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Purple Marketing As a Strategic Differentiation Approach: A Conceptual Framework

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Abstract: This study aims to identify the underlying mechanisms of purple marketing as a strategic approach to differentiation in increasingly saturated and competitive markets. Drawing primarily on Seth Godin's Purple Cow philosophy and the Resource-Based View (RBV) of the firm, the study proposes that sustainable competitive advantage is achieved not merely by satisfying customer needs, but by creating remarkable products, services, and experiences that naturally capture attention and generate voluntary customer advocacy. The proposed conceptual framework positions innovation and creativity as the primary drivers of remarkable offerings, which in turn enhance customer attention and experience, stimulate word-of-mouth communication, and strengthen brand differentiation—ultimately contributing to sustainable competitive advantage and organizational performance.
Keywords: Marketing, Maslow's Hierarchy of Needs, Green Marketing, Purple Marketing, Purple Marketing Mechanisms
JEL Classification Codes : M31, Q50, Q56.

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[Title]

1. INTRODUCTION

In an era characterised by fierce competition, it has become imperative for institutions to adopt strategies that commit to change, innovation and excellence in order to survive and thrive. From this perspective, the idea of purple marketing emerged, based on the meaning and impact of the colour purple and its ability to attract attention and draw attention in order to achieve continuity for the institution in its market and field of activity.

The organisation's focus has shifted to the consumer and consumer satisfaction, as it is the centre of marketing studies and research. The consumer can either elevate the organisation to the heavens or bring it crashing down to earth, so it has become essential to pause and reflect on what the organisation produces in order to consider it and acquire it by the target groups of the organisation.This is in line with the dynamics and complexity that current institutions operate under. Based on the above, we have attempted to raise the following question: ***How can Purple Marketing be conceptualized as a strategic marketing approach that enhances differentiation?***

The significance of this study stems from both its originality and its practical relevance in the field of contemporary marketing. Given the limited academic literature on Purple Marketing, the research contributes to filling an emerging gap by exploring a concept that has received relatively little scholarly attention. Furthermore, it highlights the strategic importance of developing products and services that are distinctive and capable of differentiating organizations from their competitors in increasingly saturated markets. By emphasizing creativity, innovation, and uniqueness, Purple Marketing seeks to capture consumer attention and enhance brand visibility, offering firms an effective means of standing out in an environment characterized by rapid technological advancements and evolving marketing practices.

The descriptive analytical approach is used to understand the basic elements of the study, which mainly relate to marketing and the most important developments to date, in addition to highlighting purple marketing and its most important mechanisms.

This study aims to examine the evolution of modern marketing concepts by reviewing the major developments that have shaped marketing thought and practice over time. It seeks to analyze the key trends and issues that have influenced the discipline, including changes in consumer behavior, technological advancements, and emerging strategic approaches. Furthermore, the study aims to provide a comprehensive understanding and conceptual framework of Purple Marketing by exploring its concept, underlying principles, implementation steps, and core mechanisms, while highlighting its potential as an innovative strategy for achieving differentiation and sustainable competitive advantage.

2. Literature review

2.1. The nature of marketing

It is easy to understand the following meanings: finance, production, sales, etc. This is far removed from understanding marketing logic and principles. Some may believe that marketing is the various means and methods of selling products. This necessitated addressing marketing logic by presenting the various definitions given to marketing, which are almost complementary to each other and not contradictory in meaning.

The first perspective: Marketing is "the provision of all the techniques specific to the organisation and directing them towards the flow of goods and services to consumers. Effective marketing means a high-quality product that is easy to obtain and available to customers." This economic approach (the term "flow of goods and services") is characterised by a focus on supply: there is no market without a product, and therefore, once the product is created, it must be accessible to its customers. Success in this case is linked to production quality and monitoring the product's accessibility to the intended market (i.e., product distribution and availability at the final points of sale). (Vernette, 2016, p. 4)

The second perspective: "Marketing is a state of mind related to perception and imagination, based on the mobilisation of all available means and possibilities in order to communicate with customers. Good marketing is an original and innovative product." This view is somewhat imaginary, reflecting the trends of consumers who have not yet clearly expressed their needs and beliefs. Success here is implicit in the concept of an innovative and imaginative product. In this case, sales volume depends on the degree and effectiveness of communication that explains and focuses on the benefits of the product.

The third perspective: "Marketing works to discover consumer needs in order to produce the appropriate product, which facilitates the sales process. Good marketing here means a satisfied customer."

In this case**,** the focus **is** on customer needs, which are the key to the organisation's success. On the one hand, the seller does not need to remind consumers that the product perfectly suits their needs, and on the other hand, the effectiveness of marketing is measured by the degree of consumer satisfaction.

The fourth perspective: "Marketing is competing in profitable markets using scientific methods. Effective marketing is a customer who prefers the organisation's product over competing products and who purchases it at a price that is competitive with competitors." Marketing involves a series of labour and techniques. Rational consumers compare products and choose between them. This is where marketing comes in: understanding consumers' purchasing decisions and working to influence them (creating preferences for the company's brand). For the company, its activities lead to profit. This influence makes them talk about the organisation in society.

The fifth perspective: "Marketing is about creating a lasting relationship with customers—giving them a connection and a bond, not just goods and services. Good marketing provides an experience that is stored and recorded by consumers as a source of excitement and emotion." This logic allows for the building of a continuous, lasting and strong relationship with consumers. Consumption should be a source of excitement for individuals, and here the relationship becomes personal, attractive and a loyal friend to the consumer.Consumer bodies and organisations are activated through social media and online platforms (Twitter, Facebook, YouTube, etc.).

Sixth perspective: This definition does not focus solely on perception and innovative goods and services to keep the customer on track with the organisation. Rather, it goes further: the organisation must be fully prepared in its relationships with its customers and its environment and meet them with what is known as "le job". In other words, finding solutions to consumers' problems, and thus the organisation's job is to create expected value that will benefit and generate future returns for the organisation.

On this basis, or from this perspective, marketing has been given the following modern definitions:

"Marketing is an activity, or a set of organisations and processes that create, communicate, distribute and exchange offerings that have value for consumers, customers, partners and society at large." Definition by the American Marketing Association (AMA) in 2013 (Vernette, 2016, p. 6) .

In 2015, the French Marketing Association (AFM) provided a definition that is similar to the previous one, suggesting the following: "Marketing is a concept of exchange and a set of applications that create lasting value for overlapping groups (individuals, institutions and organisations)."

One of the previous definitions that marketing experts have recently focused on is that marketing focuses on products and services that primarily satisfy consumers in the long term, in addition to creating expected value (Vernette, 2016, p. 7).

2.2 The evolution of marketing concepts

The evolution of marketing as a result of the evolution of individuals' needs and desires: After studying and analysing Maslow's hierarchy of needs, which is shown in the following figure:

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Figure 1: Maslow's Hierarchy of Needs:



Source: (Lasary, 2001) (Al-Bakri & Nizar, 2007)

It became clear to us that marketing emerged to satisfy consumer desires and fulfil them by creating diverse products that meet basic needs and different desires, including those related to food, drink, shelter, clothing, etc.

Marketing evolved and focused on the service sector, working to achieve and create services related to the physical safety of individuals and protecting them from material, physical and psychological dangers.

The existence of individuals within society led them to build family relationships and friendships, which resulted in the exchange of influences and ideas. Marketing took advantage of this for marketing activities, and thus reference groups and opinion leaders emerged, followed by virtual communities and social networks.

Marketing has increased its interest in individuals within groups and has begun to research the issues and matters that concern them, achieve their peace of mind, and bring them security in all aspects and in all areas. It has worked to develop and strengthen social relationships through the institution's proximity to consumers and social support through the development of social marketing principles.

An individual's need for self-fulfilment does not exceed the scope of their abilities and what others around them accept in terms of the various means and methods that make them feel that they are at the top as a result of possessing them. This is indeed what the institution shares with the individual. The existence of industrial, service or even non-profit institutions at the top does not mean that they abandon their principles. On the contrary, it is their fulfilment of the goals of their environment and the society around them that enables them not only to reach the top, but also to maintain their position there.

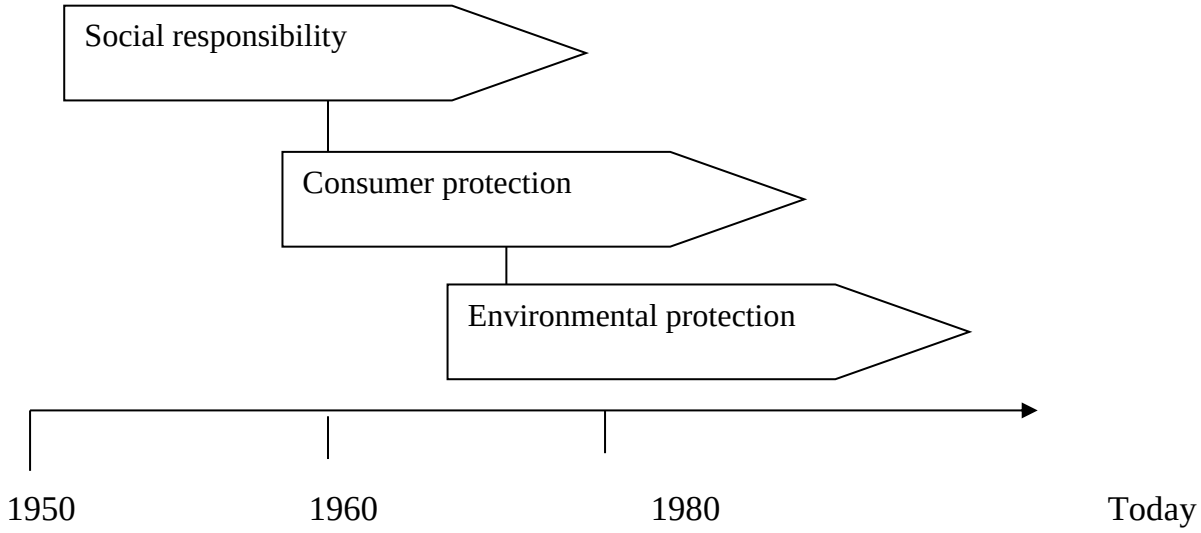
The concept of environmental marketing or green marketing was developed primarily to regulate the relationship between humans and the environment as a result of

concerns about environmental changes caused by pollution and the depletion of energy resources.

2.3 Stages preceding the emergence of green marketing

The stages preceding the emergence of green marketing can be divided as follows:

Figure 2: Stages preceding green marketing



Source: (Al-Bakri & Nizar, 2007, p. 43)

The following table shows the most important intellectual milestones in the development of green marketing.

Table 01: The most important intellectual milestones in the development of the concept of green marketing

Date	Event
1959 Peter Drucker	First to advocate that the goals of business organisations should be part of society's goals to improve quality of life.
1962	The true date of the emergence of the consumer movement with the adoption of the list of consumer rights.
1960	The emergence of the environmental movement in America and interest in protecting the environment and nature.
1975	First workshop to develop the concept of green marketing, organised by the American Marketing Association.
1980	First book published on green marketing by Ken Peattie.
2005	The United Nations adopts an environmental protection programme.

2010	Call for strategic planners to produce a green orientation for the economies of countries in the world

Source: Prepared by researchers based on (Al-Bakri & Nizar, 2007, p. 65).

Phase 1: Social responsibility

This stage began with the emergence of interest in social responsibility, which, from a marketing perspective, means an organisation's commitment to maximising its positive impact and minimising its negative impact on society. Social responsibility emerged as a logical and practical response to the problems that began to afflict society, which were attributed to the production process and its negative impact on society, the depletion of natural resources, the inadequacy of social services, and the exacerbation of poverty and unemployment problemsand unemployment (Ibrahim & Qandour, 2015, p. 11).

In 1957, social marketing first appeared at the hands of Peter Drucker, **who said** "Marketing is the dynamic process of business organisations integrating their products with the goals and values of society." By the 1960s, this approach had evolved to clarify the close relationship between social responsibility and environmental responsibility, which is evident in the following points (Al-Bakri & Nizar, 2007, p. 37):

- The human concept: marketing takes into account the human dimension and the lifestyle of individuals in a developed environment.
- Smart consumption: Customers are interested in knowing details about product composition, life cycle, and environmentally friendly designs.
- Environmental concept: Ensuring that the product does not harm the environment at any stage of its life cycle.

Stage Two: Consumer Protection and Environmental Awareness

This stage emerged due to the continuous violations of consumer rights and the continuous waste of natural resources in the late 1980s, followed by major incidents and disasters that threatened human life. In 1985, the hole in the ozone layer was discovered, followed by the Chernobyl reactor incident in 1986 and the Exxon Valdez oil spill in Alaska in 1989. These events attracted widespread media attention and focused society's attention on the environment.

Environmental marketing has been defined as an organised movement aimed at protecting citizens' rights to live in a healthy environment and promoting the protection and improvement of that environment.

Environmental concerns emerged as government policy in economically developed countries at this stage. Institutions, however, viewed environmental legislation with scepticism because it was associated with increased costs, impact on operations, and

reduced profits. From a profit perspective, the equation was not sufficient until the late 1980s, when researchers found ways to improve marketing performance by emphasising the environmental quality of products.

In the 1980s, organisations such as Greenpeace and Friends of the Earth raised awareness about the many environmental problems facing the planet and national governments, prompting increased government and political support for green marketing.

Stage Three: Green Marketing

Sustainability is the most profound development in environmental and green marketing, which began to take shape in the late 1980s with the 1987 Brundtland Report, which explicitly referred to the sustainability of consumption and production, including the identification of primary resources or human activities, or in other words, those that cannot be replaced by alternatives that replace the original resources (Talib, Abdul, & Ghanem Al wadi , 2010, pp. 53-54).

Green marketing enhances strategies for developing positive attitudes that reinforce the distinctive image of the institution and its products, by endowing brands with environmental appeal, in order to meet environmentally-conscious customer expectations. In this context, environmentally-aware consumers are driven to become socially responsible investors. (Skender & bouchenafa, 2025, p. 136)

In recent years, several institutions have adopted green marketing as a successful competitive approach, and its emergence has been aided by the development of environmental management standards (ISO 14000), as green marketing reinforces these standards through a creative approach that gives one company an edge over another (Samadi, 2006).

3. Conceptual framework of purple marketing

3.1. The emergence of purple marketing

Colours affect the human psyche involuntarily, influencing the human subconscious.

The psychology of colours associated with persuasion is one of the most interesting and controversial areas in marketing. According to research, the effect of individual colours on us is usually confused by personal preferences, experiences, upbringing, and cultural differences (ollemna.com, 2019). Therefore, the idea that certain colours, such as yellow or purple, can evoke a specific type of emotion is valid to a certain extent and can be used in marketing. Therefore, using a specific colour to market your products affects consumer behaviour, influences their purchasing decisions, and affects their perception of the brand. This effect can be positive or negative, depending on the choice of colours used to market your products.

Each colour has a psychological meaning for humans that influences them and makes them interact with the colour. When you use a specific colour to communicate with

consumers, you are sending a message to the consumer through advertising, websites or product packaging, which is why marketers need to be familiar with colour psychology and apply it appropriately in marketing.For example, most fast food restaurants use red and orange in their décor. These restaurants did not use these colours by chance, but studies have shown that red and orange encourage fast food restaurant customers to eat quickly and leave quickly, which is what fast food restaurants want.to get rid of crowds (Szocs, Abell, Ruzeviciute, Kim, & Biswas, 2024).

Red is the hottest colour because it is the colour of fire and signifies strength, excitement, passion, danger, hot and fresh food, adventure, motivation, movement and energy.

Figure 3: The Coca-Cola and Red Color Experiment



For example, Coca-Cola uses red because it wants to send a message to its customers that it is a product of energy, fun and excitement.

Yellow is the colour of warmth because it is the colour of sunlight. Yellow signifies happiness, joy, fun, optimism, creativity, cheerfulness, curiosity, etc.

Figure 4: Attracting attention and creating an impact are McDonald's strategies regarding its colors.



For example, McDonald's uses yellow because it attracts adults and children to its products, and it wants to make its customers happy and entertain them.

Blue: Blue signifies success and trust because it is the colour of the sky, the highest thing in existence. It is a cool colour and one of the most popular colours, signifying belonging, air, professionalism at work, security and stability. That is why most banks and financial companies use blue because they need to convince consumers of their financial strength.Blue is also used in many social media sites because people perceive it as reliable, thus increasing their trust in it. For example:

[Title]

Figure 5: The color blue symbolizes safety and peace; that is why it was chosen by the social media sites listed below.



Green is the colour of nature, trees and grass. It is a cool colour that signifies freshness, vitality, renewal and tranquillity, like the calmness of nature in spring. It also conveys health, fertility and growth.

As for the reason behind the name "violet marketing," it originally goes back to an idea Seth Godin, which he raised in one of his books and which originally relates to the idea of the "purple cow." With this, he wanted to refer to the distinction and uniqueness that can be achieved in the marketing process if we depart from the familiar and the traditional framework of ideas that pervade marketing.

Figure 6: The Purple Cow is a symbol of creativity, luxury, and imagination.



The purple cow is a reference to something that no one can imagine, something out of the ordinary, breaking away from the customs and traditions repeated in marketing plans, and searching for new ideas with the help of

modern marketing methods. This in itself will fulfil the aspirations of companies and individuals in creating powerful advertising and marketing campaigns that achieve all their marketing objectives, for which they were designed.

In short, an ordinary cow in a herd of cows will not catch your attention, but if you see a purple cow, you will rush to your phone to take pictures and post them on various social networks. This is the basic idea behind the "purple cow" theory.

According to Seth Godin's vision, the current marketing world suffers greatly from stereotyping and repetition, and much of the money spent on marketing campaigns and advertising does not yield a return commensurate with the amount spent and the cost, which means, according to ROI calculations, that the campaign has failed. Looking at the reasons for the failure of many current advertising campaigns, Seth Godin and The Purple Cow explain that these reasons are mostly due to weak marketing ideas.

3.2. Why choose purple in modern marketing?

The truth about colours depends largely on individual experiences and the feelings they evoke, and it is not possible to translate them into specific feelings in a universal

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way. However, there are several different patterns for incorporating meanings and messages into the concept of colours.In a study entitled "The Impact of Colours on Marketing," researchers found that 90% of snap judgements about products are based solely on colour, regardless of the role that colours can play in brand creation.

The choice of purple in the marketing concept was based on the following considerations: Purple is a colour that resists emotions and nervousness and promotes calmness and non-negativity. It is a colour that symbolises imperialism, especially in European societies, and has a positive effect on perception.

The colour purple suggests innovation, and companies such as Cadbury use it to give consumer an idea of the wide and innovative range of chocolate types they offer, cementing their position in the minds of buyers (Ever Wondered Why Cadbury Packaging Is Purple? Read The History Behind It., 2023) (CHATURVEDI, 2023).

The colour purple has historically been associated with royalty, nobility, power and wealth, and is linked to spirituality. However, due to its rarity in nature, it can appear pretentious when used in marketing. It is commonly used in anti-ageing products, which are marketed as providing eternal youth, and is often chosen by stores that sell beauty products (The Purple Colour: The symbol of opulence and nobility, 2024).

Adaptable and enduring, purple contributes to creating interiors that feel cohesive and refined, Purple blends the tranquility of blue with the vibrancy of red, producing a distinctive sense of balance and luxury. This color is celebrated for its deep historical roots and its wide-ranging impact on interior design. Throughout history, purple has been closely associated with wealth and nobility.

Figure 7: Purple color gradient



Source : from KRAFT PAINTS (2024), The Purple Colour: The symbol of opulence and nobility .

Purple has long carried an air of prestige. In Ancient Rome, the color was reserved for emperors and nobles, who wore it as a mark of power and wealth — a privilege made

possible only by the rarity and expense of producing the dye. Beyond status, purple has also come to symbolize mystery and spirituality, appearing throughout the history of art and religion as a way to convey depth of soul and a connection to the divine.

From a psychological standpoint, purple is said to strengthen self-esteem and confidence, with its darker shades — violet in particular — evoking a sense of empowerment and personal achievement.

Even today, purple retains its association with elegance and refinement. Its versatility allows it to be paired with a wide range of tones to create spaces that feel both striking and balanced. It's especially well suited to bedrooms, where it can help cultivate a calm, restful atmosphere.

3.3. The concept of purple marketing

Purple marketing, based on the ideas of Seth Godin, is defined as: "the use of all means and the harnessing of all efforts and capabilities in order to attract attention and activate the factor of excitement and thrill in the customer to try the product, as the innovative idea in marketing receives greater acceptance and leaves a deeper impact and impression that lasts for longer periods, in addition to reducing costs, which is a benefit in itself." (GODIN, 2005).

Therefore, the idea of purple marketing through the purple cow theory is based on a distinctive idea rather than marketing with huge capital, which establishes a modern marketing concept based on ideas rather than money.It achieved the principle of fairness in trade and development by encouraging innovation, generating ideas, and producing goods and services that would increase prosperity.

3.4. Purple marketing mechanisms

For your products to be both useful to you and exceptional at the same time, the following mechanisms must be taken into account (GODIN, 2005, p. 6):

- **Know your audience:** Try to study your potential customers extensively, learn about their habits, ideas and beliefs, learn their language and speak it, talk to them, and respect their behaviour and actions.
- **Choose the best way to be exceptionally useful:** You must choose that revolutionary solution or the best way to be useful and exceptional, and one that your audience will remember for a long time. It may take weeks or even months to come up with that method, but that's okay. What matters is the result.
- **Present your product to the audience:** After choosing the method, the product is designed and presented to the audience. The way the product is presented is also important, as it creates an amazing experience for the customer and encourages them to interact with your brand, which will create customer loyalty to your products.

3.5. The conceptual model

Purple Marketing is grounded in the premise that sustainable competitive advantage is achieved not merely by satisfying customer needs but by creating remarkable products, services, and experiences that naturally attract attention and encourage voluntary customer advocacy. The concept draws primarily on Seth Godin's Purple Cow philosophy, which argues that in markets saturated with similar offerings, organizations must differentiate themselves through innovation and uniqueness rather than relying solely on conventional advertising or price competition (GODIN, 2005). A "purple cow" symbolizes an extraordinary offering that captures consumers' attention because it deviates from the ordinary and creates memorable experiences (Summary of "Purple Cow: Transform Your Business by Being Remarkable" by Seth Godin, 2023).

The theoretical foundation of Purple Marketing is closely aligned with the Resource-Based View (RBV) of the firm, which suggests that organizations gain competitive advantage through valuable, rare, inimitable, and non-substitutable resources and capabilities. In this context, creativity, innovation, brand identity, and the ability to design remarkable customer experiences become strategic assets that competitors find difficult to replicate (Stacey, Ilicic , & Kulczynski, 2018) Consequently, Purple Marketing emphasizes the development of distinctive organizational capabilities rather than temporary promotional tactics.

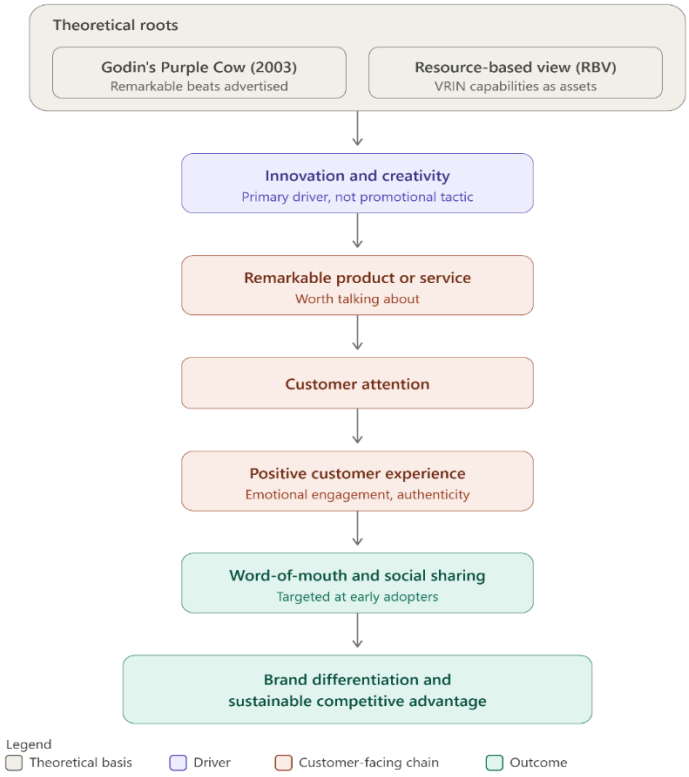
The framework also incorporates principles of customer-centric marketing and experiential marketing. Modern consumers seek more than functional product attributes; they increasingly value emotional engagement, authenticity, personalization, and meaningful interactions with brands. Purple Marketing therefore focuses on delivering experiences that surprise customers, stimulate emotional responses, and generate positive word-of-mouth communication. This approach strengthens customer loyalty and contributes to long-term brand equity (Seijin, 2026).

Furthermore, Purple Marketing is supported by innovation theory, which highlights the importance of continuously introducing novel ideas, products, and business models to respond to changing market conditions. Innovation within Purple Marketing extends beyond technological advancement to include creative product design, storytelling, communication strategies, service delivery, and customer interaction (Marion & Halkias , 2O20). By integrating innovation into every stage of the customer journey, organizations can create differentiated value that is difficult for competitors to imitate (Seijin, 2026).

The conceptual framework proposed in this study suggests that innovation and creativity serve as the primary drivers of remarkable offerings. These offerings attract customer attention, enhance customer experience, stimulate electronic and interpersonal word-of-mouth, strengthen brand differentiation, and ultimately generate sustainable competitive advantage and organizational performance. In this sense, Purple Marketing should be viewed not as an isolated promotional technique but as a holistic strategic orientation that integrates innovation, customer value creation, and

differentiation into a coherent marketing philosophy. Based on this framework, the relationship among the key constructs can be summarized as follows:

Schema 1: Conceptual model of purple marketing



Source: Prepared by author

This theoretical perspective positions Purple Marketing as an extension of contemporary marketing thought, combining principles of strategic differentiation, experiential value creation, and customer engagement to help organizations succeed in increasingly saturated and competitive markets.

4. Discussion

The conceptual model presents purple marketing as a direct theoretical successor of Seth Godin's Purple Cow thesis, grounded empirically in the resource-based view (RBV) of the company, rather than as a synthesis of rival strategic schools. This distinction is important because it establishes what the model is supposed to explain, which is not how a brand competes on principles but rather why some offerings attract organic attention and advocacy while others do not.

on the theoretical foundations. Although it is a significant and justifiable decision, grounding purple marketing in RBV exposes the model to a long-standing criticism of RBV itself: VRIN resources (valuable, rare, inimitable, non-substitutable) are necessary but not obviously sufficient conditions for advantage, and RBV has been criticized for being more descriptive than predictive — it explains after the fact why a firm succeeded but offers limited guidance on how to manufacture rarity or inimitability in advance. By framing "creativity," "innovation," and "the ability to

design remarkable experiences" as the VRIN resources in question, the model inherits this same tautology risk: a remarkable product is, almost by definition, one that succeeded at being remarkable. The discussion should acknowledge this circularity rather than let the RBV label substitute for a falsifiable mechanism.

On the causal chain itself. The proposed sequence — innovation/creativity → remarkable offering → attention → experience → word-of-mouth → differentiation — is a linear mediation chain.

5. Conclusion:

Excellence and winning the competition do not mean doing what others do, following the same path that others have taken to success, or adopting the same philosophy. The secret to excellence here is to have something that sets you apart from your target customers.Having something exceptional that makes you noteworthy and worthy of attention, admiration, and recommendation to others, and before that, purchase and ownership. This could be, for example, being the cheapest, the highest quality, the best location, the most prestigious service, or the most diverse.The focus here lies in your ability to offer something new and better, and offering something new and better means offering added value. Offering added value can only be achieved by adopting the principles of purple marketing using the purple cow theory, as it is an idea that can be built upon and must be carefully considered, whether your companies market food products, electrical products, or software, or even if they are service organisations that carry out large-scale contracting and projects, or if they are establishments belonging to the tourism service sector, such as restaurants, hotels, and tourist resorts, which needto carry out extensive advertising campaigns that can explicitly focus on the strengths and uniqueness of that establishment, and use distinctive means of expression and tools for use in media marketing, as well as employing all traditional media and electronic marketing means, including television, radio, magazines, and newspapers, which includes the range of services you provide, so that you can take advantage of modern social media and mobilise it for your advertising campaigns, as one of the means and methods that effectively achieve the principle and foundations of marketing mentioned by Seth Godin and The Purple Cow in his remarkable book, whose ideas are now being used in major marketing experiments.

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