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Marketing toys with finesse

- a study of the Swedish market -

Abstract

The industry for children's products is enjoying steady growth and increasing sales. Company representatives ask for improved ways of reaching consumers in a time when the market potential is held back due to lack of up to date research. Theory dividing the consumer into organs is acknowledged but few studies have considered the family as a single entity. The aim of this thesis is to divide families into segments based on benefit profiles and deliver a marketing strategy to each segment. From the study, social building, creative activities and independence were recognized as determining factors. Four benefit segments were discerned, hippie families with time on their hands, busy parents raising busy children, creative families seeking creative activities and hard-working parents with independent kids.

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*“Before I got married I had six
theories about bringing up
children; now I have six
children, and no theories.”*
- Viscount John Wilmot

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1. Introduction

1.1 Problem area

“Children are worth more than gold” said a marketing executive when she was trying to explain the heart of the industry she was working in. An industry characterized by high demand, an increasing hunger to consume and many “fast-growing” buyers.

The industry in question is the market for children’s products’. An attractive market that has increased its sales volume during past years. The Swedish market for children’s toys has a yearly turnover of 3760 million Swedish crowns and has shown a positive development since 2005¹. One explanation to this can be found by analyzing children’s influence over the family. Studies show that parents put great value in the opinions of their kids and that these opinions affect the family as a whole². An additional reason for the increasing spending on children products is that today shopping is regarded as a social activity. A research done by Land Securities shows that of the total time US parents spend with their children, 42 percent goes to shopping. The same research shows that 76 percent of the responding children think that shopping is fun³.

As children’s influence has grown so has the attention directed at them. Companies today are well aware of the importance of marketing to consumers of young ages. A lot of attitudes among consumers are founded at an early age and at the same time children, naturally, have the longest estimated lifespan of all consumer groups. Loyalty established at a young age is therefore highly valuable⁴. A longitudinal study made by Lester Guest in the 1960’s showed that at least 23 percent of the brands a person liked in childhood survived to adulthood. This makes it even more important for brands to build brand recognition in the early years of their customers’ life as this creates loyal customers⁵. Some researchers also argue that the need to

¹ My news desk, *Allt för föräldrars shop går som tåget!*, 2010, retrieved 2011-05-17 from http://www.mynewsdesk.com/se/pressroom/allt_foer_foeraeldrar/pressrelease/view/allt-foer-foeraeldrars-shop-gaar-som-taaget-542692

² Labrecque and Ricard, Children’s influence on family decision-making: a restaurant study, *Journal of Business Research*, vol. 54, no. 2, 2001, retrieved 2011-05-16 from ScienceDirect

³ Carlsson, Gustafsson and Johansson, *Tweens: En studie om svenska tweens och deras relation till kosmetika ur ett marknadsföringsperspektiv*. Diss. Göteborgs Universitet, Göteborg: Göteborgs Universitet, 2008 p. 3

⁴ Hjalmarsson, *En växande marknad: Studie av nöjdhet med konsumtionsrelaterade livsområden bland unga konsumenter*, Stockholm, 1997, p. 1

⁵ Ji, Mindy F. Children’s Relationships with Brands: “True Love” or “One-Night” Stand?, *Psychology & Marketing*, Vol. 19, no. 4, 2002, p. 369-387, collected 2011-05-18 from Wiley Online Library

buy comes from effective marketing. Today, parents want more for their children due to crafty marketing⁶. Furthermore, the marketing channels are many more today than in the past, mainly due to the increasing use of the Internet. Blogs and forums are popular ways of reaching out to consumers⁷.

As the industry for children's products expands so should efforts spent on researching marketing methods for such products. This area is taboo in many countries and the lack of recognized theories has created a form of marketing inertia. New technologies such as the Internet is rapidly changing the industry and many firms are experimenting with new marketing methods⁶. As a result firms have developed their individual perception of how to market children's products. For example, it is well known that children can influence the buying decisions of their parents and surely this makes children an interesting segment to target. Consequently a common, effective but ultimately faulty marketing strategy is presented by Barbra A. Martino, Advertising Executive, "We're relying on the kid to pester the mom to buy the product, rather than going straight to the mom"⁷ These kinds of strategies are known as pester power strategies⁸.

A somewhat similar view can be obtained by studying the food industry. Today companies like McDonalds use online games, cartoons and toys in order to reach the children. This has successfully built the brand name in the minds of young children. A study done in Australia, in 2007 showed that 50 percent of the approached children at the age of 9-10 years stated that Ronald McDonald knew what was best for them to eat⁹. This approach is not new as many firms have successfully built their brand name in the minds of young children. The difference is that while McDonald's may count themselves as pioneers in the field those kind of marketing methods are now common in many different industries. The trend indicates a growing number of innovating solutions where children are treated as a target segment, like any other. This insight is a double-edged sword. Progress can be observed through the example above where children are used as intermediaries, a concept found in classical marketing theories. A negative accompanying effect though is the standardization of such

⁶ Galeotti and Goyal, Influencing the influencers: a theory of strategic diffusion, *The RAND Journal of Economics*, Vol. 40, no. 3, 2009, p. 1, retrieved 2011-05-16 from Wiley Online Library

⁷ Media Awareness Network, *How Marketers Target Kids*, 2010, retrieved 2011-05-16 from http://www.media-awareness.ca/english/parents/marketing/marketers_target_kids.cfm

⁸ Lawlor and Prothero, Pester power - A battle of wills between children and their parents, *Journal of Marketing Management*, vol. 27, no. 5-6, 2011, pp. 561-581, retrieved 2011-05-10 from ingentaconnect <http://www.ingentaconnect.com/content/routledg/jmm/2011/00000027/F0020005/art00007>

⁹ Koshuta, *McDonalds Marketing Focused on Children, New Report States*, 2007, retrieved 2011-05-16 from http://www.organicconsumers.org/articles/article_8876.cfm

theories and models. This is not progress but prohibiting as children in many aspects are not typical consumers and new marketing theories need to be developed. The most prominent difference is the fact that children do not hold definite authority of their own purchases. Parents will always be the decision-makers¹⁰.

One solution could be to consider the children as influencers. This approach is acceptable but a truer image would be derived if the family as a whole were considered as a single entity. The latter would also stop firms from wrongly applying classical marketing theories. A typical result, when considering children and parents as separate entities, is that classical theory would often suggest two different marketing measures that are totally incompatible. Rational firms would naturally apply the same framework for parents and children to find discrepancies in their behavior, however even when studying results from children and parents side by side the appropriate action may not be clear. A study based on the family as a single entity is desperately needed, as stated by a source who wants to be anonymous “ [...] due to limited knowledge and understanding of who the customer is you basically have two options, to do nothing or to pursue the pester power way [...]”.

As of today there are few studies that explain this phenomena and more research is needed¹¹. Norms and culture makes research within the area dependent on geography. Differences in legislation also limit the applicability of international studies. The question remains, what is the best way to approach children, since they are such profitable consumers?

1.2 Purpose and research question

Initial research indicated that firms in the children's product industry based their marketing efforts on traditional marketing methods and their own experience. The resulting concoctions were special in-house solutions specific for each firm. Even though the solutions could be excellent, the trial and error approach sometimes led to huge resources being tied up.

An academically conducted study of how to market children's products would significantly contribute to the development of targeted marketing strategies. Preferably, the result of this study would be compiled into a step-by-step handbook explaining all relevant aspects when designing a marketing strategy for children's products. However, this would clearly be unattainable within the scope of this thesis and thus the purpose needs to be narrowed down.

¹⁰ Jenkins, *The influence of children in family decision-making: parents perceptions*, 1979, retrieved 2011-05-16 from <http://www.acrwebsite.org/volumes/display.asp?id=9587>

¹¹ Jenkins

The purpose of this thesis is to contribute to the design process of marketing strategies for children's products. This purpose yields three questions that will constitute the framework for this thesis:

- How can the market for children's products be divided into segments?
- What are the related characteristics and size of those segments?
- Which marketing strategy fits best to each segment?

With the purpose and research questions in mind it is important that all research and conclusions are generally applicable to all firms, otherwise they would just be another in-house solution.

1.3 Delimitations

The scope and purpose of this thesis make delimitations necessary. The thesis is therefore limited to the Swedish market. As legislation differs between countries this is natural. As the definition of products is broad, a limitation on which kinds of products the authors of this thesis refers to is a necessity. Products in this thesis are limited to children's toys. Consequently, the developed marketing strategies are applicable to the toy industry.

The research was conducted in Stockholm. This is something that should be kept in mind since customer behavior could diverge among families living in different parts of Sweden. This limitation was also necessary due to the scope of this thesis. A more representative sample would have been found by picking families evenly spread across the country.

Moreover, the thesis will discuss marketing strategies from an external perspective without consideration to internal factors such as resources and competencies within the firm. This decision has led to the study being conducted with a demand-side perspective. No effort has been made to map or understand the cost structure or supply chain in the industry.

1.4 Expected contributions

The expected contribution of this thesis is to provide companies supplying children's products a deeper knowledge of how to design their marketing strategies. Practically, this will be done by offering firms guidelines of how to market products towards children and their families.

The authors' of this thesis opinion is that previous research is well-developed on the following subjects:

- The difference between parents and children as customers

- The design process of marketing strategies when selling to a single person

In contrast, there is limited research combining the two specific subjects. Well-known theories such as the buying center theory¹⁴ exist but may be regarded as too broad and generalized. A study where the entire family is regarded as an entity is specifically needed. The cutting-edge will be forged when this study is combined with classical marketing theories yielding guidelines regarding preferable marketing strategies for firms within the industry. From a marketer's point of view, all he or she needs to do is to determine which benefit characteristics fit best with his or her product, using the guidelines in this paper which will then indicate which marketing strategy is most favorable.

1.5 Disposition

This thesis is structured in line with the three research questions. Chapter one gives an introduction to the subject, the purpose of this thesis and its expected contributions. Chapter two presents a summary of previous research in the fields of segmentation and marketing strategy. In chapter three the method is explained. The method will be based on the theories and literature covered in chapter two. In chapter four a brief overview of the market is given and chapter five accounts for in-depth interview findings, categorized by benefits sought. In chapter six the results of the survey are presented and in chapter seven marketing strategies are discussed. Chapter eight contains a concluding discussion.

2. Theory & literature review

The literature used in this thesis has been collected from a number of sources. As an introduction to the subject a thesis written by Hanna Hjalmarsson "En växande marknad" was read by the authors. This thesis gave a broad introduction to the field of marketing towards children. After reading Hjalmarsson's thesis the authors were able to register where research was missing and recognize where additional research would contribute to a deeper understanding of the field. When the research question was clear the literature collected was narrowed down and expanded to more relevant sources that played an important role in the process of this thesis.

2.1 Segmentation

Today there are several well-known ways of segmenting a market. Examples are demographical, geographical, volume segmentation and benefit segmentation.

2.1.1 Benefit segmentation

Benefit segmentation was introduced in a time when geographic, demographic and volume segmentation was most commonly used. Introduced as a new way of segmenting a market, it yielded an advantage over the preceding strategies. The other segmentation strategies do not rely on casual factors but descriptive ones, leading to weak predictors of the buying behavior of customers. One famous example is the toothpaste market, where different consumers seek different benefits. One group wants a bright white smile, a second group worries about tooth decay, a third group only concern is the price and the fourth group seeks a product with the best taste and appearance. Benefit segmentation is where marketers should start when they want to segment the market because it concludes the behavior of customers in a better way than the other segmentation strategies. Due to the fact that different benefits can be sought by different segments, the customers are segmented based on how important different benefits are. This said, does not mean that the other segmentation strategies needs to be dismissed. Instead, these segmentation strategies should be used after benefit segmentation in order to gain a wider understanding about the segmented consumers¹².

The lesson learned is to conduct benefit segmentation before continuing with the other segmentation strategies. When benefit segmentation has been realized, the other factors used in the other segmentation strategies can help the marketer develop an even deeper understanding of the targeted customers. So, in order to segment the market and gain valuable insight about targeted customers, the first step is to carry out benefit segmentation and then find relevant demographic elements that describe each segment. The demographic variables reveal the best way in reaching the consumers¹³. Even if benefit segmentation has been successfully conducted, there can remain a need of examining the segments with profile variables in order to be able to communicate with the customers in the best possible way. Benefit segmentation divides customers into segments and then demographic elements are used in order to find how to approach theses different segments in the best way.

2.2 Marketing strategies

To date, there is flood of many marketing strategies. A basic and general strategy is to use the marketing mix.

¹² Haley, Benefit segmentation: A decision-oriented research tool, *The Journal of Marketing*, vol. 32, no. 3, 1968, p. 60, retrieved 2011-05-16 from JStor

¹³ Jobber, p. 287

2.2.1 Marketing Mix

The marketing mix model combines four aspects of strategy, promotion, product, price and place. Promotion is used to build brand awareness and let potential customers get to know the benefits the product offers. Product defines the strategy used to convey product attractiveness¹⁴. The strategy covering price defines what price the company should sell their product to. Place explains where the products should be sold and through which channels¹⁵. The marketing mix forms a main view of how marketing should be implemented¹⁶.

3. Method

3.1 Research design

To the authors' best knowledge there is no comprehensive Swedish study, about marketing towards children, where the subject is studied from the level of interviews up to entire marketing strategies. This makes it necessary for an inductive approach since there are no suitable models available. An inductive approach is beneficial when condensing raw textual data, establishing links and developing a framework of underlying processes¹⁷.

In order to produce a thesis that meets the extensive requirements, originating from its purpose, a tailored method process has been adopted. This involves a complex research process studying the needs of an individual all the way up to the overall characteristics of an entire population. On top of this consumer perspective there is also the design of marketing strategies that calls for another layer of research. The conclusion is that this thesis, in terms of data research and analysis approach, will not purely make use of a qualitative or quantitative approach. Instead both methods will be used where best applicable. Qualitative research can be used for guiding quantitative research, for example to frame the questions in the surveys later used in the quantitative research, leading to more accurate questions¹⁸. Each of the three research questions required its own unique method presented below.

¹⁴ Best, *Market-Based Management, Strategies for Growing Customer Value and Profitability*, 5th ed. Prentice-Hall International, Upper-Saddle River, 2009, p. 121

¹⁵ Jobber, p. 20

¹⁶ Jobber, p. 18

¹⁷ Thomas, *A General Inductive Approach for Analyzing Qualitative Evaluation Data*, 2003, retrieved 2011-05-19 from <http://aje.sagepub.com/content/27/2/237.short>

¹⁸ Bryman and Bell, *Business research Methods*, 2nd ed. Oxford University Press, Oxford, 2007, p. 648

3.1.1 How can the market for children's products be divided into segments?

Based on the literature review a market should be segmented according to benefits sought. In order to find the benefit segments a qualitative study has been conducted with the purpose of finding driving forces and the benefits sought in children's products. A qualitative approach has the advantage that it puts more attention to the subject's thoughts and views than a quantitative approach¹⁹.

To get appropriate and precise answers the authors have enlisted the support of Amakit. The main reason behind this decision was the versatility of their product which was considered necessary in order to make an analysis covering as many aspects as possible, price, learning etc. Their product is a toy that can be used by children alone but which also has an element specifically made for parents. The product targets children from 4-11 years old and has an educating aspect involving themes such as mathematics and geography.

The test subjects received the product free of charge. They were then subjects to in-depth interviews where the primary objective was to map out the needs of the test subjects. A factor that made in-depth interviews more suitable than other qualitative methods was that some of the persons being interviewed knew each other from before and this could have led to biased answers²⁰. The interviews were semi-structured where the pace and length were entirely up to the interviewees but where the interviewer made sure all relevant aspects were covered, though not in any specific order or with specific emphasis. This decision was based on the fact that a semi-structured approach is more valuable when there already is a clear focus of the research²¹.

A total of eleven families were chosen as test subjects. Preferably the number of respondents would have been higher but this could not be achieved due to limitations set by Amakit. Their confidentiality policy limited the number of respondents available for the qualitative analysis. This statistical limitation was countered by using a quota sampling method, in which a sample has to include persons accordingly to a pre-determined formula or purpose. How each person is enlisted is arbitrary. The purpose of this study was to gather a representative sample so each family was carefully chosen for their varying demographic characteristics so that indications

¹⁹ Bryman and Bell, p. 474

²⁰ Boyce and Neale, *Conducting in-depth interviews: A guide for Designing and Conducting In-Depth Interviews for Evaluation Input*, Path Finder International Tool Series, retrieved 2011-05-16 from Pathfinder International

²¹ Bryman and Bell, p. 474

of benefit segments were not ruled out due to a poor sample selection²². To secure a good representation each test subject was asked to, in advance, answer a pre-interview questionnaire in order to identify their demographic characteristics and give the authors a hint of which benefits they sought. The main purpose of this procedure was to make sure that the most significant demographic profiles were included in the sample and thus as many benefit segments as possible. Assuming there are four evenly distributed major segments the chances of finding all four segments in the sample would be $1 - ((3/4)^{10} * 4) = 77,5$ percent.

The gathered data were then sorted and analyzed so that a small number of variables were selected as segmentation variables. These variables were selected with three conditions. Firstly, they have to be relevant in regard to benefits sought. Secondly, the opinions of the interviewees have to differ. Thirdly, the variables must be representative for the entire sample.

3.1.2 What are the related characteristics and size of those segments?

Once the benefit segments were identified the next step involved tying these segments to demographic variables and studying other benefit characteristics that yielded inconclusive results during the in-depth interviews or did not fulfill the conditions in 3.1.1. This was done using a quantitative approach due to the possibility to gather a large number of representative cases and perform statistical analysis²³.

A survey was considered as most appropriate. The choice was based on the fact that surveys are excellent when trying to find underlying motives²³. A number of statistical tests were conducted to secure the reliability and validity of the result. Commonly used tests were “One way anova, Scheffe method” (parametric) & “K-independent, Kruskal Wallis” (non-parametric) for testing mean differences among all segments and “T-test” (parametric) & “2-independent, Mann-Whitney” (non-parametric) for testing mean differences between two specific segments. Respondent errors and results of incorrectly phrased questions or misinterpretations, which are the usual disadvantages of a survey, were countered by the results of the qualitative research²⁴.

The survey was constructed with the online questionnaire service qualtrics.com and also handed out to parents mainly living in Stockholm and its suburbs as stated before. In the

²² Dahmström, *Från datainsamling till rapport – att göra en statistisk undersökning*, 4ed, 2005, Lund, Studentlitteratur, p. 293

²³ Malhotra, p. 147

²⁴ Rugg and Petre, *A gentle guide to research methods*, McGraw-Hill Education, Berkshire, 2007, p. 148

survey respondents chose which benefit segment fit him or her best and answered demographic questions. Those questions that concerned variables that could not be tied to a specific segment or where a result from the in-depth interviews were inconclusive were asked separately. The survey was narrowed down to one page in order to increase the answering frequency. A more comprising survey would have benefitted the results but actions had to be taken in order to make sure that as many parents as possible answered the survey and that the answers were truthful. The limited length of the survey made it necessary to have a clear idea of what were the most important things to study from the very beginning. All questions were obligatory to answer in order to keep the respondents from skipping or missing questions. The survey contained seven questions where the respondents graded how often different situations occurred or how important different characteristics were in toys. The scale stretched from 1-7, where 1 was never or not important, and 7 was very often and very important. The survey mainly contained closed questions since these questions are simpler to answer, code, analyze and leads to a higher response rate²⁵.

As in the qualitative study a quota sampling method was used in order to get more accurate results. Variables such as civil status, income, number of children, age of children and employment were used as criteria. A total of 135 answers were collected.

Distribution scheme (Place of enlistment and place of response may not be the same)

Place of enlistment	Number of respondents
Local traffic (trains, buses)	32
Educational institutions (day cares, schools)	41
Toy stores	37
Internet	25
Total	135

Table 1: Survey distribution

3.1.3 Which marketing strategy fits best to each segment?

As explained previously one way of designing a marketing strategy is by using the marketing mix. In this step the authors used this model on each benefit segment found in previous steps. This meant that each benefit segment was given a strategy according to product, price, promotion and place.

²⁵ Dahmström, p. 131

When designing the marketing strategy, findings from both the qualitative and quantitative analysis were combined. Because of this the requirement on the level of significance put on survey findings could vary for each variable. A worse level of significance was accepted if supported by qualitative findings. While levels of significance have been discussed and accounted for they are not presented in the thesis as doing so would require an explanation each time a decision regarding how to value the aforementioned.

3.2 Quality of research

The evaluation of the quality of research can be divided into two steps, the validity and the reliability²⁶.

A research is said to have high reliability when the results can be seen as a correct representation of a whole population, and when the results are reliable over time. High reliability is also achieved when the research can be performed a second time and still yield the same results. In other words the research results are said to have a high reliability when the study will show similar results once it is replicated²⁷.

High validity is attained when the research measures what it is really meant to measure and also depends on how veracious the results are²⁸. This thesis depends on findings from both quantitative and qualitative data so in order to evaluate the quality of research both the quantitative and the qualitative research needs to be assessed.

3.2.1 The in-depth interviews and the validity and reliability

The use of in-depth interviews in this thesis puts high requirements on the level of reliability. As stated above one way to reach high reliability is to standardize the data collected but this was hard to do when using qualitative research methods.

The authors regarded the top-of mind approach as one of the major determinants of importance but also reliability. If a person did not mention a topic until the moderator brought up the subject the reliability of such information would generally be lower.

In order to further increase the reliability of the data collected both of the two authors always attended the interviews and the roles of moderator and writer were switched between the interviews. This was done in order to decrease the risk of bias.

²⁶ Yin, *Case study research: design and methods*, 3th ed. SAGE Publications, London, 2003, p. 34

²⁷ Golafshani, Understanding Reliability and Validity in Qualitative Research, *The Qualitative Report*, Vol. 8, no. 4, 2003, p. 598, retrieved 2011-05-16 from Nova Southeastern University <http://peoplelearn.homestead.com/MEdHOME/QUALITATIVE/Reliab.VALIDITY.pdf>

²⁸ Golafshani, p. 599

To assure high validity in the qualitative research the most important challenge was to make sure that the persons being interviewed were comfortable with expressing their real and honest opinions. Therefore the interviewees were, beforehand, assured that they were completely anonymous with their answers. This was especially necessary as some of the families that were interviewed had some kind of connection to Amakit. Usually there is a high risk of interviewees associating their opinions with related experiences, in this case for instance, a previous conversation with one of the Amakit founders. There was also a risk they would have been uncomfortable with expressing negative attitudes.

The fact that the interviewees knew that the interviewers were students with no previous connections to Amakit and thus unbiased regarding the outcome of the interviews should have convinced them to express their true opinions. All interviews were conducted in an informal way to emphasize this aspect.

3.2.2 The quantitative research and the validity and reliability

The issue of reliability was the primary cause of concern when conducting the survey. This was mostly because validity related issues were expected to be solved through the quantitative study²⁹.

The quantitative research could be sent to families living in a larger geographical area, resulting in a more representative sample. Due to the sample being larger than in a qualitative study, less emphasis has been put on acquiring a representative sample even though a quota sampling method was implemented. Quantity was prioritized over representation as the authors, to some extent, used their personal contacts in order to collect respondents. Even so a set of rules governed the way personal respondents were selected. For example, if a certain number of families considered “upper-class” were selected, a corresponding amount of lower class families were selected as well. The convenience based enlistment of respondents, which is a part of quota sampling, could have led to a biased sample and subsequently lowered the validity and reliability of the study.

4. In-depth interview findings

The in-depth interviews findings are divided into three parts. The first part studies which benefits that were sought by parents and thus generated the variables needed to be included in the survey. The second part discusses the conclusions of the in-depth interviews. The third

²⁹ Dahmström, p. 101

part is concerned about how to phrase questions in order to yield as correct and truthful answers as possible.

4.1 Benefits sought

4.1.2 Parents want their children to occupy themselves

Respondents who worked full-time and lived a busy life said that an important reason for buying toys was that children had to engage on their own. The parents who worked a lot experienced a greater need for toys to keep their children occupied during afternoons and evenings when the parents had to work from home or had to take care of household chores.

4.1.2 Parents working over-time prefer to engage in shorter sessions

All parents who were working over-time, and most of the other parents as well, brought up the issue of time shortage. Since the Amakit product is time-consuming and demands participation from at least one of the parents, some felt that it was a too big undertaking and that this was not something they preferred to do during working days. This issue was stressed even more as parents spent a large part portion of the interview to propose improvements in the product with the purpose of decreasing the session time. As one parent expressed it “I really like the product and I know that my son feels the same. But it takes too much time, so if you remove all the cutting the product could be finished (the assembling step) in half an hour instead of one hour. And that is so much better!”

4.1.3 Children do not mind long sessions

The children did seldom express an opinion of the product being too time-consuming or tiresome to complete. Particularly interesting was that the children who were satisfied with the time spent were often the sons and daughters of the parents who complained the most about how much time it took to complete the product and that they would very much prefer a product with a shorter session time.

4.1.4 Children with parents working part-time have less need for toys

Families with parents who had less time-consuming jobs had a different view than the parents who worked full-time and over-time. These parents expressed that the need for toys was not very high in their families. Toys were bought only a few times a year and the family mostly spent their time on non-toy related activities. This view was partly confirmed by the children who wanted to do other things. Toys bought were often unused e.g. video game consoles.

These families also differed from other families in that they did not complain over the time the presented product demanded. Instead, the demanded cutting and pasting was praised and

none of these families expressed an opinion that the time demanded should be shortened. Instead of pointing out how the demanded time for the completion of the product could be shortened, these parents came with ideas on how the product could be developed and expanded. The interest in the presented product was mainly larger among families with parents who had more free-time.

4.1.5 Parents working full-time do not bring their children to stores

The in-depth interviews revealed there is a difference regarding shopping-habits but that these habits tend to be the same in the same types of families. Families with parents working less than full-time stated that their children often went shopping with them. This was seen as an activity that the children enjoyed. Families with parents working full-time and over-time stated that weekly shopping was not something that the children usually took part in. The same thing could be said for shopping for toys.

4.1.6 Digital toys are more popular in busy families

During the interviews children discussed which toys that were most popular and how often they engaged in activities like painting, pasting and cutting. In families with busy parents children showed a large interest in digital consoles, like Nintendo and iPhone games. The children were commonly not restricted in their use of games and often described those toys as “their favorite”. Children living in families with parents having more free-time rarely owned a Nintendo and did not mention digital games to the same extent. A few of them owned video games but the interest was small and the parents often said that their children did not seem to think digital games were much fun. The interest in activities such as painting, cutting and pasting was larger in families with a lot of free time than in busier families.

4.2 Conclusions of the in-depth interviews

One of the reasons for choosing Amakit’s toy in the first place was because it implied a learning aspect which could be a determining factor in the choice of toys. In this regard however no conclusions could be made during the in-depth interviews as there was no apparent link between learning and a specific type of family. Subsequently the learning aspect had to be studied through another approach.

While the opinions of different families differed in many aspects there were also similarities. For example, all families were unanimous that it was much more attractive to receive the product in the mailbox as a subscription rather than buying it in store. This was because

receiving it in the mailbox was new and exciting for the children. Among the parents who worked full-time this also offered the additional benefit of being time-saving.

When combining the findings of the in-depth interviews, indications of underlying benefit segments were found. In line with the three conditions described in 3.1.1 three segmentation variables were chosen. Each benefit segment would thus be described by the segmentation variables which were: the social interaction between children and parents (social building), the value of cutting pasting and painting (creative activities) and the importance of children being able to occupy themselves (Play on their own).

A total of four segments were deemed important and representative and were thus carried over to the quantitative study. An overwhelming majority of the interviewed families could be placed into one of the four segments when using the three segmentation variables thus fulfilling the third condition of representativity.

The segments were:

- ❖ Segment one – Hippie families with time on their hands
- ❖ Segment two – The busy parents raising busy children
- ❖ Segment three – Creative families want creative activities
- ❖ Segment four – Hard-working parents have independent kids

	Segment 1	Segment 2	Segment 3	Segment 4
Social building	Highly valued	Highly valued	Lowly valued	Lowly valued
Creative activities	Highly valued	Lowly valued	Highly valued	Lowly valued
Play on their own	Lowly valued	Highly valued	Lowly valued	Highly valued

Table 2: Benefits sought – two graded ordinal scale

4.3 Formulating questions

During the in-depth interviews it became clear that a quantitative survey outright asking which benefits that were sought would produce unreliable answers. This conclusion was made as the author's discovered that the results from the in-depth interviews (longer discussions and an overall impression) did not correspond to the answers given by the test families in the pre-interview questionnaire. Instead a set of statements were to yield more accurate and reliable answers, these questions could be behavioral or demographically related.

The following statements were proved to be most representative for the benefits sought.

Benefit sought	Statement
Social building	My children are often with me when I shop
Creative activities	My children enjoy cutting pasting and painting
Play on their own	I work much and over-time

Table 3: Benefits & statements

These results were incorporated when designing the quantitative survey.

5. Survey findings

The survey gave the following results.

The distribution of parents among the segments was as follows.

Segment	Percent
1	36,3 % 49
2	14,1 % 19
3	37,1 % 50
4	12,6 % 17
Total	100%

Table 4: Distribution of segments

The numbers displayed in the following tables are not weighted in accordance to the distribution of the segments.

5.1 The age

The first thing being investigated was the age of the respondents. This was seen important since the age of the respondents could have a relationship with choice of segment. The age characteristic of each segment is displayed in the table below.

	Mean age
Segment 1	
Mother	38,25
Father	38,48
Segment 2	
Mother	38,80

Father	39,71
Segment 3	
Mother	40,02
Father	41,78
Segment 4	
Mother	37,67
Father	38,78

Table 5: Age distribution

The authors believed that age and choice of segment would be connected but no grounds for this could be found. The different segments all have similar distribution of age. This indicated that age did not influence choice of segment.

5.2 The place

The responding parents were asked about where they went to buy new children's toys. As expected, toy stores came out on top. Alternative places like the Internet, book stores and grocery stores did not figure prominently. The table below shows the most frequently used shopping locations.

	Segment 1	Segment 2	Segment 3	Segment 4	Average
Toy stores	4,87	4,27	4,74	4,60	4,75
The Internet	1,5	1,60	1,50	1,90	1,56
Book stores	2,42	2,60	2,91	2,40	2,75
Grocery stores	3,47	2,33	2,33	3,30	2,84

Table 6: Purchase location

5.3 The promotion

Places where parents found out about new products for their children were considered as one of the most important variables to investigate. This is important since companies need to know where to put efforts on marketing. In order to investigate this aspect the respondents got to grade how often different sources had led to a purchase of a children's product. Included as a source was television advertising even though it is forbidden in Sweden. The reason for this was because foreign transmitted TV-channels are not bound by Swedish law³⁰. Children

³⁰ Leijonhufvud, Reklam riktad till barn växer på nätet, *Dagens Nyheter*, 2009-02-20, retrieved 2011-05-16 from <http://www.dn.se/ekonomi/reklam-riktad-till-barn-vaxer-pa-natet>

themselves were also included as a source. This was a result that came from the in-depth interviews where many of the interviewed parents stated that the children were a primary source of information regarding new toys.

In the table below the numbers represent the percentage of parents answering that they were often inspired by the source as opposed to not very often inspired.

	Segment 1	Segment 2	Segment 3	Segment 4	Average
Your children	70,0%	86%	67%	75%	71,3%
Magazine ads	30%	14%	18%	0%	19,1%
Magazine articles	16%	14%	20%	13%	17,4%
TV ads	5%	30%	4%	0%	8,7%
TV programs	8%	21%	7%	25%	11,3%
Radio programs	5%	7%	0%	0%	4,3%
Radio ads	0%	0%	0%	0%	0%
The Internet	32%	7%	7%	0%	17,4%

Table 7: Media habits

All segments state that the children are the most common way to find out about new products. A good way in reaching out to parents regarding new children's products should therefore be through addressing the parents' children. This result offers quite a challenge for companies due to Swedish legislation. Alternative approaches are therefore required.

Another interesting fact is that not only ads serve as a source of inspiration but TV-programs as well. Ironically a commonly mentioned source was the well-known Swedish children's program Bolibompa. Apparently a non-commercial totally ad-free program is one of the most prominent sources for finding new toys. The implications of this will not be further discussed in this thesis due to time and scope limitations.

5.4 The product and the price

As shown in the in-depth interviews the benefits sought by consumers differed. Families valued benefits differently. A majority of benefits were, as mentioned before, assembled into benefit segments. The remaining significant benefits constitute the learning aspect and price from which no conclusive results could be made from the in-depth interviews.

In the tables below, the benefits are represented.

	Segment 1	Segment 2	Segment 3	Segment 4
Social building	Highly valued	Highly valued	Lowly valued	Lowly valued
Creative activities	Highly valued	Lowly valued	Highly valued	Lowly valued
Play on their own	Lowly valued	Highly valued	Lowly valued	Highly valued

Table 8: Benefits sought – two graded ordinal scale

	Segment 1	Segment 2	Segment 3	Segment 4	Average
The learning aspect	5,15	4,73	4,63	3,70	4,84
A low price	3,68	3,33	2,98	2,80	3,31

Table 9: Benefits sought – seven graded interval scale

All segments ranked the learning aspect as more important than the price. The mostly small differences in price sensitivity could be explained by the nature of children's products. As explained in the in-depth interviews nobody is stingy regarding their children. However, the differences could be a result of the consumers' original price sensitivity, toned down by the aforementioned effect. It is therefore possible that variations in price could impact the shopping experience and consequent satisfaction even though it is not explicitly explained by the quantitative data due to relatively worse significance levels.

During the in-depth interviews it was also demonstrated that the amount of time that parents spend with their children widely fluctuated. The table below shows the average amount of quality time parents and children spend together.

	Segment 1	Segment 2	Segment 3	Segment 4	Average
Workday	4,32	2,87	3,46	2,70	3,45
Weekend	9,28	8,21	9,14	5,42	8,45

Table 10: Quality time

This table shows that there is a difference between segments regarding time spent. First and foremost the results of workdays seem to be strictly correlated with how the respondents value the importance of children playing on their own. This makes sense as busy parents presumably have less time to play with their children.

6. Creating marketing strategies

The results and the insights from the in-depth interviews and the surveys were used as a base when marketing strategies were developed for each segment. As stated before, the marketing mix served as a framework when formulating marketing strategies.

6.1 Segment one: Hippie families with time on their hands

6.1.1 The product

This segment seeks children's toys that facilitate social building and creative activities such as cutting and other handwork. The demand for the product to engage the children without the need of intervention from the parents is not large at all; instead this segment appreciates toys that involve the whole family. This segment also prioritizes the learning aspect. Examples of toys often found in this segment are board games.

These families spend a lot of time together and value activities that involve every family member. The results of the quantitative research confirm what the authors found during the in-depth interviews. Parents with a lot of free time tend to value social activities with their children. This does not necessarily mean that parents working full-time do not value these activities, just that parents with more free time also have the possibility to devote their time to these kinds of activities to a larger extent.

6.1.2 The price

Among all segments this segment is the one which prefer a low price to the largest extent. Companies wanting to target this segment should be aware of this fact when offering a product at relatively high price-point.

A low-price strategy is suggested. In line with the argumentation in 6.3.6 the price difference should be symbolic and communicate a feeling rather than actual savings. Consumers in segment one must know that they have bought a cheaper product. This effect is especially enhanced when shopping in grocery stores as small savings are considered to be important whereas the same saving at a restaurant may not be regarded at all.

6.1.3 The place

This segment, as do all others, prefers to buy children's products in toy stores. Distinguishing this segment from the other is their propensity to buy toys in grocery stores. The segment shows a tendency to choose grocery stores above all other distribution channels except for toy stores. Companies targeting consumers matching segment one should thus distribute their products in toy stores and grocery stores. An explanation can be found by examining the shopping behavior of segment one. Parents usually shop with their children and toys are therefore tempting and increase the frequency of occasional purchases. The pester factor is also likely to play a large part.

6.1.4 The promotion

This segment uses the Internet as a source of inspiration. Companies turning to this segment should consequently market their product on the Internet where segment one consumers are most likely to be found. Web pages often mentioned by respondents in the survey were alltforforaldrar.se and a number of parent blogs.

An alternative to Internet marketing are magazines. As the research showed this segment enjoys reading magazines, indicating that this segment prefers written media. Such marketing methods are often cheaper than other channels such as TV which scored relatively low and is therefore a waste of money for marketers targeting segment one.

6.2 Segment two: Busy parents raising busy children

6.2.1 The product

This segment enjoys products that are social building even though not much time is allocated to such activities during workdays. The families live busy lives and thus buy toys that children can play with on their own. The overall interest for painting, pasting and cutting is not high in this segment, so products involving a lot of handiwork are not likely to hit off in this segment. The learning aspect is moderately valued. Favored products were, for example, digital games, technical toys and toy cars.

6.2.2 The price

Segment two values a low price but the difference is bordering to insignificance and thus the pursuit of a low price strategy may not be justified. Even so a symbolic low price strategy is proposed as the cost for initially launching such a strategy is low and the pay-off should be quick to measure.

6.2.3 The place

As with all other segments segment two prefers to visit toy stores when buying toys. Another common place is the bookstore. The underlying reason for this must be researched further but it is clear that when targeting this segment, bookstores must not be overlooked when designing a distribution strategy. As a few larger chains represent the majority of the book stores in Sweden approaching those firms for a long term relationship is recommended.

6.2.4 The promotion

This segment is best targeted through television. The consumers in segment two state that television is the second most important source of inspiration next to their own children. Companies targeting customers matching segment two should therefore try to market their products through television, either by advertising or television programs.

6.3 Segment three: Creative families seeking creative activities

6.3.1 The product

This segment values handiwork and the children are used to cutting, pasting and painting. The demand for toys that engages the children on their own is low in this segment, which is also case for products that are social building. The learning aspect is moderately valued. Products most likely to succeed in this segment are consequently creative products, for example art assembly books and building books.

6.3.2 The price

Together with segment four this segment has the lower price sensitivity than segments one and two. Thus a low-price marketing strategy is not preferred. Instead premium products should be launched where focus lies on designing attractive offers in the eyes of the parents as the children seldom join their parents when shopping.

6.3.3 The place

The results regarding place of distribution in this segment is very similar to the segment two. Parents want to buy the products in toy stores and second to that, bookstores. This result is coherent with the needs of segment three. Bookstores usually have a large assortment of scrapbook books and art assembly and segment three values cutting, pasting and painting.

6.3.4 The promotion

This segment is the hardest to make an impression on. However they show a relatively high tendency to prefer information about new products through magazines. As this is the most prominent source of inspiration promotion is most likely to be successful in printed media. Interestingly, segment three displays the lowest tendency towards children being their inspiration to buy new products. It is likely that parents who do not need their children to play on their own have less need for inspiration from their children as they are playing together and thus know what their children want.

6.4 Segment four: Hard-working parents with independent kids

6.4.1 The product

This segment is characterized by families with hard-working parents and little free time. This environment requires children to play on their own and subsequently toys must facilitate this activity. Because of the perceived time shortage, the need for toys to be social building and involve cutting, pasting and painting is small. The product must be easy to start, easy to use and easy to finish. This segment values the learning aspect, but not to the same extent as the other segments. A toy commonly found in segment four families were video games and smart phones.

6.4.2 The price

Segment four has the lowest price sensitivity. As with segment three a premium price strategy is proposed.

6.4.3 The place

This segments' propensity to buy toys at the grocery store is high. The intuitive explanation to buy at those locations is the parent's lack of time and the convenience. Accommodating the needs of this segment, the marketed products must therefore be easy accessible in the boutique. The toys must also be easy to understand and use.

6.4.4 The promotion

This segment is particularly interesting in terms of promotional aspects. The strong influence of parents own children and televised programs is remarkable. Obviously TV programs should be the main channel in a promotional strategy thereby influencing children.

7. Concluding discussion

In this chapter the main results from the study is concluded and the research questions are answered. The thesis will be critically examined and the primary points of success and setbacks will be discussed. The final debate will also cover suggested future research topics.

7.1 Summary

The aim of this thesis was to deepen the understanding of marketing of toys and find concrete advice for companies wanting to succeed in this attractive industry. This was done in three steps, each one answering one of the following research questions.

- How can the market for children's products be divided into segments?
- What are related characteristics and size of those segments?
- Which marketing strategy fits best to each segment?

7.1.1 How can the market for children's products be divided into segments?

The authors of this thesis found that the most attractive way of dividing the market for children's products into segments was through benefit segmentation. By performing in-depth interviews with different families benefits sought in children's products were clear and four distinctive segments found.

7.1.2 What are related characteristics and size of those segments?

The size and the demographic variables describing each segment were identified through a survey. Each segment showed different characteristics regarding preferred product features, price sensitivity, shopping locations and media habits i.e price, product, place and promotion as explained by the marketing mix model.

7.1.3 Which marketing strategy fits best to each segment?

Marketing strategies matching each segment were developed according to the marketing mix model. Considering findings from the in-depth interviews and the quantitative research the authors to this thesis found:

Segment one prefers products that are social building and facilitates creative activities with a learning theme. A low price strategy was deemed to be most effective and a distribution strategy should focus on toy and grocery stores as primary distribution channels. The most efficient marketing channels were best targeted through the Internet and magazines.

Segment two seeks products that are social building and enables children to play on their own. The learning aspect is reasonably valued. A low price strategy is proposed here as well. Toy

and book stores are the best way of distribution and long term relationships with book stores should have priority. Advertising is best communicated through TV ads and programs.

Segment three values creative activities. The learning aspect is fairly valued. A slight price premium strategy is preferred. Toy and book stores are the most efficient way of distribution while print media is the most advantageous way of promotion.

Segment four seeks products that the children can use on their own. The learning aspect is not relatively important. A slight price premium strategy is preferred here as well. Preferred locations for distribution should be toy stores and bookstores. The most efficient way of promotion is through TV programs which clearly serves as the major source of inspiration.

7.2 Discussion of the results

In an industry where the public knowledge regarding marketing towards children only extends to two alternatives; do nothing or go the pester power way, this thesis introduces a third solution.

The most important finding was the discovery that children overwhelmingly serve as the largest source of inspiration for parents when browsing for new toys. This indicates that a large part of the marketing efforts should be directed at them. Particular attention should be paid to the environment where children spend most of their time. An example is day care. In this thesis no study regarding the children's sources of inspiration in non-parental environments was conducted. Thus no conclusions can be made as to that issue.

7.3 Managerial Implications

The focus of this thesis has been on children's toys, but the authors believe that the results can be implemented in other industries as well. These industries must target children but does not necessarily need to supply toys. One example is the entertainment industry where museums and cinemas may benefit from the segmentation found in this thesis. A low-priced museum with hands-on experiments should probably target segment one while a cinema should perhaps focus on segment four.

"Time is money" is a common saying and corresponds well to results of this thesis. The attitude towards time separated the segments and was brought to the surface more than one time during the initial research. Time is such an important factor that it might suit as an extension of the marketing mix adopted to the children's industry? One suggestion is to add "process" to the picture and adopt the extended version of the marketing mix.

7.4 Critical review & discussion of the process

The core of this thesis has been its three step process involving consumer segmentation and marketing strategy development. The process was founded in the idea of processing families as the customer rather than treating parents and children as separate entities. This called for a very broad perspective and thorough studies of the interactions within a family. While costly in terms of time and efforts the solution provided unique insights unattained by previous studies.

A common approach to quantitative studies is to gather data en masse in order to cover all aspects and then analyze them with numerical and statistical methods. While extensive the reliability is often compromised due to responses being inaccurate or faulty. The lack of intuitive data also limits the effectiveness of factor and cluster analyses, e.g. two variables may correlate without any logical connection or cancel each other out and thus no conclusions can be made. By gathering intuitive data from in-depth interviews those risks were removed and replaced with the risk of bias during the selection process of benefit segments. In the authors' opinion this trade-off was successful as the quantitative data yielded conclusive results. The discovery of numerous underlying connections also added to its edge. Last but not least the qualitative studies contributed with invaluable data regarding how to formulate questions. Questions potentially influencing the respondents were substituted with neutral phrases in order to yield unbiased answers. This was only possible due to the in-depth interview findings as any rephrasing has to be thoroughly tested, measured and consequently approved by asking the same thing, a process that would have been impossible without a qualitative study.

7.5 Limitations & suggestions for further research

This study has been conducted with high requirements on general applicability. As a result implementation of a demand-side perspective was natural and no attempts have been made to understand or adapt to the supply side of the market (resources, brand value, support services etc.). A satisfactory supply-side study based on empirical evidence would require the authors to follow a number of firms over the period of at least one product life-cycle and would clearly be outside the scope of this thesis. Even so, a successful study of the supply-side would greatly complement this thesis as well as test the level of general applicability. If firms are successful when using the four benefit segments and accompanying marketing strategies then the framework presented in this thesis can be called broad and general.

In terms of the demand-side a limitation regarding the price benefit for consumers was set due to limited resources. The price variable representing willingness to pay when purchasing a product was thoroughly studied but analysis of the in-depth interviews failed to bring a solution how to appropriately measure the frequency of purchases. Thus no figures could be calculated regarding consumer potential. The qualitative analysis showed that a separate study on how to accurately measure consumers' buying frequency has to be conducted.

Finally and perhaps the most important lesson in terms of marketing are the findings regarding how parents learn of new products. By far the most important source of inspiration was their children. Simple logic states that marketing specifically towards children would prove effective. Marketing towards children as mentioned previously in this thesis is a common term and in causal language refers to how traditional marketing methods should be adapted towards children. E.g. should firm target girls 5-6 years old through TV or radio? At this time a new concept is brought into existence. The entire dynamics of how children gather information differ from grown-ups as concluded by the qualitative study and the old way of thinking is thus inapplicable. To target children a firm must think outside the box. As an example, children spend a majority of their play-time at day centers. Influencing the environment of day cares should therefore be of particular interest to toy companies. This does not necessarily mean touting products at day cares administrators but refers to a mutually beneficial long-term relationship. This kind of marketing has enjoyed little support and it is the author's opinion that it is the responsibility of the academic field to drive research forward within this area.

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Appendix 1 – In-depth interviews

The interviewed families were given anonymity and their names will therefore not be published. Transcripts and summaries of the interviews are available but must, for confidentiality reasons, be handed out by Amakit AB.

For more information contact Amakit AB

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Appendix 2 – The survey

Studenter på Handelshögskolan behöver din hjälp!

Denna enkät ligger till grund för en undersökning om familjers inställning till leksaksinköp.

Enkäten tar 1-2 minuter och alla svar är anonyma.

Välj den profil som bäst passar in på dig (Var god markera):

Profil 1: Mina barn är ofta med mig och handlar i vardagen. De pyssla ofta och jag sitter ofta med dem och leker. Jag har fria arbetstider och jobbar sällan övertid.

Profil 2: Mina barn är ofta med mig och handlar i vardagen. De pysslar sällan utan föredrar andra leksaker. Jag jobbar mycket och ofta övertid.

Profil 3: Mina barn är sällan med mig och handlar i vardagen. De pysslar ofta och är bra på att sysselsätta sig själva. Jag har fria arbetstider och jobbar sällan övertid.

Profil 4: Mina barn är sällan med mig och handlar i vardagen. De pysslar sällan utan föredrar andra leksaker. Jag jobbar mycket och ofta övertid.

Barnets pappa / mamma (ej du) har profil nr: ____

1. Vilket år är föräldrarna födda:	Pappa _____		Mamma _____					
2. Var köper du leksaker?	Sällan	1	2	3	4	5	6	7 Ofta
Leksaksaffär	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bokhandel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matbutik	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Hur viktig är lärandeaspekten i leksaker?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Hur viktigt är ett lågt pris?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Hur mycket kvalitetstid spenderar du med dina barn? (I timmar)	Mån	Tis	Ons	Tor	Fre	Lör	Sön	
	_____	_____	_____	_____	_____	_____	_____	
6. Hur får du reda på nya barnprodukter, som leder till köp?	Från barnen <input type="checkbox"/>		Tidningar via: <input type="checkbox"/> Reklam <input type="checkbox"/> Reportage Vilka: _____					
TV:	Radio:					Internet: <input type="checkbox"/>		
Program <input type="checkbox"/> Vilka _____	Program <input type="checkbox"/> Vilka _____					Webbadresser:		
Reklam <input type="checkbox"/> _____	Reklam <input type="checkbox"/> _____					_____		
