

# Perspectives on Consumer Behavior

## -- Everything \_ But Case Study

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### Abstract

**Low meat consumption is a food trend currently on the rise and the market is constantly growing. Consumers who decide to purchase vegetarian and vegan goods are no longer doing it for ethical reasons: vegetarianism, veganism and plant-based diets have become a part of a lifestyle, that celebrates fitness and a healthy diet. The following paper focuses on the case of the company EVERYTHING\_BUT that wants to tap into these food trends by selling healthy vegan products to those consumers. In order to understand the consumers and influence their buying decisions the company is advised to analyze their behavior through two major perspectives: The cognitive perspective, which focuses on the consumer as a rational individual and the socio-cultural perspective, that is based on the idea of a consumer as a member of a group. The paper ends with the application of the perspectives on consumer behavior as a strategy for managerial implications.**

### Keywords

**Vegetarian, vegan, behaviour, consumers.**

## 1. INTRODUCTION

Low meat consumption is a food trend currently on the rise and the market is constantly growing. Consumers who decide to purchase vegetarian and vegan goods are no longer doing it for ethical reasons: vegetarianism, veganism and plant-based diets have become a part of a lifestyle, that celebrates fitness and a healthy diet. The following paper focuses on the case of the company EVERYTHING\_BUT that wants to tap into these food trends by selling healthy vegan products to those consumers. In order to understand the consumers and influence their buying decisions the company is advised to analyze their behavior through two major perspectives: The cognitive perspective, which focuses on the consumer as a rational individual and the socio-cultural perspective, that is based on the idea of a consumer as a member of a group. The paper ends with the application of the perspectives on consumer behavior as a strategy for managerial implications.

## 2. SEGMENTATION

### 2.1. How to Segment the Market

The new established company EVERYTHING\_BUT wants to meet consumer demands to respond to one of the biggest upcoming food trends of our time: healthy diets with a low or no consumption of meat and animal products in Germany. The market has huge potential: 9% of the German population is vegetarian, making them number 6 in world ranking (World Atlas, 2016). Movies, books, articles, and celebrity interviews teach how vegetarian foods reduce disease and obesity make vegetarian eating a higher profile than ever.

When it comes to meat eating habits the market can be broadly divided into six different consumption types: Vegetarians (still eat eggs and dairy), Vegans (do not eat anything that comes from animals), Flexitarians (eat meat occasionally), Pescetarians (eat sea fruit and fish), consumers that are willing to reduce meat consumption and the unconcerned meat eaters (Cordts et al., 2013). EVERYTHING\_BUT wants to find the most lucrative market segment, which they can serve effectively and therefore needs to divide and segment the market with the help of certain variables that fit best. That means that those consumers need to be found that have similar needs, wants desires and/or characteristics. In the following the main focus lies on two major groups to find the most adequate customer segment: the psychographic/psychological and the sociocultural segmentation. The first helps to understand the market better by using psychological factors that refer to the inner characteristics of persons, such as needs, personality, perception, learning, activities, lifestyle, interests and opinions. The latter segmentation includes social class, sub- cultures, religion and life cycle.

## **2.2. The Ideal Target Segment: the Healthy Lifestyle Consumer**

Generally EVERYTHING\_BUT focuses on the German market starting with urban areas and tries to target consumers with higher income (middle and upper class), often working office jobs that can and have the willingness to afford high quality products.

However, a narrower targeting happens in the psychographic segmentation. The consumer we chose has certain values that distinguish him from the normal meat eater and is concerned about the sustainability and ethical issues that come with the production of meat. He (we use he in the following but it can also be a female) cares about animal welfare, the huge amount of resources that are used to feed the livestock, the pollution of groundwater through liquid manure, the cutting down of rainforest for the soy cultivation and the worldwide starvation that could be avoided by growing seeds for humans. The consumer feels responsible for that and does not want to contribute to the system (value). Even though he might not change the world he still thinks his action might inspire others. In his free time he likes to do physical activities that could be working out in the gym or do group classes like yoga or spinning and outdoor sports like running, hiking, or biking. Health and fitness play a huge roll and influences his lifestyle. He does not smoke and tries to avoid alcohol. If he drinks, it is the occasional glass of wine or beer. His diet is very healthy; he purchases a lot of organic foods that are natural and fresh. He avoids fast food and spends a lot on high quality goods, not only groceries but also drugstore products. He leads a balanced life and has a positive attitude. When he works a lot and does not have time to cook in advance (during lunch break) he buys healthy food to go (for example vegan sushi, falafel, salad or sandwiches). Nevertheless, he would like to have more choices when it comes to to-go food because the German market is still dominated by meat-based products like Kebab, Pizza and Sausages and does not always have good vegan and vegetarian alternatives.

Narrowing our consumer down from the sociocultural segmentation brings more detail to our consumer. He considers himself to be a part of a group respectively an indirect network of a subculture of people who celebrate the fit and healthy vegetarian lifestyle. They are active in social networks and get inspired by influencers on blogs, Youtube and Instagram like Blogilates, Freelee the Banana Girl, Vegan Gorilla or the biggest German vegan cook Attila Hildmann who advertises the vegan lifestyle and his weight loss success in talk shows and on Facebook. The list of popular vegetarian fitness enthusiasts is endless. The subculture can be divided in more subgroups depending on what the consumer can mostly relate too: from high carb low fat veganism, frutarianism, Paleo, gluten free, raw till four, occasional veganism, vegan athletes and other vegan movements. Living a plant-based diet is part of the new "Hipster" consumer and lifestyle trend that is growing every day. Posting your food on Instagram, constant visits to the farmer market, spending time in grungy coffee shops where green Matcha latte is served and

always being environmental conscious is the current phenomenon of the decade and our consumer feels confident and proud to be part of the culture. Even though he does not need to be a full time vegetarian or vegan, reducing meat consumption and putting more focus on healthy, conscious and even fair trade food still makes him part of it.

EVERYTHING\_BUT choses the Healthy Lifestyle Consumer because the segment is a growing trend, with a profitable market that gets a lot of public attention through media. The consumer is easily accessible through his high involvement in social networks and through his membership in the urban healthy vegetarian movement subculture, where trends can spread fast. The segment is easy to identify, because the consumer lives a healthy lifestyle and makes consumption choices that fit his profile. It is substantial because it represents a large enough portion of the market and also accessible through the big network of social media and influencers. It is responsive because

EVERYTHING\_BUT can easily respond to the customers needs and actionable because the segment provides guidance for the specific marketing measures (Wedel et al., 2012).



#### The healthy lifestyle consumer.

- → urban 9-to-5 office worker with a high income.
- → lives a healthy vegetarian/vegan/low-meat diet.
- → hobbies: fitness, wellness, outdoor sports.
- → educated about the meat industry and part of vegetarian fitness movement.
- → highly active in social media and curious about trends.

### 3. FOCUS OF PERSPECTIVES

After well segmenting the market as illustrated before, in order to foresee and satisfy the needs of consumers it is necessarily to introduce the best suited consumer behavior models. Thus, considering the nature of segmentation, the models, which are based on the cognitive and sociocultural perspectives, are intimately related to the case of EVERYTHING\_BUT.

#### 3.1. The Cognitive Perspective on Consumer Behavior

Firstly, the cognitive perspective focuses on consumers' minds before, during and after the purchase of a less-meat meal (Schiffman, Kanuk & Hansen, 2008). EVERYTHING\_BUT is a company that wants to meet consumer demands set off by food trends currently on the rise that advocate the consumption of meals largely devoid of meat. Actually, these trends are mainly related to food choice. A Food choice, like any complex human behavior, is influenced by many interrelated factors. The key driver for eating is of course hunger and satiety, but what we choose to eat is not determined solely by physiological or nutritional needs. Of all the factors that could influence people's food choice, cognitive factors, such as knowledge and attitudes related to diet and health, motivation, perception, personality and beliefs may be particularly decisive and important for certain individuals (Cox, D.N., Anderson, A.S., Lean, M.E.J. & Mela, D.J., 1998). Unlike the cognitive perspective that focuses on the internal events like thinking or emotions, behavioral perspective only pays attention to the observable response of consumers influenced by positive or negative stimulus (Bitterman, M. E., 2006). In this case, consumers choose less-meat meals not only because they are stimulated by the placing of items in supermarkets or the discount information, but also because they have the intention to avoid meat which already exists before shopping. Taking this understanding into account, cognitive perspective is more relevant than behavioral perspective to analyze the case.

Secondly, by considering the nature of EVERYTHING\_BUT, which includes environmental inputs, consumer inputs, and output consequences, it more likely focus on cognitive perspective

rather than experiential perspective. Being specific, in terms of the environmental inputs, even the product of EVERYTHING\_BUT may carry some extent of symbolic meanings, it significantly focuses on the tangible benefits that are generated from objective features such as calories and organics. Also, the verbal stimulus to persuade the consumption of a less-meat meal is necessary, and the message for the sources of the meal should be fully explained (Holbrook & Hirschman, 1982, 09). Furthermore, respecting to the facet of consumer inputs, the consumption of a less meat meal is primarily constrained by the prize, not by time. The consumers, rather than emphasizing on the primary process thinking, which oriented by seeking immediate pleasure or gratification (Hilgard, 1962), they are more as problem solvers engaged in goal-directed activities such as leading a healthier life. Moreover, the evaluation of a less meat meal consumption is not just based on a feeling of pleasure (Klinger, 1971, p. 18), it also based on its useful functions such as utilitarian function. Thus, considering the role of the product, the time budget of pursuing the goal and the evaluation of consumption, applying cognitive perspective is more suitable for EVERYTHING\_BUT.

### **3.2. The Socio Cultural Perspective**

The social cultural perspective is used as a second perspective because the consumption of meat has a lot to do with cultural aspects. Culture is crucial when it comes to understanding the needs and behaviors of an individual. Throughout his existence, an individual will be influenced by his family, his friends, his cultural environment or society that will “teach” him values, preferences as well as common behaviors to their own culture. The consumer is a “tribe” member that searches for belonging and uniqueness. EVERYTHING\_BUT focuses on a trend that is based on group dynamics and acceptance within a fitness and health community. It is necessary to understand the meaning of goods in that community as the products are used as symbols to show the other “tribe” members that you are part of them because “people buy goods not only by what they can do but also for what they mean” (Levy 1959). The behavioralistic approach focuses on general and instinct driven consumer choices (Østergaard & Jantzen, 2000, 14), whereas the buying decision in the case of EVERYTHING\_BUT products is not instinct driven but is part of a consumer’s want to belong to the healthy lifestyle group. He communicates to others that the consumer cares about his body and differentiates him from other groups.

The experiential perspective on consumption sees the individual as someone that buys based on emotional and narcissistic behavior and who is looking for meaning in life through the purchase of goods (Østergaard & Jantzen, 2000, 17). This perspective can be applicable in the way that the purpose of making the choice to buy a vegan EVERYTHING\_BUT product is the personal believe that harming animals is gruesome and touches his feelings but it certainly does not pay any attention to fact that he also does it to celebrate his lifestyle. The emotional factor plays a small role but is not the dominant reason when buying.

## **4. APPLICATION OF THE THEORETICAL PERSPECTIVES**

### **4.1. Applying the Cognitive Perspective**

#### **4.1.1 Functional theory**

The functional theory of attitudes was proposed by Katz (1960), which is an important theory for understanding consumer behavior, especially in this case. Firstly, utilitarian function is characterized by consumers seeking (and maximizing) rewards and avoiding punishment (Szmigin Piacentini, 2014). Last year, meat alternatives increased in household penetration to 92 percent (FMI & NAMI, 2016), which indicates these products are important compositions of low-meat meal. Another survey shows that 33% respondents try meat alternatives because they think these products are healthy, while another 31% said they enjoy the taste

(FoodNavigator & Mintel, 2013). This statistic illustrates that meat alternatives not only fulfil the need for hunger, but is also healthy and tasty. The healthy lifestyle consumers, as selected target segment, are more likely to place value on these extra aspects of meat alternatives, and therefore they are seeking to fulfil a utilitarian motivation through consumption.

Secondly, the value-expressive function (Shavitt, 1990) is characterized by consumers using products and brands to project, rather than hide, some aspect of themselves or of how they would like to be perceived (Szmigin Piacentini, 2014). Even though some experts disagree on the health view of reducing meat intake, some consumers still prefer a low-meat meal to establish their identities as group members fighting for societal benefits. In a survey among U.S. adults, based on the activities they have engaged in to help reduce carbon pollution as of March 2016, 11.9% of the respondents claimed to have reduced or stopped their consumption of meat (Saint Leo University Polling Institute, 2016). The behavior of avoiding meat expresses the value of consumers. Furthermore, if a brand of vegan food has symbolic meaning about reducing pollution, it will be more attractive to those consumers.

Thirdly, ego-defensive function defends people's self-image, making us feel better about ourselves (Szmigin & Piacentini, 2014). In a survey among 15-year-olds across 39 countries and regions, 52% girls and 36% boys in Germany, which are top 1 and top 2 respectively in terms of country, believe they are too fat (WHO, 2012). This situation goes along with a new result from Mintel of a growing trend toward vegetarianism and meat-reduced diets among young consumers in Germany. Today, almost 18% Germans aged between 16 and 24 purchase meat alternative products, compared with an average of 11% consumers across all age groups (Mintel, 2015). Fat can be seen as a threat to consumers' egos, which arouses the ego-defensive attitudes. These attitudes can be influenced by a suggestion which removes that threat. Therefore, in this case, the trends above could be explained by this theory.

#### 4.1.2 The Fishbein Model

As EVERYTHING\_BUT considered the increasing number of low-meat consumption has largely contributed to the attitudinal change towards meat consumption in recent years, and the attitudes may result in a consistency favorable or unfavorable manner that associated with the features of EVERYTHING\_BUT (Fishbein & Ajzen, 1975). Also, regarding to Mowen (1993), the consumer perception towards an object as a result of its unequally import multiple-attributes and related to EVERYTHING\_BUT, these attributes can be ethical and sustainability concern about food production, etc. Therefore, by using the cognitive approach towards consumer behavior to understand and measure attitudes that contributed by relative important multi-attributes, the application of Fishbein model should be leveraged.

Using the Fishbein model should consider three components: attitude object, belief, and evaluation - to inform the consumer's attitude by establishing the relative importance of attributes (Szmigin & Piacentini, 2015). To be specific, EVERYTHING\_BUT as an attitude object (Herr & Fazio, 1993), via clearly established themselves as a largely devoid of meat company which features products with vegetarian diets, fasting diets, raw food diets, and flexitarian diets, etc. Therefore, it helps EVERYTHING\_BUT establish attitudes that the company is interested in (Szmigin & Piacentini, 2015). When considering the beliefs that consumers may hold toward EVERYTHING\_BUT, it is related to the nature of the company and other objects, and these different factors may form consumers a belief towards certain outcomes, for instance, some may believe that less meat consumption may lead a healthier life and benefits the society. When it comes to evaluation, it as a judgment of the consequence of the beliefs that are associated with EVERYTHING\_BUT (Szmigin & Piacentini, 2015), the process of evaluation would determine which beliefs are important and valuable to the company. Related to the case, it indicates the believes that consumer associate with self-interest, ethical concern and health benefits highly valued by EVERYTHING\_BUT. In general, EVERYTHING\_BUT via applying the Fishbein model

can understand the formation of consumer attitude and can measure important attitudes towards them (Szmigin & Piacentini, 2015). What is more important is that the usage of this model as an attitude-change strategy, helping EVERYTHING\_BUT alter the negative attitudes to positive attitudes by changing attributes, changing beliefs, adding attributes and changing the overall rating (Hansen, Schiffman & Kanuk, 2008).

#### **4.2. Applying the Socio Cultural Perspective: the Movement of Meaning In Consumer Goods**

Starting with the culturally constituted world McCracken (1983) describes the world of everyday experience as one that is shaped and constituted by beliefs and assumptions that each culture has and presents itself to the consumer through one's senses. Culture supplies the world with meaning. It is the "lens" through which the individual sees (how he understands and conceives his surroundings) and at the same time the "blueprint" of human activity and therefore how it is created by human effort. The world can be categorized by two categories, which are cultural categories, those basic distinctions that a culture uses to divide it up (i.e. time and space) and cultural principles, which are a cultures' ideas and values of the phenomena world.

Cultural meanings are substantiated by material objects. These objects are in our example food item. Food cultures can be largely symbolic expressions by which people establish, maintain, and reinforce their (sub)cultural, ethnic, and individual identities (Penaloza, 1994) and eating behavior is closely bound up with the culturally normative way of being (Levine et al., 2016). A diet is a way of taking control, making choices, and expressing personal preferences. A consumer defines himself with what he eats. A healthy vegetarian diet combined with a heightened physicality is a way of fitting into the cultural category of a youth and beauty that comes with the benefits of it. The cultural meaning comes through values and ideas that define how cultural principles are organized, evaluated and constructed. Those values and ideas could be the cultural western beauty ideal of sexually attractiveness, strength and physical health that are seen as accessible through the way you consume goods.

From the culturally consisted world the meaning is transferred through advertising, fashion systems and reference groups. Advertising is a catalyst for the constant changing in meaning of the consumer goods and informs the consumer about the current cultural meaning as they take it out of the world and transfer it to the goods. The advertising industry helped to change the meaning for vegetarian consumer goods from the old image of "hippie" to a modern fit trend culture with the help of social media and promotion. The fashion system works in a similar way as a meaning transferor and "engages in the radical reform of cultural meanings" (McCracken, 1986). Fashion supports the healthy lifestyle consumer as he tries to wear clothes that are trendy and show the charms of a fit body, ranging from tight sporty clothes to chic and minimalistic office fashion. Lastly, the transfer also happens through reference groups. People are influenced by the group they belong to and also to which they do not (Arnould et. al., 2005, p. 608). A reference group is defined as "the group whose presumed perspectives, attitudes, or behaviors are used by an individual as the basis for his or her perspectives, attitudes or behaviors" (Arnould et al 2005, p. 209). The main factor here is the level of attraction, which describes "the level of affect that the group holds for an individual" (ibid. 610).

There are four types of reference groups: Avoidance (negative, non-membership), Disclaimant (negative, membership), Aspirational (positive, non-membership) and Contactual (positive, membership) (Arnould et al, 2005, p. 611). An avoidance group for our consumer would be people who do not care about their diet and fitness, eat a large amount of processed foods, with a high meat consumption and who do not pay attention about the consequences. The disclaimant group could be the group of people who might for example still have a bad habit, like the group of people that still has a weakness for the occasional fast food when they go out,

but would like to drop it. The aspirational group might be a group of full time dedicated fitness vegans that perform above average in fitness goals, who feel openly positive about their lifestyle and have a high sense of fashion trends. An example could be famous fitness bloggers. EVERYTHING\_BUT can especially encourage consumers to become more like them with the help of the products. The last group (contactual) is the group of healthy lifestyle consumers who the consumer is already part of. A community of people who lead a similar consumer lifestyle and try to achieve good results in fitness.

After the meaning has been transferred to the consumer the good it serves as a media of expression. So to speak our consumer buys the product whose meaning was influenced by the German culture he lives in. From there the meaning moves into the life of the consumer. This happens through rituals (exchange rituals, possession rituals, grooming rituals and divestment rituals, for more detail see McCracken, 1986, p. 78 – 80). In our case the possession ritual is the most relevant as the consumer tries to transfer meaning from their own world onto to product. This can happen through showing your daily food and fitness habits on Instagram as the consumer tries to impress his community.

Also the grooming ritual can be important as in that case the ritual could be the entire food eating process, i.e. the wednesday office lunch break where you and your friend that works close by grab your healthy lunch together and sit on a bench outside and catch up on life. The healthy products could be part of that ritual. All in all, it can be summarized that the cultural meaning carried by consumer goods has a big influence of consumer choices so EVERYTHING\_BUT needs to adapt their marketing strategies accordingly.

## 5. IMPLICATIONS

In order to serve the targeted segment, the products of EVERYTHING\_BUT could be to-go food sold in supermarket or 7eleven. The product range goes from extravagant salads with ingredients like quinoa, chickpeas, seeds, seitan, sweet potatoes or other healthy choices to sandwiches with hummus, avocado or vegan pesto to pasta options and drinks like smoothies.

### 5.1. Environmental Stimuli - Behavioral

There are many theories that have provided useful insights for marketers to alter the marketing environment in order to modify consumer behavior based on behavioral perspective. However, most theories under this perspective do not merely direct at vegan food, but apply to many different products, so we will only discuss two of them as examples.

By applying the exposure effect (Janiszewski & Chris, 1993), EVERYTHING\_BUT, a newly established company, should deliver more advertisements at the places where potential consumers may appear. According to the target segment discussed above, the healthy lifestyle consumers are more accessible around office buildings, gyms, high-end supermarkets, drugstores and through social network such as health food forums. However, a study shows that a high exposure rate only benefits companies with low reputation. Therefore, this method is suggested to employ when most consumers are not familiar with the brand (Fombrun, C., & Shanley, M., 1990).

Supposing EVERYTHING\_BUT sells vegan food in supermarkets, they should put the products in front of mirrors, because shoppers slow down at reflective surfaces based on movement speed theory. Furthermore, according to the movement preferences theory, they should try to put their products on the right wall, since shoppers move and look preferably to the right (Underhill, 1999).

## 5.2. Attitudinal Change - Cogonitive

In terms of the cognitive perspective towards consumer behavior, Hansen, Schiffman, and Kanuk (2008) suggested that there are some marketing actions that should be leveraged by marketers to gain competitive advantages within the whole market. To be specific, as EVERYTHING\_BUT is a vegetarian food company that focuses on middle- and upper class consumers who pursue a healthy lifestyle, the company by advertising products as “long life by long vegan” to express the value of the committed users may affect their behavior (changing function). Also, associating EVERYTHING\_BUT with Vegetarian Charity Grant, by promoting products as “buy one support one” aiming to assist young vegetarians who pursue their educational goal may gain social approval and as a result obtain positive attitude towards the brand and their products (associate with a special group). Considering the adverse effect towards less meat consumption such as the cause of anemia and protein deficiency, EVERYTHING\_BUT via asserting their product ingredient with fully iron and rich protein can help consumers to resolve the conflicting attitudes (resolve conflicts). Moreover, by concerning the transformation from “meatarian” to vegetarian for some of the consumers, by offering “meatless-meat” taste vegetarian diet as a new attribute may have some impact on their food choice (change attributes). In addition, because different consumers may use different routes to process information, EVERYTHING BUT should consider the low involvement consumers who use the peripheral route to access information. The usage of celebrity endorsement would affect consumer behavior (Batra & Kazmi, 2008). For example, EVERYTHING\_BUT via using the strongest German vegetarian “Patrick Baboumain” to endorse their brand may have an enormous impact on consumers who pursue a healthy life and a vegetarian diet (ELM model). He lifts more than 600 kgs and is an example that strength and muscles do not need to go with eating animal based food. As such, through capitalizing the above strategies to reduce the gap between attitude and behavior will help EVERYTHING\_BUT to well-calibrate their consumers.

## 5.3. Newness Experience - Experiential

Utilizing the experiential approach towards consumer behavior, Østergaard and Jantzen (2000) think the best way for marketers to understand consumers is to treat them as tourists who seek experiences so that marketers can arrange unusual events to fulfill their expectation (Arnould & Price, 1993). Regarding that the target segments are highly influenced by social media, especially influenced by people who actively engaged in social media platform. Therefore, by launching an event called “Celebrate a Vegan Night” which social media influencers would be invited to. The night would be featured with an expert on vegan food, who shows new way of preparing creative dishes. Goodie bags with EVERYTHING\_BUT products will be given out and the guests would blog and post about the event to spread the word to their readers. Eventually, the event aims to deliver a sense of newness that may affect their emotion and consequently affect the target consumers’ purchase behavior via the recommendation from these participants.

## 5.4. Meaning Transfer - Socio Cultural

All people are influenced by both groups to which they belong and those to which they do not (Arnould et al., 2005), so EVERYTHING\_BUT can use reference groups to influence target consumers by affecting how they perceive the product, what their values or aspires are and/or by affecting a type of their behavior (Park, Lessig, 1977).

For healthy lifestyle consumers, our target segment, their aspirational reference group could be the fitness influencers. About 70 percent of marketing professionals stated having ongoing ambassadorships for their brands is one of the most effective influence marketing methods, while around 67 percent of them believe product reviews are highly effective as well (Statista, 2015). Therefore, one effective marketing strategy is building ambassadorship with an

influencer like Cassey Ho, an American social-media fitness entrepreneur, whose YouTube channel has 14 million subscribers. When she shares photos and videos on social media with product placement, the potential consumers who follow her may be affected and eat the same food. Meanwhile, the contactual reference group of our target segment could be other people who want to eat healthier. Taking this understanding into account, EVERYTHING\_BUT could send a few free food samples to them as trials, for example to the businessmen who want to eat healthily for lunch. And their colleagues as other members in the same group may follow the similar behavior to reinforce the membership role. Also, EVERYTHING\_BUT could design a slogan like "Vegetarians, we're healthier" to make people feel positive about their identity as vegetarians, and to help associate EVERYTHING\_BUT with this group (Arnould et al., 2005).

On the other hand, rituals by which meaning is moved from consumer goods to individuals, is a powerful and versatile tool for the manipulation of cultural meaning (McCracken, 1986). EVERYTHING\_BUT could develop an app for consumers to choose ingredients, flavors and favorite boxes as ordering, then food will be delivered in the special boxes with their names. All of these processes make the food become more mine and more clients want to order their customized food from EVERYTHING\_BUT. Possession rituals are applied in this strategy and when consumers order food for their families or friends as gifts, it also presents exchange ritual.

## 6. CONCLUSION

This paper started from the case analysis and gave a complete summary of the theories of consumer behavior through the segmentation of a consumer, the selection and the application of two aspects of the theories following by advices and suggestions.

First of all, the authors reviewed the latest papers and data. The German dieters were divided into six categories. Then, through psychographic segmentation and sociocultural segmentation, the authors narrowed the segmentation down to the healthy lifestyle consumer, which has a high potential for growth.

In the selection and application of the key points, the authors were more concerned about the thinking process of the consumer. The authors used the fishbein model to interpret and predict consumer behavior, from the aspects of attitude, belief and evaluation. The conclusion was that the healthy lifestyle consumers would make decisions of choosing healthy food by improving their value and reducing their loss. The reason of choosing social-cultural perspective is that the establishment of consumer preferences and consumption concept are not isolated. The conclusion was that EVERYTHING\_BUT needed to focus on analyzing the cultural meaning contained in healthy food and formulate strategies accordingly.

As for suggestions, the authors pointed out that EVERYTHING\_BUT's products should be healthy food, which can be easily taken away, ranging from vegan salads to less meat sandwiches. The author also gave a number of operational recommendations. For example, EVERYTHING\_BUT should advertise more at the places where the potential consumers appear. EVERYTHING\_BUT should try to find an opinion leader of a healthy lifestyle and to organize variety of activities.

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