

More targeted approaches are needed to satisfy customers and different markets and sub-markets must be created with different marketing programmes for each division. Although each customer is different, some characteristics are shared and it is this feature of commonality, according to Masterton and Pickton (2004:94), that allows companies to direct their efforts with effectiveness, efficiency and economy.

The company database of customer information can be enhanced by the addition of more personal information about world-views and attitudes that will lead to better relationships with the customer. It will also enable the company to determine which customers will be most profitable in the long-term. By focusing on their best customers, companies can now move towards customer
relationship management (CRM) and they can give each customer the right offer, at the right time, through the right channel (Kerin et al, 2003:240).

2.6 TRADITIONAL BASES FOR SEGMENTATION

Currently, market segments can be specified by classifying the socio-economic, demographic and general characteristics like age and sex, or by basing the segments on situation-specific events like brand loyalty, attitude and usage. The various customer descriptors within each of these categories differ not only with respect to the characteristics they measure, but also with respect to the nature of the measurement procedure itself (Lamb et al, 2004:231).

Some descriptors can be measured objectively while others have to be inferred (Frank et al, 1972:14). Shortcomings of demographic and socio-economic characteristics have led to the use of personality and life-style characteristics as general and inferred measurements of customer segmentation.

However, most businesses are still hesitant to utilise psychographic and other non-tangible information about their customers in a more concrete way (Hillman, 1997:2). This is a new field and not much research has been done on the benefits that could be obtained or how a company can realise those benefits to increase profits.
2.6.1 Demographic segmentation

Demographic segmentation is the most common base for segmenting consumer markets. This is because of the relative ease with which this approach can be applied (Masterton & Pickton, 2004:99).

Demographic segmentation involves studying population characteristics and makes use of a range of variables including age, sex, and race. Common needs are thus associated with these variables (Jobber, 2004:227).

South Africa, although relying heavily on the racial differentiations in the population in the past, is now moving away from this method of segmenting the market. The Living Standards Measure (LSM) was first published by the South African Advertising Research Foundation in 1993 and thirteen variables, such as degree of urbanisation and ownership of cars and major appliances were used to identify ten LSM categories (Strydom et al, 2000:108).

Currently, there is a move toward cross-cultural research in South Africa. In this regard, Strydom et al (2000:109) caution against rushing this trend to be politically correct in a post-apartheid South Africa without carefully considering the practical research and marketing implications of such an approach. Culture and religion remain powerful segmentation bases because they have different traditions, beliefs and taboos that impact on what the members of the group eat,
speak, and wear, as well as what sports they watch or participate in (Macleod, 2002:4).

The results of cross-contextual studies indicate that there is at best only a moderate degree of association between demographic, socio-economic and personality characteristics and selected aspects of household purchasing behaviour (Frank et al, 1972:124).

Even though the measures have high reliability on a statistical level, they have low correlation from one product to the next. These measures indicate a household’s or individual’s state but have low correlation with buying behaviour for different products (Frank et al, 1972:124).

The discussion above indicates the need for a deeper knowledge of individual customer needs. Demographics allow marketers to form a general idea of the group characteristics of a particular target segment, but when a company wants to develop a personal relationship with each customer, other means of segmentation must be considered (Kerin et al, 2003:242). It clear that knowledge of demographics alone is no longer sufficient.

More information and other variables need to be added to the overall picture to effectively relate to the customer. According to Frank et al (1972:123), predictors of purchasing behaviour can be found in many measurable characteristics,
including psychographic methods of segmentation like the Enneagram. The focus on external factors does not allow the marketer to gain a true and deep understanding of the customer, although these factors can be used as the foundation of a long-term relationship (Kamineni and Kale, 2004).

According to Frank et al (1972:124), the study of psychological and sociological characteristics that are idiosyncratic to both consumer and the product (and not the consumer alone) may lead to a clearer picture of the consumer’s mindset towards the purchase of the particular category of products.

2.6.2 Psychographic segmentation

Psychographic segmentation attempts to measure and understand consumer’s lifestyles, values and personalities. It directly addresses the issue of understanding buyer and usage behaviour through an understanding of the buyers and users themselves. This approach creates a more detailed understanding of particular segments within an overall market and can be used in conjunction with other approaches such as demographic segmentation (Masterton & Pickton, 2004:101).

Newman (1966:78) states that a customer’s behaviour is a function of their image of the kind of person they are, and how they would like others to see them. This “self-image” is reflected to some extent in everything they do, including their buying of goods and services. The marketer needs to be able to
see beyond the external image presented to the world in order to understand the driving forces behind their product and brand choices. A deeper understanding of the personality of the customer and the marketer will enable a closer relationship to be formed between them.

Marketers are beginning to realise the value of using more personalised criteria in order to segment a market. The focus is on a personal relationship with each customer to foster long-term relationships. Lancaster & Reynolds (2002:53), propose that consumption is a non-verbal form of communication about self. Customers buy products for a variety of reasons and are not necessarily even aware of those reasons. To effectively market to them, marketers must find ways to understand the driving forces behind the choices that are made (Kamenini & Kale, 2004). Customers are subjected to a changing environment and personal circumstances, and are involved in a constant process of evaluating and modifying their self-concept (Lancaster & Reynolds, 2002:53).

According to Strydom et al (2000:114), the most authoritative psychographic profile in South Africa is the A.C. Nielsen Sociomonitor Value Groups Survey. Each respondent receives a different score and position on the social map according to the answers they provide. However, this still does not give marketers a clear picture of the customer’s understanding of the world around them, but merely some indication of their social status and other motivational factors.
Psychographic segmentation is market segmentation on the basis of three variables:

- personality,
- lifestyle categories, and
- motivation.

Firstly, personality, which reflects a person’s traits, attitudes and habits, has a strong influence on buyer behaviour. The problem arises, however, when attempting to define personality. Although it is known that certain purchase decisions are likely to reflect personality, it is more difficult to understand why (Lamb et al, 2004:171).

Psychoanalytical theories of personality suggest that people are born with instinctive desires that cannot be gratified in a socially acceptable manner and are repressed (Masterton & Pickton, 2004:101). This suggests that a consumer’s true motive for buying certain products is hidden in the subconscious (Hillman, 1997:3). The task of marketing is to appeal to the consumer’s inner needs, while providing products that satisfy those needs in socially acceptable ways (Lancaster & Reynolds, 2002:54).

The second variable is lifestyle categories, which are established within the market by gathering information regarding respondents’ activities, interests and opinions, values and lifestyles. Various subgroups are then identified according
to factor analysis (Masterton & Pickton, 2004:102). People are divided into groups according to the way they spend their time, the importance they attach to things around them, their beliefs, and socio-economic characteristics like income and education (Lamb et al, 2004: 172). Lifestyle categories are based on the idea that consumers have modes and patterns of living that may be reflected in the products and brands they purchase (Lancaster & Reynolds, 2002:43).

The third variable is motivation, which can be defined as goal-orientated behaviour (Kerin et al, 2003: 242). Motivation can also be described as a willingness to act or respond to a stimulus. However, for a motive to exist, there must be a corresponding need. Maslow's hierarchy of needs shows that an individual's basic needs must be met before higher needs can begin to influence behaviour (Lancaster & Reynolds, 2002:55).

2.6.3 Targeting strategies

Each market segment must be appraised regarding sales and profit potential. Some factors to be considered when isolating these segments include: overall size, projected growth, extent of competition, and customer requirements (Lancaster & Reynolds, 2002:46).

Concentrated marketing focuses on one specific target market (Kerin et al, 2003:242). Although customer satisfaction is higher because of greater expertise in production, manufacturing and marketing, the risk of product failure
and non-acceptance is higher. In addition, the company also limits itself to a small range of potential customers (Strydom et al, 2000:130).

A company using differentiated marketing targets two or more segments and develops unique strategies for each. Although costs are higher, it allows the company to cater for diverse needs (Strydom et al, 2000:131). A cheaper way to implement a differentiated strategy is to use alternate promotional appeals, although the basic marketing strategy remains the same. An example of such an approach would be that used by the marketers of Colgate shampoo. The bottle remains the same, but there is shampoo for dandruff, oily, and dry hair (Lamb et al, 2004:180).

If a company uses undifferentiated marketing (market aggregation), market differences are ignored. The total market is pursued with one basic market offering. Great economy of scale can be achieved with a standardised market offering and strategy. The focus is on commonalities in the market rather than market differences (Strydom et al, 2000:130).

A niche segment strategy allows companies to focus on smaller groupings of customers within a larger segment. Even though customers in a given segment share common needs, differences cannot be fully addressed with a concentrated strategy, hence niching is used (Strydom et al, 2000:130).
Mass customisation combines the advantages of a niche segment strategy while retaining the breadth of opportunity available with differentiated marketing and products are customised to unique or individual needs. Although a broad variety is offered, the basic components are mass-produced, and the buyer can select colour, features and accessories (Lamb et al, 2004:181). This targeting strategy is the most relevant to the approach advocated by the researcher in this study. Understanding the personality and motivation of a customer will allow the company to offer appropriate goods and services to that customer.

2.6.4 Product positioning

After segments have been identified and a segmentation strategy developed, the company needs to develop and communicate a product positioning strategy. Product positioning occurs when a company designs the product and marketing mix in such a way as to fit a given place in the consumer’s mind. The customer then no longer makes a conscious choice each time a purchase is made, but merely returns to the usual brand (Lancaster & Massingham, 1988:129).

Perceptual or brand mapping also enables customers to chose one brand over another on the basis of perceived benefits or features that exceed those of competitors (Lancaster & Reynolds, 2002:46). As positioning entails developing a specific marketing mix to influence potential customers’ overall perceptions of a brand, product line, or company, it is vital to understand which features are
important to consumers or else the marketing strategy is likely to fail (Lamb et al, 2004:182).

Lamb et al (2000:145) refers to “a battle for the hearts and minds of customers” in reference to the place a brand is perceived to occupy in the mind of the target market relative to other competing brands. Perceptions and preferences develop from knowledge and experience of the brands and the companies associated with the specific product mix. Coke and Pepsi are an example of this kind of “battle”. Product positioning relies on finding out how customers think and feel about the products (Masterton & Pickton, 2004:115).

2.7 NEW WAY TO SEGMENT THE MARKET

All current attempts to segment markets look for methods to group differing preferences into distinct segments and for ways in which marketers can effectively sell to them (Lancaster & Reynolds, 2002:45). Although external features are easier to quantify and establish, it may be possible to ascertain the mental focus of the customer through the use of a questionnaire. Once an understanding is gained of how customers view their surrounding worlds, it is easier to communicate with them. The marketing material can then be geared to appeal to their specific needs and tastes (Kamineni, 2003).

If marketers understand their own as well as their customer’s world-views, more effective communication can be established. A deeper bond of trust and
understanding can also be built, which will lead to a long-term relationship and external values will become less important in terms of establishing customer needs. Marketing can then be done on a one-on-one basis ensuring that the specific needs of each customer are catered for (Kamineni, 2003).

2.8 CRITERIA TO EVALUATE SEGMENTATION BASES

Frank et al (1972:27) provide criteria variables that may be useful for evaluating alternative bases for market segmentation.

• These variables should divide the market into homogeneous segments that tend to respond differently to the firm’s promotional activities. A relationship should be established between the segmentation variable and the criterion variable, as well as between the variables and the performance characteristics of the products. The variables should:
  • be measurable,
  • be accessible to the firm’s promotional activities, and
  • lead to increased profits from segmentation.

It is essential that the new way forward can be proven to be more efficient and to have benefits for the company and the customers. These criteria will provide a starting point to determine if the approach advocated in the treatise has any worth to companies looking for more profitable ways to engage with their clients.
2.9 SUMMARY

As technological advances have created a “global village” society, customers have begun to make far greater demands on manufacturers and suppliers than ever before. Therefore, to best serve the selective needs of the consumer of today, companies have to build better long-term relationships with their customers.

To build long-lasting relationships information must be gathered about the customer that will enhance this association. This information enables the company to understand and meet the wants of the customer better. Although demographics remain the solid foundation of target marketing strategy, these external characteristics do not give a clear enough picture of the consumers’ world-view or outlook on life. By understanding how and why consumers make decisions, marketers can achieve more synergy between what customers want and the products provided.

Segmentation is seen as a vital part of any marketing strategy. This chapter provides a view of how segmentation is currently applied in marketing strategies, points towards gaps in the current strategies and discusses how these gaps can be filled. Consideration is given to current approaches and a way to evaluate a new strategy is also considered. The way forward must be measurable and benchmarks must be set against which to prove the effectiveness of the method.
In the third chapter attention will be paid to the Enneagram as a means of segmenting the market more effectively. The history of the Enneagram will be discussed, and a brief overview of the personality profiling method will be provided. The focus of attention will be on business applications of this system.

The Enneagram may be a more efficient and cost effective way to meet customers’ needs. The chapter discusses how the personality profiling technique may be best applied to customers, and whether the Enneagram has the potential to lead to improved customer relations.
3.1 INTRODUCTION

While organisations around the world are demanding more accurate information about customers and employees (Lamb et al, 2004:42), many are also interested in developing a more humane and person-centred approach to the workplace. This is essential for organisations to attract and retain valuable employees and achieve peak productivity while building long-term relationships with customers (Business Resources, 2001).

The key to achieving the above objectives, and the success of any venture, according to Kamineni (2003), depends on the ability to communicate effectively with others, to inspire them to share an opinion, vision and goals, as well as to provide effective direction and to keep things on track. Yet communication is often difficult if the personality of the individual involved is not taken into consideration. People tend to believe that others think the same way they do, that they have the same motivations, values, and priorities which is not usually the case (Business Resources, 2001).

Therefore, the Enneagram is currently being applied in the business fields of human relations and management so that practitioners in these fields can gain a better understanding of human behaviour to improve current marketing...
practises. However, marketers are only beginning to consider the Enneagram as a tool to analyse human behaviour as it can be applied most effectively to the area of psychographic segmentation and can be used as a tool to differentiate between different world-views of target segments (Kamineni and Kale, 2004).

3.2 HISTORY OF THE ENNEAGRAM

The history of the Enneagram is not always clear, as there are many different opinions about its origins (Kamineni, 2003). According to Friedman (2004), the Enneagram symbol is ancient and dates back to Pythagoras or earlier. This geometric pattern was discovered by philosophers to be the mathematical understanding of creation.

The Enneagram was originally a secret teaching, which was transmitted orally to prevent its misuse since 2500 B.C. The system was only for people who were truly seeking peace, not for those who might use it to blame or justify behaviour or to manipulate others for personal gain (Friedman, 2004).

The Cathars were the first to identify the primary structure of the personalities. Each of the nine Enneagram personality types is distinct from the others and each grouping or personality has core characteristics that help people understand themselves and others better (Friedman, 2004). They believed that all people wanted was love and that there were three distinct conditions for feeling unloved: lack of control, insecurity, and disapproval. These conditions
became the learned behaviours we now call personalities. The Sufi masters learned the Cathar’s methodology during the 14th century A.D. and expanded the triad of conditions into nine personalities (Hogue, 2005).

There is also general consensus that George Gurdjieff, a Russian mystic, was the first to introduce the Enneagram to the Western world in the 1940s (Kamineni, 2003). Oscar Ichazo developed the Enneagram personality profiling system, as it is known today, in the 1960s (Enneagram history and origins: The traditional Enneagram, nd:7).

Ichazo combined elements from mystical Judaism, Christianity, Islam, Taoism, Buddhism, and ancient Greek philosophy into a method for attaining self-realisation. Parts of this system have been in existence for more than two thousand years and have been used by mystics and spiritual leaders to better understand human nature (Enneagram History and Orgins: The Traditional Enneagram, 2004:7).

Ichazo saw the Enneagram as a way of examining specifics about the structure of the human soul and he drew upon a recurrent theme in Western mystical and philosophical tradition – the idea of nine divine forms. This idea was discussed by Plato as the Divine Forms or Platonic Solids as certain qualities of existence are essential and cannot be broken down into constituent parts (Enneagram History and Orgins: The Traditional Enneagram, 2004:6).
Ichazo and Claudio Naranjo, an American psychiatrist, began describing each of the nine personality types in the 1980s and 1990s and Naranjo set up panels for gathering empirical information on each personality type in the course of his psychiatric work (Enneagram History and Orgins: The Traditional Enneagram, 2004:6).

According to Kamineni & Kale (2004:4), Don Riso and Russ Hudson added new features to the Enneagram system such as elaborate systematic descriptions of each type and within-type levels of development. Figuratively, the Enneagram is a circle, enclosing nine equidistant points connected by nine intersecting lines (see Figure 3.1). The nine points represent the different ways in which the nine underlying personalities constituting the Enneagram perceive and defend their “mental models” or realities. The mental model that each person possesses determines not only how individuals make sense of the world, but also how they take action (Palmer, 1995:21).

3.3 PRINCIPLES OF THE ENNEAGRAM

The Enneagram opens the doors of communication in many ways. Communication begins with the self. The better one knows oneself, the easier it is to communicate effectively with others. Figure 3.1 highlights the internal structure of lines connecting the personality points, which define instinctive paths taken towards happiness or stress. Following the lines, one way leads to unhappiness and the opposite way leads to happiness. This means that when a
person has a deeper understanding of his personality, he then makes more constructive choices about behaviour and acts from a more conscious place within his own psyche (Hogue, 2005).

Although there are valuable spiritual and philosophical aspects to the Enneagram, this treatise will focus on the personality traits, drives and motives of each of the nine personality types. Each of the nine types has its own worldview, possesses its own gift, and is propelled by an unconscious drive (Palmer, 1995:21). This information allows marketers to formulate product offerings that satisfy the underlying needs of customers regardless of external variables such as age and income (Kamineni & Kale, 2004).

A brief overview of the nine different personality types of the Enneagram will allow the reader to gain a better understanding of the potential of using the Enneagram to improve customer relationships and improve employee morale and team work.

3.3.1 Type One

People who fit this profile have high internal standards for correctness and expect themselves to live up to those standards (Daniels & Price, 2000:4). Type Ones are able to see what is wrong with things as they are and how they can be improved. Other people often see Type Ones as overly critical or demanding perfection. It is important to understand that this type finds it hard to ignore or
accept things that are not done the right way. Type Ones are very responsible and if they are in charge the job will be done correctly (Kamineni, 2003).

Feelings of resentment often come up when others do not try to do things properly, or when people act irresponsibly or unfairly. However, Type Ones will not openly show these feelings. Work comes before pleasure and desires are suppressed when necessary to get the job done (Palmer, 1995:32).

3.3.2 Type Two

Type Twos are sensitive to other people’s feelings and are aware of what they need. This sensitivity occurs whether the other person is known to them or not (Daniels & Price, 2000:5). Type Twos can develop feelings of frustration because although the awareness of the pain and suffering is there, they are unable to do anything about it. It is easy for this type to give of themselves, and they find it hard to say no to others. This causes neglect of self as all energy goes into taking care of others (Kamineni, 2003). Other people may see Type Twos as manipulative and controlling, but the intention is to understand and help. Type Twos want to be seen as warm-hearted and good; however if they are not taken into account or appreciated, they can become very emotional and demanding. Good relationships are vital to Type Twos who will work hard to build inter-personal bonds with others (Palmer, 1995:36).
3.3.3 Type Three

Type Threes identify most strongly with what is done and feel that the value of a person is based on what is accomplished and the recognition received. Type Threes are strongly motivated to be the best at whatever they do, and need recognition (Palmer, 1995:36).

Type Threes are able to get a lot done and are usually successful in everything they do. Feelings and self-reflection are set aside in order to get things done, as there is often more to do than there is time available (Daniels & Price, 2000:5). It is hard for Type Threes to delegate, and they often become impatient and take over a project someone is completing too slowly. Type Threes like to compete, but can also be good team players. They also need to appear and feel “on top” of any situation (Palmer, 1995:36).

3.3.4 Type Four

Type Fours are sensitive and have intense feelings. Type Fours feel misunderstood and lonely, as they feel different from everyone else (Daniels & Price, 2000:5). Other people may find Type Fours to be overly sensitive and the behaviour can appear to be dramatic and over the top. However, what is really going on inside Type Fours is a longing for both an emotional connection and a deeply felt experience of relationship (Kamenini, 2003). There is a tendency to disdain what they have and to want what they cannot get, so present relationships are often not appreciated. Type Fours are in a continual search for
emotional connections and if these connections are lacking, Type Fours become melancholic and depressed. Type fours also have a refined sense of aesthetics and experience a rich world of emotions and meaning (Palmer, 1995:38).

3.3.5 Type Five
Type Fives are quiet and analytical people who need more time alone than most other people. Type Fives are happiest when observing what is going on rather than being involved in the middle of it. When people make too many demands or expect to know and discuss the Type Fives feelings, a withdrawal takes place (Daniels & Price, 2000:6). Type Fives get in touch with their feelings when they are alone and enjoy reliving experiences rather than actually going through them (Palmer, 1995:39). Type Fives have an active mental life and are never bored when alone. It is also important for Type Fives to protect time and energy, to live a simple, uncomplicated life and be as self-sufficient as possible (Daniels & Price, 2000:6).

3.3.6 Type Six
Type Sixes have a vivid imagination, especially relating to things that are threatening to safety and security. Type Sixes can usually spot what could be dangerous or harmful and may experience as much fear as if it were really happening (Kamenini, 2003). This leads Type Sixes to either avoiding danger or challenging it head on. Their vivid imaginations often lead to ingenuity and an offbeat sense of humour. Type Sixes also often doubt the people and things
around them. Some people may consider this type to be very astute, as they can usually see the shortcomings in the view someone is putting forward (Daniels & Price, 2000:6). Type Sixes are uncomfortable with authority and are not happy to be seen as the authority. They tend to champion underdog causes, owing to their ability to see what is wrong with the generally held view of things. When Type Six individuals commit themselves to a cause, their loyalty is strong (Palmer, 1995:41).

3.3.7 Type Seven

Type Sevens are optimistic people who enjoy coming up with new and interesting things to do. The mind is very active and quickly moves back and forth between different ideas. Type Sevens like to get a global picture of how things fit together and get excited when connections are made between concepts that do not initially appear to be related (Daniels & Price, 2000:6). When things are of interest to Type Sevens, a lot of energy is devoted to them. Unrewarding and repetitive tasks are not stuck to. Type Sevens enjoy the planning, initial stages of a project when there are many options to consider. Once interest has been lost, they find it hard to stay motivated and involved because something new has captured their attention (Palmer, 1995:41). Type Sevens prefer to focus on the positive and if something is negative or unpleasant attention is shifted away from the pain. Type Sevens also believe everybody is entitled to an enjoyable life (Kamenini, 2003).
3.3.8 Type Eight

Type Eights approach everything in an all-or-nothing way, especially issues that are important. A lot of value is placed on being honest, dependable, and strong. They can be described as “what you see is what you get” and expect people to prove themselves to be reliable, as trust must be earned (Kamenini, 2003).

Type Eights value directness and know when someone is being devious, lying or manipulative. Weakness in people is not easily tolerated, unless the reason for that weakness is understood or if they are trying to do something about it (Palmer, 1995:41). There must be respect for and agreement with the person in authority, or orders will not be followed as Type Eights enjoy being in charge. Type Eights display anger easily and willingly fight injustice, especially against friends and family (Daniels & Price, 2000:7).

3.3.9 Type Nine

Type Nines are able to see all points of view easily and sometimes appear indecisive because there are advantages and disadvantages on all sides. Type Nines are good at resolving disputes between others. However, sometimes the awareness of other’s positions, agendas, and personal priorities lead Type Nines to forget their own needs (Palmer, 1995:41). Their attention is diverted to unimportant, trivial tasks when they are distracted from the job at hand. Type Nines find it difficult to discover what is important to them and often go along with what others want in order to avoid conflict. People tend to see Type Nines as easygoing, pleasing and agreeable (Daniels & Price, 2000:7). It usually
takes a lot to get a Type Nine to show anger directly to someone. Type Nines like life to be comfortable and harmonious, and others to be accepting (Kamenini, 2003).

3.4 USE OF THE ENNEAGRAM IN MARKET SEGMENTATION

The road to market disaggregation is opened by shifting the orientation of management from the problems of production and finance towards understanding and catering to the needs of the customer (Frank et al, 1972:5).

Therefore, the first step of market segmentation is market disaggregation. This process necessitates understanding the requirements of the individuals and organisations that comprise the market. Customers are then grouped according to those requirements and characteristics into segments (Jobber, 2004:212).

There are no rules that prescribe how a market should be segmented. The choice of the most appropriate base for segmentation is a creative act and using a new criterion may give fresh insights into a market. Therefore, marketers should constantly visualise markets from fresh perspectives to locate attractive, under-exploited segments, and be the first to serve their needs (Jobber, 2004:212).

Segmentation variables are used as good predictors of differences in buyer behaviour. Currently, there are three broad categories of consumer
segmentation criteria: behavioural, psychographic and profile variables. There are also many different variables that may be applied within each broad category. Each of these variables helps paint a more complete picture of the market segment, but none of them can be said to be completely effective (Jobber, 2004:212).

The nine points on the Enneagram clearly demarcate each segment of a target market and a suitable marketing strategy can be devised based on the size and potential yield of each segment type. The Enneagram can also be used to segment customers based on their personality types (Kamineni & Kale, 2004).

According to Frank et al (1972:27), market segments should ideally be homogenous or heterogeneous, substantial and operational. Many authors of marketing literature also refer to these criteria. Kotler & Armstrong (1999: 124), for example, use other names for the same four criteria described above, namely measurability, accessibility, substantiality and actionability.

The customers in a market segment should be as similar as possible to the other customers in the segment in terms of their response to certain marketing mix variables. Simultaneously, customers in different segments should be as different as possible to the other customers in the other segments. The segment should be large enough to yield a substantial return on investment and the segmenting dimensions should be useful for deciding the marketing mix
variables. In general, the Enneagram typology meets the basic requirements for any effective segmentation (Kamineni & Kale, 2004:18).

3.5 THE ENNEAGRAM IN PSYCHOGRAPHIC SEGMENTATION

A closer study of the nine different types from a marketing perspective will give a greater understanding of the benefits of using the Enneagram for psychographic segmentation. The Enneagram personality profiling system can be used to gain a deeper understanding of the target market through considering each point of view and finding ways to address each type of person’s needs and wants (Kamineni & Kale, 2004:18). Table 3.1 shows some of the business characteristics that each of the nine Enneagram types presents.

A stronger relationship will be developed between seller and customer, with the manufacturer almost able to know what the customer wants before they realise it for themselves (Kamineni & Kale, 2004:18).
<table>
<thead>
<tr>
<th>TYPE</th>
<th>CHARACTERISTICS</th>
<th>MANAGERIAL ORIENTATION</th>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wise realist, reasonable, a principled teacher</td>
<td>By the book, leads by example, high standards</td>
<td>Idealism, reasonableness, objectivity</td>
<td>Intolerance, obsessiveness, punitiveness</td>
</tr>
<tr>
<td>2</td>
<td>Disinterested altruist, caring, nurturing, helper</td>
<td>Cheerleader, appreciators, management by encouraging others</td>
<td>Disinterestedness, empathy, generosity</td>
<td>Manipulation, coercion, feeling victimised</td>
</tr>
<tr>
<td>3</td>
<td>Authentic, self-assured person, outstanding paragon</td>
<td>Task oriented, belief in meritocracy, high profile, autocratic</td>
<td>Inner-directed, adaptability, ambitious</td>
<td>Opportunism, duplicity, vindictiveness</td>
</tr>
<tr>
<td>5</td>
<td>Pioneering, visionary, perceptive, knowledgeable</td>
<td>Philosophical, well-informed, detached</td>
<td>Understanding, involvement, expertise</td>
<td>Rejection, distortion, derangement</td>
</tr>
<tr>
<td>6</td>
<td>Self-affirming, engaging, committed loyalist</td>
<td>Reckless, protective of inner circle, ally</td>
<td>Self-affirmation, engagement, cooperation</td>
<td>Inferiority, overreaction, masochism</td>
</tr>
<tr>
<td>7</td>
<td>Ecstatic appreciator, enthusiastic, accomplished generalist</td>
<td>Management by juggling, walking around and networking</td>
<td>Gratitude, enthusiasm, productiveness</td>
<td>Dissipation, compulsiveness, gluttony</td>
</tr>
<tr>
<td>8</td>
<td>Magnanimous hero, self-confident, constructive</td>
<td>Autocratic, blunt, confrontational</td>
<td>Self-restraint, self-confidence, influential</td>
<td>Ruthlessness, recklessness, destructiveness</td>
</tr>
<tr>
<td>9</td>
<td>Self-possessed, receptive, supportive peacemaker</td>
<td>Participatory, inclusive, sharing-orientation</td>
<td>Autonomy, non-aggressiveness, supportive</td>
<td>Neglect, dissociation, self-abandonment</td>
</tr>
</tbody>
</table>

Source: Riso & Hudson (1996)
3.5.1 Type One as customer

- The Reformer (Daniels & Price, 2000:22)
- Core Characteristics - Principled, purposeful, self-controlled, perfectionist (Enneagram business resources, 2005).
- Most important to this customer: The organisation follows procedures and is fair (Kamineni, 2003).

The Reformer is a rational, orderly type of customer (Practical applications of the enneagram, 2004). As a customer, it is important for the Reformer that rules, standards and procedures are strictly adhered to as they are purposeful, self-controlled, and perfectionist. Customers in this category believe that sales people should have guidelines and directives that are always followed (Kamineni, 2003).

This typology of customer is concerned with maintaining quality and high standards in all aspects of the business (Sheppard, 2005). Reformers will sharply criticise and even reject as suppliers firms that cut corners as they focus on details and like to rely on constantly improved and streamlined procedures. It is important to Reformers that the seller cares about getting things right as much as they do. The mission statement of the firm they buy from should be clearly displayed and frequently referred to by the seller (Kamineni & Kale, 2004).
Reformers dislike waste and sloppiness and have good judgement, make wise decisions, and model ethical and responsible behaviour. Therefore, for them a clean and tidy motor dealer display room is important and marketers should act and present themselves ethically and honourable. If firms want to attract Reformers, they must ensure that an orderly and polite facade is presented to the customer at all times (Sheppard, 2005).

3.5.2 Type Two as customer

- The Mentor (Daniels & Price, 2000:26)
- Core Characteristics - Caring, generous, people-pleasing and intrusive (Enneagram business resources, 2005).
- Most important to this customer: Personal service, flattery and cajoling (Kamineni, 2003).

The Mentor is an openhearted helper to whom personal relationships are of paramount importance. Mentors need friendly customer relationships with the dealership and the salesperson (Practical applications of the enneagram, 2004). Therefore, the seller must take extra steps to remember the customer’s name and other personal information.

Mentors are empathetic, sincere and warm-hearted (Sheppard, 2004), and require regular communication to strengthen the bond between them and the motor dealership. This can be achieved through the dealer creating clubs and
organising special events, sending birthday cards and acknowledging other personal milestones will encourage feelings of closeness (Kamineni, 2003).

On the other hand, rough, impolite and cold sales people will not be able to close a sale with Mentors, as they require warmth and empathy from the sales staff (Enneagram business resources, 2005). Mentors are sensitive to the needs of others and seek to be of assistance so they can be manipulated to purchase an item to help the sales person reach targets.

It is also important for the dealership to realise that impersonal rules and work situations can cause conflict and Mentors will feel important if policies and procedures are altered to specially favour them (Sheppard, 2005). This typology therefore focuses on the special bond or relationship that develops between themselves and the seller. As they can become possessive, it would productive for them to deal and liase with the same salesperson throughout their engagement with the firm (Kamineni, 2003).

3.5.3 Type Three as customer

- The Achiever (Daniels & Price, 2000:28)

- Core Characteristics - Adaptable, self-developing, efficient and image-conscious (Enneagram business resources, 2005).

- Most important to this customer: The organisation is competent and successful and looks that way (Kamineni, 2003).
As Achievers are hard driving achievers, they want to get the job done in the fastest, most efficient way regardless of personal feelings or problems (Enneagram business resources, 2005). Marketers dealing with this typology of customer should be efficient, very responsive and make an effort to give special attention to them. Individualised appointments or time slots will show Achievers how important their business is to the firm in question (Kamineni, 2003).

Achievers are also attracted to success and ambition and they dislike ineffectiveness and people who cannot make up their minds (Sheppard, 2005). As Achievers are encouraged to do business with firms about which they garner positive information, positive feedback will further spur the achiever to purchase. The firm they deal with should have a good reputation and be well established as a market leader (Kamineni, 2003).

As Achievers are image conscious, like to brag, enjoy being innovators, and are often good trial purchasers (Practical applications of the Enneagram, 2004), the firms they deal with should have a good reputation and be well-established as a market leader (Kamineni, 2003). Sales people should therefore make it clear to Achievers that they are getting a once off deal that will not be offered to other people. Special discounts and offers, as well as previews of new products appeal to Achievers (Kamineni, 2003).
3.5.4 Type Four as customer

- The Designer (Daniels & Price, 2000:34)

- Core Characteristics - Intuitive, expressive, individualistic, and temperamental (Enneagram business resources, 2005).

- Most important to this customer: That the firm respects their unique problem (Kamineni, 2003).

Designers have a passion for aesthetic appeal such as quality and beautiful presentation. Designers appreciate creativity and are stifled by uniformity and regulations and like to leave their stamp of individuality (Practical applications of the Enneagram, 2004). Firms that they deal with must listen carefully to their particular problem and resolve them with special care, uniqueness and style as Designers are uncompromising in their search for the right effect, word, or design. The personal impact of a product on Designers is important (Kamineni, 2003).

Designers also use their intuition and make choices based on an inner sense of knowing what is right for them and views things from a different slant and are not bound by tradition (Sheppard, 2005). Therefore, distinctive, refined offerings will attract them and the goods they purchase should be handled with care and grace (Kamineni, 2003). Packaging is important and should impress their aesthetic sense.
Designers are the most emotional category of customer in the overall typology of Enneagram characteristics (Enneagram business resources, 2005). Designers are especially comfortable and cope with emotions such as sadness and grief. They also have a problem with setting socially acceptable boundaries and may often express feelings and concerns that are not contextually appropriate (Sheppard, 2005). To develop a relationship with Designer customers, sales people should be able to adapt easily and consider even far-fetched options. Special concessions such as late night deliveries will impress the Designer customer (Kamineni, 2003).

Designers enjoy being pampered and cared for, and the physical surroundings in which the transaction takes place should be plush and comfortable. Lavish banquets and musical events will also appeal to them and alternative approaches and innovative ways of engagement will attract their attention. An example would be sending an invitation to a launch in a bottle instead of in an envelope (Kamineni, 2003).

3.5.5 Type Five as customer

- The Investigator (Daniels & Price, 2000:38)
- Core Characteristics - Perceptive, innovative, secretive, and detached (Enneagram business resources, 2005).
- Most important to this customer: Written complaints, e-mail, the facts, numbers and details (Kamineni, 2003).
Investigators need to know that the firm they deal with has the most current equipment and information. Therefore, Investigators are impressed when the manufacturer or a trade group certifies a service provider with whom they deal. Sales people should also get to the heart of any problem that arises immediately (Enneagram business resources, 2005). Investigators are not concerned with personal relationships, prefer to work alone, and keep people at arms length (Kamineni, 2003).

Investigators are cost-conscious and often feel like they do not have enough of anything, including time, money or possessions, regardless of how wealthy they are (Practical applications of the enneagram, 2004). Therefore, Investigators enjoy receiving free benefits, activities and gifts. Pamphlets, manuals, and do-it-yourself kits should be given to this type of customer. Extra information in the form of specific details and fine print such as warranties and guarantees are important to Observers (Kamineni, 2003).

Knowledgeable sales staff that are efficient, polite, and can stick to the business at hand will have the most success at relating to Investigators as customers. As Investigators tend to be dispassionate about other people (Sheppard, 2005), personal information and complex relationships are irrelevant to them. In situations where others are emotional, Investigators tend to remain cool and level headed (Kamineni, 2003).
Therefore, procedures should be simple and the sale should be concluded without fuss or pressure from sales people. Investigators dislike open-ended, unpredictable situations. Since they like to feel knowledgeable and privy to information that is restricted, Investigators delve deeply into facets of knowledge that interest them and often become experts their domains of study (Sheppard, 2005).

Test drives of new motor vehicle models and information about new products that are not on the open market encourage Investigators to purchase when such vehicles become available (Kamineni, 2003).

3.5.6 Type Six as customer

- The Troubleshooter (Daniels & Price, 2000:42)

- Core Characteristics - Committed, responsible, anxious, and suspicious (Enneagram business resources, 2005).

- Most important to this customer: What will go wrong and whether the organisation can be trusted

As the Troubleshooter is attracted to clear structures and foresight, this category of consumer is always on the lookout for what can go wrong. Safety features and strict technical requirements are therefore high on their list of priorities (Sheppard, 2005). Diligence and reliability are also important to them and firms must be transparent and stick to all commitments they make.
Everything must be above board and transparent (Sheppard, 2005), detailed explanations must be provided and all problems (real and potential) must be clearly presented to the customer. How problems are addressed and who handles them is also very important to this consumer group (Practical applications of the enneagram, 2004) and Troubleshooters will complain and protest if anything goes wrong. Their complaints must be handled in a serious manner if this kind of user is to be satisfied (Kamineni, 2003).

Therefore, sales people should be calm and transparent as well as honest when dealing with this type of individual (Kamineni, 2003). The firm can build the Troubleshooter’s trust by sticking to and doing what it promises as Troubleshooters dislike taking risks and want consensus and predictability. They also have the ability to assess the motivations and relative merits of others and scan the business environment for potential problems (Enneagram business resources, 2005).

As trustworthiness and safety are very important, Troubleshooters will be impressed with selling points like air bags, child seats, ABS braking systems, and secure locks. Troubleshooters also need all potential problems or difficulties to be openly discussed as a precursor to the conclusion of the sale (Kamineni, 2003).
3.5.7 Type Seven as customer

- The Enthusiast (Daniels & Price, 2000:46)
- Core Characteristics - Spontaneous, versatile, talkative, and scattered (Enneagram business resources, 2005).
- Most important to this customer: That it is a pleasure dealing with them (Kamineni, 2003).

The Enthusiast wants the purchase experience to be positive, problem-free, and fun as they are busy and productive, extroverted and optimistic, playful and high-spirited by nature (Enneagram business resources, 2005). This type of customer therefore, needs to see smiling, happy faces when making a purchase and it should never be seen to be an effort to serve them. Enthusiasts find it difficult to remain focussed and are easily distracted during a sales negotiation so instant gratification should be given wherever possible (Kamineni, 2003).

Marketers must have the ability to look comfortable and in control, while keeping up with the Enthusiast’s requirements. As negative emotions are anathema to these customers they will avoid confrontation if possible. Enthusiasts will not complain easily, but will switch allegiance to another supplier (Kamineni, 2003).

As Enthusiasts are interested in what is new and interesting, they will buy the latest accessories. Their focus is always on exciting events and future changes that are going to happen (Practical applications of the Enneagram, 2004), so
they will constantly seek new and exciting experiences and can be impatient and impulsive. Enthusiasts will be drawn by risk and danger inherent in activities such as bungee jumping and extreme sports. Therefore to capture the Enthusiast’s attention, marketing promotions and campaigns must be up-beat and fun and different (Sheppard, 2005).

3.5.8 Type Eight as customer

- The Challenger (Daniels & Price, 2000:50)

- Core Characteristics - Self-confident, decisive, wilful, and confrontational (Enneagram business resources, 2005).

- Most important to this customer: Being in control and having their complaints make an impact on the organisation (Kamineni, 2003).

Challengers enjoy being in control of their environment and especially of people, including themselves. Challengers may become confrontational and intimidating and avoid being vulnerable (Kamineni, 2003). These consumers are powerful, aggressive people with loud voices and strong opinions who want their own way at all costs (Sheppard, 2005).

As Challengers are very decisive and blunt, coming straight to the point and being very clear about what they need (Practical applications of the Enneagram, 2004), the salesperson must clearly define what product or service will be
provided (Kamineni, 2003). There must be a firm adherence to agreements and sales people must not allow themselves to be bullied.

Limits should be rigidly set and defined because this class of consumer has a tendency to always push for more. In addition, it is futile for the sales person to counter argue with them as Challengers are self-confident, commanding, powerful and decisive by nature. They have a clear vision of what they want and the drive to make it happen.

Serious problems are seen as mere obstacles to be overcome therefore, sales people should be respectful, but not subservient when dealing with such consumers (Kamineni, 2003). By politely stating the bottom line, and sticking to it regardless of the pressure that is exerted, sales people will earn their respect (Enneagram business resources, 2005).

3.5.9 Type Nine as customer

- Peacemaker (Daniels & Price, 2000:54)
- Core Characteristics - Calm, reassuring, agreeable, and complacent (Enneagram business resources, 2005).
- Most important to this customer: Predictable habits and routines and long stories of procedures (Kamineni, 2003).
As Peacemakers are easy-going and calm they dislike tension and conflict and will go out of their way to avoid it. They are accepting, trusting and stable (Sheppard, 2005). As customers, it is highly unlikely that they will indulge in direct outbursts of anger. However, it is harder to establish what their real needs really are as Peacemakers will use a circuitous manner to say what they need. Astute marketers can find clues to their needs by focussing on unspoken desires or the opposite of voiced negativities (Kamineni, 2003).

This type of consumer needs more time to make a purchase and sales people should show patience and understanding in this regard (Practical applications of the enneagram, 2004). Peacemakers, however, should not be underestimated or brushed aside because they feel safe in predictable routines and are wary of excitement and change. Procedures and protocols should remain consistent when engaging with this typology of customer (Enneagram business resources, 2005).

A good selling point to Peacemakers is that the product will make their lives easier and more comfortable. These consumers are not interested in innovations and gadgetry and tend to have high brand loyalty and routine purchasing patterns. Even packaging changes can have a negative impact on them (Kamineni, 2003). Because of their brand loyalty, Peacemakers are loath to experiment with other brands when the original one still suits their needs.
They are easily satisfied and prefer consistency and product reliability (Kamineni, 2003).

Each of the nine personality types has a specific way of interpreting the world around them (Enneagram business resources, 2005). Therefore, marketers who have an understanding of this and know how they themselves interpret their worlds will be able to get closer to customers and formulate offerings from the company in a way that appeals to the customer on a deeper level than before. This will lead to long-term relationships with customers that grow with the customer as his/her lifestyles and needs change.

3.6 THREE CATEGORIES OF ENNEAGRAM INTERPRETATION
The Enneagram can be analysed in three different ways and this kind of flexibility makes the method stand out from the other typologies (Freedman, nd). The Enneagram is the only typology that studies personality as a continuum. People change over time and the Enneagram accommodates this capacity for change and allows marketers to grow and adapt strategies to suit customer dynamics (Kamineni & Kale, 2004).

Firms are currently under pressure to achieve transformation on many levels in South Africa and integrative management and marketing requires a change in mind set and systems (Jobber, 2004:212). The Enneagram provides the
wherewithal to accomplish a win-win situation so that both marketer and customer feel they have had a good transaction (Kamineni & Kale, 2004).

Both buyer and seller are provided with frames of reference that allow them to appreciate the true worth of the service or product that is being purchased really is (Kamineni & Kale, 2004).

3.6.1 The Nine Personality Types

The first way in which the Enneagram can be used to improve CRM is to identify which of the nine personality types each customer is (Kamenini, 2003). Each of the nine types have a specific way of seeing the world around them and this “world view” enables marketers to formulate specific strategies that will appeal to this way of seeing things, and to build an effective relationship with each customer in order to better serve their needs and wants.

Each customer inherently falls into one of the nine personality types and therefore, customers have psychological constraints that emerge from childhood. As customers mature into adulthood and later life, their psychological potential is moulded, premised on their original typology (Riso & Hudson, 1996:27).
TABLE 3.2
SUMMARY OF ENNEAGRAM CHARACTERISTICS

<table>
<thead>
<tr>
<th>TYPE</th>
<th>FOCUS OF ATTENTION</th>
<th>NEEDS TO</th>
<th>DRIVE</th>
<th>GIFT</th>
<th>SECURITY TYPE</th>
<th>STRESS TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE Perfectionist Reformer</td>
<td>Perfection versus error</td>
<td>Be right and perfect</td>
<td>Internalised anger and resentment</td>
<td>Discernment</td>
<td>Seven</td>
<td>Four</td>
</tr>
<tr>
<td>TWO Giver Helper Mentor</td>
<td>Gaining approval by meeting other’s needs</td>
<td>Be needed</td>
<td>Pride</td>
<td>Empathy</td>
<td>Four</td>
<td>Eight</td>
</tr>
<tr>
<td>THREE Performer Achiever</td>
<td>Gaining approval by accomplishments</td>
<td>Win and succeed</td>
<td>Self-deceit</td>
<td>Efficacy and adaptability</td>
<td>Six</td>
<td>Nine</td>
</tr>
<tr>
<td>FOUR Tragic-Romantic Designer</td>
<td>Missing ingredient in life</td>
<td>Be unique and special</td>
<td>Envy</td>
<td>Uniqueness and emotional intensity</td>
<td>One</td>
<td>Two</td>
</tr>
<tr>
<td>FIVE Observer Investigator</td>
<td>Knowledge and information</td>
<td>Know</td>
<td>Avarice</td>
<td>Detachment</td>
<td>Eight</td>
<td>Seven</td>
</tr>
<tr>
<td>SIX Devil’s-Advocate Trouble-Shooter</td>
<td>Safety and certainty</td>
<td>Feel safe and secure</td>
<td>Fear and doubt</td>
<td>Loyal commitment and planning</td>
<td>Nine</td>
<td>Three</td>
</tr>
<tr>
<td>SEVEN Epicure Enthusiast</td>
<td>Pleasant options and future plans</td>
<td>Avoid pain and keep options open</td>
<td>Gluttony</td>
<td>Optimism</td>
<td>Five</td>
<td>One</td>
</tr>
<tr>
<td>EIGHT Protector Boss Challenger</td>
<td>Who has the control here?</td>
<td>Control</td>
<td>Lust (Excess)</td>
<td>Strength</td>
<td>Two</td>
<td>Five</td>
</tr>
<tr>
<td>NINE Mediator Peacemaker</td>
<td>Other people’s agendas</td>
<td>Have harmony</td>
<td>Sloth (self-forgetting)</td>
<td>Acceptance</td>
<td>Three</td>
<td>Six</td>
</tr>
</tbody>
</table>

Source: Own construction

Customer’s behaviour is influenced by the pattern of the number or category of the Enneagram into which they fall (Palmer, 1991:12). This is of high importance to marketers when consumer behaviour is analysed from a consumption perspective. The Enneagram represents a very strong drive that is ingrained in
the self-concept of people and subsequently greatly influences behaviour. This drive allows marketers to use the Enneagram as a typology of psychographic segmentation in order to better understand consumer behaviour (Freedman, nd). Table 3.2 shows the nine personality types and highlights the differences between them.

3.6.2 The Triad
Secondly, the Enneagram can be used to segment a target market into three broader categories. These are referred to as the three triads. This kind of division enables marketers to formulate marketing campaigns aimed at a more general segment than working on developing a relationship with each individual customer (Kamenini, 2003).

The Enneagram is fundamentally an arrangement of nine types in three triads. The head (relating), heart (feeling), and body (doing) triads each have three types. Each personality type symbolises the assets and liabilities of the triad (Palmer, 1991:21). As a particular personality has either strengths or weaknesses attributed to feeling, doing or relating, it is important to remember that the personality types of each type are not arbitrary (Riso & Hudson, 1996:28).

Typically, one of the typologies over-develops the characteristics of the triad, the other under-develops the characteristics, and the third one is most out of touch
(Daniels & Price, 2000:24). For example, in the feeling triad, the Giver has overdeveloped feelings, expressing only positive emotions while repressing negative ones. Performers are completely out of touch with feelings, and Romantics have under-developed feelings (Kamineni & Kale, 2004). Table 3.3 shows the breakdown of each of the three triad categories.

<table>
<thead>
<tr>
<th>HEART-BASED TYPES</th>
<th>BODY-BASED TYPES</th>
<th>MIND-BASED TYPES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Mentor</td>
<td>5 Investigator</td>
<td>8 Challenger</td>
</tr>
<tr>
<td>3 Achiever</td>
<td>6 Trouble shooter</td>
<td>9 Peacemaker</td>
</tr>
<tr>
<td>4 Designer</td>
<td>7 Enthusiast</td>
<td>1 Reformer</td>
</tr>
</tbody>
</table>

Source: Own construction

3.6.3 The Eighteen Wings
Thirdly, the Enneagram can be used to define a market in great detail by examining not only the basic personality type, but also the ‘wings’. This allows the marketer to gain a detailed, in-depth understanding of the customer’s thought processes and how decisions are made and the rationale for such decisions. Consumers operate on more than one level and are difficult to comprehend owing to multiplicity of responses and variations in response patterns (Kamineni & Kale, 2004).
Nobody is a pure personality type; each customer is a unique mixture of a basic type and one of the two types adjacent to it on the circumference of the Enneagram. Each basic type has a wing (Daniels & Price, 2000:24) and the wing is one of the two personality types on either side of the basic typology. The basic type describes the dominant personality, while the wing complements it. The wing also adds other, sometimes contradictory, elements to personality (Palmer, 1991:43).

It is useful to analyse the wing from a marketing perspective as it allows a glimpse of a different perspective of the customer’s personality. A customer who does not normally purchase certain products can be induced to buy them on some occasions and this can be understood from the wing of that person (Kamineni, 2003). Table 3.4 shows the wings of each personality type.

### TABLE 3.4

WINGS OF EACH ENNEAGRAM PERSONALITY TYPE

<table>
<thead>
<tr>
<th>TYPE</th>
<th>WINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Reformer</td>
<td>9, 2</td>
</tr>
<tr>
<td>2 Mentor</td>
<td>1, 3</td>
</tr>
<tr>
<td>3 Achiever</td>
<td>2, 4</td>
</tr>
<tr>
<td>4 Designer</td>
<td>3, 5</td>
</tr>
<tr>
<td>5 Investigator</td>
<td>4, 6</td>
</tr>
<tr>
<td>6 Trouble shooter</td>
<td>5, 7</td>
</tr>
<tr>
<td>7 Enthusiast</td>
<td>6, 8</td>
</tr>
<tr>
<td>8 Challenger</td>
<td>7, 9</td>
</tr>
<tr>
<td>9 Peacemaker</td>
<td>8, 1</td>
</tr>
</tbody>
</table>

Source: Own construction
3.7 SUMMARY

The Enneagram stands out from other typologies because of its flexibility and consists of three different ways of gauging personality. The process of determining which of the nine personality types each customer falls into, or which part of the triad the customer is comfortable with, or which wing has the most impact on the customer can be used in several different ways to improve marketing and sales.

The triad consists of three broad types, which then expands into the nine types, and the eighteen wings. The process allows ample leeway for change, as customers do not remain static over time, but shape their personalities according to life experiences. Marketers can choose how much detail is needed and use any of the three categories of the Enneagram to discover the necessary information (Kamineni, 2003).

The Enneagram also studies personality in a circular pattern and does not follow a pattern of ascending or descending variables. Therefore a customer does not have to cross over any boundaries to reach a higher state. Both Maslow’s hierarchy of needs and the Values and Lifestyles2 Survey (a market segmentation tool) require an individual to graduate from a lower step to reach a higher state. The Enneagram does not have any requirement like this (Kamineni, 2003).
The profiling system allows the marketer to view a diverse consumer market from a holistic point of view and a customer is seen as having both inner and outer orientations. The Enneagram can also be used in any country and culture. Several American companies are using the Enneagram as the segmentation descriptor influencing marketing strategy of the company (Kamineni, 2003).

An Enneagram literate marketing manager will be able to spot patterns of association, integration and disintegration of the customer segments and take appropriate action. The Enneagram provides a versatile set of tools with which to classify and segment target markets (Kamineni, 2003). This is achieved by empowering both the marketer and the customer to appreciate the frames of reference in which goods and services are provided or consumed.

The traits identified by the Enneagram are ingrained in the personality of each type, and have great influence over behaviour (Daniel & Price, 2000:34). This means that the behaviour of the consumer is reflected by the personality category into which they fall. Marketers can analyse this behaviour from a consumption angle in order to segment markets effectively.

The Enneagram of personality types is a practical framework that aids people to discover their inner selves and advances understanding of others. This typology utilises material garnered from different fields of management, psychology and
spirituality and allows marketers to segment target markets effectively as well as build long-term relationships with customers.
CHAPTER FOUR
RESEARCH METHODOLOGY

4.1 INTRODUCTION

The method used for this research is a problem-solving, descriptive and quantitative research design (Herbert, 1990: 18). This chapter describes and explains the research design, the data collection methods and techniques, the questionnaire design and pretest, the sampling methods and statistical techniques used to collect and analyse the empirical data.

4.2 RATIONALE FOR THE DATA COLLECTION

This treatise is best described as problem-solving research (Herbert, 1990: 19). This type of research requires that the problem is defined and described and then a solution is sought. The problem was defined as the need to determine whether the Enneagram can make a contribution towards improving customer relationship management for a motor manufacturer.

The research was conclusive and descriptive in nature (Herbert, 1990: 19) as it is aimed at evaluating current segmentation methods, and descriptive as it describes what is happening, rather than explaining why it is happening (Frank et al, 1972:45). The study also aimed to find relationships between variables as well as causation (Herbert, 1990: 19). The study can also be described as conclusive as the data can be tested for reliability. The proposals contained in
the treatise can be used to improve customer relationship management by enhancing the relationships between salespeople and customers.

The primary data was collected from current motor vehicle owners, using self-administered questionnaires so that the data could be gathered from as large a pool of respondents as possible. This data enabled each respondent to be typed (put into a specific personality category) on the basis of thirty-six personality questions. It also enabled factors to be identified that would affect each customer’s rationale for purchasing a new vehicle. These factors were then formulated into a marketing plan for each personality type.

4.3 RESEARCH METHODOLOGY
This section describes and justifies the data collection methods and techniques used in the study. The advantages and limitations of both are also discussed.

4.3.1 Data collection method
The context, purpose, and types of research questions asked will define the methodological foundation of the study (In search of truth through quantitative reasoning, nd). Therefore, because the study was descriptive in nature, it also required the application of a quantitative method (Frank et al, 1972:134). As the data required related primarily to opinions, it was collected by means of a survey. Opinions and attitudes cannot be measured by observation and experiment as these methods measure behaviour only (Frank et al, 1972:130).
The descriptive nature of the study also required the application of a quantitative research method. Qualitative methods require that a survey questionnaire must be completed exactly as instructed in a questionnaire and they also allow the collection of data from large groups of respondents. Therefore, the responses from different respondents can also be compared (Herbert, 1990: 54).

A limitation of a structured data collection method is that significant data may be ignored by the researcher (Frank et al, 1972: 120). This limitation was overcome by including three open-ended questions (see 4.2.3 (a)) where respondents were asked to comment on any other issue not covered by the structured questions.

Although the structured research method allows for data to be collected from a wide pool of respondents, there is a danger that the questions and alternative answers provided would be irrelevant to the respondent. This was prevented by thoroughly pre-testing the questionnaire.

4.3.2 Data gathering technique
Data was gathered from students at Nelson Mandela Metropolitan University using a structured, self-administered questionnaire that was distributed to students in the second year MBA class via e-mail during the first two weeks of December 2005. People who had recently purchased a new car were also approached to participate in the survey. The self-administered survey allowed
for inexpensive data collection and the respondents were able to remain anonymous. Anonymity encouraged a more truthful response since a particular response could not be linked to a particular respondent. Respondents were also offered the opportunity to receive the results from the survey via e-mail. This encouraged participation, as most respondents are interested to learn more about themselves and their personalities.

(a) Questionnaire design

A preliminary questionnaire was designed consisting of thirty-six questions that related to personality type, followed by a further fourteen questions relating to car purchasing experience and lastly three open-ended questions that gave the respondent an opportunity to add to or comment on the general situation being discussed. The questions were selected based on the factors that had been identified in the literature as being determinants of personality and marketing strategies (See ANNEXURE C).

The majority of the questions were designed to be structured and closed, in order to facilitate data collection and analysis. Although closed questions have certain limitations, the inclusion of three open-ended questions gave the respondents an opportunity to comment more widely on aspects that may not have been covered by the closed questions.
A covering letter explained the purpose of the study, thanked the respondents for their assistance and was attached to each questionnaire. The questionnaires that were completed via the Internet had slightly different instructions about the manner in which the questionnaire was to be completed and returned. The questionnaires that were handed out required the respondents to select their choices by putting a cross over the answers selected. However, the Internet questionnaires required the respondents to highlight the selected choices.

The questionnaires that were handed out were returned directly to the questionnaire administrator, while the Internet questionnaires had to be copied to a new mail and answered before being e-mailed back to the author. Comprehensive instructions regarding how the questionnaire should be completed were given, as well as a brief explanation of the purpose of the study. Respondents were also given addresses of web sites containing more information on the subject matter would be forwarded to them if required. Respondents requiring this information filled in their e-mail addresses.

(b) Questionnaire pretest

A professional market researcher from Markinor assisted with the pretesting. Twenty respondents were randomly selected to answer the questionnaire and as broad a selection of the population was approached as possible. The screening question was whether the respondent had ever purchased a car from a dealership.
These respondents were also asked to comment on the structure of the questionnaire, length of time taken to answer the questions, and ease of answering the questionnaire. With the help of this feedback, several changes were made to the original questionnaire. The open-ended questions were broken down into the three specific questions, to encourage respondents to carefully consider further responses.

An explanation was included in the covering letter about confidentiality and the reason for the study was explained in more detail. Respondents were encouraged not to omit any questions, even if they felt the options did not apply to them. In this case, they were asked to choose the option that they felt most comfortable with. However, no respondents reported any difficulty in answering the questions.

The market researcher from Markinor also provided some helpful insights based on past experience of interview techniques and methods. The researcher suggested that the blocks in which to mark the options in the closed questions be enlarged. As it was felt the questionnaire looked unprofessional and cramped, the blocks were enlarged. This automatically spread the text out and improved the appearance of the questionnaire.

The questionnaire was also sent to Dr Rajeev Kamenini, Head of the School of Marketing at the University of Western Sydney, Australia for feedback and
comment. He suggested a few additional alternatives to the multiple-choice questions as well as streamlining the formulation of the different options presented.

David Fauvre of the Enneagram Institute in America also provided helpful insight into the design of the questions relating to the discovery of the specific personality type of the respondent. He suggested using the Riso-Hudson sampler test downloaded directly off the Internet as the cheapest, easiest method of determining the Enneagram types of the respondents.

Although the sampler test is not as reliable as the complete test, it consists of only thirty-six questions and not one hundred and forty-four. Therefore, more respondents will be willing to complete the shorter version than the longer one. Also, the sampler can be downloaded free of charge, while the complete test costs ten dollars per questionnaire.

4.3.3 Sampling method

The target population of this study were customers who had bought at least one car from a motor vehicle dealership. According to Herbert (1990:49), the larger the sample the smaller the error and, the difference between the calculated sample statistic and the true population parameter. An attempt was made to obtain as wide a variety of respondents as possible and as many as possible
within time and financial constraints. In this way optimal reliability and validity of the results were maintained.

4.3.4 Data reduction

The aim of statistical analysis of collected data is to make sense of the raw data collected. Therefore, the first step in analysis is to ensure that the data is useful and this is achieved through data editing.

(a) Data editing

Data editing is the process of examining each questionnaire to ensure that the answers are consistent and that all the questions have been answered. Where inconsistencies are found, the answers must be edited to ensure that useful data is analysed. In this study, respondents were approached and asked if they had purchased a vehicle from a dealership. If they answered negatively, they were thanked and the next respondent was approached.

(b) Data coding

Once the questionnaire had been edited, the data was coded to facilitate data entry. Since most of the questions were closed, this simply entailed assigning numbers to the provided alternatives. Where respondents had not answered a question, the code of “9” was used.
The questions relating to positive and negative sales experiences, as well as changes respondents would like to see in marketing approaches taken by motor manufacturers were coded by developing a coding grid. As each new answer was noted, it was simply allocated the next available number on the list.

(c) Data capture

The first thirty-six questions were entered into the Riso-Hudson sampler test downloaded from the Internet. The personality type of the respondent was determined by these answers. Every answer was entered into the downloaded program, which worked out the respondent’s personality type by analysing these answers. Each personality type was coded from one to nine. The data from the rest of the questions was then coded, and entered into an Excel spreadsheet, along with the code from the first thirty-six questions.

The columns of the spreadsheet were allocated to the various answers and the rows were allocated to the individual respondents. Where a question allowed for more than one answer, a number of columns were allocated to that question. Separate files were created for each of the nine personality types. This resulted in nine different spreadsheets that could then be analysed independently for later result comparison.
4.4 SUMMARY

The empirical study was completed by means of a descriptive, quantitative research design. Data was collected by distributing a structured questionnaire to a non-probability convenience sample of respondents. Seventy-four completed questionnaires were received and the data was captured on an Excel spreadsheet for further analysis. The findings of the empirical study are described in the next chapter.
5.1 INTRODUCTION

The questionnaire used to collect the data is attached as ANNEXURE C. The data from the 74 respondents were captured on a single Excel spreadsheet, with the rows of the spreadsheet representing single respondents and the columns each respondent’s answers.

The personality type was determined by entering each respondent’s answers to the first 36 questions on the questionnaire into the Riso-Hudson sampler website test programme and noting the evaluation provided by the site. Each of the nine personality types was then further classified according to whether that type is regarded as a heart-, mind- or body-based personality.

The single spreadsheet was subsequently divided into nine sub-spreadsheets, according to the personality type indicated by the answers to the first 36 questions on the questionnaire. This chapter analyses the results of the empirical study, firstly, the closed descriptive questions, and then the open ended qualitative questions. In the next section, the composition of the sample is described.
5.2 SAMPLE COMPOSITION

Respondents were asked six classification questions, which were then used to categorise the answers of respondents into similar groups. No attempt was made to ensure a sample representative of the South African population since the focus of the study is on personality type rather than demographic classification. The first classification question related to age.

5.2.1 Age of the respondents

Most respondents were classified in the older age categories of 35-49 and 50 and older than in the younger two categories of 18-24 and 25-34. This was to be expected, as the respondents had already purchased a motor vehicle. Since a motor vehicle is an expensive purchase, one would not have expected many younger respondents to qualify to be able to answer the questionnaire. The age breakdown of the sample is illustrated in Figure 5.1 below.

FIGURE 5.1
AGE BREAKDOWN OF THE SAMPLE
Thirty-nine (53%) of the 74 respondents were aged 35-49 and 23 (31%) were aged 50 and older. Only 4 respondents (5%) were aged 18-24 and 8 (11%) were 25-34.

5.2.2 Gender of the respondents
Almost two-thirds (49%) of the sample was female respondents and only 25% was male. It was found that the females approached were more willing to answer the questionnaire than the males were. The male’s resistance to answering the questionnaire was related to their reluctance to answer questions relating to their personality.

5.2.3 Race of the respondents
Eighty-six percent of the sample was made up of white respondents. Only seven coloured respondents and three Indian respondents answered the questionnaire.

5.2.4 Social class of the respondent
Two questions were asked to determine the approximate social class of the respondents. Two-thirds of the sample was from the highest income category (over R 20 000 per month total household income) and 84% owned the home they lived in rather than rented it. The full results of the two questions relating to social class are shown in table 5.1.
TABLE 5.1
SOCIAL CLASS OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>MONTHLY HOUSEHOLD INCOME</th>
<th>Number</th>
<th>%</th>
<th>HOME</th>
<th>NUMBER</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than R 10 000</td>
<td>1</td>
<td>1%</td>
<td>Owned</td>
<td>62</td>
<td>84%</td>
</tr>
<tr>
<td>R 10 000 – R 15 000</td>
<td>11</td>
<td>15%</td>
<td>Rented</td>
<td>12</td>
<td>16%</td>
</tr>
<tr>
<td>R 15 00 – R 20 000</td>
<td>12</td>
<td>16%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than R 20 000</td>
<td>50</td>
<td>68%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5.2.5 Personality type of the respondents

Of the 74 respondents completing the questionnaire, the largest proportion, 33 (44.6%), were classified as body-based personality types. Of these, 15 were classified as Type One, seven as Type Eight and 11 as Type Nine. This breakdown is shown in Figure 5.1 below.

FIGURE 5.2
BREAKDOWN OF BODY-BASED PERSONALITY TYPES

[Bar chart showing the distribution of personality types]

Reformer (1)  Challenger (8)  Peacemaker (9)
Twenty-nine respondents were classified as head-based personality types, with 13 being classified as Type Two, nine as Type Three and seven as Type Four. The number of head-based personality types is shown in Figure 5.3.

**FIGURE 5.3**  
BREAKDOWN OF HEAD-BASED PERSONALITY TYPES

Only 12 respondents (16%) were classified as mind-based personality types. Three of these were classified as Type Five, one as a Type Six, and eight as Type Seven. Because of the low number of respondents who were classified with a mind-based personality, it would be risky to generalise from the results. This is particularly the case with personality Type Six (Troubleshooter) where there was a single respondent. The number of mind-based personality types is shown in Figure 5.4.
5.3 MARKETING RELATED QUESTIONS

The second section of the questionnaire contains 17 questions related to the respondent’s preference when purchasing a new motor vehicle. The first 14 questions contained statements, each with three alternatives. Respondents were asked to select a single alternative in each of the statements. The next two questions in the second part of the questionnaire were open-ended questions asking respondents to use their own words to describe negative and positive experiences they might have had when purchasing a motor vehicle. Lastly, respondents were asked what they would like to see changed in how vehicle manufacturers marketed to them.

In section 5.3.1, the 14 structured questions will be analysed. This will be done according to topic rather than in the sequence of the questions. The sequence
of steps in the consumer decision-making process will be used to structure this discussion.

5.3.1 Needs fulfilled when purchasing a motor vehicle

Questions 6 and 14 on the questionnaire relate to needs fulfilled when purchasing a motor vehicle. In question 6, respondents were asked whether it was important that the car that they drive is safe and practical, of high quality or is different from most others. Here, 56 respondents (76%) preferred a car that was safe and practical. Twelve respondents (16%) preferred a car of high quality and only six respondents (8%) required a car that was different from most others. The only personality type who expressed a desire for a car that was of high quality was the Type Seven. The only respondent classified as a Type Six also expressed this desire. Only respondents classified as Type Four wanted the car that they drive to be different from most others.

Question 14 asked respondents about their level of brand loyalty, desire to be different and the extent of their demanding their exact specifications being met. These answers were more difficult to analyse, as there did not appear to be a clear pattern to the answers. Twenty-six respondents (35%) claimed brand loyalty, 26 (35%) claimed special needs and 12 (16%) claimed that they are demanding and difficult to please. The results are reflected in Figure 5.5.
It is evident from Figure 5.5 that the only personality groups who clearly profess to being brand loyal are those classified as Type Nine. Respondents who feel that they have special needs, even with their car being different, tend to be classified as Types Two, Seven, and Eight. Respondents claiming to be demanding come from a variety of personality types and no clear pattern is evident from the data.

5.3.2 Information search

The first question in the second section of the questionnaire related to the source of information that respondents use when purchasing a new car. Respondents classified as Types Two, Three, Four, and Seven would rely on word of mouth from friends, family and colleagues, while Types One, Five, Six, Eight and Nine prefer to go to the salesroom for test drives and see the car for
themselves. Only 11 (15%) of the respondents would look at advertisements and articles in car magazines. These respondents come from all personality types, with only Type Ones showing any real interest in published information about the vehicle.

Question 13 also alluded to the source of information sought before purchasing a motor vehicle. It was important to all personality types, except Types Seven and Eight to have as much information as possible before deciding to purchase a motor vehicle. This was regarded in equal ranking to respondents classified as Type Seven with the need to be listened to by the salesperson. However, it was more important to Type Eights to be able to negotiate as much as possible with the salesperson.

5.3.3 Purchase decision

Five questions on the questionnaire related to the purchase decision itself. Question 2 on the questionnaire asked respondents if the final decision to purchase the car was made after seeing the car for themselves, after having read all available information about the car or after discussing the options with people they trusted. It is necessary for Types One, Two, Three, Four and Eight to visit a dealership and see the vehicle before making the final purchase decision. On the other hand, Types Six, Seven, and Nine would prefer to discuss their options with people that they trusted. Only respondents classified
as Type Five need to get as much assurance as possible from all sources mentioned.

Question 12 asked respondents about their state of mind before being able to make the final purchase decision. All personality types, except those classified as Type Five, expressed the need to feel good about the car that they were purchasing. Those classified as Type Five needed to feel at ease and be able to take their time before they would be able to make a decision. Only those respondents classified as Types Two or Eight needed to trust the salesperson before they could think of buying from that individual.

Question 7 referred to the make of car purchased and question 8 to the manufacturer. Sixty of the respondents (81%) felt that the car that they drive reflected their practical nature and this was the alternative chosen by the majority of all the personality types. It was important to respondents that were classified as Types One, Four, and Seven that the car that they drove reflected their status in the eyes of others. Only four respondents (4%) felt that their car reflected their concern for the environment and others. Three of these respondents (5%) are classified as Type Ones and one as Type Three.

It is important to 48 respondents (65%) that their car manufacturer maintains high standards and quality. This was the most popular alternative to all personality types. However, it is also important to those classified as Types Four
and Seven that their car manufacturer also has a reputation for fairness and honesty. Only six respondents (8%) stated that it was important that their car manufacturer is established as a market leader. There is no clear indication of which personality type feels this way.

Question 9 addresses the car itself. It was important to 45 respondents (61%) that the car was safe. This is the most important criterion to all personality types except those classified as Type Seven, who stated that it was important that the car was comfortable and luxurious. Eight of the nine respondents classified as Type Three (88%) required the car to be perfect in every way.

5.3.4 Purchase transaction

Two questions on the questionnaire referred to the actual purchase transaction when purchasing a motor vehicle. Question 4 asked about the importance of various aspects of the showroom. Forty-nine respondents (66%) selected as first choice the alternative that stated that the showroom needed to be clean, neat and tidy. The other alternative that attracted twenty-one respondents (28%), was that the showroom was irrelevant to the deal. This was selected by a relatively large number of respondents as the second most important reason by respondents classified as Types One, Three and Seven. Only heart-based respondents (Types Two, Three, and Four) selected that the showroom be luxurious and comfortable.
Question 11 asked respondents under what circumstances they would be more inclined to purchase a car. Getting the deal done as quickly as possible with no fuss was the alternative chosen by the majority of all personality types (54%) except Types Four and Six (25%), to whom the offer of add-ons such as free maintenance or a tool kit was attractive. These add-ons were also important, as a second choice, to Types Seven and Eight. Only Types One and Three (20%) were really affected by being given preferential treatment by the sales staff.

5.3.5 Dealings with the salesperson

The performance of the sales staff was specifically questioned with questions 3 and 10. In response to question 3, the majority of respondents (61%) from all personality types except Type Eight, stated that it was important that sales staff were knowledgeable about their products. Although the second highest number of Type Eights also chose this alternative, more Type Eights chose the alternative that it was important that sales staff stick to their word. This was also important to respondents classified as Types One and Two.

Question 10 further explored the behaviour of a salesperson involved in the selling of motor vehicles. Without exception, the alternative selected by the majority of all personality types (60%) stated that salespeople must be trustworthy and knowledgeable. However, it was also important to Types Two and Eight that salespeople must be efficient and on time.
5.3.6 Post-purchase interaction

Question 5 on the questionnaire questioned respondents about their preference for post-purchase interaction. Question 5 was the most discriminatory of all 14 marketing related questions posed in determining the differences in marketing approach required by different personality types. The answers to question 5 showed clearly that body-based personality types (Types One, Eight, and Nine) enjoy receiving mail about special offers and new products. Heart- and mind-based personality types enjoy maintaining a relationship with the person from whom they purchased the motor vehicle.

Only six respondents (8%) enjoyed participating in competitions and joining clubs run by their car manufacturer. These six responses come from a variety of personality profiles so it is not possible to conclusively state which particular personality type would be attracted by such initiatives by the car manufacturer.

5.4 QUALITATIVE QUESTIONS

Section B of the questionnaire ended with three open ended questions, encouraging respondents to provide detailed information about their experiences when purchasing a motor vehicle. Question 15 asked respondents to share any negative experiences they might have had when purchasing a motor vehicle. The numbers of similar replies by each personality type are provided in Table 5.2. The numbers do not total 74 as some respondents neglected to answer this question while others provided more than one experience.
TABLE 5.2
NEGATIVE EXPERIENCES WHEN PURCHASING A MOTOR VEHICLE

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>PERSONALITY TYPE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colour preference not catered for</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Biased salesperson</td>
<td>3 1 1 1 1 1 1</td>
<td>9</td>
</tr>
<tr>
<td>Untrustworthy / unprofessional / unethical salespeople</td>
<td>8 4 3 3 1 1 2 1 2</td>
<td>25</td>
</tr>
<tr>
<td>Salesperson no authority to negotiate / close deal</td>
<td>1 2 1 1</td>
<td>5</td>
</tr>
<tr>
<td>Salesperson neglected to explain features</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Lengthy process / paperwork</td>
<td>3 1 1</td>
<td>5</td>
</tr>
<tr>
<td>Delivery promise not kept</td>
<td>2 1 1 1 1 1</td>
<td>7</td>
</tr>
<tr>
<td>Car delivered in imperfect condition</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Long wait for delivery</td>
<td>1 4 1</td>
<td>7</td>
</tr>
<tr>
<td>No maintenance plan offered</td>
<td>1 1 3 3 2 3 4 1</td>
<td>21</td>
</tr>
<tr>
<td>High cost of services</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Poor after sales service</td>
<td>5 3 3 2 3 4 1</td>
<td>21</td>
</tr>
<tr>
<td>Number of respondents of this personality type</td>
<td>15 13 9 7 3 1 8 7 11</td>
<td>74</td>
</tr>
</tbody>
</table>

The most commonly provided negative experience when buying a motor vehicle was dealing with untrustworthy, unprofessional and unethical salespeople. This comment was made by 25 (34%) respondents. This was also a problem experienced particularly by respondents classified as Types One, Two, Three and Four.

Poor after sales service was experienced by 28% (21 respondents) of the sample, with more than a third of Types One, Five, and Eight (37%) making this comment. The only other negative experience described by about a third of a personality type was the long wait for delivery experienced by Type Twos.

Other negative experiences described by the total sample group were:
• biased salespeople (racial, class and gender bias) mentioned by nine respondents (12%);  
• delivery promises not kept (seven respondents (9%);  
• long wait for delivery (seven respondents (9%); and  
• lengthy process with lots of paperwork (five respondents (6%).

Question 16 asked respondents to share any positive experiences they might have had when purchasing a motor vehicle. The numbers of similar replies by each personality type are shown in Table 5.3. The numbers do not total 74 as some respondents neglected to answer this question while others provided more than one experience.

### TABLE 5.3

**POSITIVE EXPERIENCES WHEN PURCHASING A MOTOR VEHICLE**

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>PERSONALITY TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test drive</td>
<td>1 2 3 4 5 6 7 8 9 TOTAL</td>
</tr>
<tr>
<td>Enthusiastic salesperson</td>
<td>1 4 4 3 3 2 1 2 2 21</td>
</tr>
<tr>
<td>Professional salesperson</td>
<td>10 9 2 2 3 6 4 6 42</td>
</tr>
<tr>
<td>Acknowledge power of women in car purchase</td>
<td>1 1 1 2</td>
</tr>
<tr>
<td>Easy and simple procedure</td>
<td>2 4 3 1 1 2 13</td>
</tr>
<tr>
<td>Minimum waiting period</td>
<td>1 1</td>
</tr>
<tr>
<td>Unexpected add-ons / gifts</td>
<td>1 3 2 1 1 8</td>
</tr>
<tr>
<td>Close relationship with salesperson after sale</td>
<td>3 2 1 2 3 3 14</td>
</tr>
<tr>
<td>Driving pleasure /assurance</td>
<td>1 1 2 1 1 1 7</td>
</tr>
<tr>
<td>Good after sales service</td>
<td>1 1 2</td>
</tr>
<tr>
<td>Number of respondents of this personality type</td>
<td>15 13 9 7 3 1 8 7 11 74</td>
</tr>
</tbody>
</table>
Dealing with professional salespeople was the positive experience described by the majority of all personality type groups (57%) except Types Three and Four. Respondents classified as Type Four described the enthusiasm of the salesperson rather than the professionalism. A third of the respondents (33%) classified as Type Three mentioned the enthusiasm of the salesperson, the easy and simple procedure in buying a motor vehicle and the receipt of unexpected gifts and add-ons like flowers and champagne. Another positive experience, commented on by more than a third of the respondents of a particular personality type was the close relationship that developed with the salesperson after the sale. Respondents classified as Type Seven were the only group to appreciate this bond.

The final question in the second section of the questionnaire posed an open ended question in which respondents were asked how they would prefer motor manufacturers to market to them. The numbers of similar replies by each personality type are provided in Table 5.4. The numbers do not total 74 as some respondents neglected to answer this question while others provided more than one opinion.
TABLE 5.4

CHANGES SUGGESTED FOR MARKETING BY CAR MANUFACTURERS

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>PERSONALITY TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make written information booklet available on all vehicles / comparisons with other brands</td>
<td>3 2 1 1 7</td>
</tr>
<tr>
<td>Be honest in advertising</td>
<td>2 2 3 2 1 2 2 2 17</td>
</tr>
<tr>
<td>Do not use sex to sell cars</td>
<td>2 1</td>
</tr>
<tr>
<td>Good reputation</td>
<td>1</td>
</tr>
<tr>
<td>Advertise entry level cars</td>
<td>1</td>
</tr>
<tr>
<td>Have salesperson available at demonstration models</td>
<td>1</td>
</tr>
<tr>
<td>Personalised service</td>
<td>2 2 2</td>
</tr>
<tr>
<td>Well trained salespeople</td>
<td>1</td>
</tr>
<tr>
<td>Provide good after sales service</td>
<td>1 3 1 1 1 7</td>
</tr>
<tr>
<td>Price cars more competitively</td>
<td>1 3 1 2</td>
</tr>
<tr>
<td>Be honest about total cost</td>
<td>1 2 1</td>
</tr>
<tr>
<td>Allow for greater price negotiation</td>
<td>1 1</td>
</tr>
<tr>
<td>Cars must be safe and practical</td>
<td>1 1</td>
</tr>
<tr>
<td>Environmentally friendly cars</td>
<td>1 1</td>
</tr>
<tr>
<td>Locally made cars</td>
<td>1</td>
</tr>
<tr>
<td>Something completely different</td>
<td>2 1 1 1 5</td>
</tr>
<tr>
<td>Special marketing for females customers</td>
<td>1 1</td>
</tr>
<tr>
<td>Number of respondents of this personality type</td>
<td>15 13 9 7 3 1 8 7 11 74</td>
</tr>
</tbody>
</table>

Most of the suggestions made for the improvement of the marketing of motor vehicles related to promotion, more specifically advertising. This might be because the respondents do not realise that marketing includes also the elements of pricing, the product itself and distribution. In fact, no suggestion relating to distribution was made by the sample of respondents.

There is no clear pattern evident in the responses received to this open-ended question. It is doubtful that the respondents used would be aware enough of marketing tactics to make any useful suggestions to improve motor vehicle marketing. However, their answers to the rest of the questionnaire can be used
to improve marketing to the different personality type groups. These improvements and recommendations are discussed in the next chapter.

5.5 SUMMARY

The results of the empirical study have been analysed in this chapter. There does not appear to be as wide a discrepancy in marketing tactics that would be useful in reaching each personality type as initially suspected. However, each personality type does seem to have one or more needs peculiar to that type alone. These are summarised in Table 5.5.

TABLE 5.5
IDIOSYNCRASIES OF EACH PERSONALITY TYPE

<table>
<thead>
<tr>
<th>PERSONALITY TYPE AND DESCRIPTION</th>
<th>IDIOSYNCRASIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – Perfectionist</td>
<td>• Needs facts about the car – sent by mail</td>
</tr>
<tr>
<td></td>
<td>• Needs to actually see the car</td>
</tr>
<tr>
<td></td>
<td>• Buys a car for status needs</td>
</tr>
<tr>
<td></td>
<td>• Feels showroom is not important</td>
</tr>
<tr>
<td></td>
<td>• Wants preferential treatment</td>
</tr>
<tr>
<td></td>
<td>• Feels honesty is important</td>
</tr>
<tr>
<td></td>
<td>• Feels after sales service is important</td>
</tr>
<tr>
<td>2 – Giver</td>
<td>• Feels he/she has special needs</td>
</tr>
<tr>
<td></td>
<td>• Gets information by word of mouth</td>
</tr>
<tr>
<td></td>
<td>• Needs to see the car</td>
</tr>
<tr>
<td></td>
<td>• Needs to trust the salesperson – must stick to his/her word</td>
</tr>
<tr>
<td></td>
<td>• Feels promptness is important</td>
</tr>
<tr>
<td>3 - Performer</td>
<td>• Relies on word of mouth information</td>
</tr>
<tr>
<td></td>
<td>• Needs to see the car which must be perfect in every way</td>
</tr>
<tr>
<td></td>
<td>• Feels showroom is not important</td>
</tr>
<tr>
<td></td>
<td>• Wants preferential treatment</td>
</tr>
<tr>
<td></td>
<td>• Appreciates an enthusiastic salesperson</td>
</tr>
<tr>
<td></td>
<td>• Wants an easy procedure</td>
</tr>
<tr>
<td></td>
<td>• Appreciates unexpected add-ons</td>
</tr>
<tr>
<td>PERSONALITY TYPE AND DESCRIPTION</td>
<td>IDIOSYNCRASIES</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4 – Tragic romantic</td>
<td>• Wants to be seen as different from others</td>
</tr>
<tr>
<td></td>
<td>• Relies on word of mouth information</td>
</tr>
<tr>
<td></td>
<td>• Needs to see the car</td>
</tr>
<tr>
<td></td>
<td>• Feels car represents status</td>
</tr>
<tr>
<td></td>
<td>• Expects fairness and honesty</td>
</tr>
<tr>
<td></td>
<td>• Appreciates unexpected add-ons</td>
</tr>
<tr>
<td></td>
<td>• Appreciates an enthusiastic salesperson</td>
</tr>
<tr>
<td>5 – Observer</td>
<td>• Needs constant reassurance</td>
</tr>
<tr>
<td></td>
<td>• Takes time to make a decision</td>
</tr>
<tr>
<td></td>
<td>• Feels after sales service is important</td>
</tr>
<tr>
<td>6 – Devil’s advocate</td>
<td>• Wants a high quality car</td>
</tr>
<tr>
<td></td>
<td>• Discusses the options with others</td>
</tr>
<tr>
<td></td>
<td>• Appreciates add-ons</td>
</tr>
<tr>
<td>7 – Epicure</td>
<td>• Needs to be listened to</td>
</tr>
<tr>
<td></td>
<td>• Seeks a high quality car</td>
</tr>
<tr>
<td></td>
<td>• Discusses options with others</td>
</tr>
<tr>
<td></td>
<td>• Has special needs</td>
</tr>
<tr>
<td></td>
<td>• Requires fairness and honesty</td>
</tr>
<tr>
<td></td>
<td>• Seeks word of mouth information</td>
</tr>
<tr>
<td></td>
<td>• Seeks status in a car and looks for a comfortable and luxurious vehicle</td>
</tr>
<tr>
<td></td>
<td>• Feels the showroom is not important</td>
</tr>
<tr>
<td></td>
<td>• Needs a close relationship with the salesperson</td>
</tr>
<tr>
<td>8 – Boss</td>
<td>• Wants to negotiate the sale</td>
</tr>
<tr>
<td></td>
<td>• Has special needs</td>
</tr>
<tr>
<td></td>
<td>• Needs to see the car</td>
</tr>
<tr>
<td></td>
<td>• Needs to trust the salesperson who must stick to his/her word and be efficient and on time</td>
</tr>
<tr>
<td></td>
<td>• Feels after sales service is important</td>
</tr>
<tr>
<td></td>
<td>• Wants to receive information by mail</td>
</tr>
<tr>
<td>9 - Mediator</td>
<td>• Is brand loyal</td>
</tr>
<tr>
<td></td>
<td>• Needs to discuss options with others</td>
</tr>
<tr>
<td></td>
<td>• Wants to receive information by mail</td>
</tr>
</tbody>
</table>

In conclusion, respondents classified as Type Seven are the most distinct from other personality types and would best benefit from a special marketing programme tailored to their needs.
However, each personality type has at least one special requirement that would cause members of that group to respond positively to a distinct marketing effort. These recommendations are discussed in Chapter Six.
CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

According to Zukov (1990:12), humankind is searching for a new language to be able to understand and discuss of multi-sensory experience. The basis for this theory is contained in the works of many great thinkers and writers like Jung, James and Einstein, whose ideas were the product of inspiration and intuition, and not only the mind. Human behaviour is an experience and an experiment, in movement, thought and form (Zukov, 1990:16). Therefore, during current times of fast-paced change it can be helpful to examine some of the old marketing beliefs and practises through fresh and open perspectives (Palmer, 1995:8).

The current paradigm for understanding human life, which consists of a balancing of genetic and environmental factors, does not take into account the essential “particularity” that a person feels to be themselves. This “particularity” can be described as a sense of a calling, or the essential mystery at the heart of each human life (Hillman, 1997:6).

As humanity moves towards a new awareness of added depth and meaning to everyday existence, new ways of engaging with customers also need to be found. The Enneagram can be seen as a tool to aid that understanding of self and others in a deeper and more connected way than before (Kamenini, 2003).
Emerging economies are countries that are undergoing rapid economic development as a result of the globalisation of trade, information, and computing. These developments have stimulated large pockets of economic growth in these countries, while transitional societies have a changing socio-political order. New skills are needed to conduct business in the duality of an emerging economy as these economies have large populations of young people, which possess growing household spending powers (Macleod, 2002:9).

Countries like South Africa, which can be categorised as both transitional and having an emerging economy, are growing at twice the pace of the industrialised West (Burgess, 2002: 8). They are also undergoing a pace of change that is unique in human history. In addition, South African businesses are experiencing not only the change, but also the on-going transition (Burgess, 2002: 8).

In order to facilitate the change and on-going transition in terms of international trade and competitiveness, all South Africans will need to work together to harmonise and develop a sense of national pride that will transcend ethnic and cultural differences. To achieve this, it is essential for all South Africans to learn to communicate with each other better (Macleod, 2002:6).

The Enneagram provides a method of categorisation that does not rely on external characteristics or methods that are historically derogatory (whether intended or not). The nine Enneagram personality types also allow for a deeper
understanding and tolerance for the differences between personality types, which will facilitate interactions between the types (Kamenini, 2003).

In addition, personal, social, and environmental forces activate the influence of various identities within particular situations and, in this way, individuals and organisations need to apply an understanding of social identity in daily life. Social identity assumes that people have many different identities, which are activated by situational cues and then become influential (Burgess, 2002:7). With this understanding, customers can then be understood by their essential commonality with others, and be appreciated for the differences in characteristics that underlie their different worldviews, values, attitudes and behaviours (Macleod, 2002:8).

The new South Africa is now part of the international community. In addition to having to work with and communicate effectively with different cultures and classes that are within the country’s borders, South Africans also have to find ways of doing business with the global community. This presents a unique learning opportunity for the country (Macleod, 2002:4).

The above framework of factors gave rise to the idea for the study. As practises change continually and at a faster pace (Zukov, 1990:10), businesses must find ways to harness this energy of change in a productive way and capitalise on it. Each person, whether marketer or customer, will benefit from a deeper
understanding of their inner motivations and their external behaviours, and how they are contribute to the environments in which they operate (Hillman, 1997:7). The Enneagram is a starting point for accommodating new ways of marketing (Kamenini, 2003).

6.2 CONCLUSIONS

The main aim of the study was to find out whether the Enneagram could be used to improve customer relationship management in the motor industry. This was achieved by researching the various marketing methods currently in use to reach customers and to build relationships with them. From the literature surveyed, the Enneagram was considered and evaluated as a potential tool. A survey was then undertaken in order to find whether the proposed hypothesis was relevant and each personality type will be discussed in relation to the survey findings.

6.2.1 Key factors for marketing to Type Ones

The survey results highlighted several important factors to Type Ones when purchasing a vehicle from a dealer. As Type Ones are drawn to ethical and responsible behaviour (Sheppard, 2005), rules, standards, and procedures need to be adhered to strictly (Kamenini, 2003). Sixty seven percent of Type One respondents reported that professional salespeople made their purchase experience a positive one.
Type Ones are also rational and orderly and need as much information as possible to be able to make the right decision. (Practical applications of the enneagram, 2004). This factor was supported by the findings that forty percent of all respondents who showed interest in published information about the vehicle were Type Ones.

Type Ones will reject as suppliers firms that cut corners or behave in an unethical manner (Kamenini & Kale, 2004). More than half of Type One respondents cited unprofessional, untrustworthy, and unethical salespeople as the cause of their negative experience when purchasing a motor vehicle. Thirty six percent of these respondents cited poor after-sales service and twenty percent blamed biased salespeople as the cause of their negative experience.

Type Ones are also able to see what is wrong with the vehicle itself as well as the dealership’s business practises, and how they can be improved (Daniels & Price, 2000:5). Three quarters of respondents who professed to being concerned about the impact the vehicle had on the environment were Type Ones. Two thirds of this group of respondents also felt that the showroom had to be clean, neat and tidy if they were to make a purchase from the dealership.

6.2.2 Key factors for marketing to Type Twos

Personal relationships are of paramount importance to Type Twos as they are warm-hearted and giving (Practical applications of the enneagram, 2004). One
third of all Type Two respondents claimed to have special needs when purchasing a vehicle and found it important to maintain a good relationship with the salesperson. They also relied on word of mouth from friends, family and colleagues when making a decision about a new vehicle more than any other type.

Type Twos need regular communication and special attention from salespeople, like remembering birthdays and other special events (Kamenini, 2003). One third of Type Two respondents emphasised the need to maintain a relationship with the salesperson after the purchase. Thirty three percent of all respondents who felt the need for more personalised service in the motor vehicle sales industry were Type Two.

Type Twos can also become demanding and emotional if their needs are not met (Daniels & Price, 2000:5). This was reflected by the fact Type Two respondents found it important that salespeople stuck to their word, were efficient and on time, as well as being trustworthy and knowledgeable. None of the other types had as many requirements of salespeople as this type has.

6.2.3 Key factors for marketing to Type Threes

Type Threes want to get the job done as quickly as possible, without regard to personal feelings or problems (Enneagram business resources, 2005). Most Type three respondents felt that getting the deal done as quickly as possible
with no fuss would induce them to be more inclined to purchase a vehicle. Although Type Three respondents felt the showroom should be neat and tidy, forty five percent also felt the condition of the showroom was irrelevant to the deal. Thirty seven percent of Type Three respondents claimed that a long wait for delivery resulted in a negative purchasing experience for them.

Type Threes are attracted to success and ambition, and positive feedback will encourage Type Threes to do business with the company (Sheppard, 2005). Thirty three percent of Type Three respondents requested honesty in advertising and more competitive pricing structures when asked to suggest changes to marketing approaches by vehicle manufacturers.

Although Type Threes are image conscious and like to brag (Practical applications of the enneagram, 2004), special offers and discounts will appeal to them as well (Kamenini, 2003). The finding revealed that unexpected add-ons were highlighted as a factor that made the purchase experience positive for twenty three percent of Type Three respondents.

Type Threes feel that the value of a person is based on what is accomplished and the recognition received (Kamenini, 2003). Nearly all Type Three respondents need preferential treatment and find this requirement to be more important than whether the salesperson is knowledgeable and trustworthy. One third of these respondents enjoyed enthusiastic salespeople.
6.2.4 Key factors for marketing to Type Fours

Type Fours are the most emotional of all the types (Enneagram business resources, 2005). Salespeople who are adaptable and able to offer concessions will relate well to this typology. They should also be able to connect with the customer on an emotional level (Kamenini, 2003). Thirty percent of Type Four respondents felt that more personalised service would improve the marketing of motor vehicles. It was also important for two thirds of Type Four respondents to maintain a relationship with the salesperson after the conclusion of the sale.

Type Fours also enjoy being pampered and cared for (Kamenini, 2003). The survey reveals that forty two percent of Type Four respondents enjoyed receiving free gifts and add-ons from the dealership as part of the purchase experience and rated this as more important than getting the deal done as quickly as possible.

As Type Fours long for an emotional experience and a deeply-felt experience of relationship (Daniels & Price, 2000:4), it is not surprising that fifty seven percent of Type Four respondents need to be able to discuss their choices with friends, family and colleagues before making a final decision as well as seeing the car at the dealership. It is also important that the salesperson is enthusiastic and kind to them to more than half of Type Four respondents.
Type Fours appreciate creativity and are stifled by uniformity and regulations (Practical applications of the enneagram, 2004). They are uncompromising in their search for the perfect item for themselves and have different ideas of what is suitable from the rest of society (Kamenini, 2003). Type Fours are also never bound by tradition (Sheppard, 2005). Thirty percent of Type Four respondents felt it was important that the vehicle they drove needed to be different from other vehicles.

6.2.5 Key factors for marketing to Type Fives

Type Fives are quiet, analytical people who need more time alone than most other people. They are happiest when watching activities rather than participating (Daniels& Price, 2000:5). All of the Type Five respondents found it important to feel at ease and to have enough time to consider all the factors before making a decision. Two thirds of Type Five respondents needed to see the car itself before making a final decision and were not interested in discussing their purchase with others.

This finding is supported by Type Fives not being concerned with personal relationships and preferring to keep people at arms length (Kamenini, 2003). They are also not comfortable dealing with other people on a continual basis and prefer to be alone (Practical applications of the enneagram, 2004). Forty three percent of Type Fives considered unprofessional, untrustworthy salespeople to be the cause of their negative purchasing experience
Type Fives are also cost conscious and feel as if they do not have enough of anything whether it be time or money (Enneagram business resources, 2005). More than half of the Type Five respondents requested more written information about the vehicles available on the market, with pricing comparisons included as a way to improve marketing of vehicles.

According to Daniels & Price (2000:5), it is important to Type Fives to protect their time and energy and to live an uncomplicated life. Many Type Five respondents felt it was important that the whole purchasing procedure was streamlined and conducted with as little fuss and bother as possible.

6.2.6 Key factors for marketing to Type Sixes

As there was only one respondent of Type Six typology, it is difficult to draw any conclusions about marketing strategies aimed at this personality type. However, certain conclusions can be drawn.

Safety features and strict technical requirements are very important to Type Sixes, as they are always aware of problems that can arise (Sheppard, 2005). The respondent in this category was the only person who preferred a high quality car.

Type Sixes consider safety to be very important and will be impressed by features like ABS braking systems, airbags, and secure locks (Kamenini, 2003).
This was supported by the respondent stating that safety was the most important feature to consider when selecting a new vehicle to purchase. Safety was also more important than whether the car was luxurious or of high quality.

Type Sixes dislike taking risks, and seek consensus and predictability (Enneagram business resources, 2005). The respondent felt it was important to seek other people’s opinions about his purchase decision and felt comfortable in discussing the options with others.

6.2.7 Key factors for marketing to Type Sevens

Type Sevens enjoy positive, fun-filled experiences, are playful and high-spirited by nature (Enneagram business resources, 2005). They also find it difficult to focus and are easily distracted (Kamenini, 2003). Fifty percent of Type Seven respondents felt that they had special unique needs that the salesperson needed to address in order to give them effective service. Forty three percent also wanted to be listened to by the salesperson.

Type Sevens believe that everybody is entitled to an enjoyable life and that they particularly should be able to enjoy the most that life has to offer (Daniels & Price, 2000:45). Every Type Seven respondent was drawn to vehicles which reflected their status in other people’s eyes, and also purchased vehicles that were comfortable and luxurious.
Negative emotions are anathema to these customers and salespeople should attempt to remain upbeat and confident throughout negotiations (Kamenini, 2003). More than half of Type Seven respondents prefer a close relationship with the salesperson that continues after the conclusion of the sale.

The focus of Type Sevens is on future events and exciting changes. They seek new and stimulating experiences. Practical, mundane routine is not for them (Enneagram business resources, 2005). The condition of the showroom had no effect on this typology and none of the Type Seven respondents felt it had any impact on their final vehicle purchasing decision.

6.2.8 Key factors for marketing to Type Eights
Type Eights are confident and have a clear vision of what they want and what they have to do to get there (Kamenini, 2003). Two thirds of Type Eight respondents felt that they had special needs and needed to be handled in a special manner by salespersons.

As this type of customer has a tendency to always push for more, salespeople should be respectful, but not subservient to customers who are Type Eight (Kamenini, 2003). In addition, Type Eights are decisive and blunt, and are not easily intimidated and they are comfortable being in charge (Enneagram business resources, 2005). Fifty seven percent of Type Eight respondents claimed to want to negotiate with the salesperson as much as possible.
Type Eights also place a lot of value on honesty, dependability and strength. Trust must be earned, but once done so, this typology is extremely loyal (Daniels & Price, 2000:49). Therefore, in order to feel comfortable about purchasing a vehicle, forty three percent of Type Eights must trust the salesperson and the salesperson must stick to their word and be honest and truthful.

Serious problems are seen as mere obstacles to be overcome by Type Eights and as they are so clear about their goals, they expect those around them to have the same clear-cut purpose of reaching a goal efficiently (Enneagram business resources, 2005). Fifty eight percent of Type Eight respondents need salespeople to be knowledgeable about their products. In addition, salespeople must also be efficient and on time in order to create a good relationship with forty three percent of Type Eight customers.

6.2.9 Key factors for marketing to Type Nines

Type Nines feel safe in predictable routines and are wary of excitement and change. (Practical applications of the enneagram, 2004). Type Nines also tend to have high brand loyalty and routine purchasing patterns (Kamenini, 2003). This was supported by the survey findings that Type Nine respondents were the only typology who clearly claimed to be brand loyal.
Type Nines are also easy-going and calm and will go out of their way to avoid conflict. They are accepting, trusting and stable, but are not weak (Sheppard, 2005). Fifty four percent of Type Nine respondents felt that their positive purchasing experience was because of professional salespeople who did a good job.

Type Nines need more time to make a purchase and salespeople should be patient in this regard (Practical applications of the enneagram, 2004). Type Nine respondents were among several other typologies that enjoyed receiving mail about special offers from motor vehicle manufacturers and dealerships as well as talking about purchases to others.

6.3 RECOMMENDATIONS

The following recommendations for using the Enneagram to improve CRM can be made based on the conclusions discussed in Section 6.2.

6.3.1 Marketing to Type Ones

Type One customers will respond best to salespeople who are professional at all times and behave ethically and responsibly. Therefore, companies that have clear-cut rules and procedures, and well-trained staff that adhere to them, will be able to connect with this typology. They will also be most aware of any unethical behaviour and will react negatively to pushy, unprofessional behaviour and poor after-sales service.
Type Ones show the most interest in published information and will be receptive to brochures and comparative studies and other written material relating to vehicle manufacturing. They will be interested in articles about specifications and performance levels of vehicles, as well as comparative studies of features and price of vehicles.

Type One customers are the most concerned about the impact of motor vehicles on the environment and will be the most likely to purchase vehicles that do less harm to the environment than others. It is also important to these customers that the showroom is clean, neat and tidy, as Type Ones feel most comfortable with order and rationality.

6.3.2 Marketing to Type Twos

Type Two customers need to have a good personal relationship with the salesperson, which is maintained after the conclusion of the sale. Good after sales service is vital and because customers in this typology are so focussed on inter-personal relationships, they need highly personalised attention from the salespeople.

It would be beneficial if the same person could always attend to their needs at every contact with the company. Failing that, a comprehensive data base that is regularly updated needs to be maintained, so that whoever deals with the customer can have access to personal information about the customer.
They also enjoy discussing their purchase with others like friends and family, rather than read information about the vehicle. They may enjoy participating in discussion groups about new vehicles.

6.3.3 Marketing to Type Threes
Type Three customers focus on the practicalities and do not want any fuss or bother. They want to get the job done as quickly as possible and have no regard for personal feelings. Streamlined procedures and in-house financing, as well as knowledgeable salespeople will enable Type Three customers to have a pleasant purchasing experience. Deliveries must be on time and vehicles should be delivered as quickly as possible.

Type Three customers will also respond well to truthful advertising that focuses on the vehicles attributes and not some marketing ploy to attract attention. They will also be positively affected by studies that reflect the status of the brand or the superiority of the vehicle compared to others in its class.

Type Three customers are happy to receive free gifts and unexpected benefits from the dealership. A bunch of flowers or a bottle of champagne, or a free tool set will be a practical way for the dealership to show appreciation for the sale and build customer loyalty.
6.3.4 Marketing to Type Fours

Type Four customers have a need to connect on an emotional level. They respond well to highly personalised service and need to maintain the relationship with the salesperson after the conclusion of the sale. Salespeople who are adaptable and empathetic and able to relate to customers in an intense and personal way will form the best relationship with Type four customers.

Special favours like after hours delivery and free gifts and add-ons will also appeal to these customers, as Type Four customers need to feel pampered and cared for and prefer special treatment. These customers will be drawn to salespeople who are not traditional or bound by rules and regulations, and who are prepared to go beyond the scope of their job description in order to get the sale.

Vehicles that are unique and different will hold special appeal and this typology will be most drawn to extra features and ideas that are not basic or ordinary as they are uncompromising in the search for the perfect vehicle for themselves. Motor vehicle manufacturers who offer vehicles that are unusual or do not easily fit into a specific category, like the Nissan Murano (which is a 4x4, automatic and has six gears) will appeal to these customers.
6.3.5 Marketing to Type Fives

Type Five customers need a lot of time on their own to analyse all the options before committing to a final purchase decision. Salespeople should give this typology a lot of space and time as Type Five customers will react badly to being rushed or pressurised, and feel no need to discuss their purchase with others.

They prefer to read information about the vehicle, rather than to discuss it. Therefore, salespeople should behave in a professional, detached manner and maintain a certain distance with these customers. There is no need to form close personal ties with these customers as they prefer to be left alone until the practicalities must be dealt with.

Type Five customers require a purchasing procedure that is streamlined and conducted with as little fuss as possible. They dislike fuss and complicated systems so companies wishing to do business with this type should ensure that staff are well trained and systems are simple and effective in order to ensure a smooth, quick transfer of ownership.

Type Five customers also look for cost effective solutions and want to drive something practical and will not be impressed with fancy extras or prestige marketing. Salespeople should not offer extras, unless there is a good practical reason for them and should encourage Type Fives to purchase with special offers and discounts.
6.3.6 Marketing to Type Sixes

Type Six customers focus on safety and technical requirements and need high quality in their vehicle. Features like ABS braking systems, air bags, and other high quality safety features make them more likely to purchase a particular vehicle.

Salespeople should also be aware that this typology is uncomfortable with risk taking and needs to be reassured and encouraged to make a purchase. Therefore, it is important to take the time to discuss all potential problems with the Type Six customer, and to find solutions to them in order to conclude the sale.

6.3.7 Marketing to Type Sevens

Type Seven customers focus on the positive and do not enjoy wasting time on mundane, everyday things like filling out forms or waiting in queues. Salespeople who are able to simplify procedures and make it as easy as possible will connect best with Type Seven customers.

Salespeople must also listen attentively to these customers and make a special effort to attend to their needs. This can be done by focussing attention on specific needs even when the customer’s attention wanders off and by remaining calm and approachable without seeming rigid or frustrated.
Type Sevens also like to maintain the relationship with the salesperson after the sale is complete. Outgoing, friendly salespeople, who are also fair and honest will be able to form the best relationship with Type Seven customers. They should also have a good sense of humour and a keen sense of fun in order to relate to this typology.

Vehicles that are comfortable and luxurious, as well as those reflecting status, appeal to Type Sevens, as these customers enjoy the best things in life. Special features like heated seats and sunroofs will have a positive effect on Type Seven customers.

6.3.8 Marketing to Type Eights
Type Eight customers need to either be in charge, or to be comfortable with the person who is in charge. They are powerful, strong people who know exactly what they want and expect the salesperson to be able to fulfil their needs precisely. As Type Eights want to be able to negotiate and salespeople must be strong enough to handle this kind of approach. It is important that the salesperson is knowledgeable, trustworthy, and sticks to their word, in order for Type Eights to feel loyal to that salesperson.

Type Eight customers hate to be kept waiting and salespeople need to be on time and keep appointments. Salespeople should be open and transparent in their dealing with this typology and should establish clear boundaries with them.
from the start of the transaction. They should show themselves to be capable and in charge.

Type Eights are attracted by cars that reflect power and status and if they can afford it, will purchase a big, luxurious, powerful car to reflect their powerful self-image. Top of the range vehicles, like BMW and Mercedes, will appeal to this typology.

6.3.9 Marketing to Type Nines
Type Nine customers are very brand loyal and feel comfortable with predictable routines. Once they have found something that fulfils their needs they will not easily be persuaded to change to another brand, or even try something different. They dislike change and will feel discomfort with something as small as a new slogan or a change of premises.

Salespeople should offer consistent, professional, honest service, as well as be patient with the length of time it takes Type Nines to make a final decision. This personality type also enjoys receiving written communication about motor vehicles and articles and advertising allow them to gather more information about the vehicle they are considering before they go to the dealership.
6.4 APPLICATION OF THE ENNEAGRAM IN BUSINESS

It will be futile to apply the Enneagram to the company's customers if the entire workforce does not also buy into the new approach. All staff should receive training about the Enneagram as it applies to them personally, as well as how it will improve customer relationships. Emphasis must be placed on the reasons for the change in approach as well as the benefits.

6.4.1 Importance of using the correct test

The test used to categorise the various personality types is of vital importance. Riso-Hudson has done a lot of research in test use, and has developed a scientifically valid test. The problem is that it is time-consuming and customers will be unlikely to consent to completing questionnaires with one hundred and forty four questions. It is also a costly procedure, as each test costs ten dollars and each test has to be marked in order to find the typology of the respondent.

However, researchers have also brought out a typing procedure called Enneacards. This is a simpler, more cost-effective version of the original test. Copies of the sets of cards can be purchased and salespeople can be trained to apply the test to willing customers. The information can then be entered into the customer information database and used as necessary. Market researchers will also be able to apply the test during face-to-face interviews.
6.5  FUTURE RESEARCH

In order to validate the resourcefulness of the Enneagram, empirical research on a far larger scale needs to be undertaken. The global marketplace requires integrated marketing solutions that combine advertising with direct mail, channel and trade management. The market needs to be understood in detail, which requires more market research. The Enneagram can help marketers to understand and segment the market more effectively.

A large-scale market research project using a valid Enneagram test could be integrated with one of the other South African long-term projects. Professional market research is vital for the success of a project of this nature and it must be ensured that the data is scientifically captured and manipulated.

6.6  FINAL CONCLUSIONS

It must be understood that within the personality types of the Enneagram, there is not one perfect type. Each type is unique and none are better than the other. Also, variables like life experience, parenting styles, degree of mental health, and intellect all have some degree of influence on the type description.

This research attempted to analyse consumption patterns in an in depth manner, rather than focusing on values, attitudes, interests or demographics in order to identify a typology of consumption lifestyles. Therefore, the Enneagram was used to implement psychographic segmentation to bring about an improved, multi-dimensional marketing approach.
As the Enneagram has been shown to exhibit diagnostic and predictive abilities, as well as being able to improve salespeople’s knowledge and understanding of customers, this can lead to improvements in target marketing, product positioning and customer relations. The Enneagram can also be used in a multi- or cross-cultural context as the nine different personality types are universal and not linked to a specific country or culture.
REFERENCE LIST


Enneagram business resources. 2005. [online]. Available from:

Enneagram history and origins: The traditional enneagram [online]. no date.


Freedman, J. no date. Understanding the enneagram [online]. Available from:

Friedman, L. 2004. Living in the dream [online]. Available from:


ANNEXURE A: COVERING LETTER FOR INTERNET RESPONDENTS

Dear Fellow Student

I am currently writing my dissertation as part of the requirements for my MBA. I have chosen to investigate the possibility of using the Enneagram (a personality profiling tool) to improve customer relationship management in the motor vehicle industry.

Please help me by completing the attached questionnaire. Copy and paste the whole document onto a new mail and highlight the option that is most applicable to you in each question. Mark only one alternative per question and answer each question. The last three questions require a short written answer.

If you would like more information about this, please e mail me directly.

Thanks for your help
Helen Gallant
Dear Respondent

I am currently doing my MBA at the NMMU and as part of the requirements for this degree, I have to do some research. I have chosen to investigate the possibility of using the Enneagram (a personality profiling tool) to improve customer relationship management in the motor vehicle industry.

If you provide me with an e-mail address, I will send the addresses of web sites containing more information about this topic to you. Please complete this short questionnaire by ticking the alternative that applies to you. Mark only one alternative in each question. Each question must have an answer. Some of the questions require you to provide a short written answer.

Please return the completed questionnaire to the person who handed it to you. Thank you very much. I hope you enjoy learning more about yourself.

Helen Gallant

3rd year MBA student NMMU
ANNEXURE C: QUESTIONNAIRE

SECTION A – ENNEAGRAM PERSONALITY PROFILE

Please choose one of the options in each of the 36 statements below. Put a large cross over the option that best applies to yourself. If neither are 100% applicable in your situation, please do not leave out the statement – rather mark the option that is least incorrect. Do not spend too much time considering the options.

<table>
<thead>
<tr>
<th></th>
<th>Option 1</th>
<th>Option 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I have been:</td>
<td>Romantic and imaginative</td>
</tr>
<tr>
<td>2</td>
<td>I have tended to:</td>
<td>Take on confrontations</td>
</tr>
<tr>
<td>3</td>
<td>I have typically been:</td>
<td>Diplomatic, charming and ambitious</td>
</tr>
<tr>
<td>4</td>
<td>I have tended to be:</td>
<td>Focussed and intense</td>
</tr>
<tr>
<td>5</td>
<td>I have been a:</td>
<td>Hospitable person and have enjoyed welcoming new people to my life</td>
</tr>
<tr>
<td>6</td>
<td>Generally its been easy:</td>
<td>To &quot;get a rise&quot; out of me</td>
</tr>
<tr>
<td>7</td>
<td>I’ve been more of a:</td>
<td>“Street-smart” survivor</td>
</tr>
<tr>
<td>8</td>
<td>I have a:</td>
<td>Need to show affection to people</td>
</tr>
<tr>
<td>9</td>
<td>When presented with a new experience, I have usually asked myself if it would be:</td>
<td>Useful to me</td>
</tr>
<tr>
<td>10</td>
<td>I have tended to focus too much on:</td>
<td>Myself</td>
</tr>
<tr>
<td>11</td>
<td>Others have depended on my:</td>
<td>Insight and knowledge</td>
</tr>
<tr>
<td>12</td>
<td>I have come across as being:</td>
<td>Unsure of myself</td>
</tr>
<tr>
<td>13</td>
<td>I have been more:</td>
<td>Relationship oriented than goal oriented</td>
</tr>
<tr>
<td>14</td>
<td>I have:</td>
<td>Not been able to speak up for myself very well</td>
</tr>
<tr>
<td>15</td>
<td>It’s been difficult for me to:</td>
<td>Stop considering alternatives and do something definite</td>
</tr>
<tr>
<td>16</td>
<td>I have tended to be:</td>
<td>Hesitant and procrastinating</td>
</tr>
<tr>
<td>17</td>
<td>My:</td>
<td>Reluctance to get involved has gotten me into trouble with people</td>
</tr>
<tr>
<td>18</td>
<td>Usually I have:</td>
<td>Been able to put my feelings aside to get the job done</td>
</tr>
<tr>
<td>19</td>
<td>Generally I have been:</td>
<td>Methodical and cautious</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>20</td>
<td>I have tended to be a:</td>
<td>Supportive, giving person who enjoys the company of others</td>
</tr>
<tr>
<td>21</td>
<td>I’ve often felt the need:</td>
<td>To be a “pillar of strength”</td>
</tr>
<tr>
<td>22</td>
<td>I’ve typically been interested in:</td>
<td>Asking tough questions and maintaining my independence</td>
</tr>
<tr>
<td>23</td>
<td>I’ve been too:</td>
<td>Hard-nosed and sceptical</td>
</tr>
<tr>
<td>24</td>
<td>I’ve often worried that:</td>
<td>I’m missing out on something better</td>
</tr>
<tr>
<td>25</td>
<td>My habit of:</td>
<td>Being “stand-offish” has annoyed people</td>
</tr>
<tr>
<td>26</td>
<td>Usually, when troubles have gotten to me, I have:</td>
<td>Been able to “tune them out”</td>
</tr>
<tr>
<td>27</td>
<td>I have:</td>
<td>Depended on my friends and they have known they can depend on me</td>
</tr>
<tr>
<td>28</td>
<td>I have tended to be:</td>
<td>Detached and preoccupied</td>
</tr>
<tr>
<td>29</td>
<td>I have liked to:</td>
<td>Challenge people and “shake them up”</td>
</tr>
<tr>
<td>30</td>
<td>I have generally been an:</td>
<td>Out-going sociable person</td>
</tr>
<tr>
<td>31</td>
<td>I’ve usually:</td>
<td>Been shy about showing my abilities</td>
</tr>
<tr>
<td>32</td>
<td>It is more important to me to:</td>
<td>Pursue my personal interests than having comfort and security</td>
</tr>
<tr>
<td>33</td>
<td>When I have had conflict with others, I have:</td>
<td>Tended to withdraw</td>
</tr>
<tr>
<td>34</td>
<td>I have:</td>
<td>Given in too easily and let others push me around</td>
</tr>
<tr>
<td>35</td>
<td>I’ve been appreciated for my</td>
<td>Unsinkable spirit and great sense of humour</td>
</tr>
<tr>
<td>36</td>
<td>Much of my success has been:</td>
<td>Due to my talent for making a favourable impression</td>
</tr>
</tbody>
</table>

### SECTION B – PREFERENCES WHEN PURCHASING A NEW CAR

For each of the 14 statements below, tick the box next to the alternative that best describes what you look for when purchasing a new car (could be a used vehicle). Please tick only one alternative in each statement.

1. When thinking about purchasing a new car, I
   - [ ] speak to friends, family and colleagues about my options
   - [x] look at advertisements and articles in car magazines
   - [ ] go to the salesroom for test drives and to see the car for itself

136
2 I like to
☐ see the car itself before making a final decision
☐ read all the information about the car before making a final decision
☐ discuss my options with people whose judgement I trust

3 It is more important that
☐ the sales staff are friendly and outgoing
☐ the sales staff are knowledgeable about their products
☐ the sales staff stick to their word

4 The showroom / dealership
☐ must be luxurious and comfortable
☐ must be clean, neat and tidy
☐ is irrelevant to the deal

5 I enjoy
☐ participating in competitions and joining clubs run by my car manufacturer
☐ receiving mail about special offers and new products
☐ maintaining a relationship with the person I purchased the car from

6 It is important that
☐ the car I drive is safe and practical
☐ the car I drive is of high quality
☐ the car I drive is different from most others

7 The make of car I drive reflects
☐ my practical nature
☐ my status in others’ eyes
☐ my concern for the environment and others

8 It is important that my car manufacturer
☐ maintains high standards and quality
☐ is established as a market leader
☐ has a reputation for fairness and honesty

9 The car I choose must be
☐ absolutely perfect in every way
☐ safe
☐ comfortable and luxurious
10 Salespeople must be
☐ efficient and on time
☐ trustworthy and knowledgeable
☐ open and approachable

11 I would be more inclined to purchase a car if
☐ I got the deal done as quickly as possible with no fuss
☐ I was offered add-ons (free maintenance, tool kit etc)
☐ I was given preferential treatment by sales staff

12 I need to
☐ feel good about the car I am thinking about purchasing
☐ feel at ease and able to take my time before I can make a decision
☐ trust the salesperson before I can think about buying from him

13 I like to
☐ negotiate as much as possible with a salesperson
☐ be listened to by the salesperson
☐ have as much information as possible before deciding

14 I am
☐ loyal to a particular make of vehicle (Ford, VW) and would not easily change brands
☐ a unique individual with special needs, even my car should be different
☐ demanding and difficult to please, with a long list of exacting specifications

Please go into as much detail as possible for the next three questions.
Your opinion is important to me.

15 Please tell me about any negative experiences you may have had when purchasing a car in the past

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
Please tell me about any positive experiences you may have had when purchasing a car in the past
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Is there anything you would like to see changed in how car manufacturers market their products to you?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

SECTION C – PERSONAL DETAILS

Please answer the following questions about yourself. Be assured that the answers will remain completely confidential. I need the information to be able to draw conclusions about how motor vehicle marketing needs to be tailored to your own personal needs.

1 Age  □ 18 – 24 □ 25 – 34 □ 35 – 49 □ 50+

2 Gender □ Male □ Female

3 Race □ White □ Black □ Coloured □ Indian

4 Total monthly household income
□ Less than R 10 000 □ R 10 000 – R 15 0000 □ R 15 000 – R 20 000 □ R 20 000 +

5 Is the home you live in □ Owned □ Rented
6 Please supply your e-mail address if you would like information about your own personality according to the Enneagram system.

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS QUESTIONNAIRE.