

Appendix: Methodological Considerations

This book, by its very nature, does not cover every aspect of the 90s Generation, and although the book is rich with examples, there are many countries, cultural aspects, and dimensions of generational behavior that are not dealt with. Generational behavior involves a range of meanings and implications, demographically, socially, economically, culturally, and for society and sustainability. But there is a limit to the extent of material, references, research, and text that this book can provide—the primary purpose of the book is to give numerous rich examples, illustrations, and insights to the reader.

Despite efforts to create as logical a structure to the book as possible, there is an unavoidable arbitrariness to the organization of the material, ideas, and insights presented. It is beyond doubt that the limited dynamic of a book might not provide insights and understanding in an order that will appeal to all readers.

To avoid duplication and redundancy, the ambition has been to follow a simple structure and not take in every interrelated aspect in dealing with different themes—that would make the book much longer and less reader-friendly.

In sum, reading through all the chapters should give the reader a good understanding of a variety of aspects of generational behavior, how it emerges, how it could be understood, and how it can be translated into something useful for managers, coworkers, consultants, and others in the contexts they operate in.

Material Used

This book builds on a number of different data sources. First, there are research experiences ranging from theoretical and abstract reasoning to more concrete studies on generational behaviour,

including surveys, interviews, and focus groups with individuals from various countries, including the United States, Brazil, China, Germany, Belgium, The Netherlands, Sweden, Finland, Italy, Spain, Austria, the United Kingdom, Australia, and India. Interviews have been run with managers in a variety of industries and, maybe even more importantly, seminars with more than 80 organizations on generational behavior in various industries and sectors have been led and run. The contexts dealt with in this respect include multinational businesses, small retailers, large retail groups, industry associations, churches, political parties, unions, and education and healthcare providers.

The “Gen Y cohorts survey” represents a survey sent to individuals aged 20 to 23 with the categories derived from interviews and focus groups. In addition to more fragmented results from earlier survey studies, data on generational behavior collected in the survey referred to as “Global Survey” include 4,707 complete surveys collected in the United States (1,014), China (1,040), Germany (1,623), and Sweden (1,030). Data were collected in June and July 2013.

A survey sample may not accurately portray the greater population studied due to over- or underrepresented demographics, so responses have been weighted to make sure the results scale responses according to population statistics. The questionnaire was sent to three generational cohorts: 20- to 23-year-olds (1,492 responses), 30–33 (1,461) and 50-plus (1,754), representing the 1990s cohort, the Generation Y/Millennials cohort, and the Baby Boomer cohort.

Age categories are hence representations of specific generational cohorts, based on cohort marketing assumptions. In addition, the results are categorized based on market area, dividing respondents into metro areas (areas with 800,000+ inhabitants; 1,545 respondents), city areas (80,000–800,000 inhabitants; 1,441 respondents), and rural areas (less than 80,000 inhabitants; 1,692 respondents). This categorization builds on research that suggests significant differences among the three types of areas (Brorström & Parment, 2014).

Although the analysis will take as a starting point the four countries in the global survey, and additional countries where interviews have been conducted, the insights and arguments will largely be applicable to any medium to highly developed country. China may represent a country that is less developed, however, as stated in the book and extensively discussed elsewhere, China is in many respects a unique country due to its culture, size, political leadership, etc.

To an extent, confidential consultancy reports, anecdotal evidence, and insights gained during work for various organizations have contributed to the book text.

More than 60 interviews have been conducted based on the following methodological considerations. The interviews were based on interaction between the researcher/s and the participant/s, where both parts perform their stories, negotiate their identities, and construct meaning through interpersonal processes (Holstein & Gubrium, 1995). Particularly at the beginning of the empirical data collection, there was a considerable openness for new, emerging ideas and themes proposed by the interviewee. However, since generational research has been conducted extensively for nine years (2005 to 2014), over time the starting point in research projects has become blurred: earlier findings increasingly begun to overlap new ideas that were researched. The interview situation may be seen as a collaborative, communicative event where social interactions are structured by researchers and interviewees (cf. Hammersley & Atkinson, 1996). Social reality and how reality is discussed during the course of an interview are intertwined, with interviews mediated through language and jointly accomplished through the exchanged acts of hearing and telling a story (Holstein & Gubrium, 1995). The interviews were carried out in English, German, and Swedish, languages of which the interviewer, that is, Anders Parment, has good knowledge about. However, as Swedish is the mother tongue and English and German second languages, some nuances related to lack of an in-depth understanding of the language spoken may have arisen. On the other hand, the knowledge the study aims at collecting is not extremely sensitive to language nuances.

Insights from anthropology suggest that one's position within or outside the defined boundary of an experience will impact the interview process and outcome. Moreover, an anthropologist standpoint suggests that where the researcher enters the research site as an insider—which is measured in terms of race, gender, or class—the tacit knowledge that the familiarity with the group represents results in a different outcome. The knowledge is likely to be different from that available to the outsider (cf. McGinn, 2005; Tashakkori & Teddlie, 2003).

The “Gen Y cohort survey” referred to has been run at a selection of universities in the United States, Canada, Brazil, Sweden, and New Zealand among social science and management students born

between 1980 and 1990. The data set was later complemented with data from South Africa (not included unless stated).

The PEW Research Center's Global Attitudes Project (Kohut et al., 2012) builds on a mixture of face-to-face and telephone interviews, depending on the country. For more information about the methods, see Kohut et al. (2012). A nonexclusive permission to include excerpts from the PEW research in this book has been granted by PEW research in accordance with their use policy.

Notes

I The 90s Generation

1. Interview with Ulrik Simonsson, CEO, Swedish Youth Barometer.
2. A variety of studies including Universum Global, the Youth Barometer, focus groups run with young individuals on career from a variety of countries.

3 The 90s Generation and Society

1. Onsite visit, Kone factory, Chicago.

4 The Market Environment

1. Ost-Fahrer–sind sie hirnlose Rasenfahrer?, AutoBild, 1996.
2. Interviews with East Germans.
3. In the movie “The Hucksters” (1947) the advertising man Victor Norman, played by Clark Gable, to satisfy his contractor to sell the soap “Beautee Soap.” The communication strategy was to repeat jingles intensively.
4. Interview, SA strategy consultant, March 2014.

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