

# **Enhancing Market Effectiveness by Segmenting Immigrant Sectors into Sub-Groups According to Sociocultural Adjustment Patterns**

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The objective of the present paper is to propose a new and innovative segmentation basis for marketing purposes for immigrant populations all over the world. Marketing segmentation based on affiliation to a particular migrant group can be ineffective due to the differences between sub-groups within each segment. However, the identification of the media consumption patterns of sub-groups within a large immigrant population and may be a useful for enhancing the effectiveness of targeting and segmentation. We segmented the immigrant population according to their performance in various dimensions such as language proficiency, socio-economic status, and cultural integration. A cluster analysis of a sample of 442 immigrants yielded four profiles of distinguishable segments: integrative, acculturative, instrumentalist, and segregative. Using these results, we make practical recommendations regarding effective targeting of different immigrant segments, with various products and media channels, in accordance with each segment's profile.

Keywords: Segmentation; affiliation; immigrants; sociocultural adjustment

## **Introduction**

In many immigrant nations around the world, migrant groups from different ethnic backgrounds live alongside members of the dominant culture. Addressing each of these migrant populations separately as a distinct market segment offers considerable marketing potential (Hui, Joy, Kim & Laroche 1992; Gore 1998; Holland & Gentry 1999; Pires & Stanton 2000; Chan & Ahmed 2006). However, marketing based on affiliation to a particular migrant group may prove ineffective due to the differences between sub-groups within each ethnic segment. Although the immigrants share a common cultural background, individual differences naturally also exist and it is improbable that all members of a group will show the same pattern of sociocultural adjustment. Differences in patterns of sociocultural adjustment may reflect differences in age, family and employment status, human capital, motivation, or indeed individual personality. Accordingly, in recent years marketing literature has emphasized the level of integration of immigrants in the target culture as an alternative basis for segmenting (Noble & Camit 2005). Lindridge (2003) argues that it is naïve to assume that language, place of birth, or similar demographic variables define homogenous market segments. No correlation has been found between the length of time an immigrant has been resident in the absorbing country and the extent to which he or she has internalized the values of the dominant culture. Petroschius, Newwell and Ross (1995, p.42) studied the integration of Hispanics in the United States, and noted that: "One can live in the US his or her entire life, and still not be completely assimilated. Likewise, one can be completely assimilated and still have the desire to use Spanish language coupons and Spanish language targeted media." As one of the respondents

in the study of Noble and Camit (2005, p.4) commented: "You would not consider everyone that spoke English or were born in Australia the same, but we are doing that... we are assuming that everyone that speaks a language like Arabic is the same..." Another respondent (p.5) notes: "... just because two people speak the same language does not mean they think or act the same." With this in mind, Korgaonkar, Karson and Lund (2000) suggest that the sector of Hispanic immigrants in the United States should be divided into two sub-groups on the basis of their command of English, and that the profile of marketing efforts should be adapted for each of the two groups.

The purpose of the present paper is to propose a new and innovative segmentation basis for marketing purposes for immigrant populations all over the world. We would like to focus the attention of marketing practitioners on the endogenous heterogeneity of immigrant markets and to illustrate how the strategies designed for these markets can be elaborated and improved. We will attempt to do so by sharing our findings, drawn from a nation-wide survey of Former Soviet Union (FSU) immigrants in Israel, and generalizing our conclusions into many other countries in which there are immigrant groups of sufficient size to warrant specific attention by marketers. Over ten million people who were born in the FSU now reside in various other countries; for example, there are large numbers of FSU immigrants in the US, Canada, Germany, and the U.K. Thus our practical recommendations are not limited to FSU immigrants, and should readily be applicable to marketing campaigns for many other ethnic immigrant groups.

Our study focuses on the Jewish immigrants who came to Israel from the Former Soviet Union in a major wave of migration that began in 1989 and continues on a much smaller scale to the present day. This group numbers approximately one million people, constituting fifteen percent of the population of the State of Israel. The absolute and relative size of this population indicates its purchasing power and marketing potential. Moreover, the economic situation of this group is improving, as reflected in consumption patterns (Elias & Greenspan 2007). In recent years, several advertising agencies have been established in Israel that specialize exclusively in the FSU immigrant sector. However, these agencies address the entire sector as a homogenous public and their marketing efforts do not distinguish between different people within the sector. The objective of our nation-wide study was to identify sub-groups within this large immigrant population, and to locate the media consumption patterns of each of these sub-groups in order to plan differential efforts focusing on each segment.

This study examined the connections between the sociocultural adjustment pattern, socio-demographic profile, and media consumption habits of these immigrants. Our assumption is that if a person is exposed to a particular medium, he or she is also exposed to advertising carried on this medium and is liable to be influenced by such advertising. We begin by discussing the patterns of sociocultural adjustment of immigrants in the target society. We then present the roles of the media in immigrants' lives before describing the immigrants from the FSU in Israel. Lastly, we describe their media consumption patterns in Israel.

## Conceptual Overview

### Patterns of Sociocultural Adjustment of Immigrants in the Target Society

The research literature examining the patterns of sociocultural adjustment of immigrants presents several models describing the process by which immigrants enter the target society. Our review concentrates on the “classic” models as delineated by Berry (1992), which are also widely referenced in studies on migration by many other researchers.

The *assimilation* model describes a process whereby immigrants adopt the values of the dominant culture and abandon the values of their original culture (Bar-Yosef 1968; Berry, 1992; Castles & Miller 1993; Lee & Tse 1994; Wilson & Gutierrez 1995). While the assimilation model describes this process as occurring over a short period of time, the *acculturation* model describes absorption as a gradual and linear process of learning of the values of the dominant culture (Kim 1979; Faber, O’Guinn & McCarty 1987; Berry 1992; Roberts & Hart 1997) through the process of growing daily contact between the immigrants and the members of this culture, as well as through the influence of the mass media (O’Guinn, Lee & Faber 1986). In contrast to both these models, the *segregation* model describes the opposite process, whereby immigrants maintain their original cultural identity without adopting cultural patterns from the dominant culture in the target country (Ayalon, Ben-Rafael & Sharot 1989; Berry 1992; Lee & Tse 1994;). A further pattern is the *integration* model, according to which immigrants maintain their original cultural values and, in addition, acquire a new layer of values from the target culture in various fields of life (Subervi-Velez 1986; Berry 1992; Lum 1991; Shuval & Leshem 1998).

Does each group of migrants integrate according to one of these models, or do the individuals who comprise each group follow different models of integration into the new society? Until approximately twenty years ago, most migrants moved from underdeveloped countries to highly developed ones. Return to the country of origin was very costly and sometimes impossible. These circumstances gave rise to a multidimensional dependence of the immigrants on the target society and, in consequence, considerable power differentials between immigrants and natives. Sociocultural adjustment was perceived as the unidirectional assimilation of immigrants into the target culture. Immigrants were expected to sever cultural and social links with their country of origin in order to promote full adjustment into the target culture (Bar-Yosef, 1968).

In more complex cases, natives may desire that some groups assimilate, but may take a decidedly pluralistic approach toward other groups, depending on their own cultural proximity to, or alienation from, the groups involved (Ben-Rafael & Peres, 2005). In other words, the selection of an integration model was not the result of a selection process by the migrants themselves, but was imposed by the target society. If the target society desired the integration of the migrant group, the dominant model was assimilation; when the other models were present within the group, they were of marginal status.

Over the past 20 years changes have occurred that have altered the balance of power between migrants and natives. These changes have included the development and spread of the ideology of multiculturalism; technological progress (the “three Ts” – telephone, transportation, and television (Ben-Rafael & Peres, 2005); the emergence of powerful diaspora communities, and so forth (Sheffer, 2003). These changes have enabled the simultaneous presence of several legitimate models of integration within each single group of migrants. The selection of the pattern of integration is the product of the migrant’s desires, skills, and resources.

The present study examines which of the “classic” integration models reviewed by Berry (1992) and outlined above have been manifested in the case of the integration of the group of FSU migrants in Israel.

### **The Role of the Media in the Life of Immigrants**

Exposure to media in the majority language plays an important role in the process by which immigrants learn about and participate in the new society. Immigrants who consume more media in the majority language tend to adopt the local culture more rapidly than others (Johnson 1996; Stilling 1997). However, the majority language media serves as a powerful tool for shaping and nurturing stereotypes toward immigrants, and thus contributes to alienation and the desire for separation (Halloran 1998; Keshishian 2000). Similarly, media in the native language also plays a double role. On the one hand, it provides immigrants with a tool for learning the values and myths of the absorbing society and for understanding how to adapt to this society (Walker 1999), as well as enhancing their ability to keep up with current events (Elias 2005). On the other, it perpetuates the immigrants’ cultural load, reinforces their internal communal cohesion, and maintains their connection with their country and language of origin (Lum 1991; Lee & Tse 1994).

It is commonly accepted in this literature that media consumption is the independent variable influencing sociocultural adjustment. However, the process could be regarded from the opposite perspective: The pattern of sociocultural adjustment may actually influence preference for different media channels. Since our goal is to identify sub-groupings within the Russian community distinguished in terms of their media habits, in order to segment the sector for marketing purposes, we worked on the assumption that the independent variable is the pattern of sociocultural adjustment, while the media consumption habits constitute the dependent variable.

### **FSU Immigrants in Israel**

An important feature of the wave of immigration to Israel from the former Soviet Union (FSU) in the 1990s was the large scope of this immigration, both in absolute terms (approximately one million people) and in relative terms (fifteen percent of the total population of Israel). Bearing in mind the size of the Israeli population (currently some seven million), this wave of immigration was exceptional relative to the levels

of immigration in other migrant countries.<sup>1</sup> This wave of immigration was unique in qualitative as well as quantitative terms.

The Russian language has maintained a central status in the linguistic repertoire of the immigrants and many of them use it as a language of the home and of culture – including the younger generation (Remennick 2004, Elias & Greenspan 2007). The scope and activities of the community exert a certain decelerating influence on processes of assimilation and acculturation, since the community also provides a given quantity of jobs (Li, 2003). Remennick (2002) found that approximately twenty percent of immigrants are employed in “Russian” businesses most of whose clients are also members of the Russian diaspora. Fifty-one percent of immigrants stated that they work exclusively or mainly with Russian-speakers. The acquisition of the new language and culture, penetration of professions and vocations, and the maturation of the younger generation are processes that occurred at different rates in different immigrant families. The differences in the pace of adjustment in turn led to upward mobility among part of the immigrant population, and to the stagnation and even decline in the socioeconomic mobility of others. The outcome was the development of internal stratification within the immigrant community.

### **Patterns of Media Consumption among FSU Immigrants**

A diverse range of electronic media in Russian is available in Israel. In addition to two Russian-language radio stations, there is also a basic cable package comprising four Russian-language channels broadcast from the FSU and the USA, as well as an Israeli television channel devoted to Russian-language programming. Satellite subscribers can also select a special package including foreign stations in Russian as well as movie and drama channels dubbed into Russian (Elias 2005). At present two daily newspapers are published in Russian, as well as some ten weekly and quarterly newspapers and journals (Remennick 2004; Elias 2005).

Official and commercial surveys have found that FSU immigrants in Israel are intensive consumers of the Russian-language media, both printed and electronic, but make little use of Hebrew-language media (Elias 2005). A study by Adoni and Cohen (2002) on the connection between immigrants’ identity and patterns of media consumption found that immigrants who consume Hebrew-language media have a stronger Israeli identity, while those who consume Russian-language media have a stronger Russian identity. The gender and education of the respondents was not found to influence the pattern of media consumption. Age played a factor among adult immigrants, whose command of Hebrew is weaker and who therefore prefer to consume media in their mother tongue.

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<sup>1</sup> During the period 1990-1994, 23.7 migrants entered Israel each year per 1,000 individuals in the total population. This compares with 7.6 per 1,000 in Canada; 6.8 per 1,000 in Australia; and 2.6 per 1,000 in the United States over the same period (DellaPergola, 1994).

In conclusion, the Russian-language media provides information, commentary, and views from the country of origin, thereby enabling the readers, viewers, and listeners to live simultaneously in two worlds.

### **Research questions**

Our research questions relate to FSU immigrants in Israel. We nevertheless believe that these questions are not limited to Israel; rather, they have great relevance and should be examined in other countries in which there is a large immigrant population of a specific ethnic origin, which warrants specific marketing efforts.

- What are the main patterns of sociocultural adjustment among immigrants from the Former Soviet Union in Israel?
- Which media are more extensively consumed by these immigrants?
- Is there a correlation between the pattern of sociocultural adjustment and media consumption among these immigrants?

And, in greater detail:

- Is there a correlation between patterns of sociocultural adjustment and the language of media?
- Is there a correlation between patterns of sociocultural adjustment and the media channels consumed (radio/television/press/internet)?

### **Methodology**

Our literature review led us to conclude that it is advisable to enhance the awareness of marketers of the differences between sub-groups within large immigrant populations. For segmentation purposes the most relevant aspect is the pattern of sociocultural adjustment. It is expected that immigrants who employ different sociocultural adjustment patterns will also differ in their media consumption habits. This expectation shaped the approach we adopted in defining these variables.

### **Variables**

#### ***Independent variables***

In order to segment migrants according to the different integration models, we employed the integration index developed by Peres and Lissitsa (2008). This integration index includes eleven different spheres of integration. Relative higher success in certain spheres and lower success in others reflects one of the integration models proposed by Berry (1992) (see Appendix D for details).

The independent variables are the patterns of sociocultural adjustment of FSU immigrants in the following spheres: psychological, child education, current socioeconomic status, Israeli identification, preservation of socioeconomic status,

basic Hebrew, adjustment to Israeli culture, housing, social relations, affinity to Russian culture, political.

### ***Dependent variables***

The frequency of consumption of each of the following media: Radio stations in Russian, radio stations in Hebrew, Hebrew-language Israeli television channels, Russian-language Israeli television channels, television channels broadcast from the FSU, Hebrew-language internet sites, Russian-language internet sites, Hebrew-language newspaper, and Russian-language newspapers. The scale for describing the frequency of consumption of media ranged from 1 to 5, where 1 = never and 5 = every day or almost every day.

### **Participants**

The study was implemented by means of a face-to-face survey of a sample of 442 FSU immigrants who arrived in Israel after 1989 and who are married and/or live with a permanent partner.<sup>2</sup> The breakdown of the sample by gender is similar to that of the immigrant population as a whole. An effort was made when building the sample to maintain quotas for geographical dispersion according to the figures of the Central Bureau of Statistics (CBS, 2007). We adopted the division of Israel into districts as used by the CBS. The socio-demographic profile of the sample is provided in Appendix A.

### **Research Tools**

The first part of the research questionnaire presented the respondents with questions about their media consumption habits. The second section included questions about the immigrants' level of sociocultural adjustment in Israeli society on the basis of the 46 criteria developed in the study of Peres and Lissitsa (2008). They divided the criteria for sociocultural adjustment into eleven principal spheres: psychological, child education, current socio-economic status, preservation of socio-economic status, Israeli identification, Israeli culture, housing, affinity to original culture, social relations, and political integration (see the details on the construction of the sociocultural adjustment model in the Appendix D). Our present study also drew on the questionnaire developed by Peres and Lissitsa (2008) for the allocation of the characteristics (criteria) for adjustment into broader spheres. The scale for replies was uniform, ranging from 1 to 7, where 1 signifies the lowest level of sociocultural adjustment and 7 the highest. The questions were translated into Russian by the first author, whose mother tongue is Russian, and reviewed by two Russian-speaking colleagues.

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<sup>2</sup> This article is based on the data of a broad-based survey examining different aspects of the behavior of Russian consumers in Israel. Some of these aspects relate to household consumption, and accordingly our sample included only immigrants who are living with a partner.

## **Research Procedure**

The field work was undertaken in 2008. The respondents received a questionnaire in Russian which they completed by themselves in the presence of the pollster, who answered questions and provided explanations on the basis of the briefing provided by the authors. The survey was presented to the respondents as relating to 'social and cultural issues'. The respondents were assured that the data in the survey would be used for research purposes only. The questionnaire took approximately twenty minutes to complete and was carried out in the respondents' homes.

## **Results**

### **Division of the immigrants into clusters on the basis of the type of sociocultural adjustment pattern**

In order to segment the immigrant population according to the extent of their sociocultural adjustment, a K-means cluster analysis was performed with ten iterations. This procedure attempts to identify relatively homogeneous groups of cases based on selected characteristics, using an algorithm that can handle large numbers of cases. However, the algorithm requires specifying the number of clusters. The analysis related to indices developed for the eleven spheres of sociocultural adjustment.

An attempt was made to segment the population into 3, 4, 5, or 6 clusters. The final number of clusters was determined according to the highest F values. The analysis yielded four segments of immigrants distinguished in terms of their achievements in different aspects of adjustment. A profile based on a particular pattern of sociocultural adjustment was found for each segment; these are detailed below after Table 1.

The adjustment index for the sample of immigrants (4.85) reflects a medium to high level of sociocultural adjustment.

When each sphere is examined separately, it emerges that the immigrants received higher scores in the psychological sphere, maintaining Russian culture, basic Hebrew, and child education; medium scores in current socioeconomic status, Israeli identification, social relations and political spheres and lower scores in housing, the preservation of socio-economic status, and integration in Israeli culture.

The segmenting of the sample of immigrants into clusters yielded four principal segments, labeled Acculturation, Instrumentalist, Integrative, and Segregative

### ***Acculturation***

The first segment included 29% percent of the immigrants. These immigrants received high scores in command of basic Hebrew and in the acquisition of the cultural codes of the target country, while at the same time maintaining their original culture. The linguistic and cultural achievements of these immigrants have not been accompanied by high scores in the socioeconomic sphere. This group seems to



**Table 1. Division of FSU Immigrants into Segments According to Sociocultural Adjustment Pattern.**

	<b>Acculturative Segment 1</b>	<b>Instrumentalist Segment 2</b>	<b>Integrative Segment 3</b>	<b>Segregative Segment 4</b>	<b>Total sample</b>
N	124	88	148	74	435
Proportion belonging to segment	29%	20%	34%	17%	100%
<b>Spheres of adjustment</b>	<b>Average (SD)</b>	<b>Average (SD)</b>	<b>Average (SD)</b>	<b>Average (SD)</b>	<b>Average (SD)</b>
1. Psychological (preservation of self-respect during integration; preservation of parental authority)	<b>5.67</b> (0.9)	<b>5.21</b> (1.0)	<b>6.27</b> (0.7)	<b>4.45</b> (1.2)	<b>5.57</b> (1.1)
2. Child education (success of immigrants' children at school; participation of immigrants' children in extracurricular activities)	<b>5.10</b> (0.7)	<b>4.87</b> (0.9)	<b>5.48</b> (0.6)	<b>4.40</b> (1.0)	<b>5.09</b> (0.9)
3. Current socio-economic status (monthly income compared to average Israeli income , job security)	<b>4.44</b> (0.9)	<b>4.42</b> (0.9)	<b>5.55</b> (0.8)	<b>2.82</b> (1.0)	<b>4.52</b> (1.3)
4. Israeli identification (a sense of being as inseparable part of Israeli society, pride in Israeli nationality)	<b>4.78</b> (1.1)	<b>4.09</b> (1.1)	<b>6.04</b> (0.7)	<b>2.95</b> (1.3)	<b>4.76</b> (1.5)
5. Preservation of socio-economic status (employment that matches immigrants' qualifications; preserving immigrants' social status as it was prior to immigration)	<b>3.48</b> (1.2)	<b>5.02</b> (0.9)	<b>5.80</b> (0.9)	<b>1.94</b> (0.9)	<b>4.31</b> (1.7)
6. Basic Hebrew (verbal fluency; ability to write a simple letter)	<b>6.19</b> (0.9)	<b>4.00</b> (1.4)	<b>6.32</b> (0.9)	<b>3.58</b> (1.5)	<b>5.35</b> (1.6)
7. Adjustment to Israeli culture (respect for Israeli culture; consumption of Israeli culture)	<b>4.81</b> (0.9)	<b>3.51</b> (1.0)	<b>5.00</b> (1.0)	<b>3.43</b> (1.1)	<b>4.37</b> (1.2)
8. Housing (owning apartment; proximity to public transport and shopping centers)	<b>3.90</b> (1.0)	<b>4.18</b> (0.8)	<b>4.69</b> (0.9)	<b>3.74</b> (1.0)	<b>4.20</b> (1.0)
9. Social relations (close friendship with veteran Israelis; positive attitude toward veteran Israelis)	<b>4.60</b> (0.9)	<b>4.39</b> (0.9)	<b>5.33</b> (0.7)	<b>3.70</b> (1.1)	<b>4.65</b> (1.1)
10. Affinity to Russian culture (read literature in Russian; respect for Russian culture)	<b>5.48</b> (1.1)	<b>5.25</b> (1.2)	<b>5.23</b> (1.0)	<b>5.25</b> (1.3)	<b>5.31</b> (1.1)
11. Political (participation in Israeli general elections)	<b>4.40</b> (0.8)	<b>4.47</b> (0.9)	<b>4.89</b> (0.8)	<b>3.80</b> (1.1)	<b>4.48</b> (1.1)
<b>Adjustment index</b>	<b>4.91</b> (0.3)	<b>4.55</b> (0.4)	<b>5.65</b> (0.3)	<b>3.60</b> (0.5)	<b>4.85</b> (0.8)

represent an **acculturation** model characterized by partial adjustment, particularly in aspects relating to the target language and culture. A socio-demographic analysis shows that it is the youngest group (over-representation of the 18-30 age group) and is more middle class. The average length of time these immigrants have been in Israel is thirteen years (see Appendix A).

### ***Instrumentalist***

The second segment comprised 20% of the sample. The respondents in this segment received higher scores in spheres reflecting instrumentalist adjustment: preservation of socio-economic status, housing, and the current socio-economic status; and lower scores in social integration (Israeli identification, social relations) and cultural integration (command of Hebrew, adjustment to Israeli culture). In other words, these immigrants have achieved appropriate economic functioning in the target society, but have closed themselves to its social and cultural influences, with the result that their cultural profile remains essentially Russian. This segment will be referred to as **instrumentalist** adjustment. This pattern of sociocultural adjustment has not been discussed by Berry or other researchers in the field of immigrant integration processes. The proportion of those belonging to this segment is particularly high among men, married people, immigrants aged 41 and above. The average length of time these immigrants have been in Israel is 12.5 years.

### ***Integrative***

The third segment is the largest of the four, comprising 34% of the total sample. This segment was distinguished by higher scores both in absolute terms (the scores are close to the maximal values on the scale) and in relative terms (by comparison to the other segments) for most aspects of adjustment. These immigrants received higher scores in linguistic and cultural adjustment and in social, economic, and psychological adjustment in the target country, while at the same time maintaining their affinity to their original culture. This segment seems to represent an **integrative** pattern. This group is larger than the others in numerical terms (accounting for approximately one-third of the market of FSU immigrants); its members are younger, are more educated, and more prosperous. In addition, women are over-represented in this group. The members of this segment have been in Israel slightly longer than those in the remaining segments (approximately 15 years on average).

### ***Segregative***

The fourth segment was the smallest, comprising 17% percent of the sample. This segment is characterized by low scores both in absolute terms (closer to the minimum score) and in relative terms (by comparison to the other segments). The lowest scores were recorded in the spheres of preservation of socio-economic status, Israeli identification, and the current socio-economic status. The highest score was found in the sphere of maintaining Russian culture. These characteristics seem to fit the **segregative** model of immigrant adjustment. The proportion of respondents in this segment was particularly high among the 50-plus age group, immigrants with income far below average, those not working but looking for work, and immigrants from

small towns. The average length of time these immigrants have been in Israel is 12 years.

In this study we did not find a segment that has integrated according to the assimilation model. Two explanations may be offered for this – the first relates to the target society and the second to the migrant community. The multicultural ideology that is dominant in modern-day Israel legitimizes the preservation of the migrants' heritage, so that there is no institutional pressure on the migrants to adopt the assimilation model. Equally, the migrants themselves typically admire Russian culture, which they consider one of the greatest in the world, and are not interested in abandoning the cultural assets they brought with them.

### **Media Consumption by Sociocultural Adjustment Patterns**

The media consumption patterns of the sample are exhibited in Appendix B. The examination of media consumption according to patterns of sociocultural adjustment was undertaken in two stages. First, a unidirectional variance analysis was undertaken. The dependent variables in the analysis were the frequencies of consumption of the various media, while the independent variable was the pattern of sociocultural adjustment. The test values are presented on the left-hand side of Table 2.

A study of Table 2 yields the following conclusions:

- For immigrants following the acculturative model of sociocultural adjustment, the most frequently consumed media are: Hebrew-language Israeli television channels, Hebrew-language radio stations, and Russian-language websites. We should recall that the working assumption of this study was that there is a direct correlation between the viability of advertising on a given media channel and the frequency of exposure of the target population to that channel.
- For immigrants in the instrumentalist group, the most frequently consumed media are: Television channels broadcasting from the FSU, Russian-language Israeli television channels, and Russian-language websites.
- For immigrants choosing the integrative pattern, the most frequently consumed media are: Hebrew-language radio stations, Hebrew-language television channels, and Hebrew-language websites.
- For immigrants in the segregative group, the most frequently consumed media are Russian-language television channels – the level of consumption of the remaining media channels is significantly lower.

These patterns of media consumption may reflect different patterns of sociocultural adjustment, but they may also be a by-product of demographic differences between the segments. For example, it is possible that the difference in the consumption of Hebrew-language media reflects the fact that immigrants in a given segment tend to

**Table 2. Consumption of Media among Different Segments of Immigrants, with and without Statistical Control of Background Characteristics (Means and SD shown)**

	Without statistical control of background characteristics					With statistical control of background characteristics				
	Accultur- ation pattern	Instrument- alist pattern	Integrative pattern	Segreg- ative pattern	F (d.f)	Accultur- ation pattern	Instrument- alist pattern	Integrative pattern	Segreg- ative pattern	F (d.f)
Listens to Hebrew- language radio stations	4.10 (1.3)	3.10 (1.6)	4.30 (1.2)	2.84 (1.7)	27.1** (3; 428)	4.04	3.22	4.08	3.13	10.1** (10; 412)
Listens to Russian- language radio stations	3.12 (1.7)	3.42 (1.6)	2.81 (1.5)	3.52 (1.6)	4.5** (3; 431)	3.2	3.12	2.93	3.37	1.2 (10;415)
Watches Hebrew- language Israeli TV stations	4.16 (1.3)	3.07 (1.4)	4.15 (1.3)	3.02 (1.6)	21.5** (3; 426)	4.12	3.22	3.99	3.37	8.5** (10;410)
Watches Russian- language Israeli TV stations	3.40 (1.6)	3.91 (1.5)	3.36 (1.6)	3.75 (1.6)	3.0* (3; 427)	3.62	3.68	3.60	3.49	0.2 (10;413)
Watches TV stations broadcasting from FSU	3.99 (1.4)	4.07 (1.4)	3.54 (1.6)	4.72 (0.8)	11.9** (3; 428)	4.18	3.91	3.80	4.47	4.2** (10;413)
Surfs Hebrew-language websites	3.89 (1.5)	2.69 (1.5)	4.12 (1.3)	1.94 (1.4)	48.9** (3; 423)	3.68	2.93	3.93	2.15	22.9** (10;407)
Surfs Russian-language websites	4.06 (1.4)	3.88 (1.6)	3.66 (1.6)	3.57 (1.8)	2.0 (3; 426)	3.93	3.76	3.75	3.54	0.9 (10;410)
Reads Hebrew- language newspapers	3.35 (1.4)	1.91 (1.2)	3.16 (1.4)	2.06 (1.4)	28.5** (3; 426)	3.21	2.11	2.95	2.37	11.3** (10;412)
Reads Russian- language newspapers	2.60 (1.3)	2.90 (1.3)	2.36 (1.4)	3.12 (1.4)	6.1** (3; 431)	2.77	2.66	2.60	2.78	0.5 (10;417)

be older, or to have been in Israel for a shorter period, relative to immigrants in another segment. If this is the case, this difference can be expected to disappear if we control age and time in Israel statistically. In order to answer this question, the second stage applied ANOVA including control of the following socio-demographic variables: gender, age, time in Israel, education, income, and level of religiosity.

An analysis of the findings presented in the right-hand section of Table 2 (after control) shows that the differences between the groups were weakened. The differences that remained relate to the consumption of Hebrew-language media. Even after control, immigrants who employed the acculturative and integrative patterns are exposed to Hebrew-language media at a higher frequency than instrumentalists and segregatives.

The main variables responsible for mitigating the differences between the groups are age and time in Israel. These two variables operate in the following manner:

- In the case of the Hebrew-language media, decreased age and increased time in Israel encourage exposure to these media.
- In the case of the Russian-language media, increased age and decreased time in Israel encourage exposure to these media.

A comparative review of the ANOVA data before and after control of the background variables shows that the consumption of Hebrew-language media is influenced both by background data (age, time in Israel) and by the characteristic pattern of sociocultural adjustment. In the case of Russian-language Israeli media, it would seem that all the differences between the segments based on the pattern of adjustment are due to the differences in the demographic composition of these segments.

## **Discussion**

Given the continued advance of globalization, a focus on immigrant communities in various locations is likely to become more important to both marketing theorists and practitioners in the future.

This study is the first to unveil differences within a large group of immigrants, and proposes segmentation based on patterns of sociocultural adjustment. In doing so, this paper contributes to the extant marketing literature by sharing our findings and conclusions drawn from a nation-wide survey of FSU immigrants in Israel. Lessons and conclusions from the FSU immigrants in Israel can be generalized into many other countries in which there are immigrant groups of sufficient size to warrant specific advertising and marketing efforts. Marketing practitioners may benefit from some practical recommendations that can be utilized in many immigrant countries. We shall begin our discussion with a schematic description of each of the four segments (see Table 3), followed by operational recommendations for targeting each one of them.

As Table 3 shows, the distinguishing demographic characteristics are age, sex, education, and income. A comparison of the average length of time that the members of each segment have been in Israel does not reveal any significant differences; in other words, the length of time in Israel cannot predict membership of any particular segment. The conclusion to be drawn from this is that the different patterns cannot be placed along a chronological spectrum based on the length of time immigrants have been in Israel. With this in mind, there is little basis to assume that in two or three years (the difference between the segments in terms of average time in Israel) those immigrants who are currently in the *segregative* or *instrumentalist* segments will move into the two more advanced segments in terms of adjustment to Israeli society and culture – the *integrative* and *acculturative* segments.

The findings of this study suggest that over one-third of the immigrants (the *instrumentalist* and *segregative* segments) have little motivation to belong to the mainstream of Israeli culture and prefer to remain within the confines of their familiar culture. This explains the dominance, and even exclusivity, of consumption of Russian-language media in these segments, a fact that must be taken into account if advertising campaigns are to reach these immigrants.

Conversely, the remainder of the immigrants (the *acculturative* and *integrative* segments) reflects a higher level of identification with Israel. It may be assumed that these immigrants seek affirmation of their acceptance as equal members of the Israeli collective. They have not abandoned consumption of media in their original language, but they consume Hebrew-language media more frequently. Marketing approaches in Hebrew will meet this need and hence be more effective. In other words, consideration should be given to addressing these immigrants separately as part of the general approach to the Hebrew-speaking target population in the case of products that are not associated with cultural background (baby products, mobile phones, electric goods, etc.) Since these two segments account for over sixty percent of the total sector, this approach can secure significant financial savings.

The immigrants' preference in terms of media language may be positioned on a spectrum based on their pattern of sociocultural adjustment, ranging from a clear preference for Hebrew to an exclusive preference for Russian, as follows:

<i>Integrative</i>	<i>Acculturative</i>	<i>Instrumental</i>	<i>Segregative</i>
Mainly Hebrew	Hebrew-Russian	Russian-Hebrew	Russian

It is reasonable to assume that in many countries, large groups among immigrant populations have similar socio-demographic traits to those of the indigenous population, and also tend to consume media in the local language. This may enable advertising agencies to manage an effective campaign with much lower costs.

Specifically, we recommend that advertisers segment the target audience of immigrants into subgroups according to their sociocultural adjustment pattern; identify which segment out of the four is the target audience for the product in the campaign; and then decide whether it is necessary to use separate campaigns for natives and immigrants. Brand managers should make a decision about the one or two

**Table 3. Segments' Summary – Adjustment and Socio-demographic Profiles, Media and Marketing Recommendations**

	Integrative pattern 34%	Acculturative pattern 29%	Segregative pattern 17%	Instrumentalist pattern 20%
Adjustment Characteristics	Higher scores in linguistic and cultural adjustment and in social, economic, and psychological adjustment. Maintaining affinity to their original culture	High scores in command of basic Hebrew and in the acquisition of the cultural codes of the target country. Relatively low scores in economic sphere. Maintaining their affinity to their original culture	Low scores in terms of adjustment to Israeli society and culture. Maintaining their affinity to their original culture	High scores in spheres reflecting economic adjustment. Low achievements in terms of linguistic, cultural, and social adjustment. Maintaining their affinity to their original culture
Socio-Demographic profile	younger age higher educational attainments more prosperous high percentage of women	the youngest group middle class	older immigrants of low socioeconomic status	high percentage of men more middle-aged immigrants
Recommended media for advertisers	Hebrew-language media (radio, television, and internet)	Hebrew alongside Russian media , Hebrew-language Israeli channels, Hebrew-language radio stations, and Russian-language websites	Russian-language media, television channels broadcasting from the FSU	Television channels broadcasting from the FSU, Russian-language Israeli television channels, and Russian-language websites. Magazines and television programs for men with symbols and motifs from Russian culture
Most purchased products	Cars, quality of life products, leisure, vacations and enrichment, quality and prestigious clothes and cosmetics, as well as brand products for children and babies	Medium-priced cars, entertainment and leisure products, frozen or fast-preparation prepared food, clothing, cosmetics, furniture and products for children and babies, credit, insurance, and financial products.	Health foods, medicines, physicians, medical insurance, and old age homes. The more prosperous and healthy members of this group also consume cultural products such as concerts and shows, fine literature, tours and vacations	Prestige and four-by-four vehicles, gadgets, vacations and leisure, home accessories, and luxury food products
Predicted short-term future	Gradual incorporation and melting into mainstream Israeli society	Since the group is younger, it may be assumed that these immigrants have not yet reached maturation in employment and economic terms. They are likely to improve their occupational attainments in the near future.	Due to their older age, it is reasonable to assume that the size of this segment will decrease over time.	The combination of the predominantly middle-aged profile of this segment and the fact that these immigrants have been in Israel for an extended period may suggest the long-term stability of this pattern.

segments best worth targeting. If the brand is already targeted at native consumers, the best strategy may be to focus on the *integrative* and *acculturative* segments, since these already identify most closely with local values and behaviors. Conversely, if the product or service is targeted specifically at the immigrant group because of certain intrinsic values reflective of the immigrant “home culture”, it may be useful to target the *segregative* and *instrumentalist* groups. This in turn should be considered within the broader context of the brand strategy for the country as a whole, not just immigrants.

The findings of our study may help firms to implement cheaper advertising campaigns. Companies involved in marketing to this sector will benefit from a recognition of the potential importance of the pattern of sociocultural adjustment of immigrant consumers, and can use this information to determine guidelines for planning their advertising strategy.

Promotion is also expected to benefit from diagnosing the sociocultural adjustment pattern. For example, consideration should be given to matching between sales agents and potential customers. A *segregative* or *instrumental* client may have a better interaction with a sales agent of his own ethnic origin, who embodies familiar cultural nuances. An *integrative* or *acculturative* client would not have any preference regarding the agent’s ethnic origin, and might even prefer a native agent.

Segmentation of a service product can also gain from the identification of the adjustment pattern. One of the seven components of the marketing mix for a service product is “people” (Zeithaml, Bitner & Gremler, 2006). Satisfaction with services that are consumed with other customers, such as travels, courses or bars, is affected by the characteristics and behavior of the other customers who are present at the same time with the client. It is reasonable to suspect that *segregative* and *instrumental* clients would prefer that these “other” clients be of their own ethnic origin. If the management of a service product has chosen to focus on one or two immigrant segments, then the advertising campaign should stress that all the participants are of a certain ethnic origin. If the product is directed to both native and immigrants, then the heterogeneous ethnic composition of the audience should be highlighted for *integrative* and *acculturative* consumers. The “people” component of the 7 P’s mix also relates to the interaction between the client and the service provider. Thus the advertising campaign should include information about the desired match between the client and the service representative/agent who provides the daily service (such as banking, insurance, etc.).

We hope that marketing experts in other immigrant countries may be able to use the segmentation basis proposed in this study in order to maximize the efficiency of their sales promotion activities for immigrant segments.



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**Appendix A. Socio-demographic Profile of the Sample**

	% of sample
	49
	51
	100
<b>Gender</b>	
	20
	19
	5
	7
	48
	100
<b>No. of children below the age of 18</b>	
	1
	13
	28
	57
	100
<b>Education</b>	
	11
	16
	24
	33
	15
	100
<b>Income</b>	
	71
	20
	2
	3
	5
	100
<b>Employment status</b>	
	33
	25
	21
	20
	100
<b>Age group</b>	
	38
	43
	19
	100
	13.5
	14.0
<b>Length of time in Israel</b>	

**Appendix B. Consumption of Media**

	Never	Once a month or less	Once every 2-3 weeks	Once a week	Every day or almost every day	Total	Average	SD
	%	%	%	%	%	%		
Listen to Hebrew-language radio station	14	12%	10%	13%	51%	100%	3.76	1.51
Listen to Russian-language radio stations	22	22%	8%	15%	33%	100%	3.14	1.59
Watch Hebrew-language Israeli TV stations	11%	15%	10%	14%	49%	100%	3.74	1.47
Watch Russian-language Israeli TV stations	16%	18%	8%	13%	45%	100%	3.55	1.57
Watch TV stations broadcasting from the FSU	10%	13%	8%	9%	60%	100%	3.98	1.44
Surf Hebrew-language Websites	23%	13%	8%	14%	42%	100%	3.41	1.65
Surf Russian-language Websites	18%	9%	5%	12%	56%	100%	3.81	1.58
Read Hebrew-language newspapers	30%	19%	10%	23%	17%	100%	2.78	1.51
Read Russian-language newspapers	27%	27%	12%	23%	12%	100%	2.67	1.39

Note: Scale was 1-5, 1 = never, 5 = every day or almost every day)

**Appendix C. Socio-demographic profiles of the four clusters**

	Acculturative	Instrumentalist	Integrative	Segregative	Total	
<i>N</i>	124	88	148	74	434	
	%	%	%	%	%	
<b>Gender</b>	Male	31	22	29	17	100
	Female	26	19	39	17	100
	Total	29	20	34	17	100
<b>Education</b>	Elementary	61		39		100
	Partial high-school		100			100
	Full high-school	35	24	29	12	100
	Post-high school	28	23	27	22	100
	Higher education	28	17	39	16	100
	Total	29	20	34	17	100
	<b>Income</b>	Far below average	24	23	15	38
Slightly below av.		29	22	29	20	100
Average		35	18	24	23	100
Slightly above av.		31	23	35	11	100
Far above average		17	14	66	4	100
Total		29	20	34	17	100
<b>Republic of origin</b>	European	29	20	35	16	100
	Asian	26	24	30	20	100
	Total	29	20	34	17	100
<b>Religiosity</b>	Ultra-Orthodox			59	41	100
	Religious	22	24	39	15	100
	Traditional	38	19	27	16	100
	Secular	26	21	36	17	100
	Anti-religious	51	13	21	15	100
	Total	29	20	34	17	100
<b>Year of immigration</b>	1989-1991	26	16	47	11	100
	1992-1998	28	19	31	21	100
	1999-2007	34	30	16	21	100
	Total	29	20	34	17	100
	Average time in Israel	13.1	12.5	15.1	12.1	100
<b>Age group</b>	18-30	41	11	39	9	100
	31-40	26	22	40	11	100
	41-50	23	28	27	22	100
	50+	16	28	26	31	100
	Total	28	21	34	17	100
<b>No. of children aged 18 and below</b>	0	30	20	30	20	100
	1	29	19	42	10	100
	2	24	23	35	17	100
	3	16	34	40	10	100
	4+	22	22	22	34	100
	Total	28	20	34	17	100
<b>Employment status</b>	Full-time	25	21	37	18	100
	Part-time	46	12	30	13	100
	Not working/ looking for work	34	28	11	28	100
	Not working and not looking	35	19	35	10	100
	Pensioner/soldier/student	14	44	22	20	100
	Total	29	20	34	17	100

## **Appendix D. The construction of adjustment index**

The adjustment index of Peres and Lissitsa (2008) is based on both qualitative and quantitative research:

### **1. The qualitative stage**

- a.** Preliminary interviews with experts on immigration absorption. The goal of the interviews was to define the concept of integration and identify the main criteria in the different spheres.
- b.** In-depth interviews with ordinary immigrants and with veteran Israelis (born in Israel or who immigrated before 1989). The purpose of these interviews was to gain a bottom-up perspective on the process of adjustment from the perspective of those involved.

### **2. The quantitative stage**

#### **a. The “criteria study.”**

Quantitative telephone survey the goal of which was to assess the importance immigrants and host population attached to criteria of sociocultural adjustment. The standard question in the survey was: "what should be demanded of an immigrant for him/her to be recognized as an Israeli?". Among the “conditions for acceptance” were listed skills, achievements, resources, attitudes, and behaviors. Altogether 67 items were included in the survey questionnaire; these were formulated on the basis of the in-depth interviews. Each of these items was considered to be a criterion of sociocultural adjustment. The criteria of sociocultural adjustment were included in the questionnaire if at least one of the participating groups in qualitative stage regarded them as important. The phrasing of these items was uniform: “For each of the following characteristics, please note to what degree it is vital or not vital if the immigrant is to be considered fully integrated into Israeli society. Give a grade from 1 to 10, with 10 denoting a characteristic vital to sociocultural adjustment (without which it would be impossible to integrate) and 1 denoting a characteristic that is not needed at all.” This questionnaire was administered to two parallel samples, one of immigrants from the FSU and the other Israelis either born in Israel or immigrated before 1989 (=Israelis), each consisting of 500 respondents.

#### **b. The “index building” stage**

This stage was also undertaken by means of telephone survey. The goal of this stage was to compare the achievements of immigrants and veteran Israelis in each of the key criteria and, ultimately, to build the adjustment index. The questionnaire was composed on the basis of the findings of the “criteria study.” Of the sixty-seven items included in the criteria study, forty-six were selected that were ranked as the most important by the immigrants and/or veteran Israelis. For each criterion, a question was composed reflecting a given situation or achievement. For example, the criterion of

fluent knowledge of Hebrew was reflected in the question: What is your level of spoken Hebrew? The questionnaire for veteran Israelis included thirty-seven items; items not relevant to this population (such as the level of Hebrew, affinity to Russian culture, social relations with immigrants, etc.) were omitted. The uniform scale for answers was from 1 to 7, where 1 signified the lowest level of acculturation and 7 the highest. The study was undertaken among two representative samples of immigrants and native Israelis; each sample included five hundred respondents.

In order to develop the adjustment index, the following process was followed:

- The adjustment criteria were divided into eleven spheres with the help of a factor analysis: Psychological (preserving self-respect and self-esteem, maintaining parental authority); child education (children's academic success, participation in informal activities); current socio-economic status (income, promotion prospects); Israeli identity (feeling an integral part of Israeli society, the immigrant's feeling of being wanted in Israel); preservation of socio-economic status (correlation between education and employment); basic Hebrew (basic skills in speaking, reading, and writing); integration in Israeli society (a sense of respect for the culture, knowledge, and history of the Jewish people); housing (ownership of an apartment, satisfaction with the locale); social relations (perception of the attitudes of veteran Israelis toward immigrants, whether the immigrant has veteran Israeli friends); affinity to Russian culture (sense of respect for Russian culture, success of children in acquiring a command of Russian); and political adjustment (participation in general and municipal elections).
- Each criterion (each item in the questionnaire) was weighted in terms of its importance within its sphere according to the immigrants' and Israelis' answers in the first stage of the quantitative study (the "criteria study"); the total weighting of all the criteria in each sphere was one hundred percent.
- Adjustment indices were developed for each sphere (as the product of the adjustment score in each criterion multiplied by its importance weighting).
- Each sphere of adjustment was in turn weighted; the total weight of all eleven spheres was one hundred percent. In the final stage of building the general index, the adjustment scores for each sphere were multiplied by the importance weighting for that sphere.