Annotated Summary of:

Robinson, Sandra L., and Rebecca J. Bennett (1995), "A Typology of Deviant Workplace Behaviors: A Multidimensional Scaling Study." *Academy of Management Journal* 38(2):555–72.

Chapter 9: Multidimensional Scaling
***Multivariate Data Analysis*, Sixth edition**
"The world's leading authority on applied multivariate data analysis based on number of citations, as reported by Google Scholar"

To illustrate the applicability of multidimensional scaling in measuring product positioning, the authors present five different usages of the technique. The article maintains that in order to effectively plan a product or organizational strategy the manager needs to know consumers' subjective perceptions and preferences for the product or firm as well as relevant objective information about these items. Use of multiple variables in the development of preference and similarity mapping provided by MDS techniques allows researchers or managers to better interpret perceptions of their product, service, or firm relative to others. From the results, the authors are able to apply the findings toward identifying discrepancies between subjective and objective product evaluation. Additionally, they measure how the perceptions of organizations and products change over time. The results indicate that a firm may improve product positioning, segment markets, compare objective attributes and subjective consumer evaluations, and monitor changing perceptions by employing the findings of MDS.

The objective of each of the five applications of MDS is to provide the researcher with some form of diagram or map to facilitate the examination of the product (e.g., service, firm) in question relative to other products. The authors specify the objective of each particular study, stating its sample size, the number of dimensions, the procedure used, and the amount of variance accounted for by the model. Additionally, the authors identify the dimensions and describe the implications of the results. In all, each application demonstrates the measurement of product positioning by accounting for the perception and preferences of buyers for a given product in relation to its competitors. By demonstrating the ability of the technique to measure product positioning for differing products (calculators, new diet products, medical journals, financial services, and retail stores) and to make multiple comparisons (objective and subjective evaluations, products and market segments, and perceptions over time), the article explores the range of applications for which MDS is suited.
