Using Values Modes

Chris Rose[1] and Pat Dade[2]

Values Modes is a psychographic mapping system which looks at the values that underlie behaviour. Behaviour is generally a strong determinant of opinion. Therefore the driver is values> behaviour> opinion. This is why one cannot drive behaviour with information based on surveying opinion.

The Values Modes top line is a three level segmentation into Settlers (security driven in Maslowian terms, ca 20% of UK national population), Prospectors (outer directed or esteem driven, ca 40%) and Pioneers (inner directed, ca 40%). Over recent decades, the number of Settlers in the population has progressively diminished, with major implications for how society functions.

For marketing and communications or campaign strategy purposes, it is more useful to use the detailed 12-level 'Value Modes', of which there are four in each Maslowian Segment (see below).

See the Cultural Dynamics website www.cultdyn.co.uk and examples at www.campaignstrategy.org The algorithm used for converting data in the ten question VM survey (at www.cultdyn.co.uk) into Modes is property of CDSM, Cultural Dynamics Strategy and Marketing.

Some data are also available for many other countries including the US population. The proportion of Prospectors is higher in the US (there will be big geographic variations). A full nationally representative US survey will be completed by CDSM and a US partner in the next year or so. VMs in one form or another have been mapped in over 20 countries.

Values Modes have been used by a wide variety of clients ranging from fear of crime (Bedfordshire Police) to EDS, Haagen Dazs, Greenpeace, the RSPB (supporters), Arsenal Football Club (team building), Unilever (brand strategy), Environment Agency, BMW, all three main political parties and a variety of pub chains.

The present Values Modes system run by CDSM, draws on a database of responses from some tens of thousands of people to over 1,000 questions. These questions are asked in a number of different forms and cycles to eliminate, so far as possible, cognitive effects generated by the process of asking. From these, some 418 questions are used to create the (UK) Values Modes map, a statistical representation in map form (see below) on which three main 'Maslowian segments' are identified. Within these, four Value Modes or sub groups are identified (see below). Each 'dot' on the map represents a cluster of 4-5 statistically linked questions, forming a total of 90 'attributes'.

In effect the Values Modes database is like a nationally representative[3] database of hundreds of cross-indexed focus groups

The origins of the clusters used in the map go back to Social Value Groups and other previous segmentations looking at needs below the level of behaviours, which were found to broadly correlate with Maslow's Hierarchy of Needs: ie into SD (sustenance or

security-driven), OD (esteem-driven or outer directed), and ID (inner directed) groups or life positions[4]. CDSM has developed the system to identify how people may move, as their life progresses, across the map. As social change occurs, the 'dots' on the map move. For example since the 1970s, 'ozone friendly, which represents concern for 'environment', has been observed to shift from the extreme 'bottom right' of the map (ie a place strongly over-associated with the IDs), to almost the centre where it is a 'norm', something shared as a value by all groups but no longer controversial or particularly remarkable because it is so widely accepted. Thus the social picture depicted on the 'map' is itself dynamic over time.

A feature of the map is that 50% of the Attributes – and 50% of the people – plot into the central half of the map. These attributes are the most normal, hence uncontroversial and least likely to form part of any social discourse prolonged by strong disagreement. It also means that the six groups which occupy this part of the map are all relatively similar to one another in many respects. People here will tend to have less strongly held views, be less 'bothered' by life in general (and for example, be less likely to vote), and because they are 'mushier' in terms of values, be less useful to engage in a communications strategy. These groups are generally led in terms of aspirations or reflexes arising from values, by the adjacent groups on the outside of the map. It is these six groups around the outside of the map, who are generally most worth targeting in communications because the others on the inside will follow them.

Similarly, the Inner Directed segment (termed 'Pioneers' by CDSM) are the innovators of society: they start new behaviours, embrace change, try out new things, set up organisations, start initiatives. If these look like they might succeed, they are taken up by the Prospectors, or the ODs (outer directeds). However while the behaviours are the same, the motivations are different. For example Pioneers may be doing something new because of ethical reasons or because it's simply fun to play with. Prospectors will be doing it because it brings esteem from others or confirms self-esteem: it may be cool, fashionable or clever for example. In brand development terms the Prospectors are the 'early adopters' following the Pioneer innovators (see below).

Once the other two groups have adopted a behaviour, the Security driven (SD) group, termed 'Settlers' by CDSM, may follow suit but not before. The behaviour is then 'normal' (ie 'everyone does it', in so far as it is going to be adopted) .

So Values Modes create a map of motivations but they are also dynamic. Communications or marketing strategies can make use of several different dynamics.

- Pioneers lead, prospectors follow, and then settlers follow the prospectors in adopting *new behaviours*

- These behaviours are adopted for different reasons and will only be adopted if the *right* rewards or stimuli are present – you cannot get a Prospector to adopt behaviours for Pioneer reasons for example (so for instance, campaigners or politicians who are dogmatic about why something is done, will not be so successful as those who allow people to join in a behaviour for different reasons)

- People move from Settler, to Prospector, to Pioneer – this is the basic path of change noted by Maslow. Typically a person at 18 is in the same Maslowian segment or one away from where their parents were. (We have never tested this in

terms of the 12 Values Modes, but could assume they could be up to 4 Modes further on than the parents).

- Organisations move from Pioneer, to Prospector, to Settler. This is because they are almost invariably started by Pioneers in their own terms. Pioneers are risk takers and Prospectors are not (though they may gamble). The innovation curve then comes into play and the institution is colonised by Prospectors. Without their drive and success-seeking mindset it is unlikely to grow. Eventually the Settlers join and apply a brake on change, which they generally dislike.

- The Values Modes course open to individuals is to move from Roots to Smooth Sailing, to Brave New World, to Certainty First, to Golden Dreamer, to Happy Follower, to Now People, to Tomorrow People, to Transitionals, to Concerned Ethicals, to Flexible Individualists, to Transcenders

- This course weaves in and out of tension and acceptance: tension because there are conflicting needs within someone or a conflict with the world, or acceptance because the world seems ok, they feel they 'fit' with it. Tension modes lie on the outside of the map: Roots, Brave New World, Golden Dreamers, Now People, Concerned Ethicals, Transcenders. Acceptance modes lie around the centre: Smooth Sailing, Certainty First, Happy Followers, Tomorrow People, Transitionals, Flexible Individualists.

- Many of the Values Modes have affinities to each other – mostly to the neighbouring areas on the map – although the course which links them is often longer: in relationships and social interactions, VMs can reach across like neighbours over the garden fence, and get along

- Within a Values Mode, any two individuals are likely to be extremely similar to each other yet be entirely individual. To people from other Value Modes they may seem similar but to each other they may look very different, in part[5] reflecting the priorities set by needs and drivers around them. This is revealed in the 'Higgins test' which produces a picture of how, in terms of the 'attributes', one person sees another.

- Because people may agree about a behaviour (eg environmental protection) but not about why it is 'right', there is an ever present potential for a "log-jam of violent agreement". This is an inherent risk in government attempts to stimulate 'national debate', or, for example, in consultations.

- Different people may adopt the same behaviour but for different reasons. So for instance in the 1990s a study was conducted for the then Ministry of Agriculture, Fisheries and Food, which wanted to know why people were eating less, despite becoming wealthier. Cultural Dynamics found that Pioneers had started the trend, not deliberately trying to eat less but because they had changed their lifestyle and were 'browsing' and 'eating on the go' rather than eating 'three square meals a day'. As a result they got thinner. Prospectors wanted to emulate the 'thin-ness' and their way of doing it was to take up diets. Eventually, Settlers followed and dieting became 'normal'. Pioneers ate differently and felt-better for it. Prospectors to get and look thinner, while Settlers tended to cite the price of food as their justification

(even though in real terms it had got cheaper). This shows why you cannot impute motivation from behaviour.

Much more detailed descriptions can be supplied by CDSM but at the three segment level

Settlers are: socially conservative, concerned with the local, known, identity, belonging, and prefer trusted channels and known behaviours. They are wary of change and espouse discipline, are acquiescent, keeping to the rules and wanting a lead from authority.
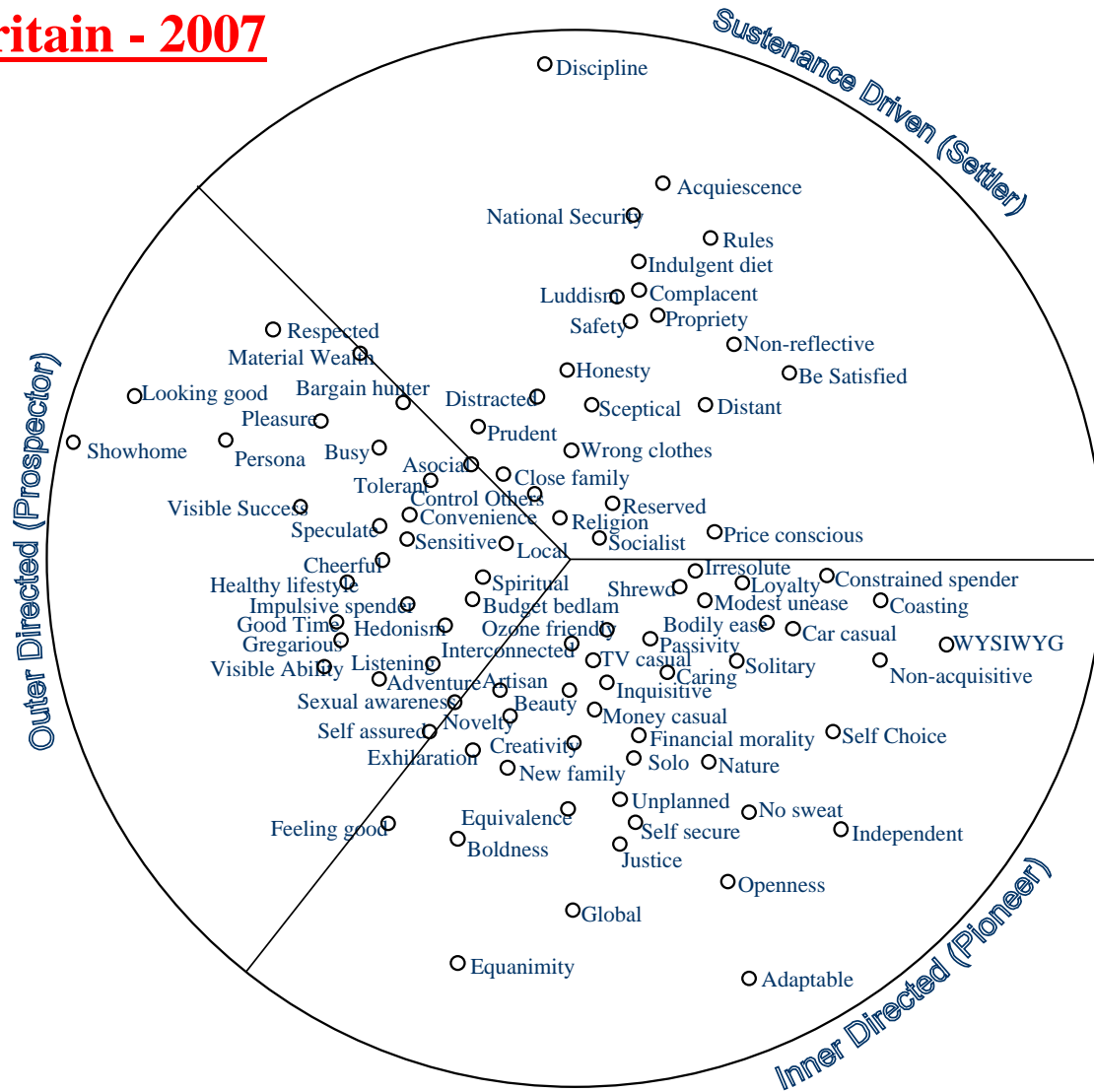
Propsectors want to acquire and display the symbols of success in everything they do. They want to make their lives better and be seen to succeed. They are a higher energy more fun seeking group. They are early adopters but not innovators, which involves social risk that they avoid.

Pioneers are society's scouts, testing and innovating, and always questioning. They are attracted not so much to signs of success but what is 'interesting' including 'issues'. Some of them are strongly ethical believing that to make the world a better place they must be better people. Others are more relaxed and holistic and some are into 'doing their own thing'. They are most at ease with change and most global in outlook of all the groups.

Prospectors are a key group not generally reached by NGO campaigns and public agency communications efforts. Attracting their support, whether overtly or indirectly, may well make a significant difference to a campaigns success but is essential if the purpose is population-wide behaviour change. Prospectors dislike being told they are doing anything wrong, fear social censure and controversy and are early adopters rather than innovators. There are ways to get them to act on social issues, for example 'green' subjects but they need simple choice do/don't options which involve doing stuff better, getting 'the right stuff' or 'the right' experiences and being rewarded, not made to give something up.

Basic attributes values map (UK):

Great Britain - 2007

Sustenance Driven (Settler)

Outer Directed (Prospector)

Inner Directed (Pioneer)

Discipline
Acquiescence
National Security
Rules
Indulgent diet
Luddism Complacent
Safety Propriety
Non-reflective
Respected
Material Wealth
Honesty
Be Satisfied
Looking good
Bargain hunter
Distracted
Sceptical
Distant
Pleasure
Prudent
Showhome
Persona
Busy
Wrong clothes
Asocial
Close family
Tolerant
Control Others
Reserved
Visible Success
Convenience
Religion
Price conscious
Speculate
Sensitive
Local
Socialist
Cheerful
Spiritual
Irresolute
Healthy lifestyle
Shrewd
Loyalty
Constrained spender
Impulsive spender
Budget bedlam
Modest unease
Coasting
Good Time
Hedonism
Ozone friendly
Bodily ease
Car casual
Gregarious
Passivity
WYSIWYG
Interconnected
TV casual
Solitary
Non-acquisitive
Visible Ability
Listening
Caring
Adventure
Artisan
Inquisitive
Sexual awareness
Beauty
Money casual
Novelty
Financial morality
Self Choice
Self assured
Creativity
Solo
Nature
Exhilaration
New family
Feeling good
Equivalence
Unplanned
No sweat
Boldness
Self secure
Independent
Justice
Openness
Global
Equanimity
Adaptable

5

Values Modes Strategies

For an organisation to influence behaviour – encouraging it or discouraging it – one needs to start with understanding the people whom we need to reach, not the problem. This obvious truth is often ignored by processes used to construct communications which ostensibly aim to influence behaviour or, as it's often put, to elicit 'behaviour change'.

For example a cause-related group or a public body may start by 'explaining the problem'. This may be what convinced the would-be communicator but it may not be a good way to convince the people they need to reach. It is also the form which much education takes: discover "the facts", analyse, synthesise, draw conclusions, and perhaps act. But whether or not people do act, has much to do with them: with what drives them in their life.

The Values Modes system is one powerful way to help sort this problem.

This means starting with people, not the issues knowledge which may have informed our need to reach those people.

Take for example preparing communities for, and warning people about floods. A wide range of profound social and psychological communications issues arise in evaluating and analysing, preparing for, mitigating, avoiding, warning of, dealing with and recovering from floods. These include responses to

- The unknown
- Identity, belonging community
- Loss (emotional, social, physical)
- Fear, anger or powerlessness
- Trust and power held by others
- Dilemmas and decision making
- Perceiving, judging and planning or not
- The past and the future
- Forces beyond our control
- Problems of cooperation or coordination
- Comprehension and conceptualisation of components of 'risk'
- Sense of place and personal location
- Sense of agency, competence, capacity

As such 'floods' raise 'non-technical' communications challenges which have nothing much to do with water or engineering, or even economic costs and benefits. These factors are to do with people, rather than floods themselves. So to understand how best to deal with these in communications strategies, we need to start with people.

The above list, though probably far from exhaustive, comprises factors which can be readily observed in accounts of flood events, reports of consultations and anecdotal accounts of the work of the agencies concerned with floods. These factors clearly operate at a deeper psychological level than 'opinions' or 'attitudes', indeed they also operate below or behind the level of behaviours.

It is well established that information cannot[6] be used to drive behaviour change, and the basis of most qualitative research strategies used in commercial applications (eg retail) is that stated opinions tend to be moulded by actual behaviours, not the other way around. In other words we adopt 'views' which explain or are consonant with our behaviours, even if the topic appears to be one of 'simple fact' (eg "could I get to work on public transport ?"). The reasons we do this are multi-faceted and may for instance include maintaining our self-image but all boil down to being driven by 'values'.

In a 2007 article[7] 'Why Is The Middle Class Vanishing ?', US economist Paul Krugman wrote:

"One thing I've been noticing on multiple debates in public policies -- climate change is another one -- is there seems to be an almost seamless transition from denial to fatalism. That for 15 or 20 years the people would say, "No, what you're saying is not happening." And then almost immediately they'll turn around and say, "Well, yeah, sure it's happening, but there's nothing that can be done about it."

Krugman flags this as a contradiction or dysfunction in thinking yet it is entirely consistent with remaining in the same place. It is psychologically consistent with "I'm not going to do anything about this". Ie it maintains a consistency of 'opinion' with behaviour. A classic case of the impermeability of values-driven behaviour to information.

The utility of the Values Modes system is that it enables us to 'map' such values in ways which

- Are consistent across time and space (eg between groups, communities, countries, with a database built over decades)
- Can segment the population into a usable number (normally 3 or 12) sub-groups
- Can be correlated to varying degrees of confidence with demographics, socio-economics etc including behaviour-based data such as the MOSAIC system
- Apply to individuals, relationships or group dynamics
- Are psychographically dynamic – the way any one of the 12 or 3 segments affects the rest is well established
- Are temporally or developmentally dynamic – the tendency for individuals to move one way through Values Modes is known, while institutions tend to move in the opposite direction
- Produces quantitative results

Values Modes analysis is useful in planning strategy, particularly where the aim is to change or reinforce behaviour. For example in purchasing, or in social interaction, which could be attending events or responding to calls to action or invitations to participate. It may come into play after or before other segmentations, such as behaviour based or economically based systems. In terms of changing or reinforcing behaviour it is more useful than knowing existing behaviours because it deals with the causes of behaviour, and it is more useful than asking 'opinions' because these are often largely driven by behaviours.

Basic Values Mode Strategies

1.   The Locomotive

Anything new has to start with the Pioneers. To build momentum, or get uptake by the Prospectors, some sort of 'success bridge' is needed. These can be endorsement by an esteemed person (eg a celebrity); adoption by an esteemed ('big' or 'premium') brand; communication via an esteemed channel (eg a high viewership tv programme); or 'winning' rewards (eg financial enrichment, a prize); or acknowledgement in media that this is 'the new thing'.

Do your strategic or tactical needs require any new behaviours ?

2.   Matching Motivations By Segment/ Values Mode For Specific Action Asks

Propositions can lead to particular or the same behaviour through different propositions if they are targeted at people by matching the values in the proposition to the values that the group holds. For example joining local action on flood preparation might appeal to Prospectors if it involved them being lauded/rewarded, to Settlers if it protected tradition, identity, or guaranteed belonging, and to Pioneers if it 'benefited the whole' (ie all groups) community.

Some advertising campaigns - NTL and Levis are examples - have sold identical products with differentiated 'pitches' on this basis. This can be done on a face to face, door to door basis or via other channels, and could also be applied to flood issues/mechanisms. Eg by emphasising the continuity of local identity and 'learning from the lessons of the past' to Settlers; by doing it better for you, your property and your family for Prospectors; and making an ethically driven contribution for Pioneers.

Channel segmentation can be used to reinforce this. For example UK national newspapers segment quite strongly along Maslowian segment lines, and some social venues do so as well, because people like to socialise with people like themselves. Country Clubs for example are likely to attract Prospectors, whereas locally defined Clubs and Societies are likely to be channels trusted by Settlers. Pioneers are likely to be over-represented amongst users of new networks.

These approaches will generally be more successful if the 'product' or action sought is also differentiated. For example a community flood scheme could be designed to have three different roles suited to Settlers, Prospectors and Pioneers, with differentiated benefits for them. They will then tend to self-select.

3.   Communication Segmentation To Avoid Log-Jamming

Where a party initiates a 'debate' for instance with the intention of reaching a consensus around a way forward, the log-jam of violent agreement is a perennial hazard even if participants agree on the proposed action.

The best way to avoid this is to organise the process so that like-discusses-with-like, and, to avoid emphasising *why* action needs to be taken. A further nuance is to avoid those Values Modes which tend to antagonize one another coming into debate. For

example Now People (a prominent Prospector group) are often put off an action if it is advocated by Concerned Ethicals (the second Pioneer group), who they see as 'finger wagging' and 'do gooders'. This is a particular risk because Concerned Ethicals espouse the idea that to make the world a better place, one needs to become a better person. Consequently it seems important to them that "people do this for the right reason", a recipe for interrogating others about their motives.

Equally, Brave New World (a Settler mode) will debate at length with Concerned Ethicals because both agree on the need for 'rules' in society. However they are never likely to reach an agreement on a proposition as a whole, because they have opposite views on the type of rules that are appropriate (punitive, disciplinarian, and facilitative, ethical, respectively). So any consultation for example which engenders such a debate, will generate plenty of talking but is unlikely to arrive at an overall consensus, if motive is allowed to become an explicit talking point.

Channel design and careful choice of messengers are important in avoiding these problems.

If you are in the position where talking to a mixed audience is unavoidable, then carefully planning a speech or presentation can achieve a limited degree of segmentation.

For example we might be tasked to say why it is important to protect a rare beetle, found only on one site in Suffolk, England. We could say that it is important for three reasons

- because it's a part of Suffolk's heritage and it would be tragic if our grandchildren couldn't discover the same wildlife as past generations of children always had [Settlers because of identity and belonging – and anyone with kids]
- because the County has a legal obligation to protect wildlife and it will damage our reputation if we don't – we need to hit our targets and be successful – also the genes of many wildlife species have turned out to yield vital drugs [Prospectors – success]
- because even a beetle has intrinsic worth, and X% of the world's beetles are under threat from development – if we break the links of nature the whole world ultimately suffers, including in ways that cannot be predicted [Pioneers – the bigger and ethical picture]

4.   '50% or Less' Communication Strategies

Because half the population lie in the 'mushy centre' and half around the 'strongly different' outside of the map, a communications strategy may usually be designed so that it only deals with the external 50%. This has obvious cost-effectiveness advantages. Of course this is only possible if Values Modes mapping is used as a benchmark segmentation.

In many cases it will be possible to focus more tightly, depending on what the user is intending to achieve. For example in a recent project with Bedfordshire Police, we used Values Modes to identify a subgroup of women as the best prospects for a particular 'fear of crime' reduction measure.

The existing evidence base (eg British Crime Survey) showed that older (over 50) and younger (under 25) women were disproportionately fearful compared with the rest of the population. A significant part of the older group were known from the national

demographics of Values Modes to be Settlers. These were discounted on grounds that they are the most 'automatically' fearful of anything and the most difficult to change (the 'acquiescence' attribute). Examining the over-1000 question Values Modes database we found that it contained an identical question to the fear of crime measure being used, and were able to confirm a match with the demographics (eg older and younger women had disproportionate fear in both samples).

The Values Modes database question also showed that a huge proportion of the 'fear' was made up just two female groups, younger Now People and older Golden Dreamers (both Prospectors). These were then identified at postcode level (by cross matching with MOSAIC) and recruited (confirming for Values Mode) into groups for qualitative research to identify and design interventions specific to them.

The research revealed that the two groups of women had very different motivational needs, that drove their "fears", and that a simple "one size fits all" solution to the reduction of fear would be ineffective in terms of both cost and effectiveness. Solutions were then developed based on the Values Modes of the people and their reactions to "fear producing" stimuli, and the attitudes and behaviours they could adopt to stop or alleviate the fear when confronted with fear producing situations.

This illustrates why research from the evidence base which talks about 'people' or 'individuals' is unlikely to inform good strategies. People are motivationally very different but in ways which are nevertheless manageable.

5.   The Higgins Test

The Higgins Test plots the location of any two individuals on a 1000 x 1000 grid, then produces an "attribute" map that reveals how each person sees and relates to the other. This helps people understand each other. For example two Transcender Pioneers could look very similar from anyone else's point of view but to each other they could seem very different because of the distribution of attributes around them. One for example might be closer to the Concerned Ethicals, espousing ideas such as overtly ethical purchasing, whereas the other might be closer to the Now People, embracing exhiliaration and excitement.

6.   Balanced Team Dynamics.

It is possible to map the dynamics of any team (it has been done for Arsenal football team and a number of management teams), to identify their (sometimes conflicting) needs. This can be applied to leadership and communication within an organisation.
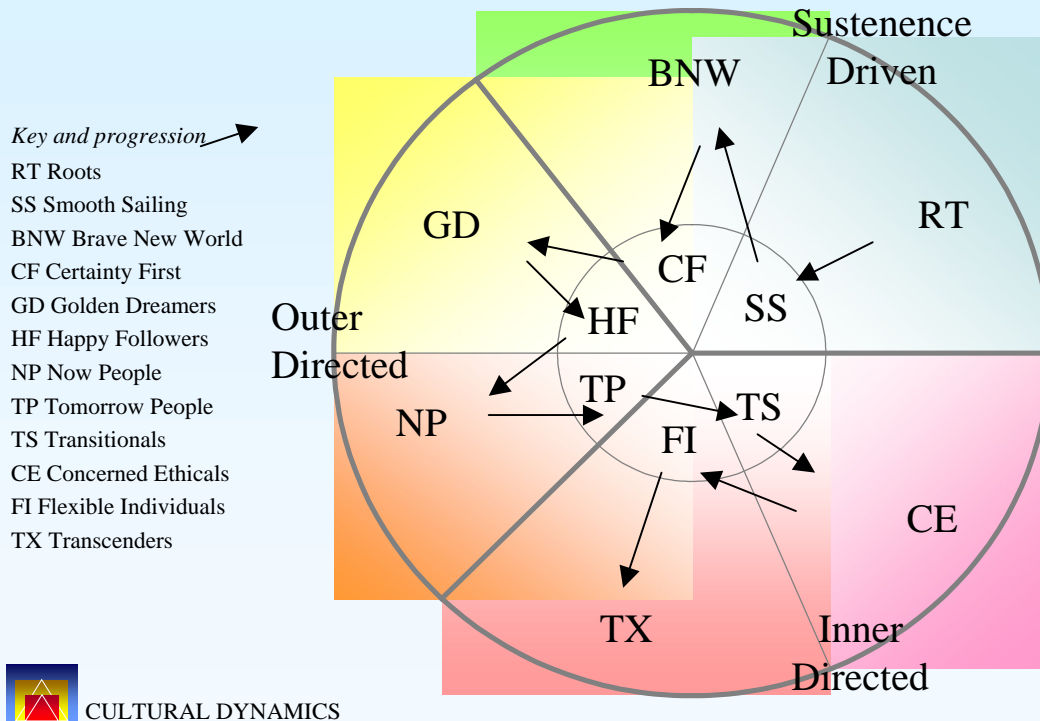
A Pioneer leader for example, must express his or her vision in Prospector terms, if the managers responsible for implementation are themselves Prospectors. Unless they can meet their needs (values) by taking action on the vision, they are unlikely to do so willingly or productively. Work on this tool is underway with the Henley Centre.

7.   Mapping An Attribute Population-Wide

Although all 90 attributes are shown on the main map as single dots, this only shows where they are strongest in terms of the Value Modes segmentation. This means that

people close to that place on the map will index strongly for it – more than would be expected by chance. But it does not mean that others 'completely lack' any affinity for it. It is possible to generate a 'contour map' across all the modes, for any attribute, ie trend-by-trend mapping. This can be useful to an organisation with a specific interest reflected in any of the 90 attributes or the questions behind them.

The Values Modes Space

Sustenence Driven

BNW

Key and progression
RT Roots
SS Smooth Sailing
BNW Brave New World
CF Certainty First
GD Golden Dreamers
HF Happy Followers
NP Now People
TP Tomorrow People
TS Transitionals
CE Concerned Ethicals
FI Flexible Individuals
TX Transcenders

GD

RT

CF

Outer Directed

HF

SS

TP

NP

TS

FI

CE

TX

Inner Directed

CULTURAL DYNAMICS

Progression (individuals can move this way in life) and 2006 UK % of population in each Value Mode

(Settlers = 20%)
RT Roots   7%
SS Smooth sailing   5.5%
BNW Brave new world   3.1%
CF Certainty first   4.2%
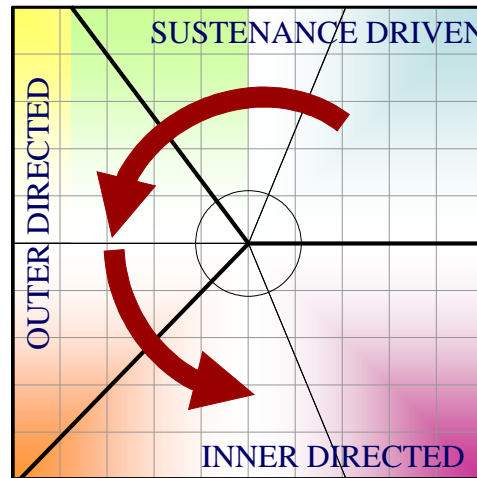
(Prospectors = 40%)
GD Golden dreamers   12.5%
HF Happy followers   8.2%
NP Now people   10.6%
TP Tomorrow people   8.7%

(Pioneers = 40%)
TS Transitionals   10.3%
CE Concerned ethicals   8.5%
FI Flexible individuals   8.1%
TX Transcenders   13.1%

Dynamics of Personal Change

CULTURAL DYNAMICS

Finding Out More About Using Values Modes

Visit www.cultdyn.co.uk to read the descriptions of 12 Values Modes and take the 10-question test yourself.   CDSM will email you your profile.

For a qualitative project people are recruited into groups according to Values Modes with a question guide given to professional recruiters by CDSM.

For strategy, CDSM runs 'immersion seminars' which teach the participants how to think like the three main segments of Prospector, Settler and Pioneer. Once this is done, participants can go on to design their own communications either targeted at one group or taking the differences into account.

For polling or quantitative studies, internet or Computer Aided Telephone Interviews or face to face interviews can utilise the ten VM questions and then add others, to give a VM-segmented breakdown of results. The VM segmentation from an online or telephone survey is presented with socio-economic, lifestyle (eg MOSAIC), terminal education age and sex data.

For the UK CDSM are also able to give guidance on the links between Values Modes and other segmentations such as MOSAIC ('lifestyle' based on consumer behaviour).

CDSM can recommend qualitative and quantitative researchers, designers and brand strategists who are familiar with the methodology of Values Modes. A leading company in using Value Modes in qualitative research (see study on climate at www.campaignstrategy.org) is KSBR – www.ksbr.co.uk contact John.Scott@ksbr.co.uk.

Contact Pat Dade patdade@cultdyn.co.uk (0208 744 2546) for more information

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[3] This refers to the UK but CDSM have data for around 20 countries. There is currently a major study in the field in the US where CDSM are working with Environics. Pat Dade has also been correlating his system with that of Schwarz which will enable an interpretation across a large number of European countries.

[4] These are not the same as age-related life-stages. For example although there is now a strong skew to older people amongst the Settlers, most older people are unlikely to be Settlers so it cannot be assumed that age correlates with a values disposition. Nor does wealth: for example 13 - 14% of ABs in London (2005), the wealthiest part of the population, are Settlers

[5] Of course these underlying drivers or values are not the only things making up a person – Value Modes for example do not correlate significantly with personality measures such as MBTI which looks at thinking-feeling, judging-perceiving, introversion-extraversion or sensing-intuition. Pat Dade says:
The Values Modes are measuring values - the lens through which people view the world. Roughly speaking, measures of personality measure the way people "Present" themselves to the world and the behavioural strategies that emerge from strategies.

A range of studies - through our own survey in 1996, a comparison of 35 different methods of customer segmentation by The Database Group in 1999, and a study by Henley Management College in 2007 - have shown that that there is no relationship between CDSM derived values based segments and standard personality segments. The Database Group study, the most comprehensive comparison of segmentation systems, showed that our values based segmentation was a highly differentiating segmentation system, but that it was orthogonal to the personality and behavioural based systems, i.e. our values based system was powerfully differentiating something entirely different from personality and behaviour segmentation systems.

This is very useful for decision makers as it allows them to know that the different types of segmentation systems can be used in conjunction with each other without unduly worrying about "cross contamination" of underlaying variables, i.e. a variable like "introversion" doesn't determine something like Concerned Ethical, or a Values based segment like Now People isn't determined by a variable like "intuitive".

This knowledge enables decision makers to expand their repertoire of useful tools when developing campaigns - making the campaign planning slightly more complex but much more effective in the delivery - it isn't a question of which tool to use (either/or), it is a question of how to use the various tools available to them (both/and).

[6] In Values Modes terms there is one group where this may in fact happen – the 'Concerned Ethicals' but they represent only a small section of the population and this would apply only to certain types of information

[7] http://www.alternet.org/workplace/48988/

Thanks to Les Higgins of Cultural Dynamics for help in producing this note.