



ASQ EVIDENCE PDW. AOM 2022

THE DOUBLE-EDGED SWORD OF OPPOSITIONAL
CATEGORY POSITIONING: A STUDY OF THE U.S. E-
CIGARETTE CATEGORY, 2007–2017

Greta Hsu

University of California, Davis



Overview of research topic & setting

- Empirical case: growing stigmatization of the e-cigarette category in the U.S. (2007–2017)
- Focus: Document mechanisms through which boundaries between a new and established category can weaken and stigma associated with existing category becomes diffused, intensified, and generalized (across organizational features and across organizations)

Key Challenges

- Distilling nuanced, complex empirical details into a succinct, convincing story
 1. conveying the complexity and richness of, and change in, our archival dataset (1,201 documents reflecting discourse around e-cigarettes over 10 years from 9 stakeholder groups)
 2. finding a way to pinpoint and illustrate the timeline and nature of key changes in discourse and stakeholder perspectives (as a complement to the qualitative analysis)
- Connecting rich empirical context to broader theory so that conceptual connections are clear & convincing, with generalizable takeaways
 1. Developing a process model

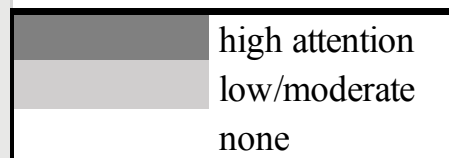
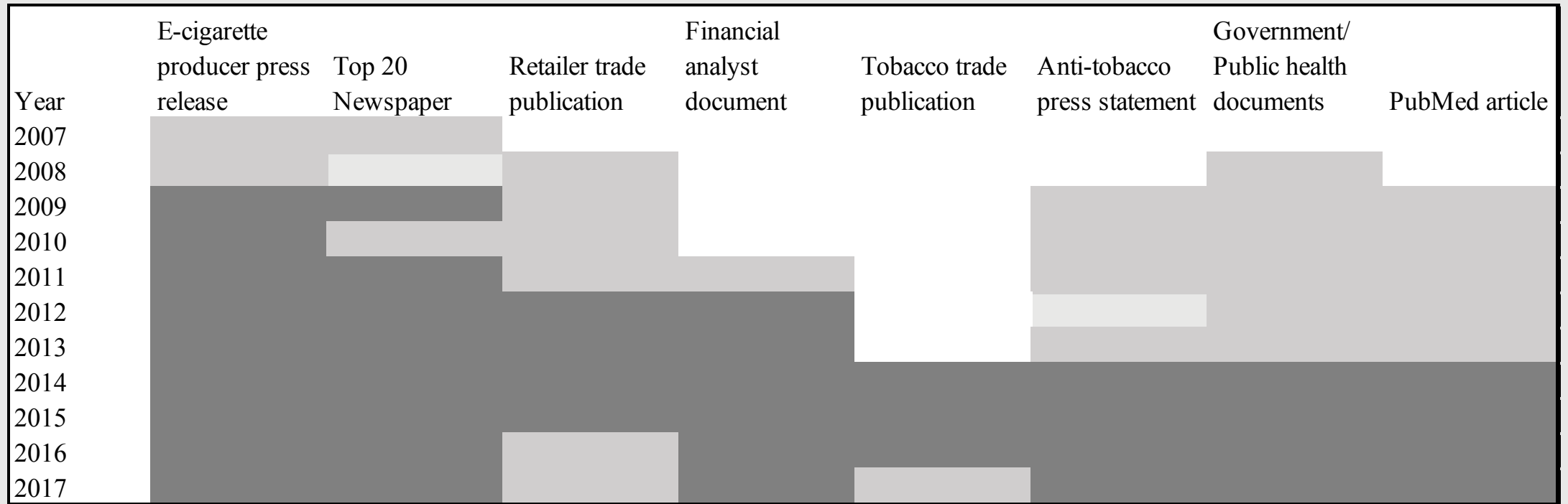
Challenge #1(a)

convey the complexity and richness of our archival dataset

	E-cigarette producers	Journalists	Retailers	Financial analysts	Tobacco industry	Consumers	Government/ public health officials	Medical professionals	Anti-tobacco activists
Archival data source	Press releases	Newspaper articles	Retail trade publications	Tobacco industry analyst reports	Tobacco trade publications	Vape forum	Press releases, US federal news service	Scientific articles in PubMed	Newsletters and press releases
Archival data starts in year	2007	2007	2008	2011	2014	2008	2008	2009	2009
Articles analyzed (Total: 1,201)	212	181	98	271	57	134	113	36	99
Avg. # codes per document	4.1	8.5	8.4	5.1	6.1	3.9	3.5	6.1	6.1
Avg. # <u>distinct</u> codes per document	3.8	6.6	6.4	4.3	5.4	3.7	3.3	5.3	5.4
Description of source type	e-cigarette and e-liquid producers	major U.S. newspapers	convenience stores and supermarkets	financial analysts	tobacco producers	current, former and prospective users of e-cigarettes	government agencies, representatives	medical/public health scientists	anti-tobacco organizations
Example Sources	Ballantyne Brands, Palm Beach Vapors, SS Choice	The New York Times, Tampa Bay times, The Washington Post	Convenience Store News, Drug Store News, Grocery Headquarers	Cowen and Company, J.P. Morgan, RBC Capital Markets	Tobacco Journal International	E-Cigarette Forum posts	FDA Week, Federal Register, US Fed News	American Journal of Public Health, JAMA, Mayo Clinic Proceedings	American Cancer Society, American Heart Association, Tobacco Free Kids

Challenge #1(b)

convey change in our archival dataset

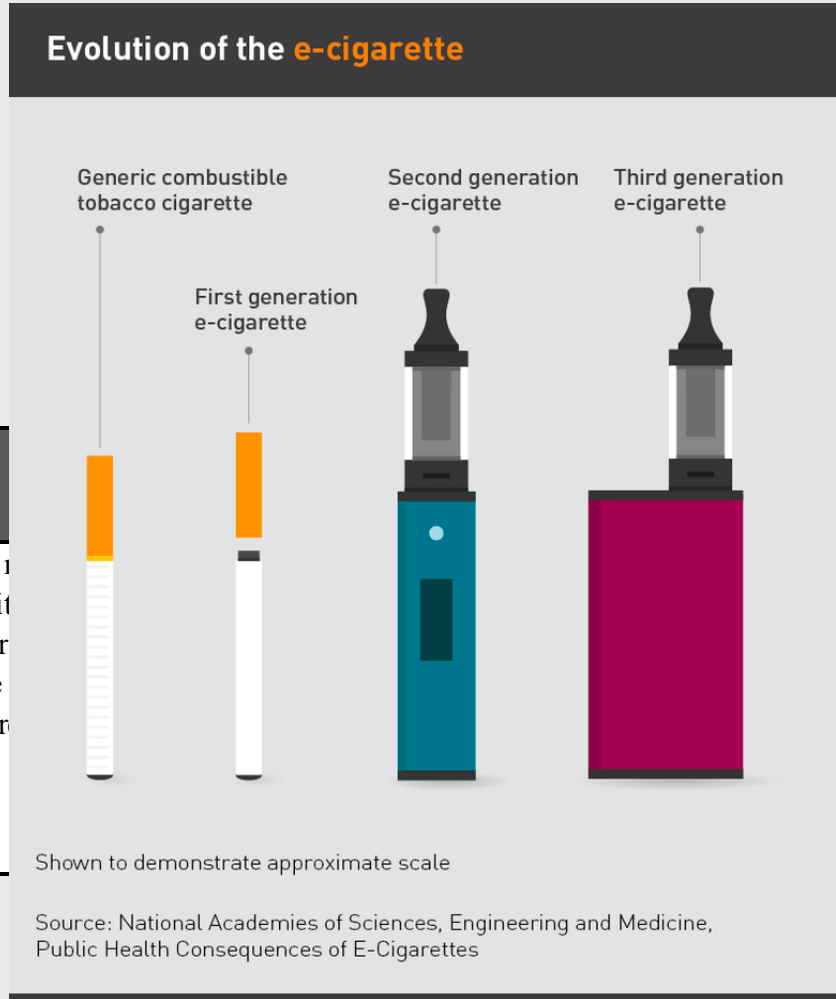


Conveying complexity/detail + change!

Stakeholder group	Phase 1	Phase 2	Phase 3
E-cigarette producers	With 4,000 less chemicals than a traditional cigarette and no tar and no combustion, there is no wonder that these new tobacco alternatives are catching on at lightening speed. (E Cigarettes Choice 2010)	The experience is virtually identical to the smoking experience without many of the negatives that have caused traditional cigarettes to become so unpopular with the general public...E-Cigarettes are healthier and not offensive to non-smokers because they do not fill the air with smoke. (ProSmoke Electronic Cigarettes, 2013)	Vaporizers, unlike traditional tobacco products, warm e-liquids just enough for them to become vapor -- as in water vapor. By using a vaporizer you get the sensation of smoking without the negative effects to your health tied to combustion of more than 4,000 chemicals found in traditional cigarettes. (Vapers.com, 2015)
Retailers	Most innovative concept award to Runyan America for its V-8 E-cigarette, a nicotine delivery system that simulates smoking but releases no secondary smoke. (Convenience Store News, 2008)	For several years, convenience store retailers had eyed e-cigarettes with some hesitancy, but then Lorillard acquired blu eCigs for \$135 million in April 2012 and the move gave credibility to the entire segment. (Kress 2013b).	Cue Vapor also meets the needs of consumers who are looking for traditional tobacco alternatives because the product comes in a range of colors and does not look anything like a cigarette. This can help reduce the negative stigma consumers may encounter from their friends and families. (Grocery Headquarters 2017)
Financial Analysts	E-cigarettes are potential competitors since there have been unconfirmed claims that they support smoking cessation....In our review of the limited scientific literature about e-cigarettes, we found that it takes at least 10-12 puffs on an e-cigarette to equal the same nicotine delivery of one puff of a conventional cigarette. (Piros and Martins 2011)	[W]e believe that Lorillard 's recent acquisition of our competitor, Blu Ecigs (a leading e-cigarette distributor), validates the industry's potential leading to further growth in e-cigarette sales over the next 2-3 years. When Lorillard distributes Blu's products throughout its entire network of 400,000 retail stores, this should also cause retailers to diversify e-cigarette purchases amongst other leading brands.(Achramowicz 2012)	Some of the drivers of adoption are really going to be in the hands of regulators and the public health community. One of the dilemmas is the way in which the law is currently keeping companies from communicating frankly about health benefits; how the products get stigmatized and de-normalized perhaps by the public health community. (Herzog, Gerber, Scott 2014)
Tobacco industry	n/a	We're traditional brand builders and we think our job on [Blu] is to create a big brand...Spent about \$40 million in television advertising and other marketing initiatives to build the brand...We had an award-winning campaign with Stephen Dorff that ran last year (Thomas Reuters, 2013)	the appeal of synthetic [tobacco-free] nicotine has always been about helping the vapour industry as a whole escape both the stigma and confines of the much-maligned tobacco category -- not just e- liquid manufacturers. (Bullen 2017)
Consumers	When I think about smoking, I don't think about that Nicotine "Fix" ... just the oral fixation part that I loved soooooo much. I always told myself, if they found a cure for cancer I would start smoking again Now that there is a possible alternative that doesn't cause health issues ?!?!?! I've got to try it out v8_2008.pdf	"I'm seen more favorably with this [e-cigarette] than when I'm smoking a regular cigarette." But he admits, "For a young person who doesn't smoke, it can be tempting; there are all the flavors, and it looks cool"... "Think about it," he said. "If even the company that makes Marlboro is jumping into the game, it's a way for them to get nicotine into new smokers." (Alderman, 2013)	Lets be realistic here, huge clouds look pretty sweet to an 11 year old kid (my girlfriend's brother, for example) and we don't want to encourage a new habit amongst youth, especially as possession of e-cigs by minors is one of the greatest problem arguments facing our community. v74_2014.pdf

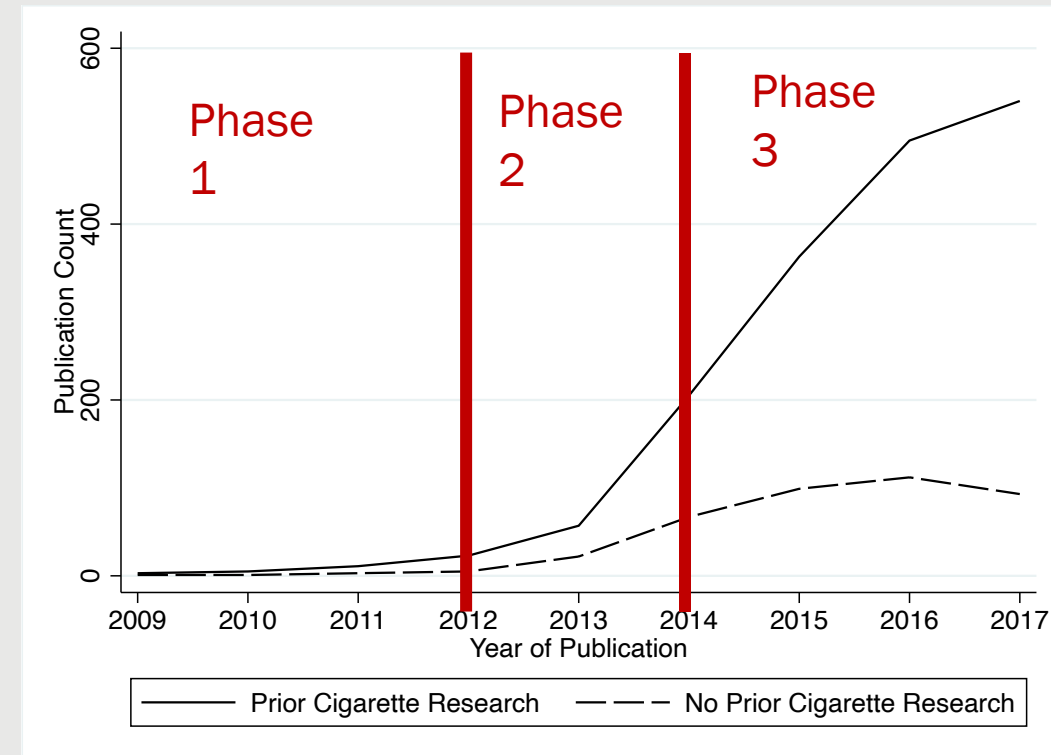
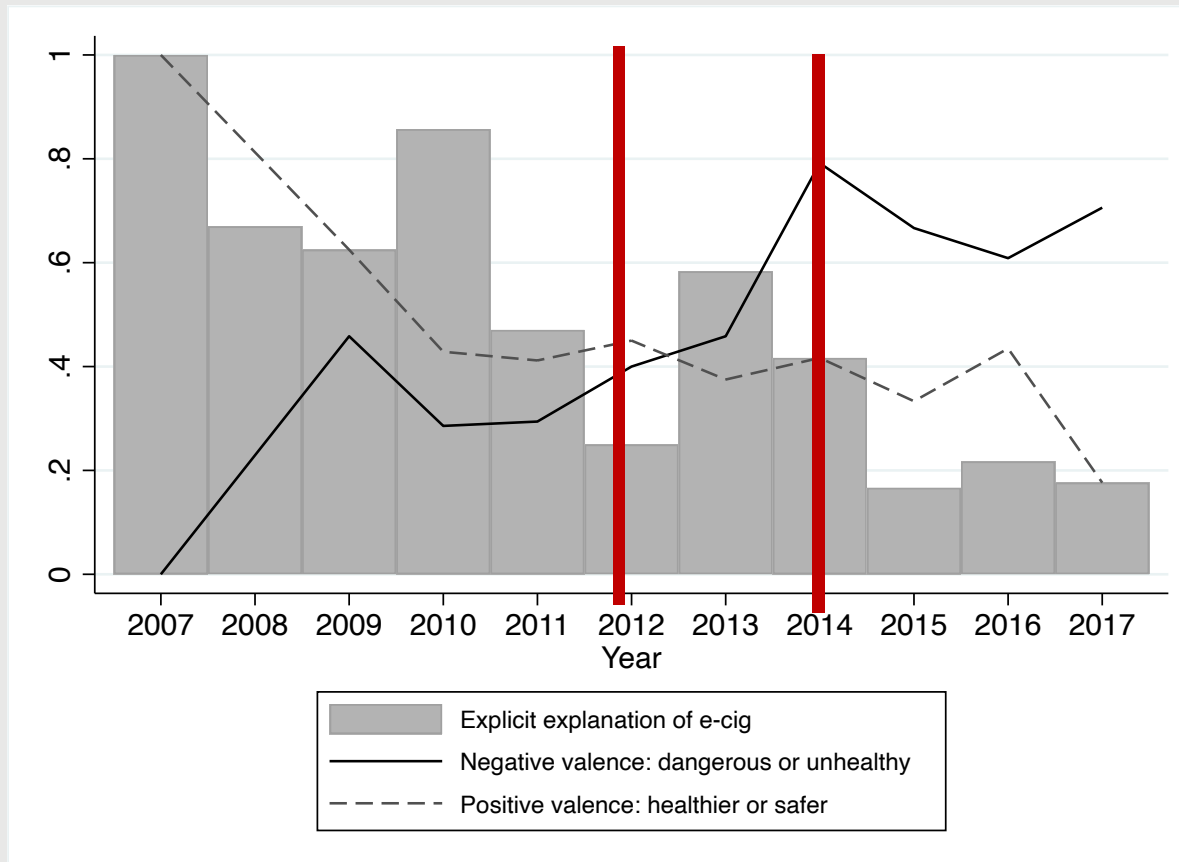
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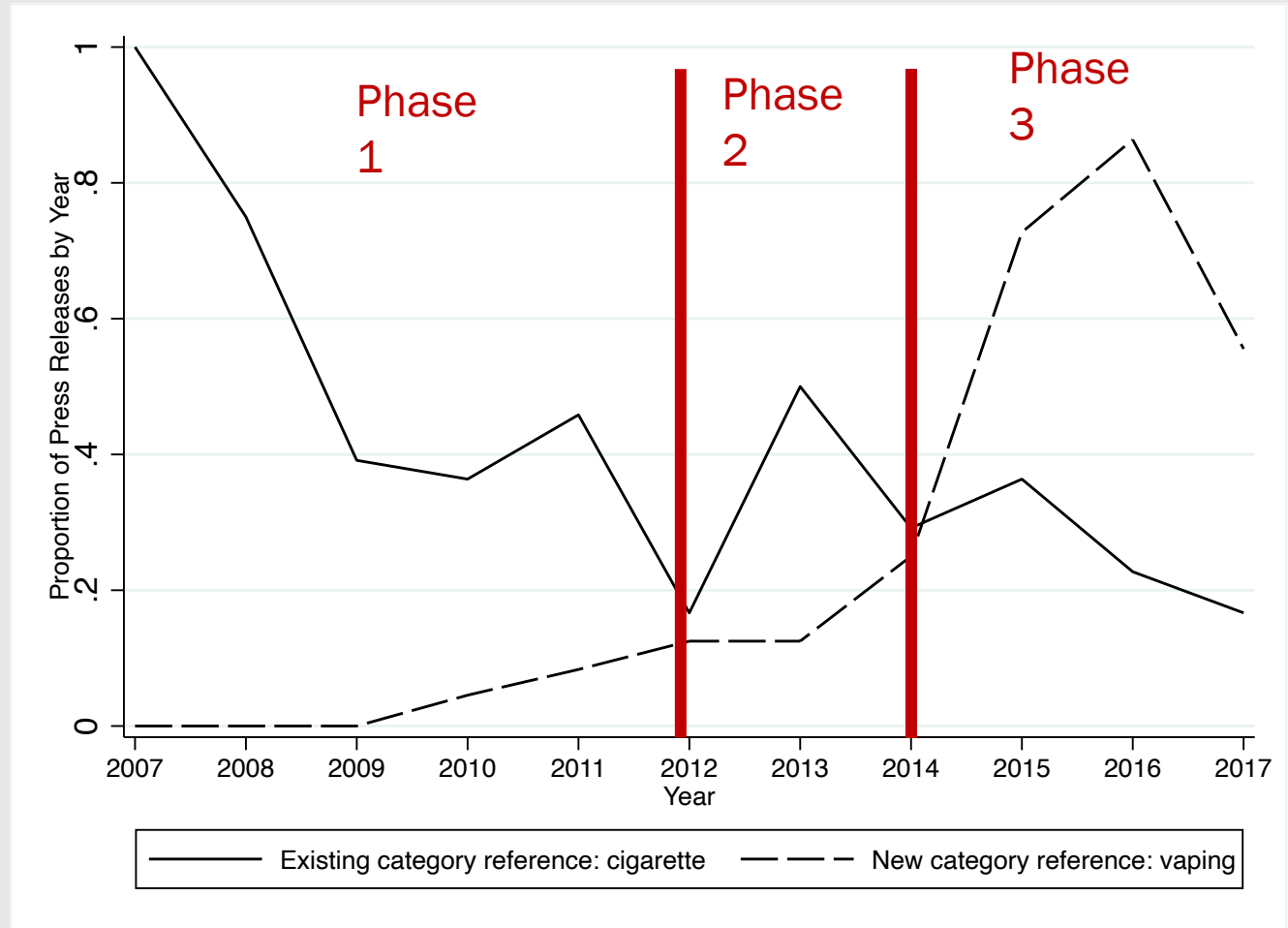


Challenge #2

pinpoint and illustrate the timeline and nature of key changes in discourse and stakeholder perspectives (as a complement to the qualitative analysis)



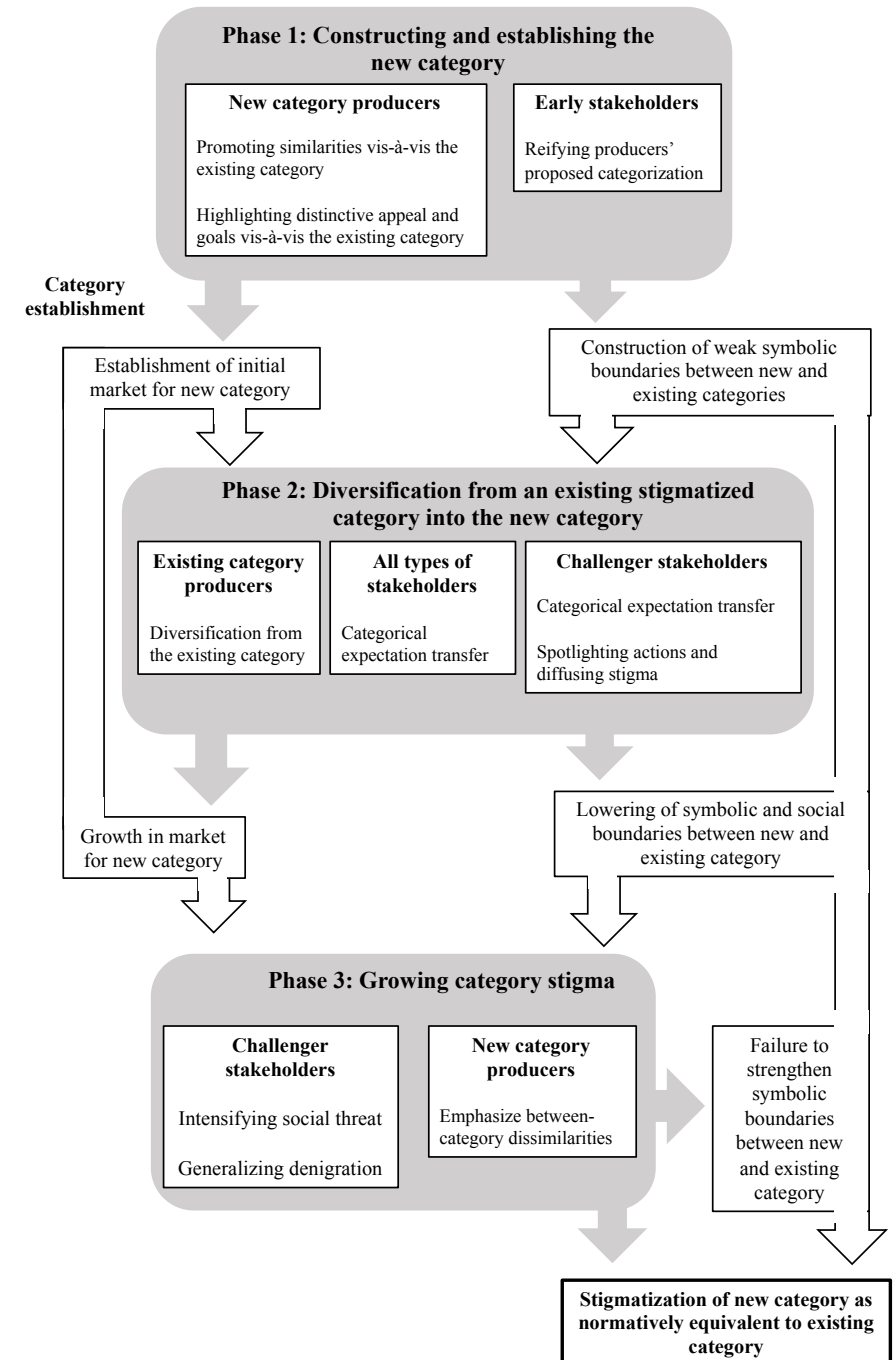
Other figures

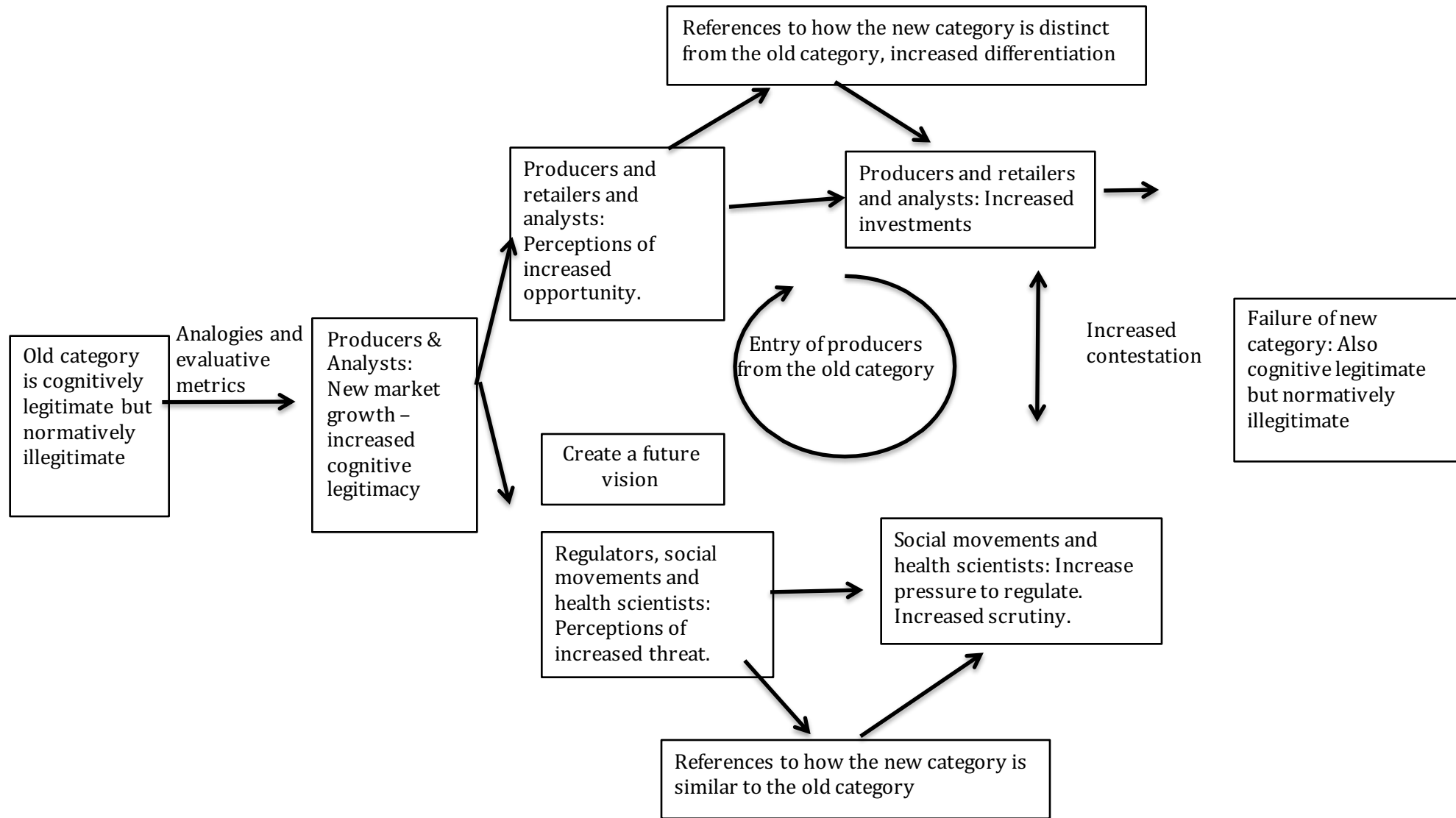


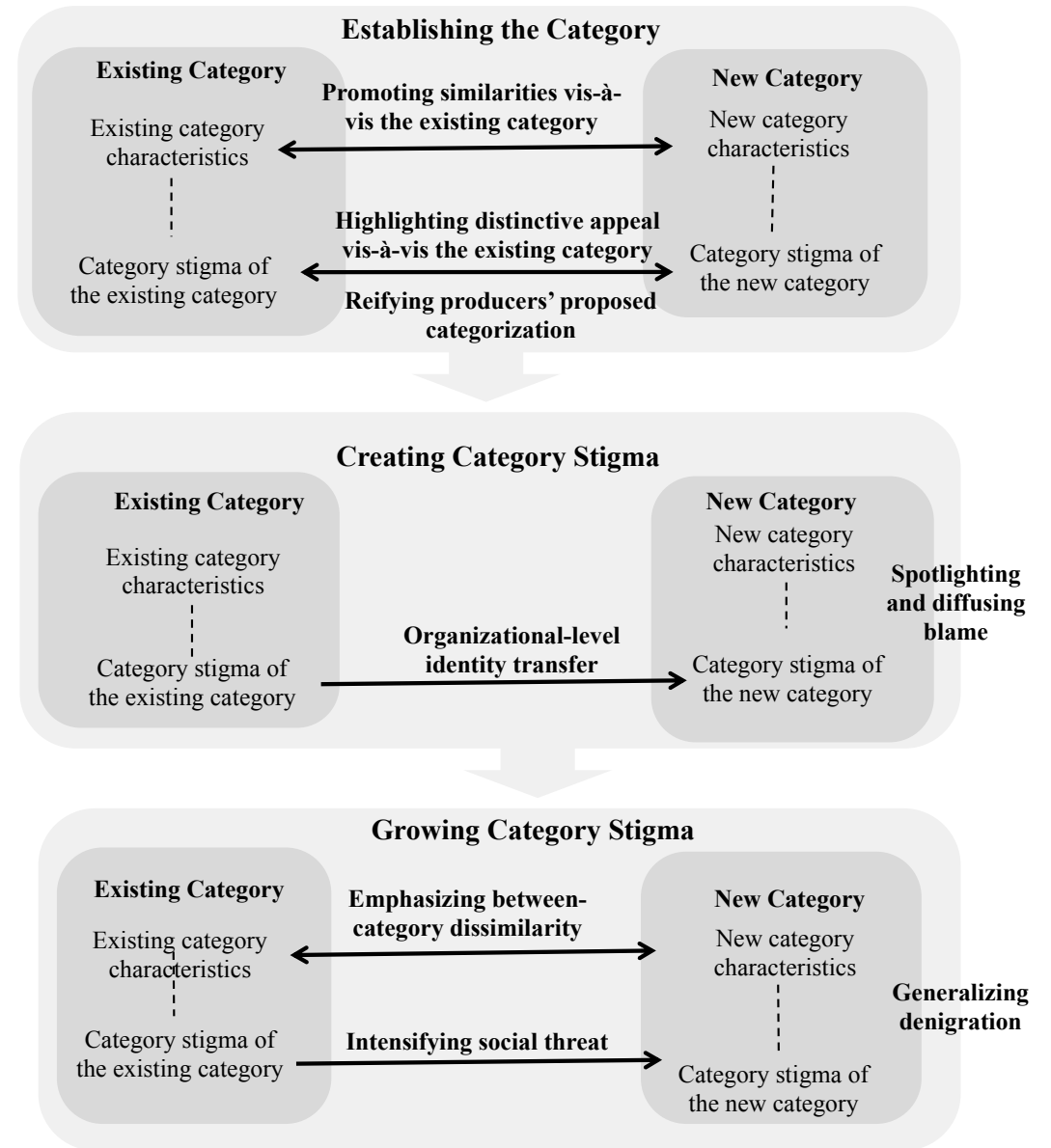
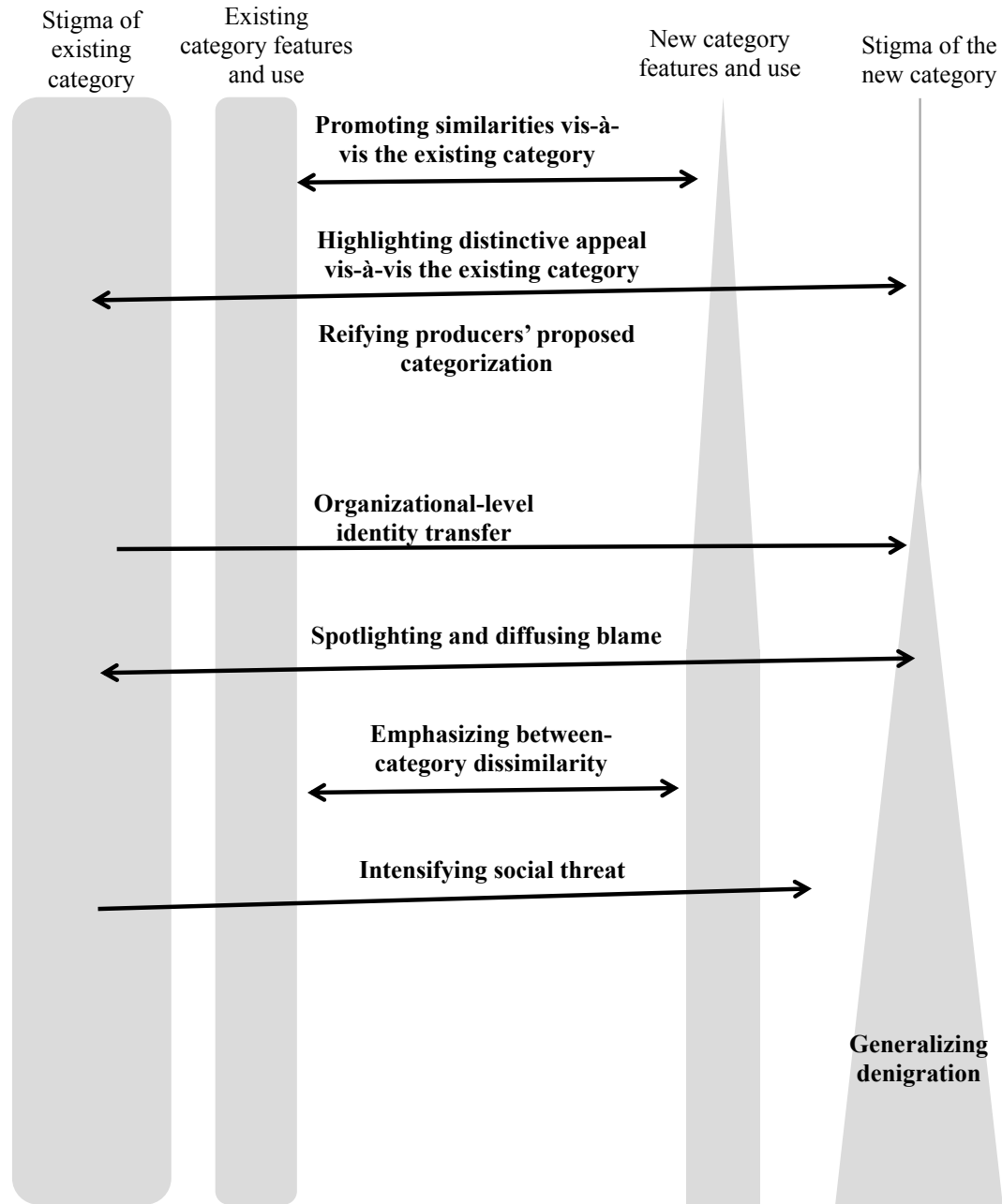
Challenge #3

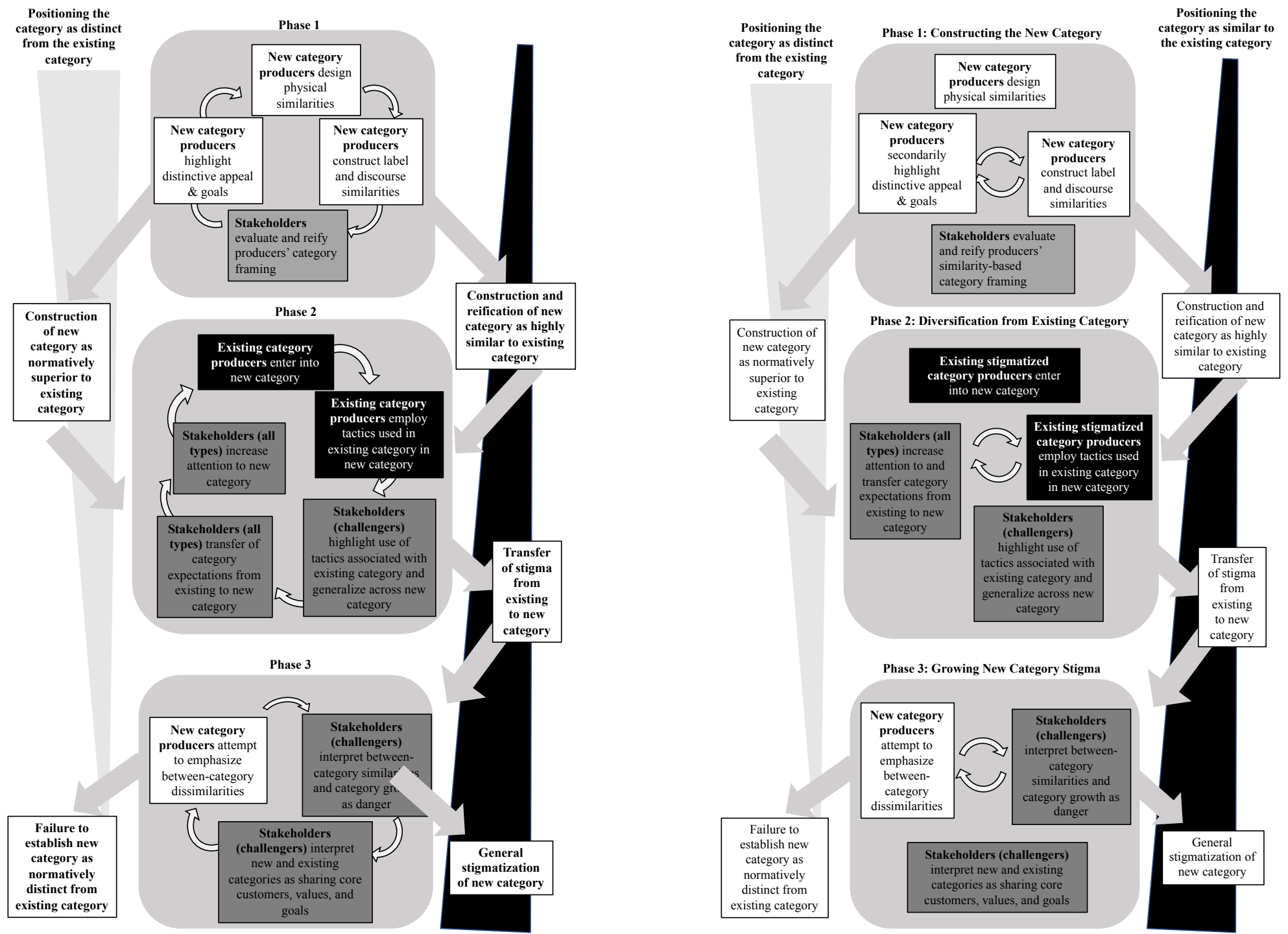
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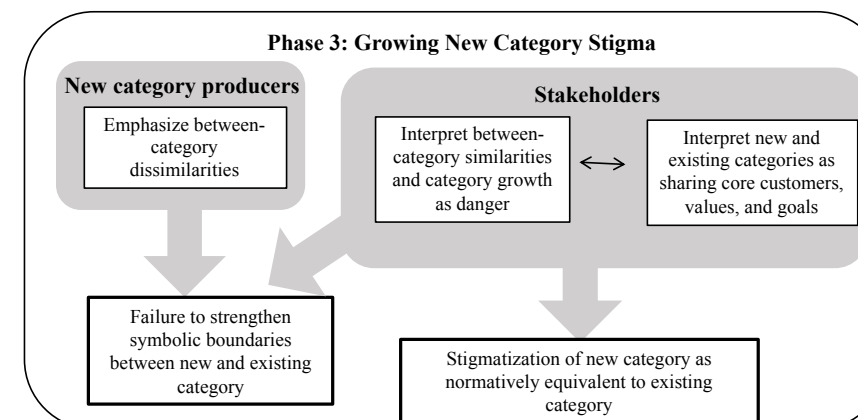
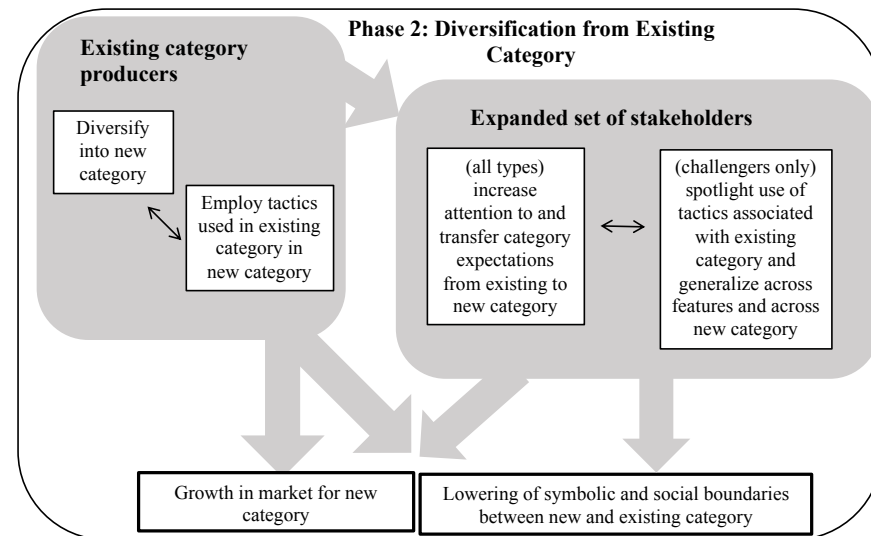
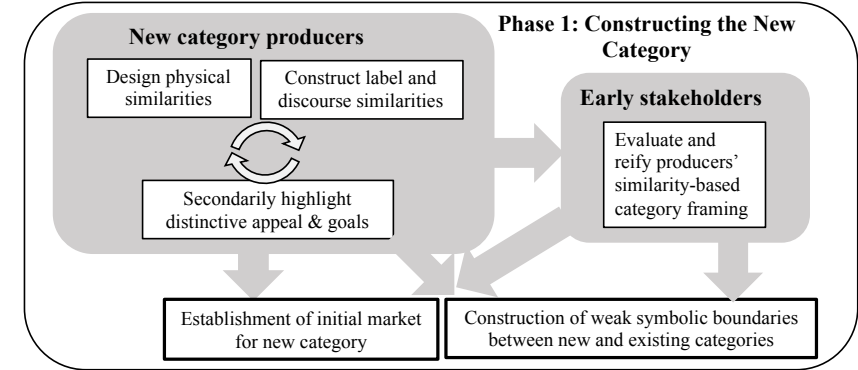
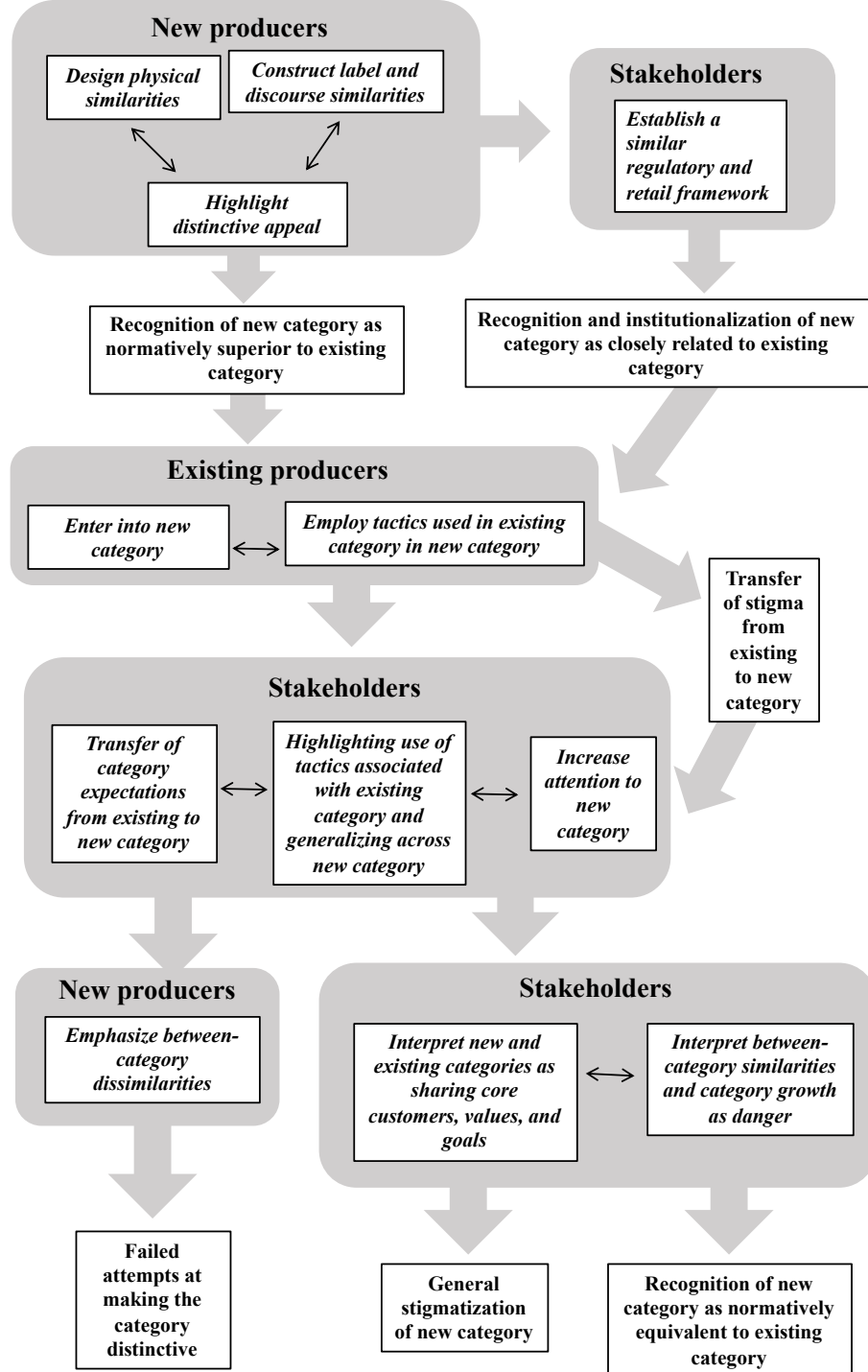
Figure 1: Overview of the Process of New Category Stigmatization

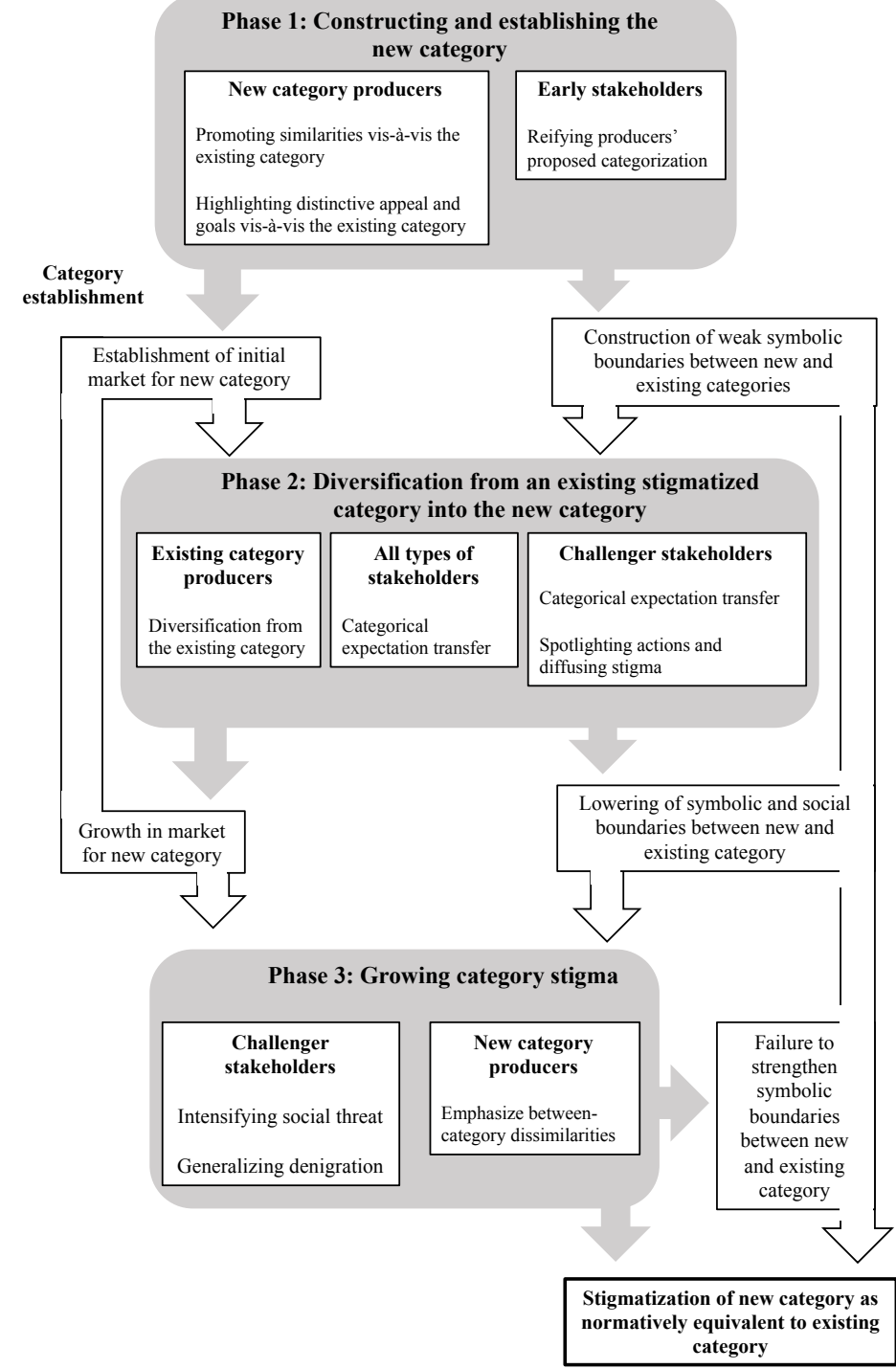
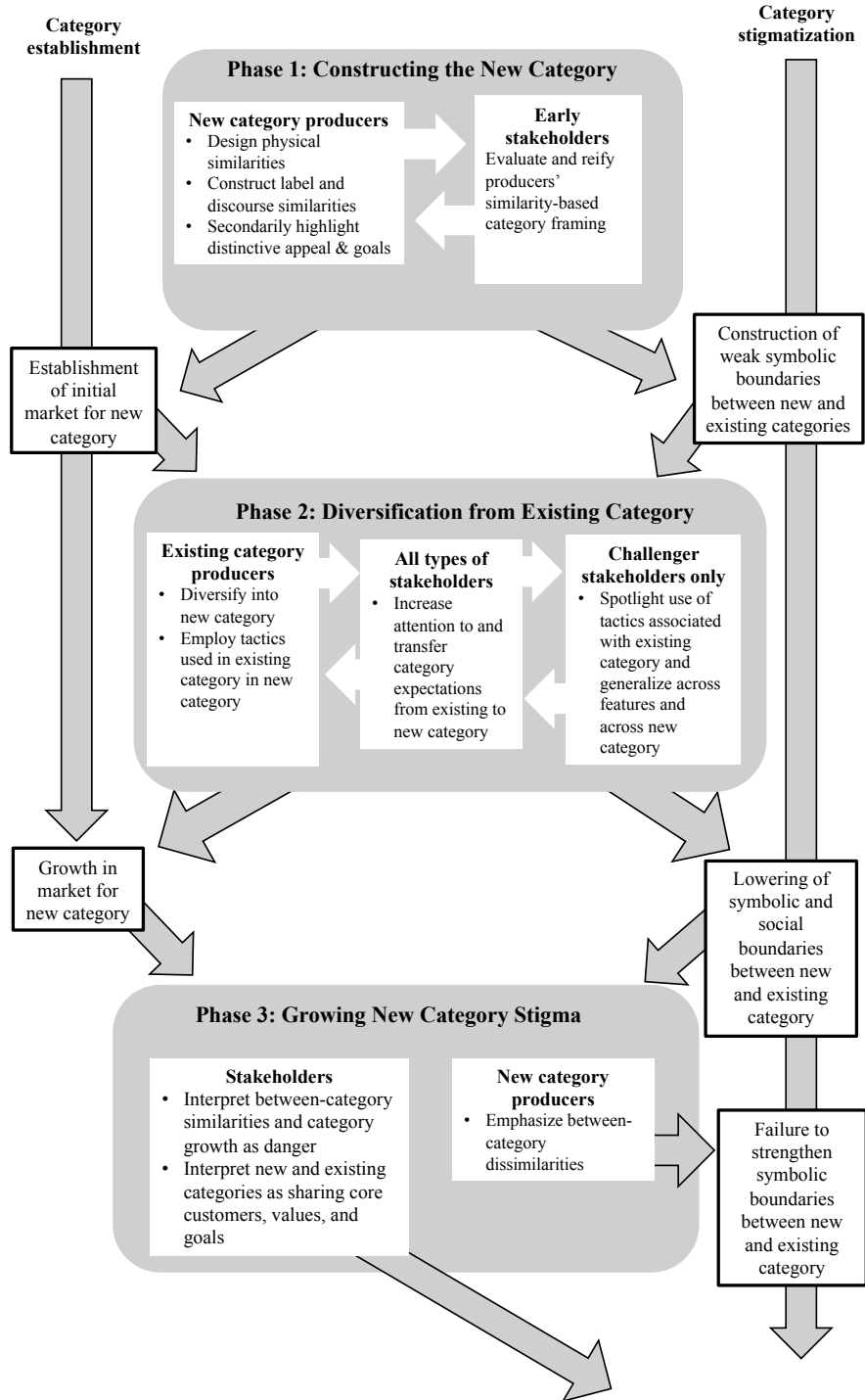












Another paper: Category taken-for-grantedness as a strategy opportunity: The case of light cigarettes, 1964 to 1993

- Focus: develop theory of how increasing category taken-for-grantedness can decrease scrutiny of and constraint on producers' features, opening up strategic opportunities for firms
- Empirical case: evolution of light cigarette category

Figures to motivate & provide contextual understanding

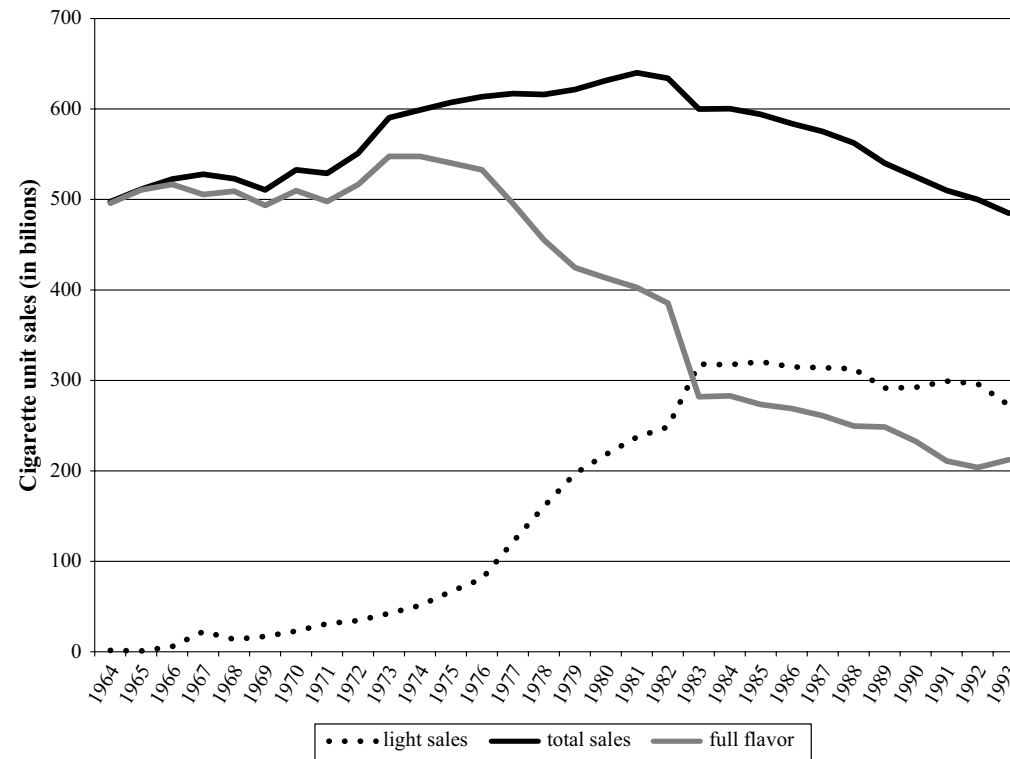


Figure 1. U.S. Annual Sales of Cigarettes Marketed as Light, 1964 to 1993

Figures to motivate & provide contextual understanding



Figure 3. Yearly Proportions of Light Cigarette Ads with Scientific and Competitor References

Carlton FLAVOR-FILTER

ANALYSES OF THE SMOKE OF SAMPLES OF CARLTON CIGARETTES ARE MADE PERIODICALLY BY AN INDEPENDENT RESEARCH LABORATORY. ANALYSES DURING THE MOST RECENT TEST PERIOD PRIOR TO THE MANUFACTURE OF THE CIGARETTES IN THIS PACKAGE AVERAGED:

TAR * 2.7 MG PER CIGARETTE
NICOTINE 0.3 MG PER CIGARETTE

*SMOKE COMPONENTS COMMONLY BUT INACCURATELY CALLED "TAR"

Test results on the pack.

This is Carlton, the unusual new cigarette from The American Tobacco Company. Everything about Carlton is selected and crafted to produce this one result: **(A cigarette that is low in "tar" and nicotine—yet high in smoking pleasure.)** Carlton is so low in "tar" and nicotine we print test results on all packs, on all cartons. Give Carlton the time it takes you to smoke a carton. See for yourself.

Air Vents in the filter

Carlton—the first cigarette to combine distinctive blend, high porosity paper, and a new flavor enriching filter with activated charcoal and "Precision Air Vents."

Printed by The American Tobacco Company

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TIME, JULY 24, 1964

Using figures to motivate the paper

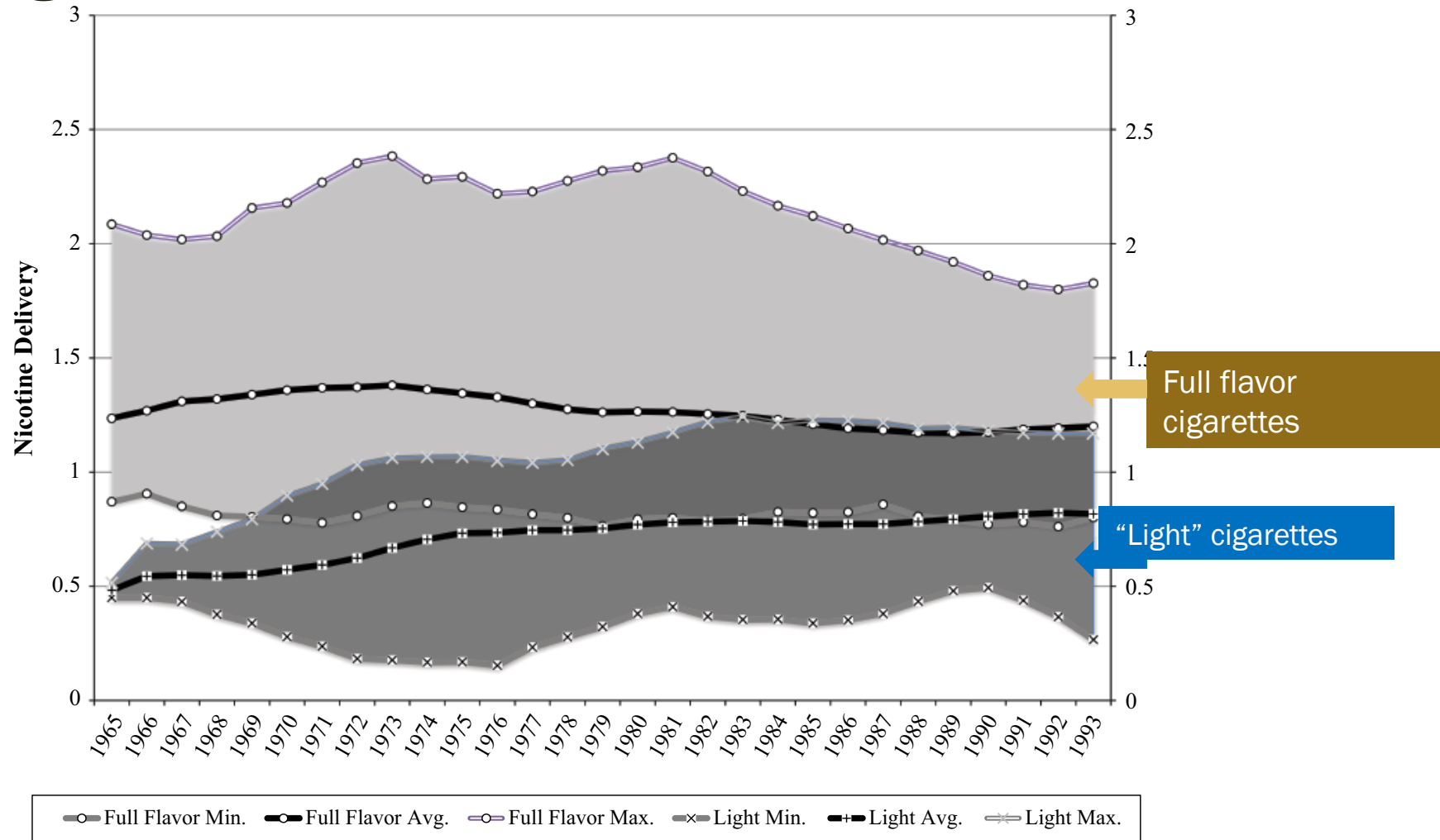


Figure 6. Trends in Minimum, Mean, and Maximum Nicotine Deliveries for Full-Flavor and Light Cigarettes

Ways in which figures & tables helped us develop our stories

- motivate the research question
- clarify empirical approach
- complement qualitative analysis with visual evidence showing timeline, key trends
- enrichen your analysis/interpretation by providing the reader with key contextual details
- summarize the theoretical contribution