ANALYSIS OF POTENTIAL MARKETS FOR THE PARKS CANADA PRODUCT LINES

by

Fernando Mata and Dick Stanley Strategic Research and Analysis (SRA) Corporate and Intergovernmental Affairs (DGCIA) Department of Canadian Heritage

> 25 Eddy Street, 13th Floor Section "H" Hull, Québec CANADA K1A 0M5

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** The opinions expressed in this report are those of the authors and do not necessarily reflect the views of the Department of Canadian Heritage.

INTRODUCTION

The purpose of this document is to present the results of a consumer segmentation analysis of potential Parks Canada (PC) clients using a 1995 Environics omnibus survey¹ as its data source. It contains information on the major characteristics of four major client segments, their market potentials and their propensities to buy different kinds of PC products.

Parks Canada is considering the feasibility of licensing the private sector to produce PCrelated gift and souvenir items. Therefore, it needs information on how Canadians view and consume these products. Rather than viewing consumers as a monolithic aggregate, segmentation types of analyses break down the market by its main constituents and systematically study them . Different segments are identified by their size, location, sociodemographic characteristics, spending patterns and susceptibility to buy specific products. As a consequence of the latter, appropriate targeting of communication messages and better development of various lines of products may be facilitated. As an example of consumer segmentation analyses, this paper's basic aim is to contribute to a better understanding of the composition, attitudes and possible buying behavior of the typical consumers of Parks Canada's products.

THE CLIENT SEGMENTS OF PARKS CANADA PRODUCTS

Based on the information provided to the 1995 Environics omnibus survey, 2021 respondents were classified by their typical consumer patterns. These patterns were measured by 8 questions tapping the interest expressed in buying Parks Canada products, the most likely place where products will be purchased and the most likely item to be purchased. Respondents were distinguished in terms of their preference to choose stores located within national parks or historical sites (gift shops or privately run stores) and other purchasing arrangements such as department store shopping or mail orders. In addition, souvenirs buyers were distinguished from gift buyers. The wording of the 8 questions used in the segmentation analysis is found in section 1 of the appendix.

The segmentation procedure used a k-means cluster analysis as its statistical analysis technique (for results and technical details please see section 2 of the appendix). Cluster analysis of the data found four relatively distinct market segments which were labelled as: <u>loyal; committed; uninterested</u> and <u>occasional</u>. The first two client segments may be described as "core" segments who have a high potential to consume Parks Canada's product lines. The last two are either unreliable clients or not interested in any Parks Canada products at all.

¹ This national survey has a sample size of 2,022 respondents who were interviewed in their homes between September 16 and October 7, 1995. The sample represents all Canadians aged 18 years old and over (approximately 20 million people). Estimates of the absolute size of each market segment and their spending volumes are based on this fact.

SEGMENT 1: Loyals

It represents 29% of the total sample or about 5.6 million Canadian adults. The majority of loyals are young married females. In terms of their household characteristics, the loyal segment contains a substantial number of "full nest" families: about 47% of them lived with children under the age of 18. More than the half of loyals are either full or part time workers. It is the most educated segment of the four.

Loyals prefer to buy PC products at a gift shop or a privately run stores located within a park or a historical sites rather than at other places. In this sense, their loyalty is a "place" related one. Loyals will buy more souvenirs than gifts during this year.

When buying Parks Canada products, the main criteria of loyals is based on symbolic elements such that profits of the purchase could be used to protect parks or sites or that they should be made-in-Canada items. In terms of product preferences, loyals are, primarily, interested in purchasing souvenirs (85%), clothing items (69%), papergoods (63%) and publications (63%).

SEGMENT 2: Committed

It represents 27% of the total sample or about 5.3 million Canadians. The commited could be defined as the "enthusiasts" of Parks Canada products. Their commitment to purchase these products is shown in the fact they tend to buy them everywhere: while visiting parks or sites, while shopping in a department store or at home using mail order catalogues. Committed clients buy souvenirs as much as gifts.

Demographically, the committed is a relatively young group where married females are the majority. Close to 30% live either in Toronto or in places located within the rest of the province of Ontario.

Like loyals, their buying criteria is founded on symbolic principles rather than on product quality per-se. The most preferred products of the committed segment are: souvenirs (88%), clothing items (65%), papergoods (73%), publications (69%) and collectibles (65%).

SEGMENT 3: Uninterested

It represents 16% of the total sample or about 5.6 million Canadians. This "apathetic" segment is comprised typically by males (59%) who are older and retired. About 30% of them reside in Montreal or in the rest of the province of Quebec. This segment has the typical characteristics of "empty nest" households: more than two thirds of uninterested do not live with children under the age of 18. It is also the least educated segment: 62% of clients have high school education.

As its name implies, this group has no interest in Parks Canada products. These individuals will buy only a few souvenirs or gifts during the year. For the uninterested, the high quality in the product is the most relevant buying criteria compared to other segments.

SEGMENT 4: Ocassionals

The occasionals (which comprised 28% of the total sample or about 5.6 million Canadians) shows little interest in Parks Canada products but hint they will buy some souvenirs or gifts during their visits to national parks or historic sites. The occasional segment has almost an equal number of males and females represented. Albertans are slightly over-represented as occasionals. Like loyals, more than a half of occasionals are either full or part-time workers. About 45% of earn wages or salaries equal to \$50,000 or higher.

Symbolic rather than quality related criteria are important for occasionals when they decide to purchase a Parks Canada product. Among the products they say they will be most likely be purchasing, the most mentioned are souvenirs (46%) and clothing items (42%).

Chart 1:

	CLIENT SEGMENTS				
Characteristics	LOYAL	COMMITTED	UNINTERESTED	OCCASIONA L	
Consumer Patterns					
Interest in PC Products	Yes	Yes	No	Little	
Most Likely Place of Purchase	PC gift and privately owned stores preferred	All stores and mail orders	None	Mostly PC gift and privately owned stores	
Most Likely Item to be Purchased	Mostly Souvenirs	Souvenirs and Gifts	None	Souvenirs and Gifts	
Demography					
Gender	Female Majority	Female Majority	Male Majority	Evenly Distributed	
Modal Age	25-54	25-54	55+	25-54	
Marital Status	Married	Married	Married	Married	
Residence	30% Ontario	Evenly Distributed	30% Quebec	Evenly Distributed	
Work Status	Full&Part Time	Full&Part Time	Full&Part Time / 30% Retired	Full&Part Time	
Income	40% earning 50K	43% earning 50K	31% earning 50K	45% earning 50K	

Major Characteristics of Client Segments

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Figure 1:

PARKS CANADA PRODUCTS: THE CLIENT SEGMENTS



DOLLAR VALUE OF THE MARKETS FOR PARKS CANADA PRODUCTS

Chart 2 presents some preliminary estimates of the dollar value of the souvenirs and gift markets based on the segmentation of Parks Canada clients. The loyal and committed segments are of particular interest since they were the ones who expressed that they were likely or very likely to buy gifts or souvenirs.

It should be very clearly understood, however, that while the segmentation is based on the respondents' announced intentions to purchase, the amount of spending is based on questions about their actual <u>current behavior</u>. The total spending of souvenirs and gifts is, therefore, an estimate of what these people on such items in the absence of Parks Canada products. The proportion of spending that will be diverted to PC products is impossible to predict at this time (especially, since we do not even know yet what the products are). This amount could be very low or very high. All what the present estimates say is that there is a potential souvenir market in Canada of \$1.6 billion and a potential gift market of \$4.0 billion (the sum of the amounts spent by the loyal and committed segments).

Chart 2:

	CLIENT SEGMENTS						
Estimates *	Loyal	Committed	Uninterested	Occasional	Loyal + Committed		
Size of Segment	5'621,596	5'270,855	3'215,124	5'582,624			
Average Annual Spending for Souvenirs	\$ 128	\$ 171	\$ 31	\$ 115			
Total Spending for Souvenirs	\$ 719,564,288	\$ 901,316,205	\$ 99,668,844	\$ 642,001,760	\$ 1,620,880,493		
Average Annual Spending for Gifts	\$ 295	\$ 437	\$ 232	\$ 307			
Total Spending for Gifts	\$ 1,658,370,820	\$ 2,303,363,635	\$ 745,908,768	\$ 1,713,865,568	\$ 3,961,734,455		
* Based on a s	ample weight of s	9742.8 and a popu	Ilation 18+ of app	proximately 19.7 M	lillion		

Market Estimates by Client Segments

BUYING CRITERIA

Buying criteria are important to examine because they reveal some motivational aspects underlying the decision to purchase Parks Canada Products. Chart 3 presents data on these criteria by the four segments of the sample. Product importance is measured by a score of 3 or 4 in the appropriate questions (q31a. to q31d.). The first four questions tapped symbolic aspects associated with the purchase while the last question tapped product quality considerations.

Loyals, committed and occasionals based their decisions more on symbolic considerations of the purchase rather than on quality related ones. They are willing to buy any product as long as it satisfy these criteria. In contrast, the uninterested emphasize also product quality as paramount in their decision to purchase a Parks Canada product (41%).

Chart 3:



Importance of Buying Criteria by Client Segment

PRODUCT PREFERENCES

Reported preferences for a variety of Parks Canada products for the entire sample (all segments) are presented in chart 4. Interest in buying a specific product is measured by a score of 3 or 4 in questions q32a. to q32n. Souvenirs and clothing items were the most preferred among all respondents to the survey. About 63% and 55% of all clients intended to buy these products. Videos&CD Roms and gardening tools & accesories ranked at bottom levels of interest.

Although the structure of preferences does not vary much across the loyal, committed and occasional segments, their levels of interest does so (see charts 5, 6 and 8). Aside from souvenirs and clothing items, loyals show also substantial interest in buying papergoods, publications and collectibles. As expected, the committed segment is motivated to buy more PC product lines than the other segments. These product lines may include food items, jewellery and toys. At lower levels of interest, half of occasionals intend to buy Parks Canada papergoods. Finally, the uninterested seem oblivious to the excitement of the other segments revealing only a meagre interest in items such as publications and clothing (see Chart 7).

Chart 4:



All PC Client Segments: Respondents' Interest in Buying Products

Environics Omnibus Survey 1995

Chart 5:

PC Client Segment: Loyal Respondents' Interest in Buying Products



Environics Omnibus Survey 1995

Chart 6:



PC Client Segment: Committed Respondents' Interest in Buying Products

Chart 7:

PC Client Segment: Uninterested Respondents' Interest in Buying Products



Chart 8:



PC Client Segment: Occasional Respondents' Interest in Buying Products

Source: Environics Omnibus Survey 1995 N=573

CONCLUSIONS

The findings of the consumer segmentation analysis undertaken here suggest that the clients of Parks Canada products can be divided into smaller and more homogeneous groups based on their attitudes and purchasing behavior. Each segment has its own idiosyncrasies with respect the consumption of different lines of products.

The loyals and committed segments are the most promising in terms of their market potentials with \$1.6 and \$4.0 billion per year in purchases of souvenirs and gifts respectively. These segments capture the main share of the PC products' market. If their buying intentions are translated into actual behavior in the coming years, their contribution to the stability and growth of the heritage market could be substantial.

The findings of this analysis may help lay the foundation for a variety of marketing strategies aimed at the Parks Canada consumer market. The identification of their fundamental characteristics could enable marketers to design and promote programs for specific target markets (which may include "occasional" clients) instead of producing a generic program to fit all needs and wants. The predominance of working age females with children in the "core" segments of the PC market is an extremely useful information in this context. Programs promoted to them should stress these characteristics.

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APPENDIX

Section 1. Wording of the Questions Used in the Consumer Segmentation Analysis

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Generally speaking, would you be very interested, somewhat interested, not very interested or not at all interested in purchasing items associated with Canada's national parks and historic sites?

(Scoring: 4=very interested, 3=somewhat interested, 2=not very interested, 1=not at all interested).

Please tell me whether you would be very likely, somewhat likely, not very likely or not at all likely to purchase items associated with Canada's national parks and historic sites in each of the following ways:

q24a.

At a Parks Canada gift shop within a national park or historic site (Scoring: 4=very likely,3=somewhat likely, 2=not very likely,1=not at all likely).

q24b.

At a privately run store located within or near a national park or historic site (Scoring: 4=very likely, 3=somewhat likely, 2=not very likely,1=not at all likely).

q24c.

At a department store located across Canada such as the Bay or Bowering (Scoring: 4=very likely, 3=somewhat likely, 2=not very likely, 1=not at all likely).

q24d.

Through a mail-order catalogue (Scoring: 4=very likely ,3=somewhat likely , 2=not very likely ,1=not at all likely).

Please tell me if you would be very likely, somewhat likely, not very likely or not at all likely to buy such items for the following purposes:

q25a.

As a souvenir of a trip to a national park or historic site (Scoring: 4=very likely,3=somewhat likely,2=not very likely,1=not at all likely).

q25b.

As a souvenir gift of the trip for someone at home (Scoring: 4=very likely, 3=somewhat likely, 2=not very likely, 1=not at all likely).

q25c.

As a gift associated with gift giving occasions such as birthdays, Christmas or anniversaries

(Scoring: 4=very likely, 3=somewhat likely, 2=not very likely, 1=not at all likely).

Section 2. K- Means Cluster Analysis Results

The k-means algorithm is a clustering method which measures the proximity between groups using the Euclidean distance between group centroids². Beginning with an initial selection of k groups, this clustering algorithm allows to locate each respondent within clusters according to his/her distance to the nearest centroid. In total, 10 cluster solutions were tested using the Environics 1995 survey data. A scree plot of the derived proximity measure (in this case the Euclidean distance between group centroids) by the cluster solution is presented in chart 1.

To determine the best cluster solution, two criteria were used: the optimality criteria and the upper tail statistic (Mojena, 1977)³. Following the optimality criteria, it was necessary to examine the behavior of the derived proximity measure in the neighborhood of k. The optimality rule indicates that if a large change in the proximity measure occurs at some specific value, then the solution immediately prior to this step must be chosen. This jump was much larger at step 3 than at previous steps, thus, a 4 cluster solution seemed the most appropriate. The upper tail statistics test confirmed this finding also. A 3-4 cluster solution appeared as the best choice given the imposed constraint that the proximity measure (Sj) be kept close to the 1 standard deviation mark.



² Group centroids are succinctly defined as the multivariate means of selected variables (8 in this case).

³ In "Hierarchical Grouping Methods and Stopping Rules: An Evaluation", <u>The Computer Journal</u>, (20):359-63

Upper Tail Statistic :

Standardized Values of the Sj distribution:

	Number of Clusters								
Stage	10	9	8	7	6	5	4	3	2
Sj	82	65	56	73	41	11	+.24	+.77	+2.28

The centroid mean scores for the K=4 solution were the following:



The F Ratios of the Analysis of Variance (ANOVA) results reported below show that the variables that better discriminated clusters were the intentions to buy at Parks Canada's gift shops and the two souvenir related ones :

Variable	F	Probability
Q23	863.5700	.000
Q24A	1467.0465	.000
Q24B	799.4778	.000
Q24C	597.7530	.000
Q24D	209.3176	.000
Q25A	1078.1303	.000
Q25B	1055.4402	.000
Q25C	502.3394	.000

Section 3.

Demographic Characteristics of Parks Canada Client Segments

		Client Segments			
	Loyal	Committed	Uninterested	Occasional	All
Gender					
Males	45 4%	43.3%	58 5%	48.9%	48.0%
Females	54.6%	56.7%	41.5%	51.1%	52.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Age Groups					
18-24	12.0%	16.6%	9.7%	11.5%	12.7%
25-34	29.8%	22.9%	18.5%	19.9%	23.3%
35-54	35.7%	34.6%	29.7%	37.7%	35.0%
55+	22.5%	25.9%	42.1%	30.9%	29.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Marital Status					
Married	63.4%	57.5%	57.0%	63.7%	60.9%
Single	21.0%	26.2%	23.6%	21.6%	23.0%
Other	15.6%	16.3%	19.4%	14.7%	16.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
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	C 10/	2 50/	2 10/	2 90/	2 0%
	2.1 /0	3.3 /0 1 10/	2.1/0	J.0 /0 1 /10/	3.0 %
F LI New Brupswick	1.076	5.0%	2 10/	1.4%	3 7%
Nova Scotia	4.270	5.970 6.1%	2.4% 6.7%	5.6%	5.1%
Montreal	4.0 <i>%</i>	9.2%	10.6%	11 3%	9.4%
Rest of Ouebec	14 9%	10.0%	10.0%	14.8%	14 3%
Toronto	9.9%	10.0%	5.8%	8.0%	8.9%
Rest of Ontario	20.3%	18.3%	19.7%	15.5%	18.3%
Manitoba	5.2%	6.8%	7.0%	7.2%	6.5%
Saskatchewan	9.2%	8.1%	3.0%	3.8%	6.4%
Alberta	10.4%	9.2%	8.2%	14.5%	10.9%
Vancouver	5.4%	4.1%	6.4%	6.3%	5.4%
Rest of B.C	5.2%	6.8%	7.3%	5.8%	6.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Place of Birth					
Canada	85.3%	85.8%	88.7%	84.4%	85.7%
United Kingdom	2.4%	2.6%	2.5%	4.0%	2.9%
Europe	5.2%	4.8%	3.4%	4.7%	4.7%
Other	7.1%	6.8%	5.5%	6.8%	6.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

		Client Segments			
	Loyal	Committed	Uninterested	Occasional	All
Home Language English French Other Total	75.6% 21.3% 3.1% 100.0%	79.0% 16.5% 4.5% 100.0%	70.6% 27.6% 1.8% 100.0%	71.2% 24.4% 4.4% 100.0%	74.4% 22.0% 3.6% 100.0%
Children Under 18	10.00/	10.0%	04 70/	07.00/	10.00/
Yes No Total	46.8% 53.2% 100.0%	42.6% 57.4% 100.0%	31.7% 68.3% 100.0%	37.8% 62.2% 100.0%	40.6% 59.4% 100.0%
Class of Work Work full-time Work part-time Unemp/Looking Stay Home full-time Student Retired Total	43.0% 18.3% 8.4% 9.4% 6.8% 14.1% 100.0%	36.0% 18.7% 11.1% 9.8% 6.1% 18.2% 100.0%	31.0% 13.4% 7.6% 13.1% 6.1% 28.9% 100.0%	39.1% 12.6% 9.6% 11.0% 6.8% 20.9% 100.0%	38.0% 16.0% 9.3% 10.6% 6.5% 19.6% 100.0%
Occupation Managers& Professionals Clerical Manual Other Total	15.3% 18.0% 25.8% 40.9% 100.0%	10.9% 17.0% 25.1% 47.0% 100.0%	9.7% 10.9% 22.4% 57.0% 100.0%	12.6% 13.1% 23.4% 51.0% 100.0%	12.4% 15.2% 24.4% 40.8% 100.0%
Schooling High School or Less Post Secondary &	45.8%	53.0%	62.4%	50.8%	51.8%
some University Completed University Total	36.0% 18.2% 100.0%	32.2% 14.9% 100.0%	22.7% 14.9% 100.0%	33.5% 15.8% 100.0%	32.1% 16.1% 100.0%
Income 15,000 or < 15,000-34,999 35,000-50,000 50,000+ Total	18.0% 22.9% 18.9% 40.2% 100.0%	20.1% 21.6% 15.5% 42.7% 100.0%	27.9% 24.5% 16.4% 31.2% 100.0%	18.3% 20.1% 16.6% 45.0% 100.0%	20.3% 22.0% 16.9% 40.8% 100.0%

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Section 4. Buying Criteria of Parks Canada Client Segments (q31a. to q31e.)

		Client Segments			
	Loyal	Committed	Uninterested	Occasional	All
Buying Criteria (Important: 3,4 Points) Not Important:1,2 Point	s)				
Profits used to Protect Parks&Sites					
Not Important Important Total	3.8% 96.2% 100.0%	3.9% 96.1% 100.0%	3.9% 56.1% 100.0%	16.2% 83.8% 100.0%	13.9% 86.1% 100.0%
Made in Canada Items					
Not Important Important Total	4.9% 95.1% 100.0%	3.5% 96.5% 100.0%	40.0% 60.0% 100.0%	14.1% 85.9% 100.0%	12.9% 87.1% 100.0%
Depiction of Images of Canada					
Not Important Important Total	10.2% 89.8% 100.0%	6.8% 93.2% 100.0%	48.8% 51.2% 100.0%	22.5% 77.5% 100.0%	19.1% 80.9% 100.0%
Unique Associations with Parks&Sites					
Not Important Important Total	10.9% 89.1% 100.0%	10.9% 89.1% 100.0%	54.2% 45.8% 100.0%	26.4% 73.6% 100.0%	22.4% 77.6% 100.0%
High Quality Products					
Not Important Important Total	82.3% 17.7% 100.0%	90.0% 10.0% 100.0%	59.1% 40.9% 100.0%	77.5% 22.5% 100.0%	79.2% 20.8% 100.0%

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Section 5. Product Interest by Client Segments (q32a. to q32n.)

		Client Segments			
	Loyal	Committed	Uninterested	Occasional	All
Interest (Yes: 3,4 Points No: 1,2 Points)					
Papergoods					
No Yes Total	37.8% 62.2% 100.0%	26.6% 73.4% 100.0%	84.8% 15.2% 100.0%	65.3% 34.7% 100.0%	50.2% 49.8% 100.0%
Publications					
No Yes Total	38.1% 61.9% 100.0%	31.4% 68.6% 100.0%	81.5% 18.5% 100.0%	64.6% 35.4% 100.0%	50.9% 49.1% 100.0%
Food Items					
No Yes Total	51.6% 48.4% 100.0%	42.0% 58.0% 100.0%	83.6% 16.4% 100.0%	66.1% 33.9% 100.0%	58.4% 41.6% 100.0%
Souvenirs					
No Yes Total	15.3% 84.7% 100.0%	11.6% 88.4% 100.0%	86.4% 13.6% 100.0%	54.1% 45.9% 100.0%	36.9% 63.1% 100.0%
Jewelry					
No Yes Total	57.5% 42.5% 100.0%	47.9% 52.1% 100.0%	93.3% 6.7% 100.0%	77.8% 22.2% 100.0%	66.5% 33.5% 100.0%
Videos&CD Roms					
No Yes Total	77.5% 22.5% 100.0%	69.1% 30.9% 100.0%	95.5% 4.5% 100.0%	88.5% 11.5% 100.0%	81.3% 18.7% 100.0%

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		Client Segments				
	Loyal	Committed	Uninterested	Occasional	All	
Adaptations						
No Yes Total	58.2% 41.8% 100.0%	56.0% 44.0% 100.0%	95.2% 4.8% 100.0%	82.0% 18.0% 100.0%	70.4% 29.6% 100.0%	
Reproductions						
No Yes Total	59.4% 40.6% 100.0%	55.5% 44.5% 100.0%	95.2% 4.8% 100.0%	80.6% 19.4% 100.0%	70.2% 29.8% 100.0%	
Clothing items						
No Yes Total	31.2% 68.8% 100.0%	24.8% 75.2% 100.0%	80.9% 19.1% 100.0%	58.1% 41.9% 100.0%	45.2% 54.8% 100.0%	
Outdoor& Travel Gea	ar					
No Yes Total	64.1% 35.9% 100.0%	55.8% 44.2% 100.0%	89.4% 10.6% 100.0%	82.2% 17.8% 100.0%	71.2% 28.8% 100.0%	
Period Clothing						
No Yes Total	67.9% 32.1% 100.0%	62.5% 37.5% 100.0%	97.0% 3.0% 100.0%	87.4% 12.6% 100.0%	76.8% 23.2% 100.0%	
Toys						
No Yes Total	49.6% 50.4% 100.0%	44.9% 55.1% 100.0%	89.7% 10.3% 100.0%	73.8% 26.2% 100.0%	61.7% 38.3% 100.0%	
Collectibles						
No Yes Total	43.2% 56.8% 100.0%	35.5% 64.5% 100.0%	91.2% 8.8% 100.0%	74.0% 26.0% 100.0%	57.7% 42.3% 100.0%	
Gardening Tools						
No Yes Total	83.9% 16.1% 100.0%	73.9% 26.1% 100.0%	96.7% 3.3% 100.0%	87.8% 12.2% 100.0%	84.4% 15.6% 100.0%	