



Segmentation of Venezuelan voters as a political marketing tool

Segmentación de los electores venezolanos como herramienta de marketing político

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Abstract

This research explored the factors underlying Venezuelan voters as consumers of political brands, identifying key attributes of a politician through Exploratory Factor Analysis (EFA). The study identified three dimensions: "Strategic patriotic leadership" (31.94% variance), "Efficient democratic management" and "Firmness and determination in leadership", with the first as the most predominant. These findings provide a basis for political marketing strategies.

Keywords: political marketing, electoral segmentation, exploratory factor analysis, Venezuelan electorate, leadership attributes.

Resumen

Esta investigación exploró los factores subyacentes en los electores venezolanos como consumidores de marcas políticas, identificando atributos clave de un político mediante Análisis Factorial Exploratorio (AFE). El estudio identificó tres dimensiones: "liderazgo patriótico estratégico" (31.94% de varianza), "gestión democrática eficiente" y "firmeza

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y determinación en el liderazgo", con el primero como el más predominante. Estos hallazgos ofrecen una base para estrategias de marketing político.

Palabras clave: mercadeo político, segmentación electoral, análisis factorial exploratorio, electorado venezolano, atributos de liderazgo.

1. INTRODUCTION

Marketing activity aims to connect supply and demand through a value proposition that encourages recurring purchases, ideally in a self-sustaining manner, at the lowest possible cost and with maximum customer satisfaction.

Two of the most important and prolific authors on the subject, Phillip Kotler and Gary Armstrong, simply stated in a first approach to this activity that "marketing is the process by which companies create value for customers and build strong relationships with them to capture value from customers in return" (2016, p. 29).

Properly implemented, this serves as the foundation for a successful business initiative anywhere.

From the perspective of its definition, the potential of marketing extends beyond the tactical aspect of product sales. The incorporation of traditional or commercial marketing criteria into policy has been a gradual process.

The use of these techniques in political affairs became more visible in the mid-twentieth century, particularly in the United States. This development accelerated in the 1950s, when politicians began to use advertising (propaganda) and mass communication tools to influence voters and subsequently elections.

Modern political marketing is a discipline that combines the fields of political science and marketing, with a primary focus on analyzing political campaigns, particularly those related to elections. It employs a set of market research techniques (opinion studies), planning, management, and communication, applicable both in political-partisan campaigns and in institutions, pressure groups, and civil or business organizations, as long as they have political purposes.

Several milestones can be pointed out, especially in the last century concerning political marketing: a) the appearance of television as a mass medium for the communication of all types of products was fundamental (in the 1990s, the Internet appeared); b) the activity of Joseph Napolitan, considered one of the pioneers of modern political marketing. With him, marketing strategies began to be applied to electoral campaigns; c) during the 1980s and 1990s, specialized consulting firms emerged and new techniques were developed, such as voter segmentation and data analysis; d) the use of qualitative and quantitative methods such as focus groups and surveys to understand the electorate and their needs became a daily occurrence; e) more recently, political communication has become more sophisticated, with a greater emphasis on the creation of more immediate and personalized messages through the use of social

networks; also relevant is the impulse given by the digital world (technology) in terms of massive data management (Big Data), which has become an important tool to understand voter behavior and design more effective campaigns.

The Venezuelan case represents a notable precedent in Latin America, as it was the first country in the region to adopt political marketing techniques during an electoral campaign in the 1970s, supported by the consultancy of Joseph Napolitan, a pioneer in the field. At that time, Venezuela was considered a democratic model in the region and an economically prosperous country thanks to oil exploitation.

Napolitan, author of the book "The Election Game and How to Win It," according to Vidal (1978), had great success working in electoral campaigns for Venezuelan politicians. Among them, Carlos Andrés Pérez, who won the presidency of the Republic on two occasions, the first with Napolitan contribution in 1973.

Undoubtedly, this is an early example of the application of segmentation techniques for a political marketing case in Venezuela.

Carlos Andrés Pérez won the 1973 Venezuelan presidential election due to a combination of political, social, and strategic factors in his campaign, which included innovative approaches to political marketing.

His connection with the electorate, his focus on relevant issues, and his renewed image was decisive. His campaign team worked to project him as a modern and charismatic leader, capable of connecting with both the popular classes and the country economic and political elites.

The contribution of the Gallup Group (a U.S. analysis and consulting firm) was more than visible in the design of a campaign based on surveys and public opinion studies.

Given that Venezuela has been one of the most convulsive countries in the region for decades, where electoral processes have been systematically subject to national and international scrutiny, and citizen mobilizations to demonstrate politically have been numerous and massive, this study poses the following research question in the field of political marketing: How are Venezuelan voters segmented?

Given the academic nature of the research, the study relies on a non-probabilistic sample, which nevertheless serves to conduct an exploratory exercise to identify factors or dimensions within the Venezuelan electorate.

For this purpose, we work from a statistical perspective with exploratory factor analysis (EFA), a versatile technique that, among other things, serves to identify latent factors (dimensions) by grouping variables with common elements. According to Pardo and Ruiz (2002, p. 405):

Factor analysis is a data reduction technique used to find homogeneous groups of variables from a large set of variables. These homogeneous groups are formed with variables that are highly correlated with each other, and initially, ensuring that some groups are independent of others.

Hair et al. (2019, p. 124) emphasize that "Exploratory Factor Analysis (EFA) is an interdependence technique whose primary purpose is to identify the underlying structure among variables in an analysis."

"Exploratory factor analysis (EFA) has become one of the most widely used statistical techniques today, especially in medical and social areas" (Méndez and Rondón, 2012, p. 197).

The primary objective of this case study is to investigate and identify the underlying factors (dimensions) influencing Venezuelan voters, based on the key attributes they perceive in a politician. Consequently, we seek to determine the "weight" of the dimensions that may exist for their strategic use by political marketing.

2. THEORETICAL FRAMEWORK

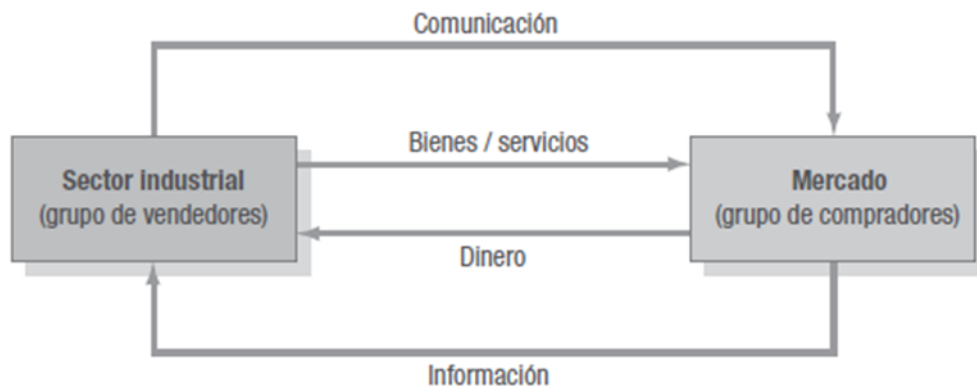
2.1. Notions of traditional or commercial marketing

The origins of modern marketing date back to the Industrial Revolution in the 19th century, marked by the widespread use of mass advertising and the emergence of the consumer economy. In the 20th century, market research and scientific advertising provided a significant impetus. During this period, a gradual shift occurred in the marketing paradigm. Initially, the focus was on production (supply). However, as markets became more competitive, the emphasis shifted to demand (customers). This shift produced the need to refine marketing tools (Baskin, 2020, p. 225).

We should start by saying that marketing is not a science. It is an activity that, in principle, is closely linked to the business world. Kotler and Armstrong (2013, p. 9) clarify that "marketing is the art and science of choosing target markets and building profitable relationships with them."

These authors (p. 5) define marketing simply as "marketing is the management of profitable customer relationships." On the other hand, they point out that "the twin goals of marketing are to attract new customers by promising superior value and to retain existing customers by delivering satisfaction.

Therefore, it is a system in which multiple variables and relationships exist (Figure 1). Those who demand (buyers) provide money and information, while those who supply (sellers) goods and services, as well as communication.

Figure 1. Simple marketing system

Source: Kotler and Keller (2012, p. 9).

All this refers to an exchange relationship in which both parties receive something, and the promise of satisfying a need is involved. Usually, profit is present, but this is not necessarily the case, as will be seen when political marketing is discussed in this section. In commercial matters, the object of the transaction (product) has "value" (tangible or intangible), and the basic promise must be so good that it can keep current customers and also captivate future consumers.

A common misconception is that marketing is limited to sales and advertising, which significantly underrepresents its strategic scope. Kotler and Armstrong (2013) point out: (...) Sales and advertising are just the tip of the marketing iceberg.

Today, marketing should not be understood in the old meaning of making a sale - "tell and sell" - but in the new sense of satisfying customers' needs (...).

Broadly defined, marketing is a social and managerial process by which individuals and organizations obtain what they need and want through the creation and exchange of value with others (p. 5).

It is often pointed out that if marketers understand the customer profile (including demographics and psychographics), their needs and wants, and develop products with clear competitive advantages (superior value) at appropriate prices, they can distribute and promote them effectively in competitive markets, making the products sell easily. All of this appears to be simple and part of an equation, but the complexity is often monumental.

Kotler and Armstrong (2013), following the majority of authors on this subject, state that to bring supply and demand together, after developing a global marketing strategy, the organization must advance in the detailed design of its marketing *mix*, a fundamental pillar in contemporary business management. This mix represents the set of strategic tools that the company articulates to generate the desired response in its target audience. In essence, it encompasses all the actions that the company can implement to stimulate demand for its products or services. These action variables are traditionally classified into four main categories, known as the 4Ps: product (the solution to the

customer's needs), price (the cost to the customer), place (convenience), and promotion (communication) (pp. 52-53).

Peter Drucker said that what marketing sought was to make selling unnecessary. In the book *In Class with Drucker* by William A. Cohen, published in 2008, it is specified:

(...) Marketing is not the same as selling (...) There is no doubt that, if marketing were done perfectly, selling, in the strict sense of the word, would be unnecessary (...) Drucker went on to explain that marketing was more than just a business function. In fact, according to him, it was not a function of business at all, but the very foundation of any business. It was a mistake to consider marketing on a par with other functional areas (...) because marketing permeated all aspects of business (pp. 163, 167).

In this same line of thought, but specifying the strategic element, Baskin (2020) says:

In simple terms, marketing has a strong strategic substratum that ideally seeks to create almost inertial processes in which the sale, the tactical aspect if you will, is a consequence of the former, with the lowest possible cost and the greatest possible effectiveness (purchase loyalty, etc.) for whoever develops it (p. 220).

All of this presents a broad and strategic view of marketing, where understanding and satisfying customer needs and desires are paramount to long-term business success.

Marketing, like all human activities, evolves and adapts to new realities. During this century, two elements have had a significant impact on business in general: the digital world and the concept of customer-centricism.

Regarding the first aspect, the digital world has had a profound and multifaceted impact on business and marketing. Digital transformation is present in all areas of life, marking the transition from analog to digital in fields such as the cloud, artificial intelligence, the Internet of Things, Big Data, and robotics. This transformation is seen as the present and the future (Baskin, 2024, p. 170).

The author goes on to point out that marketing has evolved toward Marketing 4.0, born out of the need for a digital economy where sharing and connectivity are fundamental. This approach deepens and broadens the concept of human-centered marketing to meet the needs of every customer. In essence, Marketing 4.0 describes a deepening and broadening of human-centered marketing to meet every need of the customer journey (p. 171).

This brings us to the second aspect affecting modern marketing. Customer centricity is based on the development of strategies that not only emphasize offering competitive prices and innovations but also provide value-driven solutions and create connections that truly capture consumer preferences, thereby enhancing the brand's market value. In summary, in the field of marketing, when analyzing the trends of this century, it is observed that consumer perceptions are determinant and are shaped by both communicational aspects (advertising) and factors related to user experience (UX) and customer experience (CX).

Contemporary marketing is strongly linked to customer-centricity as the fundamental basis of successful marketing. Marketing creates value for customers, enabling them to capture value in return. The management of information to obtain customer insights and understand buyer behavior in different market types is crucial.

The strategies of this focused marketing must be driven by customer value, or rather by what is of value to the customer. This concept involves strategic decisions about which customers to serve (segmentation and targeting) and how to create value for them (differentiation and positioning). The design of a marketing program (the four Ps) must deliver the desired value to consumers to create relationships that are not circumstantial but long-term. Thus, marketing success is presented as intrinsically linked to a customer-centric approach.

For Marketing 4.0, Kotler et al. (2017) specifically studied the transformation from traditional to digital marketing. They analyze how connectivity and the changing power of consumers influence strategies. They also identified influential digital subcultures and the need for omnichannel and engagement marketing. They emphasize the combination of online and offline interactions, as well as the importance of content, ultimately aiming to achieve customer advocacy.

Two elements should be clarified in this regard. Omni-channel marketing refers to the strategy that integrates all of a company communication and sales channels to offer a unified and coherent brand experience to the customer, regardless of where they interact with the brand.

The other is customer advocacy, also known as brand advocacy, which refers to the willingness of customers to recommend a brand to their friends and family. In the digital age, advocacy has become the new definition of loyalty. A loyal customer not only makes a repeat purchase but, is also willing to endorse and recommend the brand to others (pp. 26-27).

The vision embodied in Marketing 4.0, part of the well-known chronology from Marketing 3.0 to 6.0 by Kotler, Kartajaya, and Setiawan, portrays, along with other examples, the evolution of marketing paradigms over the past 15 years.

Marketing 3.0 (2009) focuses on values and the human spirit, where customers seek functional, emotional, and spiritual satisfaction from brands. It emerged in the era of participation, the paradox of globalization, and the creative society, transforming consumers into more collaborative, culturally driven, and human-spirited beings. It is based on product-centric marketing (1.0) and customer-oriented marketing (2.0).

Marketing 4.0 (2017) represents the leap toward digital, adapting to the connected customer in the digital economy. It emphasizes an omnichannel approach, combining online and offline interactions. It reflects the connectivity between customers and seeks advocacy in the terms explained in the previous paragraphs.

Marketing 5.0 (2021) is characterized by the application of technologies that mimic human behavior, particularly artificial intelligence (AI), to create, communicate, deliver,

and enhance value throughout the customer journey. It seeks to address challenges such as the generation gap, the polarization of prosperity, and the digital divide by combining the human-centricity of Marketing 3.0 with the technological power of Marketing 4.0. Its five core components are data-driven marketing, predictive marketing, contextual marketing, augmented marketing, and agile marketing.

Marketing 6.0 (2024) evolves toward metamarketing and immersive experiences, merging the physical and digital worlds. Driven by technologies such as the Internet of Things (IoT), artificial intelligence (AI), and extended realities (XR), it aims to create interactions where customers do not perceive a clear distinction between physical and digital, especially the digital native generations (Generation Z and Alpha).

It is clarified that metamarketing is a marketing approach that transcends the boundaries between the physical and digital worlds, providing an immersive experience where customers perceive no distinction between the two.

2.2. Generalities of Political Marketing

Modern political marketing, as a structured discipline, emerged in the 20th century, coinciding with the development of mass media production and mass communication. Although its roots can be traced back to the persuasion and propaganda practices of ancient times, it has evolved into a blend of communication, data science, and social psychology.

Conceptually, there is no major difference between commercial and political marketing. The variables and techniques tend to be the same, but with some changes in the labels of the definitions. Here, there are no consumers, buyers, or users; there are electors, voters, political clients, or public opinion. On the other hand, there are no products (goods or services); there are candidates, parties, or political proposals.

The so-called marketing mix (4Ps) is adapted when applied within the context of political marketing (Table 1).

Table 1. Adaptation (4P) of traditional marketing to political marketing (source: own elaboration)

Variables (4P)	Traditional marketing	Political marketing
Product (<i>Product</i>)	It represents the integrated set of goods and services that a company makes available to its target audience.	It is the candidate/political proposal. Example: The candidate, his/her public image, speech, ideology and campaign promises.
Price (<i>Price</i>)	This is the amount of money that customers must pay to obtain the product.	Refers to the political cost. Example: Concessions or commitments with stakeholders, political capital invested and possible reputational risks.

Plaza (Place)	Includes company activities aimed at making the product available to target customers.	It is the distribution/communication channel. Example: Dissemination strategies in social networks, rallies, traditional media, and direct contact with voters.
Promotion (Promotion)	Refers to activities that communicate the merits of the product and persuade target customers to buy it.	It is electoral propaganda and advertising. Example: Advertising campaigns, debates, interviews and use of political influencers.

Kotler and Kotler (1999, pp. 3-18) adapt the 4Ps to the political context, noting that the "product" is the candidate or party, the "price" is the cost of political concessions, the "place" is constituencies and media, and "promotion" encompasses advertising and public relations.

Of course, the "political" fact gives a different dynamic to the issue of connecting supply with demand and to the management of the four fundamental variables already mentioned. The nuances of an electoral campaign are particular. Political activity is very discredited in practically all parts of the world, so this "market" is, to say the least, peculiar. The poorer a country is, the worse the image of political actors and their activity is likely to be perceived. This does not occur in the mass consumer market with which traditional marketing deals. In this sense, López (2005) explains:

Electoral campaigns are rituals of persuasion. With an electoral event approaching, political parties and candidates spend their time and money—increasingly more of both—in an attempt to persuade the electorate and secure their votes. This attempt at persuasion is carried out through various communication strategies, which combine personalities and political issues (p. 15).

Scammell (2014) position is interesting in this regard. The author believes that important political lessons can be learned from marketing, principally that enjoyment matters, as does what citizens think and feel. She points out that there is potential for political marketing, when it is "good," to not only engage voters during elections, but also to be used by the government to engage the public in broader public policy questions on an ongoing and sustained basis. It even raises the question of whether marketing techniques could be a mechanism for revitalizing the public sphere and fostering ongoing political conversation.

However, this marketing of "good intentions" is not the general rule, much less when we consider the unethical way in which politics is exercised in many countries. Nor is it the rule in traditional marketing, where the excessive profit motive even goes so far as to distort the communicative properties of products to some extent (not always or in all cases). Just to cite a product of a well-known brand: Does a hamburger appearing

in a McDonald's advertisement look the same as a real hamburger delivered in a restaurant of the franchise?

Kotler and Kotler (1999) state that "Political marketing is the analysis, development, execution and management of campaigns designed to create, maintain or change attitudes and behaviors toward political candidates, parties or issues of public interest" (p. 25).

According to Scammell (2014), consumer democracy is conceptualized as a point of intersection between the practical reality of modern elections and the democratic ideal. This perspective is situated between the focus on the individual (party, candidate, voter) and system-level effects, as well as democratic ideals. In essence, it views citizens as "consumers" of political "brands".

Thus, political marketing refers to the promotion of candidates and political proposals, using various techniques to influence voters' decisions and how society (public opinion) perceives political actors. Over time, campaign strategies have evolved, leaving behind traditional methods to adopt more sophisticated approaches based on data analysis, a hallmark of modern marketing. The introduction of massive data analysis tools into political strategies has become crucial for achieving success in elections, allowing campaign teams to personalize their messages, identify target voter groups, and optimize their resources.

The remarkable shift toward data-driven campaigns gained momentum in the late 20th and early 21st centuries, with campaigns increasingly relying on extensive data sources, including social network analysis and voter registrations. This transformation has enabled political entities to analyze voter preferences and behaviors with unprecedented accuracy, facilitating highly targeted outreach and engagement efforts. Kotler and Keller (2016) highlight the need for personalized marketing because of the heterogeneity of people and how they group and communicate with the "outside" in the digital age:

Even political candidates use personalized marketing. On Facebook, politicians can identify individual preferences by examining the groups or causes that are supported. Then, using Facebook's advertising platform, the campaign team can test hundreds of messages designed to reflect the themes of those and other interests (p. 268). (...)

Facebook is not only an important part of many people's lives, but also a fundamental marketing component for any brand and company (...) Even politicians use the site to boost their campaigns and to communicate on a local and personal level with their co-religionists (p. 631). (...)

Politicians must also choose a combination of channels to communicate their messages to voters, including mass media, rallies, television ads, direct mail, billboards, faxes, email messages, blogs, podcasts, websites, and social networks (p. 506).

The growing role of advances in technology in decision-making processes looks unstoppable. Avidon (2022) comments that the role of artificial intelligence (AI) and

machine learning in political marketing is set to redefine how campaigns are structured and executed. These technologies will enable sophisticated psychographic profiling, making it easier for campaign teams to analyze voters' online behavior and emotional triggers to create persuasive narratives tailored to specific segments of the electorate. This shift goes beyond the traditional demographic approach, positioning campaigns to motivate and connect with voters more effectively.

In addition, real-time analytics tools will enable campaigns to continuously monitor public sentiment, providing immediate feedback that can be used to adjust messages, strategies, and advertising placement. This adaptability is crucial to align campaign efforts with the changing mood and preferences of the electorate.

For all of the above, segmentation data are inexorably required to optimize resources and decisions.

Today, it is considered impossible not to incorporate a marketing orientation when running for political office. Politics is increasingly influenced by marketing, and politicians use the same technological methods as businesses to promote their products and services, applying them to promote themselves and their ideas (Newman, 2002, p. 2).

2.3. Use of segmentation

The need for segmentation (grouping and delimiting consumers demographically and psychographically) is extremely important in traditional marketing, especially in mass consumer markets, as it would be almost impossible to approach customers efficiently without techniques to simplify and guide this management. Lambin et al. (2009) say in this regard:

In most markets, it is almost impossible to satisfy all customers with a single product or service. Different consumers have varied desires and interests, resulting from diverse buying practices and basic differences in customer needs and the benefits they seek from products. Increasingly, therefore, companies are finding it essential to move from mass marketing to strategic, targeted marketing, where the focus is on a particular group of customers (pp. 150-151).

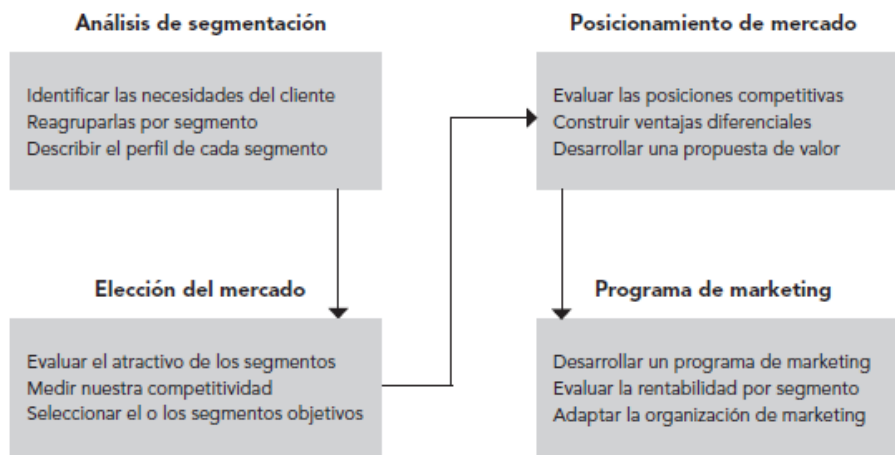
Kotler and Lee (2007, p. 47) note that markets comprise sets of actual and potential buyers, and a key principle is that these buyers are typically distinct from one another in one or more respects. They are likely to vary in their preferences, priorities, behaviors, economic capabilities, location, and even their previous experiences with a product, brand, or company.

Market segmentation offers several important advantages for companies. In traditional marketing, segmentation is customer-oriented. It allows understanding the expectations of one or more specific groups and then developing strategies to satisfy the needs or desires of these consumers. By understanding the specific expectations of a particular customer group, companies can develop new products or modify existing ones to better meet their demands.

Another important aspect is that, instead of trying to reach the entire market with a single offer, companies can concentrate their efforts on the most attractive and profitable segments. A well-defined segmentation strategy enables companies to differentiate themselves from the competition by better meeting their customers' needs.

The process of this so-called strategic-focused marketing, the main basis of which is segmentation, is shown in Figure 2. In no case will it be a question of marketing alone; it will always be a question of marketing with strategy, and this typically begins with a segmentation analysis.

Figure 2. Steps of the strategic marketing process (source: Lambin et al. (2009, p. 151))



The approach to segmentation analysis from a practical point of view is rooted in the most scientific discipline of marketing. Marketing research, also known as commercial research, has its roots in the field of research methodology. In simple terms, this is essentially applied research in the business world, aimed at reducing or mitigating risk in the decision-making process.

Broadly speaking, there are two types of market research. The one that identifies problems and the one that solves them. Figure 3 shows this distinction.

Figure 3. Market research classification (Source: Malhotra (2016, p. 6))

For Malhotra (2016) "Problem identification research helps to detect problems that may not be obvious at first glance, but exist or are likely to arise in the future" (p. 5) (...) "once a problem or opportunity has been identified, problem-solving research is conducted to find the most appropriate way to solve the problem" (p.6).

Segmentation is the solution to the problem of understanding consumer groups in depth, allowing for as much personalization as possible in the way to "contact" them and influence their behavior at any level.

The main objective of market research is to analyze information requirements and provide managers with relevant, accurate, reliable, valid, up-to-date, and actionable data. In today competitive marketing environment, where strategic mistakes are becoming increasingly costly, market research must provide reliable and accurate information.

According to Malhotra (2016, pp. 4, 9), marketing research is inherently linked to the marketing decision-making process. The primary purpose of marketing research is to provide systematic and objective information that improves decision-making related to identifying and solving marketing problems and opportunities.

Good decisions cannot depend solely on hunches, guesses, intuition, or personal opinions. Without access to quality information, management runs the risk of making poor decisions that could negatively affect the organization or a brand (p. 13).

In short, market research is a scientific tool used in marketing. Regarding political marketing, it is generally referred to as opinion research. On the other hand, market segmentation is a crucial strategic tool that enables companies to better understand their customers, optimize their resources, gain a competitive advantage, and ultimately improve their profitability, resulting in outcomes that extend beyond monetary gains.

2.3.1. Segmentation through factorial analysis

Malhotra (2008, p. 609) defines this important type of statistical technique—factor analysis—as a broad term that encompasses various methods used primarily to

condense and simplify data. In market research, it is common to work with numerous variables, many of which are interrelated, making it necessary to reduce them to a more manageable scale. This method enables the analysis of connections between multiple variables and expresses them through underlying factors that explain these relationships. To be as specific as possible, factor analysis is concerned with a class of procedures that are used primarily to reduce and summarize data. For McDaniel and Gates (2016, p. 466) "Factor analysis allows the analyst to reduce a set of variables to a smaller set of factors or composite variables by identifying underlying dimensions in the data" (...) "The goal is to summarize the information contained in large numbers of metric measures (e.g., rating scales) with a smaller number of summary measures, called factors" (p. 476). Malhotra (2008, pp. 610-611) specifies three situations for which factor analysis is useful:

- 1) To identify the underlying dimensions or factors that explain the correlations between a set of variables. For example, a set of lifestyle statements can be used to measure the psychographic profile of consumers. These statements were then subjected to factor analysis to identify the underlying psychographic factors.
- 2) To identify a new, smaller set of uncorrelated variables to replace the original set of correlated variables in the subsequent multivariate analysis (regression or discriminant analysis). For example, the identified psychographic factors can be used as independent variables when explaining the differences between loyal and non-loyal consumers.
- 3) To identify a smaller set of variables that stand out in a larger set for later use in the multivariate analysis. For example, some of the original lifestyle statements that had a high correlation with the identified factors can be used as independent variables to explain the differences between loyal and non-loyal consumers.

Factor analysis is a versatile tool in market research, with key applications such as Market segmentation, which helps uncover hidden variables that define groups of consumers. Product research: Identifies the brand attributes that most influence purchase decisions. Analysis of advertising habits reveals media consumption patterns among the target audience.

Pricing strategies: Detects traits of price-sensitive consumers, such as being methodical, thrifty, or of home habits.

Complementing the above, factor analysis is classified into two main modalities (Zikmund and Babin, 2009, p. 616):

- a) Exploratory Factor Analysis (EFA): This method is applied when there is no prior knowledge about the number of underlying factors in a set of variables. EFA allows the discovery of hidden patterns and relationships among the data.
- b) Confirmatory Factor Analysis (CFA): This is used when the researcher has well-defined hypotheses about the factorial structure before conducting the study. CFA is particularly useful for validating theoretical constructs, since it evaluates the degree of agreement between the researcher's expectations and the observed data.

The same rules apply in the political field as in traditional marketing, but with some pertinent adjustments.

Market segmentation is essential for politicians because it allows them to better understand their constituents through the study of data. This tool is fundamental for analyzing different groups of voters and increasing electoral support. The variables used for segmentation are similar to those of traditional marketing, including age, gender, income, occupation, family size, race, and lifestyle. This is emphasized by the TBS Education Business School (2020) in its web review "Political marketing: citizen Brand". Nickerson and Rogers (2014), in a paper reported by the Harvard Kennedy School (Political Campaigns and Big Data. Faculty Research Working Paper Series), concluded that the adoption of Big Data and predictive modeling has transformed political campaigns, evolving from generalization-based approaches to highly segmented and accurate methods. Thanks to the processing of large volumes of data, campaign teams can now identify patterns, anticipate electoral behaviors, and communicate with voters strategically. This analytical revolution not only maximizes the use of available resources but can also make the difference in close elections, where a marginal advantage is decisive.

The marriage between political marketing and the sophisticated techniques of traditional marketing, originally developed for commerce, is a fact; these have been deeply integrated into political campaigns, initially in the United States. The stages have varied: from the 1920s-30s, when radio was used as a mechanism for direct political communication, through the television debates of the 1950s-60s, which exploited the media image of candidates, to the 1970s-80s, when advertising and segmentation techniques from traditional marketing were incorporated.

Several elements hindered the early implementation of data-driven electoral strategies. From a technological perspective, the high costs of computer storage and processing represented a significant barrier. In addition, the quality of the data was questionable. However, the most decisive obstacle was the lack of a statistical culture and trained professionals in the political arena. Traditional strategists relied mainly on networks of contacts and previous electoral results, while candidates tended to come from areas far removed from quantitative analysis. Although there were consultants specialized in predictive modeling, their influence was limited, as most campaign decisions were still based on conventional methods.

As mentioned above, the EFA is an approach that simplifies complex datasets, facilitating their interpretation and application in subsequent models.

Hair et al. (2019) commented that as with other statistical techniques, the starting point in factor analysis is the research problem.

The general purpose of EFA is to find a way to condense (summarize) the information contained in a set of original variables into a smaller number of new composite dimensions or variants (factors), with a minimum loss of information. In other words,

the EFA seeks to define the fundamental constructs or dimensions that are assumed to underlie the original variables (p. 127).

The authors note that the study's design centers on the definition of variables, measurement types, sample size, and the correlation matrix, which facilitates the grouping of variables or respondents.

The design of an exploratory factor analysis involves three basic decisions: (1) the design of the study in terms of the number of variables, the measurement properties of the variables, and the types of variables allowed; (2) the sample size needed, both in absolute terms and as a function of the number of variables in the analysis; and (3) the calculation of the input data (a correlation matrix) to meet the specified objectives of grouping variables or respondents (p. 132).

As expected, the EFA is highly useful in political marketing. The tool allows:

a) Identify hidden dimensions in electoral data: Reduce a broad set of variables (e.g., polls, voting behavior) to key factors (e.g., "social conservatism," "economic concern").

Example: Grouping voter attitudes toward public policies to segment audiences.

b) Optimize campaign strategies: Helps prioritize messages by discovering which issues or values are most correlated with voting intentions.

Example: If the EFA reveals that "security" and "employment" load on the same factor, the campaign can unify them into a coherent discourse.

c) Validate theoretical constructs: Evaluates whether survey items adequately measure abstract concepts (e.g., "confidence in the candidate").

Example: Confirm that questions on "honesty" and "transparency" really measure the factor "perceived integrity".

d) Reduce data redundancy: Eliminates duplicate or irrelevant variables, simplifying subsequent analysis.

3.METHODOLOGY

The primary source was the data generated by a specially executed (ad hoc) quantitative study.

The objective was to explore and establish the underlying factors (dimensions) in Venezuelan voters, based on the identification of key attributes in the perception of a politician. Consequently, to determine the "weight" of the dimensions that may exist in the population of voters for their strategic use by political marketing.

Sample design:

Universe: Members of a mailing list made up of personal and professional contacts, mostly related to SMEs, large companies, and the Simón Bolívar and Andrés Bello Catholic Universities, the latter located in Caracas.

Sample size: 54 individuals.

Sampling procedure: The selection of the sampling unit was done for convenience.

Period for fieldwork: October 10-25, 2020.

Sample characteristics: This is a small sample ($N = 54$) which, due to its characteristics, mitigates in some way the recurrent problems of online sampling in which it is not known for sure, among other things, who finally fills out the data collection instrument, what their real profile is (demographics) and how interested they are in answering the questions coherently.

The mailing list is a database that can be classified as organic due to its origin, as the individuals and their profiles are known in advance (i.e., 100% of voters are registered in the Permanent Electoral Register, REP, and residents in Venezuela).

Considering that this article aims to achieve an initial approximation to the phenomenon being addressed, these 54 cases are presented as sufficient to achieve that objective. Baskin (2021, p. 7):

According to the literature on statistics, it is possible to work with small samples quantitatively. Thus, there are the so-called nonparametric statistics. Siegel and Castellan (1995) point out that "A central function of modern statistics is statistical inference (...). In statistical inference, we are interested in how to conclude large groups of subjects or events based on observations of a few subjects (...)" (pp. 23-24).

The issue of what constitutes a small sample (in terms of the number of cases) has not been uniformly resolved in the literature. Generally, a sample of around 30 cases is considered an accepted basis for many types of analysis. It is common to see nonparametric tests used when $N \leq 20$ and $N \leq 35$.

Hair et al. (2014, p. 100) pointed out that the sample size for an exploratory factor analysis (EFA) has limitations. "A researcher would generally not conduct a factor analysis with a sample of fewer than 50 observations, and preferably the sample size should be 100 or more." The idea is always to have at least five times as many observations as the number of variables being analyzed.

In the present study, although the sample size ($N = 54$) exceeded the aforementioned threshold, the number of observations was less than the number of variables (15 attributes). This value is acceptable for scientific journals, particularly in the social sciences or fields where small sample sizes ($N = 54$) are common. The ratio of observations per variable is $54/15 \approx 3.6$, which, although not ideal (>5), is manageable and justifiable for the sample size and the context of the exploratory research approach (p. 102). In summary, when working with small samples or a low case-variable ratio, researchers should always interpret their findings with caution, considering the context in which the phenomenon being studied is situated.

A specially designed survey was used as a data collection instrument, applied online using the Google Forms platform. Target: 100% voters registered in the REP; men and women, between 18 and 60 years of age, of socioeconomic levels C/D+, residing in Venezuela. The final profile obtained from the sampling was the following, by gender: female (68.50%), male (31.50%); by age: between 18 and 29 years old (18.50%),

between 30 and 39 years old (24.10%), between 40 and 49 years old (14.80%), between 50 and 59 years old (24.10%), 60 years old or older (18.50%).50%); by domicile: residing in the Metropolitan Zone of Caracas (64.80%), residing in the interior of the country (35.02); by occupation: housewife (11.10%), intermediate employee (27.80%), student (3.70%), manager/director/department head (11.10%), independent professional (46.30%).

Given the use of a convenience sample, there is a natural bias that can lead to the overestimation or underestimation of certain population groups, which could be mitigated in future, broader research.

For the development of the questionnaire, 10 in-depth interviews (using an unstructured modality) were first conducted with members of the target group to explore the topic under evaluation, visualize the possible scale, and determine the type of questions to be asked. The attributes identified in the qualitative exploration are presented in Table 2.

Table 2. List of general attributes (32) for a politician

Smart	Concerned about the country	Friendly	Efficient
Honest	Worker	Independent	Controller
Responsible	With the right people	Popular	Self-employed
Combat corruption	Control the Armed Forces.	Communicator	Face problems
New ideas	Work as a team	Conscious	Coordination with the Powers
Reliable	Resolute	Planner	Of extreme actions
Prioritize Venezuela	Concerned about my	Make difficult decisions	Management experience
Democrat	Energetic	Articulate	Empathy to the poor

Source: Previous qualitative study, in-depth interviews.

Regarding the data collection instrument for the ad hoc quantitative study, the survey consisted of 6 closed-ended questions.

In its structure, a question to filter whether or not one was registered in the REP, making this measurement using a dichotomous nominal scale (question 1); a question to measure the importance separately of a battery of attributes associated with the category, specifically the importance of a series of characteristics for the profile of a politician measured through a 5-point ordinal scale (question 2). Finally, 4 questions for demographics: (a) gender, (b) age, (c) city, (d) occupation.

Content validity of the instrument: First, a qualitative approach was used to explore the phenomenon. This was done through an unstructured in-depth interview (10 cases).

Second, the draft of the data collection instrument (survey) was submitted to expert judgment, specifically to two academic researchers. Due to its nature, no validity coefficient could be obtained at this stage.

Internal reliability-polynomial scale: In question 2, which evaluated the importance of the battery of attributes in the category, Cronbach's alpha obtained 0.822 (Table 3), indicating an acceptable correlation of the items with each other. Nunnallyl and Bernstein (as cited in Streiner, 2003) recommend a Cronbach's alpha coefficient of 0.7 and above for early-stage studies (p. 103). Oviedo and Campo-Arias (2005) note, "The minimum acceptable value for Cronbach's Alpha coefficient is 0.70; below that value the internal consistency of the scale used is low" (p. 577).

Table 3. Reliability statistic p2-specific attributes (15)

Cronbach's	
Alpha	N of Items
0.822	15

Source: Ad hoc study. Calculated using SPSS.

Rules of application: The application of the data collection instrument (online survey) was individual, and respondents based their answers on their own beliefs and perceptions. The anonymity and confidentiality of the responses were guaranteed. The time required to answer the entire survey was no more than 10 minutes.

In question 2 (Here are a series of attributes/important characteristics when evaluating a POLITICIAN. Tell me, how important is it for you that a politician...?), the answers had five response alternatives according to the following scale: Very important (5); Important (4); Moderately important (3); Of little importance (2); Unimportant (1).

Data processing was performed using the IBM Statistical Package for the Social Sciences (SPSS) software, version 27. The survey responses, previously transferred from the Google Form platform, were loaded into an Excel file. Mostly inferential statistics were used to present the results, as the exploratory factor analysis (EFA) is a multivariate approach. The type of sampling used meant that the sample was not representative of the population; however, it was very useful for understanding the voters' perspective on possible segmentation from their point of view.

The 15 attributes that comprised the factors/dimensions were selected after an iterative analysis of correlations and the Kaiser-Meyer-Olkin (KMO) indicator, prioritizing coherence and relevance.

3.1 Summary of the statistical procedure

1) As a preliminary step to the drafting of the survey, a broad list of attributes that could be important for the profile of a politician was structured. This was obtained from a small-scale exploration conducted through a qualitative study (10 in-depth interviews). Thirty-two attributes were identified.

2) Reduction of the initial list of attributes through a univariate analysis (test of averages). From 32 attributes to 27. Criterion: In the univariate analysis (descriptive statistics), attributes that stand out with averages below the lower limit are discarded.

3) Reduction of the list of attributes through a correlation analysis (Spearman's coefficient). From 27 attributes to 15. In the multivariate analysis (inferential statistics), the reasons for discarding attributes are based on: (a) few significant correlations, (b) redundancy with other variables (high correlations such as >0.6), and (c) limited contribution to the KMO test, evaluated at each iteration.

Note 3.1. on the definition of the correlation analysis. This analysis is a method that indicates which variables are related. It is generally used as a preliminary step to model building (Wagner, 2015, p. 88).

Note 3.2. on the order of elimination: Not all attributes are eliminated at the same time; the process is iterative, guided by the ultimate goal of increasing the KMO from 0.448 (obtained with 27 attributes) to 0.654 (obtained with 15 attributes).

Note 3.3. Using Spearman's coefficient: This coefficient evaluates the general trend, which makes it more flexible and robust in certain situations. It does not require a normal distribution of the data, making it ideal for samples that are not very large and work with ordinal data (<https://es.statisticseasily.com/kendall-tau-b-vs-spearman/>).

4) Performance of the EFA with a load of 15 attributes, following the protocol described in the literature. Hair et al. (2019), Wagner (2015), Hair et al. (2014), Castañeda et al. (2010), Hair et al. (1999), and Pardo and Ruiz (2002) were consulted.

5) KMO calculation requiring a value >0.6 (common practice is to consider 0.6 as the minimum threshold for an acceptable factor analysis) and Bartlett's sphericity test requiring a significance less than 0.05. "If this test is not statistically significant, an EFA should not be applied" (...) "what it indicates is that the correlation matrix observed between the items is not an identity matrix" (...) "the only thing it tells you is that at least some variables are correlated with each other" (Linás, 2024).

Note 5.1. on KMO: The Kaiser-Meyer-Olkin test is a statistical measure used to assess the adequacy of data for factor analysis. This test measures the adequacy of sampling for each variable in the model and for the full model by comparing the observed correlation coefficients with the partial correlation coefficients between variables (<https://www.ibm.com/docs/es/spss-statistics/saas?topic=analysis-factor-descriptives>).

KMO values below 0.6 indicate that the sampling is inadequate and that corrective measures should be taken. Some authors set this value at 0.5. "If KMO is between 0.6 and 0.7: adequate. There is correlation and, therefore, PA is appropriate" (Linás, 2024).

Note 5.2. Bartlett's sphericity test: This is a statistical test used to determine the overall significance of all correlations within a correlation matrix (Hair et al., 2014, p. 90).

6) To obtain the factors (dimensions), use the Principal Component Method with Rotation through the Varimax method.

Note 6.1. on factors: A factor is the linear combination (variant) of the original variables. Factors also represent the underlying dimensions (constructs) that summarize or explain the original set of observed variables (Hair et al., 2014, p.90).

Note 6.2. on the principal component method for factor extraction. It seeks to reduce dimensionality initially. With $N = 54$ and 15 variables (3.6:1 ratio), it is more stable than other extraction methods (such as maximum likelihood or principal axes), which can be sensitive to small sample sizes or require stronger correlations.

Note 6.3. On Varimax: This is the most popular orthogonal rotation method, focusing on simplifying the columns of a factor matrix. It is generally considered superior to other orthogonal rotation methods for achieving a simplified factor structure (Hair et al., 2014, p. 92).

7. Calculation of Cronbach's alpha. This measure of reliability ranges from 0 to 1, with values from 0.60 to 0.70 considered the lower limit of acceptability (Hair, 2014, p. 90).

Note 7.1. on Cronbach's alpha. The alpha Coefficient (also known as Cronbach's alpha) is a global measure of the reliability of a scale. It is used to estimate the reliability of statistical scales after performing an exploratory factor analysis and to determine the number of scales that have validity in a survey. Castañeda et al. (2010, pp. 169, 173).

3.2 Considerations for the use of exploratory factor analysis (EFA)

There are various statistical tools that can be used. However, as stated by Hair et al. (1999, p. 80) and in all their subsequent works, factor analysis has become frequently used when it comes to studying the behavior of a multiplicity of variables and how they can be structured:

The multivariate statistical technique of factor analysis has been increasingly used during the last decade in all areas of business research. As the number of variables required in the multivariate techniques increases, there is a greater need for a thorough understanding of the structure and interrelationships among the variables.

In one of the most widely used books in the social sciences on multivariate analysis techniques: "Multivariate Data Analysis" by Hair et al. (2014), Chapter 3 (pp. 89-149) explains that exploratory factor analysis (EFA) is a multivariate statistical technique whose primary purpose is to define the underlying structure among variables in an analysis. As an interdependence technique, EFA seeks to identify groupings among variables based on the relationships represented in a correlation matrix.

Many researchers consider the EFA as a mainly exploratory technique, useful to search for structure among a set of variables or as a data reduction method, where one "extracts what the data provide" without establishing a priori restrictions on the estimation or the number of factors to extract.

In this approach, factor analysis techniques "take what the data give you" and do not place any a priori restrictions on the estimation of components or the number of components to extract. Unlike confirmatory factor analysis (CFA), in EFA, the

researcher has little control over the specification of the structure, such as the number of factors or the loadings on each variable.

Thus, the EFA is used to better understand the structure of the data and can also be used to simplify the analysis of a large set of variables by replacing them with composite variables.

The PSA was preferred due to its exploratory nature, making it suitable for an initial study without prior hypotheses.

In simple terms, the EFA, among other things, helps to:

- 1) Reduce the dimensionality of the data: The EFA identifies groups of variables that are highly correlated, called "factors", and thus reduces the amount of information that needs to be analyzed (Mayrou, 2015, p. 1).
- 2) Identify patterns in the data: EFA can reveal patterns and relationships between variables that are not obvious to the naked eye. Navarro et al. (2022, pp. 439-440).
- 3) Validate measurement instruments: In social sciences, the EFA is frequently used to validate measurement instruments such as questionnaires, so as to determine whether their questions adequately measure a construct. Lloret-Segura et al. (2014, pp. 1151, 1153).

The EFA is a tool for exploring and understanding the structure of complex data sets. It is useful when working with variables that are highly correlated or when underlying latent constructs are suspected. In this sense, it can be a valuable tool in political marketing, enabling a better understanding of voter attitudes and perceptions. For example, it can be used for segmentation because it can identify groups of voters based on similar attitudes and values. There could be groups that prioritize the economy, security, or social issues. Segmentation would allow political actors (candidates) to tailor their messages and strategies to the specific concerns of each group, making their communication more effective.

Ultimately, the EFA is a valuable resource that can provide crucial information for political campaigns. By gaining a deeper understanding of voters' attitudes and perceptions, candidates can develop more effective strategies to win elections.

4. RESULTS

To better understand the electorate in a country with decades of political, economic and social upheaval, a study was conducted to know the typology of voters before the events of July 28, 2024, which imply changes that could be significant for this characterization made by the voters, which undoubtedly could be the object of another complementary and comparative research. At the end of 2020, when the field work of this paper was conducted, the expectations of the population already rested on the electoral event of mid-2024, which had an outcome on which it is not appropriate to make a value judgment in this manuscript.

As mentioned in the introduction, the general objective of this study was to explore and establish the factors (dimensions) underlying Venezuelan voters by determining the importance of a group of attributes associated with a politician in general terms. Likewise, we sought to determine the "weight" of the dimensions that might be used strategically in political marketing.

4.1 Determination and reduction of attributes

4.1.1 Univariate analysis

Following 10 in-depth interviews conducted to determine which attributes were exclusively relevant to the profile of a politician, 32 attributes or characteristics were identified. These qualitative source attributes served as the basis for the quantitative phase.

With this exploratory data, summarized in Table 4, we proceeded to a verification phase, if desired, to measure the weight of each attribute obtained in a larger sample and using another technique, and then work with the EFA.

Table 4. List of general attributes (32) for a politician

Smart	Concerned about the country	Friendly	Efficient
Honest	Worker	Independent	Controller
Responsible	With the right people	Popular	Self-employed
Combat corruption	Control the Armed Forces.	Communicator	Face problems
New ideas	Work as a team	Conscious	Coordination with the Powers
Reliable	Resolute	Planner	Of extreme actions
Prioritize Venezuela	Concerned about my	Make difficult decisions	Management experience
Democrat	Energetic	Articulate	Empathy to the poor

Source: Previous ad hoc qualitative study, in-depth interviews.

The results of the questionnaire, which presented, among other things, the battery of attributes just mentioned so that respondents could assign a degree of importance to each attribute, yielded the following (Table 5):

Table 5. Results of the univariate analysis of the attributes

a.1	Be a smart person	4.85
a.2	Be honest	4.94
a.3	Be responsible	4.93
a.4	Combat corruption	4.83
a.5	Have new ideas	4.61
a.6	Be reliable	4.63
a.7	Put Venezuela first	4.83
a.8	Protect democracy	4.83
a.9	Be concerned about the situation in Venezuela	4.87
a.10	Work hard as president	4.67
a.11	Be surrounded by the right people	4.91
a.12	Face/control the Armed Forces	4.56
a.13	Be able to make it work together	4.65
a.14	Be an assertive person	4.48
a.15	Care about people like me	4.02 (-)
a.16	Be a vigorous and energetic person	3.98 (-)
a.17	Be friendly	3.54 (-)
a.18	Not be controlled by particular interests	4.87
a.19	Be popular	3.33 (-)
a.20	Communicate effectively with people	4.59
a.21	Understand Venezuela's problems	4.91
a.22	Have a clear plan of action	4.81
a.23	Be willing to make difficult decisions	4.83
a.24	Be clear about your objectives	4.89
a.25	Identify problems quickly	4.67
a.26	Have a clear control of your Administration	4.70
a.27	Make your own decisions	4.24
a.28	Deal with problems with determination	4.76
a.29	Work well with other public authorities	4.72
a.30	Take extreme actions for extreme problems	4.35
a.31	Have management experience	4.54
a.32	Care especially about the poor	3.93 (-)
Mean		4.57
Standard Deviation		0.41
Upper Limit		4.98
Lower Limit		4.16
Highlighted above the average		(+)
Highlighted below the average		(-)
Scale: 5-point scale (5 = very important; 1= not important)		

Source: Ad hoc quantitative study, online survey, base: 54 respondents.

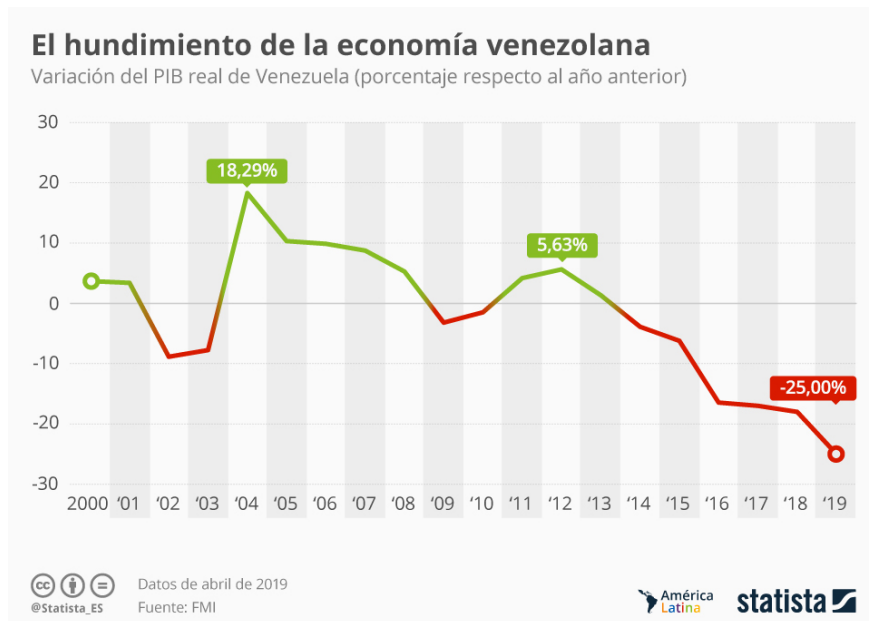
These attributes obtained a mean or average statistic based on a 5-point scale, where five (5) equaled very important, four (4) important, three (3) more or less important, two (2) unimportant, and one (1) unimportant.

To discriminate between attributes, a test of averages was applied, in which a general average was calculated, the standard deviation and the upper and lower limits were established for the series of data s, which by adding or subtracting allowed to know which results were above the limit, consequently standing out above the average, and which stood out with averages below the lower limit.

Not all attributes were equally important. Five were identified as standing out with averages below the lower limit. These were: "Care about people like me"; "Be a vigorous and energetic person"; "Be friendly"; "Be popular"; "Care especially about the poor".

In a first approach to the data, the above refers to a voter who aspires to a highly pragmatic and efficient politician/governor, above all oriented to tangible and short-term results, that is to say, more focused on results than on diagnoses, speeches, and proposals. This may reflect voter fatigue after more than two decades under the current political model, commonly referred to as "21st-century socialism" that has not yielded significant achievements in the economic field and has also faced problems in the political and social spheres from its inception, largely due to its governing approach. To illustrate the developments in the economic sector, we present a graph provided by Statista showing the variation in Venezuela's real GDP from 2000 to 2019.

Figure 4. Change in Venezuela's real GDP (% vs. previous year) 2000-2019



Source: <https://es.statista.com/grafico/16927/variacion-del-pib-venezuela/>

The univariate analysis uses descriptive statistics, making it easy to understand. From this it can be deduced that probably because of the great deficiencies (deficits) perceived by the voters for the characteristics that their rulers should have and, additionally, the enormous wear and tear produced by exercising power without alternation for more than two decades, no attribute of the extensive list used in the measurement manages to stand out above the average. Most of the averages are close to the top of the scale (5).

Because of the exercise and test applied, the list of attributes was reduced from 32 to 27 in a reasoned manner, taking into account the context and realities of the voters studied.

It is essential to note that, to conduct the EFA, the KMO indicator was calculated using 32 attributes, yielding a value of 0.448, which did not meet the accepted threshold of > 0.60 .

4.1.2 Correlation analysis

To strategically manage the characteristics or attributes that a politician should possess and that are important to voters, it is necessary to reduce or filter the number of attributes as much as possible.

Inferential statistics provide a wide variety of useful analyses. Among these is the analysis of correlations. This allows for eliminating redundancies and forming a smaller set of attributes that capture most of the information.

When calculating the KMO with 27 attributes, a value of 0.418 was obtained, which still did not reach the minimum accepted value of 0.60, indicating low sample adequacy for the aforementioned analysis, as the attributes are not sufficiently correlated with each other.

Since 27 attributes are a huge group of items to work with, a correlation analysis (Spearman's coefficient) was chosen. The objective was to reduce the number of variables while retaining the most relevant information (Table 6). In this type of analysis, the correlation matrix is examined to identify attributes that are highly correlated with each other. In this way, an attribute in each highly correlated pair can be eliminated to reduce redundancy. It also identifies variables with low variability or weak correlations that provide little information and may be candidates for elimination.

Table 6. Analytical summary of the reduction of attributes

Attribute	Elimination criteria
a.1	Few significant correlations of moderate magnitude (e.g., 0.282* with a.6, 0.293* with a.30), making it less connected and contributing little to the KMO. Removed in the last iteration to rise from 0.583 to 0.654.
a.2	Limited significant correlations (e.g., 0.347* with a.6, 0.378** with a.7), indicating a low contribution to the set and partial redundancy with other variables. Removed to improve the initial KMO.
a.3	Very few significant correlations (only 0.430** with a.20, 0.350** with a.24), low variability or significance in the set. Eliminated at the beginning due to its isolation.
a.4	Moderate but limited connections (e.g., 0.322* with a.5, 0.416** with a.14), insufficient to justify retention against stronger variables. Removed to reduce redundancy and increase KMO.
a.9	Low significant correlations (e.g., 0.296* with a.5, 0.515** with a.25), indicating that it was not well integrated with the rest. Removed to strengthen cohesion.
a.11	Low relationship with other variables (only 0.277* with a.5, 0.295* with a.13), which made it uninformative and contributed to a low KMO. Eliminated at an early stage.

a.12	Limited connections (e.g., 0.299* with a.5, 0.396** with a.30), that it did not contribute enough to the factor structure. Removed to move from 0.535 to 0.572.
a.18	Moderate but, not prominent correlations (e.g., 0.312* with a.5, 0.377** with a.25), being less essential than other variables. Removed to increase from 0.572 to 0.583.
a.21	Few strong correlations (0.530** with a.10, 0.525** with a.29), remaining isolated in the set. Removed to improve the KMO from 0.535 to 0.572.
a.23	High redundancy with a.22 (0.636**) and a.24 (0.474**), indicating that it measured similar constructs. Removed at baseline to reduce overlap.
a.27	Redundancy with a.26 (0.601**), that it provided duplicate information. Deleted to reduce the number of variables and improve the initial KMO.
a.31	Limited significant correlations (e.g., 0.361** with a.1, 0.511** with a.25), with many weak relationships. Removed to move from 0.535 to 0.572.

Source: Correlation calculations were performed using SPSS.

Thus, the list of attributes was reduced from 27 to 15 items (Table 7), achieving an appropriate KMO (> 0.60) for the EFA.

From the point of view of interpretability, the analysis carried out to reduce the number of attributes based on a correlation matrix, while monitoring the KMO's behavior in parallel, was effective. Depending on the context and relevance of each attribute, some were retained and others discarded, taking into account the quality and coherence of the model, while maintaining the study objective and practicality. In this way, a cohesive set of variables was achieved while strengthening the relationships between them.

Table 7. Final list of relevant attributes (15) for a politician

Attribute	Description
a.5	Have new ideas
a.6	Be reliable
a.7	Put Venezuela first
a.8	Protect democracy
a.10	Work hard as the president
a.13	Can be made to work together
a.14	Be an assertive person
a.20	Communicate effectively with people
a.22	Have a clear plan of action
a.24	Be clear about your objectives
a.25	Quickly identify problems
a.26	Have a clear control over your administration

a.28	Deal with problems with determination
a.29	Work well with other public authorities
a.30	Take extreme actions for extreme problems

Source: Correlation calculations performed with SPSS, iterated by KMO.

4.2 Voter Sizing through Exploratory Factor Analysis

Inferential statistics is a frequently used tool to create factors, dimensions, or groupings. As noted earlier in this paper, the EFA is a method for exploring and understanding the structure of complex data sets. It is useful when working with correlated or when underlying latent constructs are suspected. In this sense, it is a particularly valuable tool in political marketing, enabling a better understanding of voter attitudes and perceptions. The first EFA calculation is the KMO. The result complies with the assumption that it is greater than 0.60; in this case, it is 0.654 (Table 8). On the other hand, Bartlett's test of sphericity indicates significance at a value less than 0.05; in this case, it is 0.00 (Table 8), indicating a statistically significant difference, which implies that the null hypothesis is rejected. Consequently, it cannot be concluded that there is no association between the variables.

Due to the above, the degree of association between the variables is sufficient to proceed with the EFA, as the KMO indicator is constructed using the correlation coefficients of the attributes with one another. Since the variables are associated, they can be reduced to create factors, which is what is being sought to meet the objective of this study.

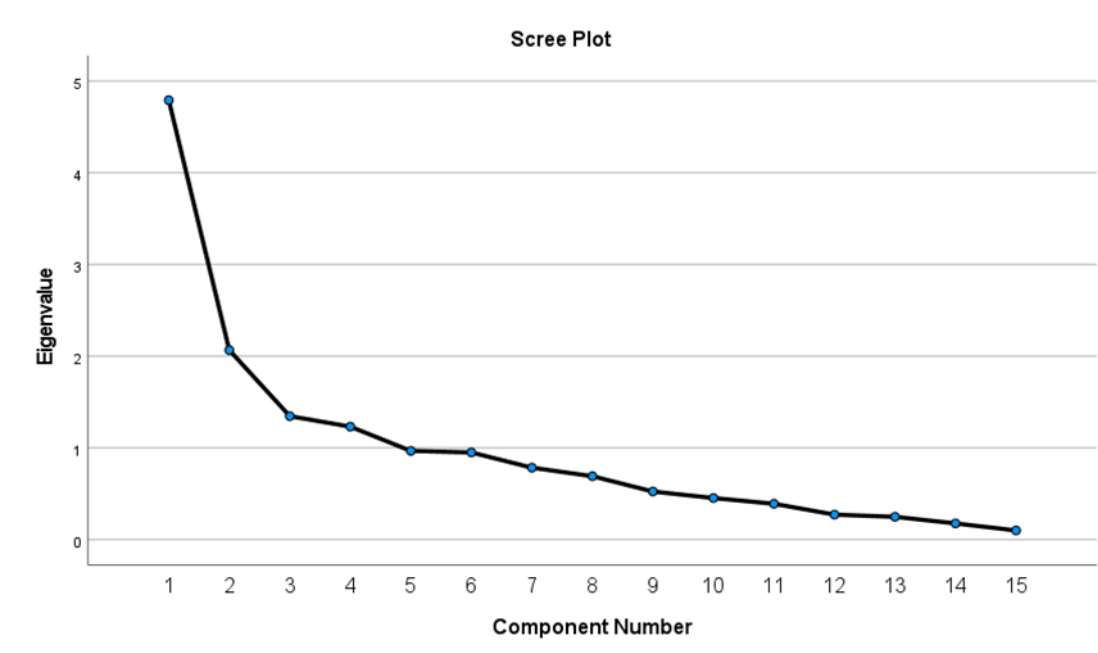
Table 8. KMO and Bartlett's sphericity test

Kaiser-Meyer-Olkin Measure	0.654
Bartlett's Test	330.072
Approx. Chi-Square	
df	105
Sig.	0.000

Source: Ad hoc study. Calculations were performed by SPSS.

Figure 5 illustrates, in a simple manner, that in this case, the three dimensions are sufficient to explain the model, as the line tends to flatten after the factors lose their force. In Table 9, which appears after the sedimentation graph, referring to the total variance explained up to component 3, it can be seen that 54.70% is accounted for. Generally, by convention in the social sciences, a value greater than 50% is considered satisfactory for this analysis.

Figure 5. Sedimentation graph



Source: Ad hoc study. Graph produced by SPSS.

Note: In the initial EFA run, four factors were identified in the model. The fourth dimension included only one attribute (a.28 "Deal with problems with determination". It was decided to rerun the analysis, this time forcing a 3-factor solution. This improved the interpretability and stability of the data. This procedure is regularly employed in the EFA when a factor has only one item.

In this multivariate analysis, a factor with a single loaded attribute can be problematic for several reasons. One is limited interpretability. Factors must represent significant latent constructs, and a factor with a single attribute does not provide enough information to interpret it as a robust construct. In addition, there is the issue of factor stability. Factors with few items (especially a single item) tend to be less stable. This may indicate that the factor is not strong enough.

On the other hand, a factor with only one attribute is likely to explain a very small proportion of the total variance, which makes it less useful. As a good practice (followed in this study), each factor has at least three items with significant loadings to ensure its interpretability and stability.

Table 9. Total explained variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.792	31.948	31.948	4.792	31.948	31.948	4.201	28.009	28.009
2	2.067	13.780	45.728	2.067	13.780	45.728	2.181	14.542	42.551
3	1.347	8.979	54.706	1.347	8.979	54.706	1.823	12.155	54.706
4	1.232	8.213	62.920						
5	0.968	6.451	69.371						
6	0.951	6.338	75.709						
7	0.785	5.232	80.940						
8	0.692	4.611	85.551						
9	0.525	3.498	89.049						
10	0.454	3.024	92.074						
11	0.391	2.607	94.681						
12	0.273	1.817	96.498						
13	0.249	1.658	98.156						
14	0.177	1.178	99.334						
15	0.100	0.666	100.000						

Extraction Method: Principal Component Analysis.

Source: Ad hoc study. Calculations made by SPSS.

From the rotated component matrix, the results of which are shown in Table 10, the 3 factors with which the EFA was calculated are considered.

The interpretation of the new rotated component matrix considers how the attributes are distributed among the three factors. Each factor was analyzed based on its significant loadings. In the social sciences, a common threshold of 0.4 is used to consider a reportable loading for its balance between significance and simplicity, although many researchers use 0.3 or 0.5 depending on the context. However, the general rule of thumb is that data with a saturation greater than 0.4 are considered good because their robustness and clarity (Hair et al., 2019, p. 129).

Each factor (dimension) comprises the following attributes:

Factor 1: a.7 ("Put Venezuela first"), a.24 ("Be clear about your objectives"), a.22 ("Have a clear plan of action"), a.13 ("Be able to make it work together"), a.6 ("Be trustworthy"), a.20 ("Communicate effectively with people"), a.5 ("Have new ideas"), a.10 ("Work hard as president"), a.29 ("Work well with other branches of government").

Note: In factor 1, attribute a.14 ("Be a firm person") was discarded because it carried a much higher value in factor 3.

Interpretation of Factor 1: This factor groups characteristics related to strategic, patriotic, and collaborative leadership. It includes planning, clarity of objectives, teamwork, trust, innovation, and a focus on the well-being of Venezuela. The inclusion of "Work hard as president" and "Work well with other branches of government" that this factor also has an effective component of political leadership.

Factor 2: a.26 ("Have a clear control of your Administration"), a.25 ("Identify problems quickly"), a.8 ("Protect democracy").

Note: In factor 2, attributes a.5 and a.29 were eliminated because they loaded higher in factor 1. a.30 ("Take extreme actions for extreme problems") was eliminated because it loaded higher in factor 3.

Interpretation of Factor 2: This factor emphasizes efficient management and the protection of democratic values. It encompasses administrative skills, the ability to identify problems, and a commitment to democratic principles. It is oriented toward internal management and democracy.

Factor 3: a.28 ("Face problems with determination"), a.14 ("Be a firm person"), a.30 ("Take extreme actions for extreme problems").

Note: In factor 3, attributes a.13 ("Can make people work together") and a.29 ("Work well with other public authorities") were discarded due to their low loadings.

Interpretation of factor 3: This factor groups characteristics related to firmness and the ability to face problems in a determined manner, even in extreme situations. "Deal decisively with problems," which previously formed a separate factor, has now been integrated here, which makes sense because decisiveness and decisiveness are conceptually related. This factor describes a resolute, action-oriented leadership style despite challenges.

The 3 factors (dimensions) were labeled based on the interpretation of the content and meaning of the attributes included in each one, as follows:

Factor 1: "Strategic patriotic leadership". Focused on planning, patriotism, teamwork, trust, and innovation.

Factor 2: "Efficient democratic management". Focused on administration, problem identification, and the protection of democracy.

Factor 3: "Firmness and determination in leadership". Focused on firmness, determination, and action despite extreme problems.

Table 10. Rotated component matrix

	Component		
	1	2	3
a.7	0.849		
a.24	0.758		
a.22	0.741		
a.13	0.732		0.330
a.6	0.684		
a.20	0.611		
a.5	0.537	0.472	
a.10	0.514		
a.29	0.378	0.333	-0.341
a.26		0.753	
a.25		0.691	
a.8		0.665	
a.28			0.720
a.14	0.459		0.715
a.30		0.513	0.617

Extraction Method: Principal Component Analysis.

a. Rotation converged in 8 iterations.

Source: Ad hoc study. Calculations were performed by SPSS.

4.3 Importance of factors/dimensions

Another relevant aspect of the study concerns the "weight" of each dimension. Knowing which is the most preponderant, from a strategic point of view, is of great value because it allows prioritizing a certain group considering activities linked to political marketing. Once the three factors were defined from the EFA-"Strategic patriotic leadership", "Efficient democratic management", and "Firmness and determination in leadership"-it was possible to analyze the weight or relative importance of each factor in the sample, thereby determining which was the most relevant. In the context of the EFA, the weight of a factor is usually interpreted as the amount of variance that it explains in the data, indicating its relevance in the study sample.

In the EFA, the weight or importance of a factor is measured mainly by the variance explained by that factor. This is derived from the eigenvalues associated with each factor, which indicate how much of the total variance of the original variables is explained by each factor. A factor with greater variance explained is more "preponderant" because it captures a greater proportion of the information in the data. Table 9, which presents the total variance explained, is the data that requires review.

The table generated by SPSS, titled "Total Variance Explained," which has several columns, including "Initial Eigenvalues," shows the eigenvalues and the variance explained by each factor before rotation.

The rotation sums of squared loadings shows the eigenvalues and variance explained by each factor after rotation (Varimax).

% of variance (after rotation) indicates the proportion of the total variance explained by each factor. In this case, Factor 1 explains 31.94%, Factor 2 explains 13.78% and Factor 3 explains 8.97%.

Cumulative %: shows the cumulative variance explained by the factors. The 3 factors together explain 54.70% of the total variance.

4.3.1. Interpretation of the explained variance

The factor with the highest percentage of variance explained (in the column "Rotation Sums of Squared Loadings > % of Variance") is the most prominent in the sample because it captures the greatest amount of information from the original variables.

Factor 1 (28.00%) was the most predominant. Label: "Strategic patriotic leadership".

Factor 2 (14.54%) was the second most outstanding factor. Label: "Efficient democratic management".

Factor 3 (12.15%) was the least dominant but, still relevant. Label: "Firmness and determination in leadership".

Factor 1 ("Strategic patriotic leadership"), having the highest percentage of variance explained, is the most preponderant factor, which means that characteristics related to strategic leadership and patriotism (such as "Put Venezuela first", "Have a clear plan of action", etc.) are the most predominant among respondents.

The statement about the most preponderant factor is based on the comparison of the "% of Variance" values in the "Rotation Sums of Squared Loadings" section. The factor with the highest value is the most important.

A factor with greater variance explained (such as "Strategic patriotic leadership") indicates that the characteristics associated with that factor are more common or more consistent among the people in the sample. This suggests that many people value these characteristics (e.g., patriotism, planning, and teamwork), which is an important finding in this research.

5. DISCUSSION

This research aims to make a social-scientific contribution to the field of political marketing and its objectives. It was based on the question of how Venezuelan voters are segmented, and, in this same line of thought, to determine which of the dimensions that could be found has the greatest weight.

Why is it important to know voter segmentation? For several reasons. The most important thing is that, regardless of the statistical tool used, it is possible to explain the behavior of the electorate in a certain space and time. In short, this knowledge allows a deeper understanding of the attitudes, values, and motivations of the electorate, which

is essential to designing effective communication, segmentation, and mobilization strategies.

It is essential to note that the data collection for this study occurred prior to the milestone of July 28, 2024, the date of the last presidential election in Venezuela. Due to what happened in the aforementioned electoral event, the vision of voters regarding the attributes or characteristics that a politician should have may have changed. This issue is particularly "sensitive" and has not been addressed in this paper since it is neither an objective of the research nor an element of debate.

In the world of political marketing, voters do not make decisions influenced only by their demographic characteristics (age, gender, profession...), but also based on their values, beliefs, and perceptions about candidates or proposals.

Marketing is not an exact science; it is an activity that uses a group of sciences/techniques/methods to bring supply and demand closer together through a value proposition that seeks to foster a relationship based on loyalty between "sellers" and "buyers".

This definition, applied to politics in one of its many aspects, implies achieving "sympathy" (i.e., vote or support) for a political proposal or alternative associated with an institution or embodied by a person. Usually, we are talking about flesh-and-blood people, politicians whose objective is to win and gain access to instances of power (decision-making) where, in theory, the plans and proposals that supported their candidacies would be put into practice.

As can be seen, there are no fundamental differences between political marketing and traditional or commercial marketing. Perhaps the most relevant is that consumers can be called "political clients" or, as Margaret Scammell cleverly points out, "consumers of political brands" and candidates "products".

That said, it is a priority to achieve alignment with what voters value most in a politician at a given time. Typically, the variable known as "attribute importance" is used in a manner similar to traditional marketing when dealing with goods or services. The premise is very simple: How can there be an efficient political marketing strategy if the customers (voters) are not thoroughly understood?

Fast-moving consumer goods (FMCG) refers to a market that encompasses various products. Many products are aimed at very large groups of consumers; they are not like designer clothing, where brands such as Christian Dior or Carolina Herrera focus on niche markets (small groups of buyers with high purchasing power and exclusive lifestyles). The "mass" products are organized into categories. Thus, there is a category of toothbrushes, detergents, edible oil, etc.

Politics regularly (not always) develops in a FMCG but with other paradigms. Clearly, a significant amount of work is done at this level. Strategies aim to affect the lives of millions of people.

Modern statistics provide the ideal tools to handle large volumes of data at the software level and computational capacity, including artificial intelligence.

As in traditional marketing, in political marketing, it is essential to know and understand the needs and desires of the demand, i.e., the voters or political clients.

Voters' voting decisions are not random. They undergo a decision-making process influenced by various elements, including political ideology, the trust a candidate inspires, the perception of a politician's performance, the politician's alignment with certain values, and the media's influence in specific situations, which contribute to the formation of opinion matrices.

Specifically, we aim to identify which underlying factors are most relevant and how they are grouped, enabling us to design more effective campaign strategies. For this purpose, we seek to know the segmentation of voters.

At the political marketing level, it is possible to personalize campaign messages, target resources efficiently to key segments, and understand which proposals can mobilize specific groups.

In the case of this and similar studies, instead of viewing the electorate as a homogeneous whole, the technique used (Exploratory Factor Analysis, EFA) works with groups that have particular characteristics. With these data, the campaign team could adapt the messages and communication channels to each group, making them more efficient.

Thus, knowing that Venezuelan voters are segmented in these 3 dimensions: "Strategic patriotic leadership", "Efficient democratic management", and "Firmness and determination in leadership", political communication could be optimized to the maximum. For example, it is possible to design speeches and slogans that align with the real concerns of voters, select the most appropriate media for each group, and refine strategies for measuring public opinion. In the Venezuelan context characterized by a prolonged crisis, such a situation could influence the preponderance of Factor 1: The dominance of "Strategic Patriotic Leadership," which could reflect voters' desire for a figure that restores national stability after decades of crisis.

Statistical resources, in this case, the EFA, can help a party or candidate better understand what motivates voters and how it should position itself more effectively in relation to its competitors. The EFA helps to detect opportunities for differentiation. It also helps to focus on a value that is under-exploited by other candidates.

The results obtained demonstrate that factor analysis is an effective tool for identifying electoral segments based on the latent dimensions of behavior. This type of technique allows a deeper understanding of the electorate and facilitates strategic decision-making in campaigns. Future research can incorporate behavioral variables and apply mixed models for an even more robust segmentation.

It was not easy to find books or scientific articles in the field of political marketing in Venezuela and Latin America that addressed the issue of market segmentation and the

massive use of data to profile groups of voters. Much less spoken of is the application of multivariate statistical techniques, such as the EFA. Perhaps we are in the presence of not-so-technified political marketing.

In the same way that the initiatives and great leaps in traditional marketing have taken place in developed countries, probably due to the industrial and commercial intensity, the existence of large mass consumer markets with purchasing power, technological vanguardism and a busy business environment, tools such as the aforementioned - segmentation in the political context of less developed countries are not studied in sufficient depth nor are they widely disseminated, although it could be assumed that they are used in specific cases.

In this sense, The Association of Political Communication (ACOP), based in Spain, which is a forum for the exchange of experiences, knowledge and opinions on the research and practice of political communication, presents in its publication "Strategic Political Segmentation in the Internet Age" (Bejarano, 2017) an exhaustive analysis of how digital segmentation has become a crucial technique in electoral campaigns, especially in Spain. The text explores the concept of segmentation, detailing its criteria and its relationship with Big Data, and offers concrete examples of its application in successful campaigns in the United States and Spain. It also examines various segmentation modalities, such as micro-segmentation and electoral geomarketing, as well as the options offered by social networks such as Facebook and Twitter, highlighting their growing importance and sophistication in today political marketing.

However, although the study reported here in this writing evidently does not cover the same assumptions as another one commonly cited in political marketing research conducted by Nickerson and Rogers (2014), which deals specifically with the use of Big Data in political campaigns, it can be stated that they have common ground since both works address voter segmentation and the use of data in political campaigns, albeit from different perspectives and contexts.

In the Venezuelan case, voter segments were identified based on their perceptions of certain attributes or characteristics that are important in a politician's profile. The article by Nickerson and Rogers, although focused on campaigns in the United States, underscores the primary goal of any political campaign: "to maximize the probability of victory by analyzing data to predict voter preferences, behaviors, and responses". The determination of Venezuelan voter segments, defined by "Strategic patriotic leadership", "Efficient democratic management," and "Firmness and determination in leadership", represents a specific way of understanding voter preferences that the aforementioned authors point out as crucial for the success of the campaign.

It is worth noting that Venezuela was a pioneer in Latin America in *data-driven* campaigns. Joseph Napolitan himself (creator of political marketing) collaborated as a main advisor for the victory of Carlos Andres Perez in the 1973 presidential elections, thus sealing in the region the evolution of political campaigns from rudimentary

methods to the sophisticated use of data analysis. Of course, there are differences in technological sophistication, but the principle of understanding and targeting specific groups of voters prevails to some extent, which is fundamental in both contexts when comparing these findings with those of Nickerson and Rogers.

6. CONCLUSIONS

The objective of this study was to explore, within the context of political marketing, how voters were segmented in Venezuela and, consequently, to examine the weight of the factors or dimensions that resulted from the type of analysis employed.

From a statistical perspective, we employed exploratory factor analysis (EFA), a flexible technique that identifies latent factors by grouping variables that share common elements.

EFA enables the transformation of large volumes of electoral data into actionable information. Thanks to this technique, it is possible to gain a deeper understanding of the electorate, segment it strategically, and design political campaigns with greater impact and precision.

Once the corresponding calculations and protocols were executed, as previously detailed in this document in the methodology and results section, we found that the Venezuelan voters at the time of measurement were segmented into three factors (Table 11).

The 3 factors that were labeled based on the interpretation of the content and meaning of the attributes included in each one are the following:

Table 11. Factors (dimensions) - Venezuelan voters

FACTOR 1	FACTOR 2	FACTOR 3
% of variance: 31.94	% of variance: 13.78%.	% of variance: 8.97%.
Label: "Strategic patriotic leadership".	Label: "Efficient democratic management".	Label: "Firmness and determination in leadership".
Focus: planning, patriotism, teamwork, trust, and innovation.	Focus: management, problem identification, and the protection of democracy.	Focus: firmness, determination, and action despite extreme problems.
Attributes including: "Put Venezuela first", "Be clear about your objectives", "Have a clear plan of action", "Be able to make it work together", "Be	Attributes that include: "Have a clear control of your Administration", "Identify problems quickly", "Protect democracy".	Attributes include: "Face problems with determination", "Be a firm person", "Take extreme actions for extreme problems".

trustworthy", "Communicate effectively with people", "Have new ideas", "Work hard as president", "Work well with other public authorities".		
Interpretation: The characteristics of this factor group are linked to strategic, patriotic, and collaborative leadership. It includes planning, clarity of objectives, teamwork, trust, innovation, and a focus on the well-being of Venezuela. The inclusion of "Work hard as president" and "Work well with other branches of government" suggests that this factor also has an effective component of political leadership.	Interpretation: This factor focuses on the efficient management and protection of democratic values. It encompasses administrative skills, the ability to identify problems, and a commitment to democratic principles. It is oriented toward internal management and democracy.	Interpretation: This factor encompasses characteristics related to decisiveness and the ability to face problems decisively, even in extreme situations. This factor appears to describe a resolute and action-oriented leadership style despite challenges.

Source: Own elaboration.

Knowing the "weight" of each factor is relevant. Knowing which is the most preponderant, from a strategic point of view, is very valuable because it allows prioritizing a determined group considering activities linked to political marketing, such as: a) segmenting voters psychographically to personalize messages, b) prioritizing themes and messages for each group, c) aligning the candidate's image with voters' expectations, d) predicting electoral behavior and optimizing campaign resources, and e) creating communication strategies that appeal to voters' emotions and values.

Once the 3 factors were defined from the EFA, "Strategic patriotic leadership", "Efficient democratic management", and "Firmness and determination in leadership", it was possible to analyze the weight or relative importance of each factor in the sample to determine which was the most relevant. In the context of the EFA, the weight of a factor is usually interpreted as the amount of variance that it explains in the data, indicating its relevance in the study sample.

Factor 1 (31.94%) was the most predominant. Label: "Strategic patriotic leadership". The details (focus, attributes, and interpretation) of this and the other factors are shown in the table above.

The aforementioned factor, which explains the highest percentage of variance, is the most relevant dimension, indicating that characteristics related to strategic leadership and patriotism (such as "Put Venezuela first" and "Have a clear plan of action") are the most dominant among respondents.

This reveals that, for many constituents, patriotism and planning are interconnected, a connection that may not be evident without this analysis.

Knowing that voters value patriotic and strategic leadership allows the campaign team to focus on developing messages that resonate with this construct, such as proposals that combine, for example, love for the country with clear and structured plans. On the emotional level, national pride, hope, and the desire for a better future could be explored. Effective political marketing appeals not only to logic but also to emotions.

Modern political marketing achieves this by segmenting voters not only by demographics but also by psychographics (values, attitudes, interests, lifestyles). Psychographic segmentation based on the EFA enables going beyond generic messages and connecting emotionally with voters, thereby increasing the effectiveness of a campaign.

This activity has undergone a remarkable evolution over the years, especially with the adoption of data-driven strategies in electoral campaigns. Previously, political campaigns relied primarily on intuition and mass outreach efforts, without the precision in segmentation that today's data analytics offer. However, the incorporation of data into political strategies has revolutionized the way campaigns are conducted, allowing parties to adjust their messaging and outreach efforts more effectively and efficiently.

Among the limitations faced by the study, which are tolerable due to its exploratory and academic nature, are the sample size ($N = 54$) and the total variance explained, which yields a moderate result (54.70%), suggesting caution in generalizing the results. Future studies could expand the sample, incorporate variables after July 28, 2024, or combine EFA with confirmatory models to validate these factors/dimensions.

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