

chapter

10

Motivation, Personality, and Emotion



LEARNING OBJECTIVES

- L01** Define motivation and summarize the motivation sets put forth by Maslow and McGuire.
- L02** Articulate motivation's role in consumer behavior and marketing strategy.
- L03** Define personality and the various theories of personality.

- L04** Discuss how brand personality can be used in developing marketing strategies.
- L05** Define emotions and list the major emotional dimensions.
- L06** Discuss how emotions can be used in developing marketing strategies.

Brands, like people, have personalities. Brand personality, as we will see later in the chapter, is a set of human characteristics that become associated with a brand. These characteristics contribute to a brand's image. Personality traits and other brand associations can be affected in positive and negative ways by numerous factors including advertising, word-of-mouth, direct product experience, and so on. Toyota, which has enjoyed amazing success in the United States, has found itself struggling with brand image since safety issues relating to its accelerator pedal and system resulted in a recall of nearly 6 million vehicles. The overall result was a major reduction in Toyota perceptions, as shown below.¹

For both owners and non-owners, perceptions of reliability and quality went down after the recall and these effects were stronger for non-owners. Owners appear to be giving

Toyota a bit more of the benefit of the doubt, although even there the declines are substantial. Specifically, among Toyota owners, there was a 23-point drop in reliability and a 44-point drop in those who perceived Toyota to be of higher quality than domestics. Reliability is a brand personality trait associated with competence. Clearly Toyota's image has suffered and that has translated into reduced quality perceptions and purchase intentions, as the percentage of Toyota owners who would consider buying a Toyota in the future dropped 16 points after the recall.

Toyota is working hard to fix its image problem. Among other things, it has a "recall information" page on its website and has launched its "Safety First" advertising campaign, which states, in part:

At Toyota, we're committed to providing our customers with safe, reliable cars. That's why we're

	Toyota Owners		Toyota Non-Owners	
	Before Recall	After Recall	Before Recall	After Recall
Reliable brand	95%	72%	89%	61%
Unreliable brand	5	28	6	39
Quality lower than domestics	4	18	5	34
Quality equal to domestics	25	49	43	53
Quality higher than domestics	70	33	47	13

Source: Adapted from B. Steinberg, "Lightspeed Survey: Toyota's Loss of Consumer Trust Is Domestic Rivals' Gain," *Advertising Age*, February 8, 2010, p. 2.

currently spending \$1 million per hour to enhance the technology and safety of our vehicles. And we've also made our comprehensive star safety system standard on every vehicle we make.

There is evidence that Toyota is coming back. Although they dropped as far as fourth place in U.S. sales after the recall, more recent sales numbers put them in third place behind Ford and GM.

As the opening example suggests, brand personality is critical to brand image and consumer behavior. It is also part of three interrelated aspects of consumer behavior, namely, motivation, personality, and emotions. *Motivation* is the energizing force that activates behavior and provides purpose and direction to that behavior. It helps answer the question of “why” consumers engage in specific behaviors. *Personality* reflects the relatively stable behavioral tendencies that individuals display across a variety of situations. It helps answer the question of “what” behaviors consumers choose to engage in to achieve their goals. *Emotions* are strong, relatively uncontrollable feelings that affect our behavior. Emotions are triggered by a complex interplay between motives, personality, and external factors. Indeed, the three concepts are closely interrelated and are frequently difficult to separate.

THE NATURE OF MOTIVATION

L01

Motivation is the reason for behavior. A **motive** is a construct representing an unobservable inner force that stimulates and compels a behavioral response and provides specific direction to that response. A motive is why an individual does something. The terms *need* and *motivation* are often used interchangeably. This is because when a consumer feels a gap between a desired state and his or her actual current state, a need is recognized and experienced as a drive state referred to as motivation. Needs and motives influence what consumers perceive as relevant and also influence their feelings and emotions. For example, a consumer who feels hungry is motivated to satisfy that need, will view food and ads for food as personally relevant, and will experience negative emotions prior to eating and positive emotions after eating.

There are numerous theories of motivation. This section describes two particularly useful approaches. The first approach, *Maslow's need hierarchy*, is a macro theory designed to account for most human behavior in general terms. The second approach, based on McGuire's work, uses a fairly detailed set of motives to account for specific aspects of consumer behavior.

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is based on four premises:²

1. All humans acquire a similar set of motives through genetic endowment and social interaction.
2. Some motives are more basic or critical than others.
3. The more basic motives must be satisfied to a minimum level before other motives are activated.
4. As the basic motives become satisfied, more advanced motives come into play.

Thus, Maslow proposed a need hierarchy shared by all. Table 10–1 illustrates this hierarchy, briefly describes each level, and provides marketing examples.

Marketing Strategies and Maslow's Need Hierarchy

TABLE 10-1

I. Physiological: Food, water, sleep, and, to an extent, sex are physiological motives.
<i>Products</i> Health foods, medicines, sports drinks, low-cholesterol foods, and exercise equipment.
<i>Themes</i> BAND-AID: "Blister-proof your feet." Quaker Oats: "Eating oatmeal is good for your heart." NordicTrack: "Only NordicTrack gives you a total-body workout."
II. Safety: Seeking physical safety and security, stability, familiar surroundings, and so forth are manifestations of safety needs.
<i>Products</i> Smoke detectors, preventive medicines, insurance, retirement investments, seat belts, burglar alarms, and sunscreen.
<i>Themes</i> Sleep Safe: "We've designed a travel alarm that just might wake you in the middle of the night—because a fire is sending smoke into your room. You see, ours is a smoke alarm as well as an alarm clock." Partnership for a Drug-Free America: "Heroin: Dying's the Easy Part." State Street Investing: "Precise in a world that isn't."
III. Belongingness: Belongingness motives are reflected in a desire for love, friendship, affiliation, and group acceptance.
<i>Products</i> Personal grooming, foods, entertainment, clothing, and many others.
<i>Themes</i> Olive Garden Restaurants: "When You're Here, You're Family." Tums: "You are important. You are loved. You should take your calcium." Grand Marnier: "Add flavor to good company."
IV. Esteem: Desires for status, superiority, self-respect, and prestige are examples of esteem needs. These needs relate to the individual's feelings of usefulness and accomplishment.
<i>Products</i> Clothing, furniture, liquors, hobbies, stores, cars, and many others.
<i>Themes</i> Sheaffer: "Your hand should look as contemporary as the rest of you." New Balance: "One more woman chasing a sunset. One more woman going a little farther. One more woman simply feeling alive. One less woman relying on someone else." BMW: "The Ultimate Driving Machine."
V. Self-Actualization: This involves the desire for self-fulfillment, to become all that one is capable of becoming.
<i>Products</i> Education, hobbies, sports, some vacations, gourmet foods, museums.
<i>Themes</i> U.S. Navy: "Accelerate Your Life." Gatorade: "Is it in you?" Outward Bound School: "Minds in Motion."

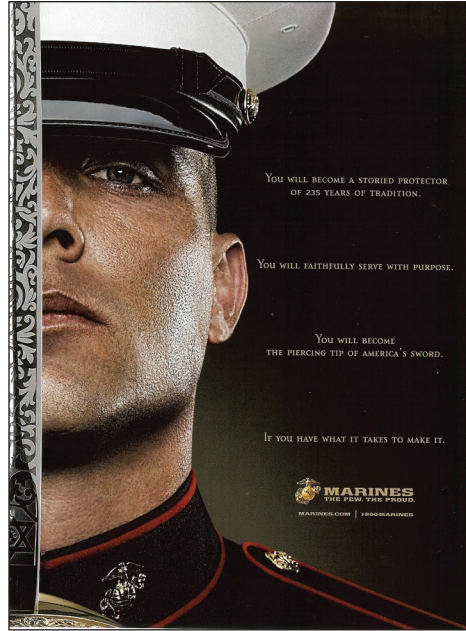
Maslow's theory is a good guide to general behavior. It is not an ironclad rule, however. Numerous examples exist of individuals who sacrificed their lives for friends or ideas, or who gave up food and shelter to seek self-actualization. However, we do tend to regard such behavior as exceptional, which indicates the general validity of Maslow's overall approach.³ It is important to remember that any given consumption behavior can satisfy more than one need. Likewise, the same consumption behavior can satisfy different needs at different times. For example, a number of motives could cause one to join one of the branches of the U.S. Military. The Marines' "The Few, The Brave" ad in Illustration 10–1 appeals to self-actualization.

McGuire's Psychological Motives

Maslow presented a hierarchical set of five basic motives, and other researchers have proposed hundreds of additional, very specific motives. McGuire developed a classification system that organizes these various theories into 16 categories.⁴ This system helps

ILLUSTRATION 10-1

Appeals to self-actualization focus on individuals challenging themselves and reaching their full potential as shown in this Marines ad.



marketers isolate motives likely to be involved in various consumption situations. McGuire first divides motivation into four main categories using two criteria:

1. Is the mode of motivation cognitive or affective?
2. Is the motive focused on preservation of the status quo or on growth?

Cognitive motives focus on the person's need for being adaptively oriented toward the environment and achieving a sense of meaning. *Affective* motives deal with the need to reach satisfying feeling states and to obtain personal goals. *Preservation-oriented* motives emphasize the individual as striving to maintain equilibrium, while *growth* motives emphasize development. These four main categories are then further subdivided on the bases of source and objective of the motive:

3. Is this behavior actively initiated or in response to the environment?
4. Does this behavior help the individual achieve a new internal or a new external relationship to the environment?

The third criterion distinguishes between motives that are actively or internally aroused versus those that are a more passive response to circumstances. The final criterion is used to categorize outcomes that are internal to the individual and those focused on a relationship with the environment.

McGuire's 16 motives and their implications for marketing are briefly described in the following sections.

Cognitive Preservation Motives *Need for Consistency (active, internal)* A basic desire is to have all facets of oneself consistent with each other.⁵ These facets include attitudes, behaviors, opinions, self-images, views of others, and so forth. *Cognitive dissonance* is a common motive of this type. For example, making a major purchase is not consistent with the need to save money. This inconsistency motivates the individual to reduce it (see Chapter 18).

Understanding the need for consistency is also important for structuring advertising messages relating to attitude change. A need for internal consistency means consumers are reluctant to accept information that disagrees with existing beliefs. Thus, marketers wishing to change attitudes must use highly credible sources or other techniques to overcome this (see Chapter 11).

Need for Attribution (active, external) This set of motives deals with our need to determine who or what causes the things that happen to us and relates to an area of research called **attribution theory**.⁶ Do we attribute the cause of a favorable or unfavorable outcome to ourselves or to some outside force?

Need for attribution is extremely relevant to consumer reactions to promotional messages (in terms of credibility). Because consumers do not passively receive messages but rather attribute "selling" motives and tactics to ads and the advice of sales personnel, they



ILLUSTRATION 10-2

Consumers generally attribute selling motives to ads and disbelieve or discount the message. One approach to gain message acceptance is to use a credible source.

do not believe or they discount many sales messages.⁷ Marketers use a variety of means to overcome this. One approach is to use a credible spokesperson, as seen in Illustration 10–2. This technique is discussed in depth in Chapter 11.

Need to Categorize (passive, internal) People have a need to categorize and organize the vast array of information and experiences they encounter in a meaningful yet manageable way,⁸ so they establish categories or mental partitions to help them do so. Prices are often categorized such that different prices connote different categories of goods. Automobiles over \$20,000 and automobiles under \$20,000 may elicit two different meanings because of information categorized on the basis of price level. Many firms price items at \$9.95, \$19.95, \$49.95, and so forth. One reason is to avoid being categorized in the over \$10, \$20, or \$50 group.

Need for Objectification (passive, external) These motives reflect needs for observable cues or symbols that enable people to infer what they feel and know. Impressions, feelings, and attitudes are subtly established by viewing one’s own behavior and that of others and drawing inferences as to what one feels and thinks. In many instances, clothing plays an important role in presenting the subtle meaning of a desired image and consumer lifestyle. Brands play a role in this, as shown in Figure 10–1.

Cognitive Growth Motives **Need for Autonomy (active, internal)** The need for independence and individuality is a characteristic of the American culture, as described in Chapter 2. All individuals in all cultures have this need at some level. Americans are taught that it is proper and even essential to express and fulfill this need (in contrast to Eastern countries such as Japan, which value affiliation).

ILLUSTRATION 10-3

Americans respond positively to ads and products that encourage uniqueness and individuality.



Owning or using products and services that are unique is one way consumers express their autonomy.⁹ Marketers have responded to this motive by developing limited editions of products and providing wide variety and customization options. In addition, many products are advertised and positioned with independence, uniqueness, or individuality themes, as shown in Illustration 10–3.

Need for Stimulation (active, external) People often seek variety and difference out of a need for stimulation.¹⁰ Such variety-seeking behavior may be a prime reason for brand switching and some so-called impulse purchasing.¹¹ The need for stimulation is curvilinear and changes over time.¹² That is, individuals experiencing rapid change generally become satiated and desire stability, whereas individuals

in stable environments become bored and desire change.

Teleological Need (passive, internal) Consumers are pattern matchers who have images of desired outcomes or end states with which they compare their current situation. Behaviors are changed and the results are monitored in terms of movement toward the desired end state. This motive propels people to prefer mass media such as movies, television programs, and books with outcomes that match their view of how the world should work (e.g., the good guys win). This has obvious implications for advertising messages.

Utilitarian Need (passive, external) These theories view the consumer as a problem solver who approaches situations as opportunities to acquire useful information or new skills. Thus, a consumer watching a situation comedy on television not only is being entertained but is learning clothing styles, lifestyle options, and so forth. Likewise, consumers may approach ads and salespeople as a source of learning for future decisions as well as for the current one.

Affective Preservation Motives **Need for Tension Reduction (active, internal)** People encounter situations in their daily lives that create uncomfortable levels of stress. In order to effectively manage tension and stress, people are motivated to seek ways to reduce arousal. Recreational products and activities are often promoted in terms of tension relief. Illustration 10–4 contains a product and appeal focused on this need.

Need for Expression (active, external) This motive deals with the need to express one's identity to others. People feel the need to let others know who and what they are by their actions, which include the purchase and use of goods. The purchase of many products, such as clothing and automobiles, allows consumers to express an identity to others because the products have symbolic meanings. For example, fashion-oriented watches such as Swatch satisfy more than the functional need to tell time—they allow consumers to express who they are.

Need for Ego Defense (passive, internal) The need to defend one's identity or ego is another important motive. When one's identity is threatened, the person is motivated to protect his or her self-concept and utilize defensive behaviors and attitudes. Many products can provide ego defense. A consumer who feels insecure may rely on well-known brands for socially visible products to avoid any chance of making a socially incorrect purchase.



ILLUSTRATION 10-4

Today's hurried lifestyles often produce uncomfortable levels of tension. Products that relieve this stress fulfill a fundamental need.

Need for Reinforcement (passive, external) People are often motivated to act in certain ways because they were rewarded for behaving that way in similar situations in the past. This is the basis for operant learning. Products designed to be used in public situations (clothing, furniture, and artwork) are frequently sold on the basis of the amount and type of reinforcement that will be received. Keepsake Diamonds has exploited this motive with an ad that states, “Enter a room and you are immediately surrounded by friends sharing your excitement.”

Affective Growth Motives **Need for Assertion (active, internal)** Many people are competitive achievers who seek success, admiration, and dominance. Important to them are power, accomplishment, and esteem. As Illustration 10-5 shows, the need for assertion underlies numerous ads.

Need for Affiliation (active, external) Affiliation refers to the need to develop mutually helpful and satisfying relationships with others. It relates to altruism and seeking acceptance and affection in interpersonal relations. As we saw in Chapter 7, group membership is a critical part of most consumers' lives, and many consumer decisions are based on the need to maintain satisfying relationships with others. Marketers frequently use such affiliation-based themes as “Your kids will love you for it” in advertisements.¹³

Need for Identification (passive, internal) The need for identification results in the consumer's playing various roles. A person may play the role of college student, sorority member, bookstore employee, fiancée, and many others. One gains pleasure from adding new, satisfying roles and by increasing the significance of roles already adopted. Marketers encourage consumers to assume new roles (become a skateboarder) and position products as critical for certain roles (“No working mother should be without one”).

ILLUSTRATION 10-5

Consumer need for assertion underlies the strategy for this ad.



Need for Modeling (passive, external) The need for modeling reflects a tendency to base behavior on that of others. Modeling is a major means by which children learn to become consumers. The tendency to model explains some of the conformity that occurs within reference groups. Marketers use this motive by showing desirable types of individuals using their brands. American Express, for example, used Kate Winslet and Beyonce in its “My life. My card” campaign.

MOTIVATION THEORY AND MARKETING STRATEGY

L02

Consumers do not buy products; instead, they buy motive satisfaction or problem solutions. For example, a study of Porsche buyers in the United States found that some were motivated by power and status (need for assertion), others by excitement and adventure (need for stimulation), and others by escapism (need for tension reduction). Such motives are not constrained to the United States. A study of car buyers in India found fairly similar motives. For example, they found a “Potency” buyer group interested in power (need for assertion), a “Utility” buyer group interested in basic transportation (utilitarian need), an “Adventure” buyer group interested in fun (need for stimulation), and a “Liberation” buyer group interested in freedom (need for autonomy).¹⁴ Thus, firms must discover the motives that their products and brands can satisfy and develop marketing mixes around these motives.

An important question that often arises is, “Do marketers create needs?” The answer depends in part on what is meant by the term *need*. If it is used to refer to the basic motives described in this chapter, it is clear that marketers seldom if ever *create* a need. Human genetics and experience basically determine motives. Long before marketing or advertising appeared, individuals used perfumes, clothing, and other items to gain acceptance, display status, and so forth. However, marketers do create demand. **Demand** is *the willingness to buy a particular product or service*. It is caused by a need or motive, but it is not the motive. For example, a mouthwash ad might use a theme suggesting that without mouthwash people will not like you because you have bad breath. This message ties mouthwash to an existing need for affiliation in hopes of creating demand for the brand.

The following sections examine how motives relate to various aspects of marketing strategy.



Discovering Purchase Motives

Suppose a marketing researcher asked a consumer why he or she wears J. Crew clothes (or owns a mountain bike, or uses cologne, or whatever). Odds are the consumer would offer several reasons, such as “They’re in style,” “My friends wear them,” “I like the way they fit,” or “They look good on me.” However, there may be other reasons that the consumer is reluctant to admit or perhaps is not even aware of: “They show that I have money,” “They make me sexually desirable,” or “They show I’m trendy and urbane.” All or any combination of the above motives could influence the purchase of clothes or many other items.

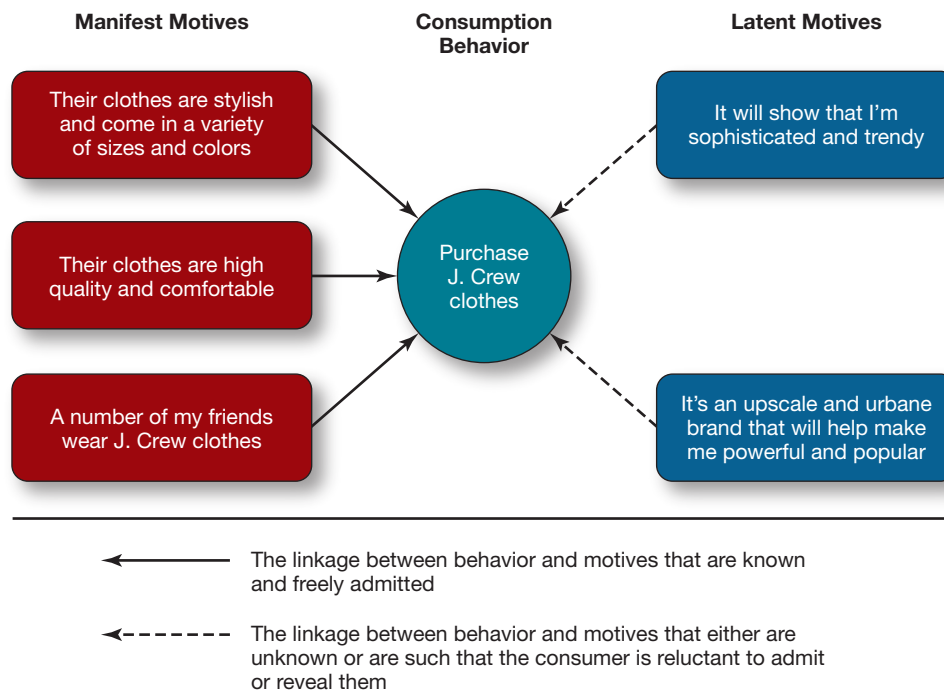
The first group of motives mentioned above were known to the consumer and admitted to the researcher. Motives that are known and freely admitted are called **manifest motives**. Any of the motives we have discussed can be manifest; however, motives that conform to a society’s prevailing value system are more likely to be manifest than are those in conflict with such values.

The second group of motives described above either were unknown to the consumer or were such that he or she was reluctant to admit them. Such motives are **latent motives**. Figure 10–1 illustrates how the two types of motives might influence a purchase.

The first task of the marketing manager is to determine the combination of motives influencing the target market. Manifest motives are relatively easy to determine. Direct questions (Why do you purchase J. Crew clothing?) will generally produce reasonably accurate assessments of manifest motives.

Latent and Manifest Motives in a Purchase Situation

FIGURE 10-1



Determining latent motives is substantially more complex. Motivation research or **projective techniques** are designed to provide information on latent motives. One example is the third-person technique whereby consumers provide reasons why “other people” might buy a certain brand. Oreo used projective techniques and was surprised to find that “many regarded Oreo as almost ‘magical.’” As a result, “Unlocking the Magic of Oreo” became a campaign theme.¹⁵ For more details on projective techniques, see Appendix A and Table A–1.

Beyond projective techniques, a popular tool for identifying motives is **laddering**, or constructing a **means–end** or **benefit chain**.¹⁶ A product or brand is shown to a consumer, who names all the benefits that product might provide. For each of these benefits, the respondent is then asked to identify further benefits. This is repeated until no additional benefits are identified.

For example, a respondent might mention “fewer colds” as a benefit of taking a daily vitamin. When asked the benefit of fewer colds, one respondent might identify “more efficient at work” and “more energy.” Another might name “more skiing” and “looking better.” Both use the vitamin to reduce colds but as a means to different ultimate benefits. *How should vitamin ads aimed at each of these two consumers differ?*

Marketing Strategies Based on Multiple Motives

Once a manager has isolated the combination of motives influencing the target market, the next task is to design the marketing strategy around the appropriate set of motives. This involves everything from product design to marketing communications. The nature of these decisions is most apparent in the communications area. Suppose the motives shown in Figure 10–1 are an accurate reflection of a desired target market. *What communications strategy should the manager use?*

One consideration is the extent to which more than one motive is important. If multiple motives are important, the product and ads must provide and communicate them, respectively. A second consideration is whether the motive is manifest or latent. Communicating manifest benefits is relatively easy. For example, J. Crew’s website provides

hundreds of thumbnails of its many different products by category so that consumers can visually evaluate its products in terms of style, color, and quality. This is a *direct appeal* to manifest motives. However, because latent motives often are less than completely socially desirable, *indirect appeals* frequently are used. So, J. Crew’s website uses font, white space, designer collections, and so forth, to *indirectly suggest* its upscale and trendy nature.

Any given ad may focus on only one or a few purchasing motives. However, the campaign needs to cover all the important purchase motives of the target market to position the product in their schematic memory in a manner that corresponds to their manifest and latent motives for the product. *To what motives does the Gain ad shown in Illustration 10–6 appeal?*

ILLUSTRATION 10-6

Most ads like this ad for Gain detergent appeal to multiple motives and desires. Both the picture and the text should be based on the set of motives associated with acquiring and using the brand.



Motivation and Consumer Involvement

As we have seen in previous chapters, involvement is an important determinant of how consumers process information and learn. We will also see in future chapters that involvement is an important determinant of how consumers form attitudes and make purchase decisions. **Involvement** is a motivational state caused by consumer perceptions that a product, brand, or advertisement is relevant or interesting.¹⁷ Needs play a strong role in determining what is relevant or interesting to consumers. For example, watches may be involving because they tell time (utilitarian need), because they allow for self-expression (expressive need), or because they provide a way to fit in (affiliation need).¹⁸ In addition, the situation itself may influence involvement. For example, some consumers may be involved with computers on an ongoing basis (enduring involvement), while others may only be involved in specific situations such as an upcoming purchase (situational involvement).

Involvement is important to marketers because it affects numerous consumer behaviors. For example, consumer involvement increases attention, analytical processing, information search, and word-of-mouth.¹⁹ Involvement is also important to marketers because it affects marketing strategies. For example, high-involvement consumers tend to be product experts and are more persuaded by ads that include detailed product information. On the other hand, low-involvement consumers lack product expertise and are more persuaded by images, emotion, and message source. As a consequence, you will often find highly informational ads for automobiles in magazines such as *Car and Driver* that are targeted at high-involvement consumers. Alternatively, image and emotional approaches are often the norm in general-interest magazines, where involvement is likely moderate to low.

Marketing Strategies Based on Motivation Conflict

With the many motives consumers have, there are frequent conflicts between motives. Resolution of a motivational conflict often affects consumption patterns. In many instances, the marketer can analyze situations that are likely to result in a motivational conflict, provide a solution to the conflict, and thus encourage purchase of their brand. We address the three key types of motivation conflict next.

Approach–Approach Motivational Conflict A consumer who must choose between two attractive alternatives faces **approach–approach conflict**. The more equal the attractions, the greater the conflict. A consumer who recently received a large cash gift for graduation (situational variable) might be torn between a trip to Hawaii (perhaps powered by a need for stimulation) and a new mountain bike (perhaps driven by the need for assertion). This conflict could be resolved by a timely ad designed to encourage one or the other action. Or a price modification, such as “buy now, pay later,” could result in a resolution whereby both alternatives are selected.

Approach–Avoidance Motivational Conflict A consumer facing a purchase choice with both positive and negative consequences confronts **approach–avoidance conflict**. Consumers who want a tan but don’t want to risk the skin damage and health risks associated with extended sun exposure face this situation. Neutrogena’s Instant Bronze sunless tanner resolves this problem by allowing consumers the aesthetic and social benefits of having a tan (approach) without the risk of skin cancer (avoidance).

Avoidance–Avoidance Motivational Conflict A choice involving only undesirable outcomes produces **avoidance–avoidance conflict**. When a consumer’s old washing machine fails, this conflict may occur. The person may not want to spend money on a new washing machine, or pay to have the old one repaired, or go without one. The availability

of credit is one way of reducing this motivational conflict. Advertisements emphasizing the importance of regular maintenance for cars, such as oil filter changes, also use this type of motive conflict: “Pay me now, or pay me (more) later.”

Marketing Strategies Based on Regulatory Focus

Consumers are often strategic in terms of the behaviors they choose to attain a desired outcome. Some of this, we will see later, is a function of personality. Some of this relates to the particular set of motives that happen to be salient or important when consumers are reacting to stimuli and making decisions. The salience of particular sets of motives triggers consumers to regulate their behavior in different ways in order to achieve desired outcomes. Two prominent sets of motives are termed promotion and prevention. **Promotion-focused motives** revolve around a desire for growth and development and are related to consumers’ hopes and aspirations. **Prevention-focused motives** revolve around a desire for safety and security and are related to consumers’ sense of duties and obligations.²⁰

Regulatory focus theory suggests that consumers will react differently depending on which broad set of motives is most salient. When promotion-focused motives are more salient, consumers seek to gain positive outcomes, think in more abstract terms, make decisions based more on affect and emotion, and prefer speed versus accuracy in their decision making. When prevention-focused motives are more salient, consumers seek to avoid negative outcomes, think in more concrete terms, make decisions based more on factual substantive information, and prefer accuracy over speed in their decision making. In essence, when promotion-focused motives are most salient, consumers are “eager,” more risk-seeking decision makers looking for ways to maximize the possibility that they will attain the most positive possible outcomes. When prevention-focused motives are most salient, consumers are “vigilant,” more risk-averse decision makers looking for ways to minimize the chances that they will experience negative outcomes and attempt to avoid making mistakes.

Considerable insight has been gained into the motives, characteristics, and decision-making styles that distinguish a promotion focus from a prevention focus. These differences have important marketing consequences, some of which we have already addressed, and some of which will be addressed in later chapters. Table 10–2 describes differences and the marketing-related dimensions to which they relate.

Whether promotion or prevention motives are most salient depends both on the individual and on the situation. Both prevention and promotion motives reside in each person simultaneously. However, as a result of early childhood experiences, one or the other tends to dominate in each person. This aspect is called *chronic accessibility*. That is, these aspects have been a key focus for so long for these consumers that they tend to be brought to mind when stimuli and decisions are encountered. One aspect of this that has important implications for marketers and market segmentation is the fact that promotion-focused individuals tend to possess more independent self-concepts while prevention-focused individuals tend to possess more interdependent self-concepts. As we saw in Chapter 2, such differences relate to global differences across Western (individualistic) and Eastern (interdependent) cultures. Thus, marketers in Asia should expect that, on average, consumers will be more naturally prevention focused than those in the United States and Western Europe and would benefit from adapting their strategies accordingly. For example, it appears that ads that “frame” the message in terms of acquiring positive outcomes work better in the United States than in China, whereas ads that frame the message in terms of avoiding losses work better in China than in the United States.

Situational factors, such as characteristics of the decision, the environment, and so on, can also temporarily make one orientation more prominent. Examples that marketers can use include:

- *Ad theme*: achievement (promotion) versus avoidance (prevention).
- *Message frame*: benefits to be gained (promotion) versus losses to be avoided (prevention).

Differences in Regulatory Focus

TABLE 10-2

Dimension	Promotion-Focused	Prevention-Focused
<i>Motives</i>	Hopes, wishes, aspirations Regulate nurturance needs Growth and development	Obligations, responsibilities Regulate security needs Status quo
<i>Characteristics</i>		
• Time	Long-term focus	Short-term focus
• Mental imagery	Abstract	Concrete
• Desired steady state	Change	Stability
• Desired feelings	Fun and enjoyment	Safety and security
• Failure emotions	Dejection	Agitation
• Desired self-trait	Creativity	Self-control
• Self-concept	Independent	Interdependent
<i>Decision Making</i>		
• Style	Eager style to maximize gains	Vigilant style to minimize losses
• Meta-goals	Speed over accuracy	Accuracy over speed
• Ad cue effects	Affect and emotion	Product facts
• Choice of compromise brand	Lower probability	Higher as compromise brand is less extreme and thus less risky
• Importance of “fit” in brand extensions	Less important	More important as fit reduces risk

- *Advertising context:* ad placement in shows, magazines, or websites that are likely to elicit a promotion focus (e.g., *O Magazine*, which focuses on ideals and aspirations) versus those likely to elicit a prevention focus (e.g., *The Evening News*, which tends to focus on negative events).

Consumer Insight 10–1 examines one situational component related to regulatory focus.

PERSONALITY

L03

While motivations are the energizing and directing force that makes consumer behavior purposeful and goal directed, the personality of the consumer helps guide and further direct the behaviors chosen to accomplish goals in different situations. **Personality** is *an individual's characteristic response tendencies across similar situations*. Thus, two consumers might have equal needs for tension reduction but differ in their level of extroversion, and, as a consequence, engage in very different behaviors designed to satisfy that need.

While there are many theories of personality, those found to be most useful in a marketing context are called *trait theories*. Trait theories examine personality as an individual difference and thus allow marketers to segment consumers as a function of their personality differences. Trait theories assume that (1) all individuals have internal characteristics or traits related to action tendencies and (2) there are consistent and measurable differences between individuals on those characteristics. To demonstrate, imagine how you might respond if you were asked to describe the personality of a friend. You might say that one of your friends is aggressive, competitive, and outgoing. What you have described are the behavioral tendencies or *traits* your friend has exhibited over time across a variety of situations. Most trait theories state that traits are inherited or formed at an early age and are relatively unchanging over the years. Differences between personality theories center on which traits or characteristics are the most important.



When Consumers Wait Until the Last Minute to Buy

Sometimes consumers put off purchase decisions until the last minute. Have you ever still been shopping on Christmas Eve? Have you ever waited until right before a vacation to book a flight and hotel? Well, you are not alone and the consequences are significant. A recent study examined how people react to different advertising themes when they were either booking a last-minute summer vacation or planning for a winter-break vacation many months away. Two ad themes for an online travel service were created, with differing taglines, as follows:²¹

- Prevention-focused ad: *Don't get stuck at home! Don't get ripped off!*
- Promotion-focused ad: *Give yourself a memorable vacation! Get the best deals!*

After viewing the ads, consumers were asked how much they would pay for a ticket from the service. The results may surprise you because scaring people sometimes led to a willingness to pay more, but not always. *Can you predict when the prevention-focused ad worked better and when the promotion-focused ad worked better?* Here are the results:

- Last-minute summer vacation (how much would you pay for a ticket?):
 - Prevention-focused ad: \$672
 - Promotion-focused ad: \$494
- Future winter-break vacation (how much would you pay for a ticket?):
 - Prevention-focused ad: \$415
 - Promotion-focused ad: \$581

This may seem odd until you consider the fact that when consumers are shopping at the last minute (last-minute summer vacation in the example above), their goals are prevention-focused such as minimizing losses and mistakes. The prevention-focused ad worked best in this situation because it played into consumer fears about those losses. Alternatively, when consumers are shopping well in advance (future winter-break vacation in the example above), their goals are promotion-focused such as personal growth and aspirations. The promotion-focused ad worked best in this situation because it played into those consumer desires and aspirations.

According to Jennifer Aaker, an expert in this area: [It's] about how people are motivated by hope and optimism on one hand and by fear on the other.

For holiday marketers, the results seem clear—utilize positive (promotion-focused) messages early on and negative (prevention-focused) messages close to the holiday. Last-minute shoppers beware!

Critical Thinking Questions

1. Why is it that fear-based appeals are not always the most effective?
2. How might airlines and hotels be able to determine and utilize decision timing in their online marketing efforts?
3. Do you see any ethical issues associated with applying knowledge of decision timing to decisions about promotional themes? Explain.



Multitrait Approach

Some trait research attempts to examine a consumer's entire personality profile across a set of relatively exhaustive dimensions. Specifically, *multitrait personality theory* identifies several traits that in combination capture a substantial portion of the personality of the individual. The multitrait theory used most commonly by marketers is the **Five-Factor Model**.²² This theory identifies five basic traits formed by genetics and early learning. These core traits interact and manifest themselves in behaviors triggered by situations. Table 10-3 lists the five traits and some of their manifestations.

The Five-Factor Model of Personality

TABLE 10-3

Core Trait	Manifestation
Extroversion	Prefer to be in a large group rather than alone Talkative when with others Bold
Instability	Moody Temperamental Touchy
Agreeableness	Sympathetic Kind to others Polite with others
Openness to experience	Imaginative Appreciative of art Find novel solutions
Conscientiousness	Careful Precise Efficient

The Five-Factor Model has proven useful in such areas as understanding bargaining and complaining behavior²³ and compulsive shopping.²⁴ There is evidence that it may have validity across cultures.²⁵ The advantage of a multitrait approach such as this is the broad picture it allows of the determinants of behavior. For example, suppose research focused on the single dimension of extroversion and found that those who complained about a dissatisfactory purchase tended to be extroverts. *What insights does this provide for training those who deal with consumer complaints? What training insights are added if we also learn such people are conscientious?* Clearly, the more we know, the better we can satisfy these customers.

Single-Trait Approach

Single-trait theories emphasize one personality trait as being particularly relevant to understanding a particular set of behaviors. They do not suggest that other traits are nonexistent or unimportant. Rather, they study a single trait for its relevance to a set of behaviors, in our case, consumption-related behaviors. Three such consumer traits are described next. We emphasize that given the strong interrelationship between motivation and personality, it is not uncommon for personality traits to evidence motivational aspects.²⁶ Traits labeled as “needs” often reflect these motivational bases.

Consumer Ethnocentrism **Consumer ethnocentrism** reflects an individual difference in consumers’ propensity to be biased against the purchase of foreign products.²⁷ Consumers low in ethnocentrism tend to be more open to other cultures, less conservative, and more open to purchasing foreign-made products. Consumers high in ethnocentrism tend to be less open to other cultures, more conservative, and more likely to reject foreign-made products in favor of domestics. As a consequence, Lexington furniture is tapping into pro-American sentiments by actively promoting the “Made in America” status of its Bob Timberlake line to retailers and consumers.²⁸ Consumer ethnocentrism is a global phenomenon, thus also affecting perceptions of American brands doing business in other countries.²⁹

Need for Cognition *Need for cognition (NFC)* reflects an individual difference in consumers’ propensity to engage in and enjoy thinking.³⁰ Compared with low-NFC

individuals, those high in NFC engage in more effortful processing of persuasive communications, prefer verbal to visual information, and are less swayed by the opinions of others. NFC has obvious implications for marketing communications. In addition, research linking NFC to demographic characteristics such as gender (e.g., women are generally higher in NFC) helps to make this personality factor more actionable in terms of media targeting.³¹

Consumers' Need for Uniqueness *Consumers' need for uniqueness* reflects an individual difference in consumers' propensity to pursue differentness relative to others through the acquisition, utilization, and disposition of consumer goods.³² It affects what consumers own and value, why they own it, and how they use it. The concept fits with the increasingly common marketing practice of deliberate scarcity—producing less of an item than the predicted demand. Such a strategy helps preserve the uniqueness of the product and enhances the distinctiveness and status of those who own it.

THE USE OF PERSONALITY IN MARKETING PRACTICE

L04

Sometimes consumers choose products that fit their personality. For example, a timid person might forgo a flashy car because “it’s just not me.” Other times, consumers use products to bolster an area of their personality where they feel weak. Thus, a timid person who wants to feel more assertive might drive a powerful, flashy sports car. Clearly, products and brands help consumers express their personality.

Brand image is what people think of and feel when they hear or see a brand name (Chapter 9). A particular type of image that some brands acquire is a **brand personality**. Brand personality is *a set of human characteristics that become associated with a brand*. Consumers perceive brand personalities in terms of five basic dimensions, each with several facets, as shown in Figure 10–2. A scale has been developed to measure brand personality in the United States and, with adaptations, in countries such as Russia and Chile.³³

Researchers have drawn the following conclusions about brand personality:³⁴

- Consumers readily assign human characteristics to brands.
- Brand personalities create expectations about key brand characteristics.
- Brand personalities are often the basis for a long-term relationship with the brand.

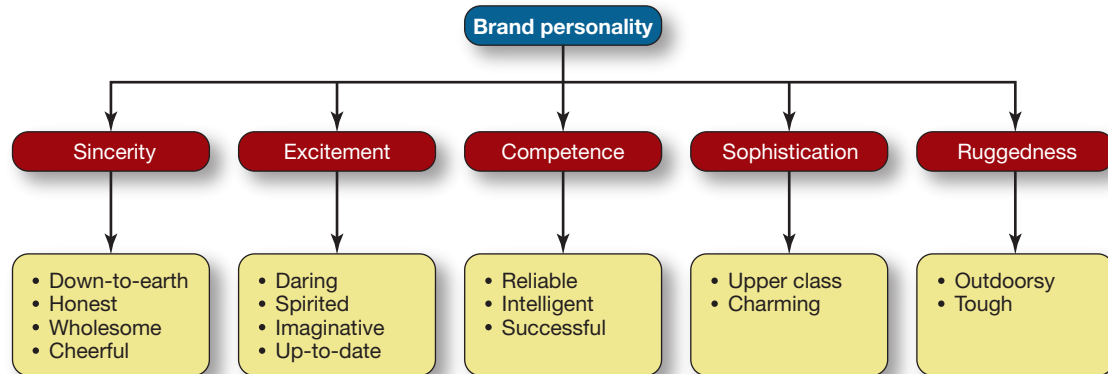
Not surprisingly, marketers are paying increasing attention to brand personality. Jaguar, Reebok, and Sprite are just a few of the many companies that are currently attempting to enhance their brand personalities to better target key customer groups. Jaguar is trying to be less “aloof,” Reebok wants to be “hip and aggressive,” and Sprite wants more “street cred.”³⁵

The ability of a brand’s personality to affect customer relationships is critical, and one study provides key insights. Specifically, consumer relationships with “sincere” brands were found to deepen over time along the lines of a “friendship.” Alternatively, consumer relationships with “exciting” brands were found to weaken over time along the lines of a “short-lived fling.” This advantage for sincere brands required, however, that the brand consistently deliver high quality.³⁶

Nonprofits can also benefit from understanding and managing brand personality. One study shows that nonprofits (compared to for-profits) are generally seen as warmer but less competent. Warmth is related to the sincerity dimension of Figure 10–2. Competence is related to reliability and effectiveness, as shown in Figure 10–2. The perceived lack of competence hinders consumer willingness to buy from (or donate to) a nonprofit despite perceptions of the organization’s good intentions. However, cues that enhance credibility, such as an endorsement from a credible source, can bridge this gap and therefore increase purchase/donation intentions for the nonprofit firm.³⁷

Dimensions of Brand Personality

FIGURE 10-2



Communicating Brand Personality

Since brand personality can serve as a way to target specific market segments, marketers need to manage and communicate brand personality. Bourjois, a French cosmetics company, created unique makeup sets that communicate distinctive personalities. They used “various cocktails, holiday destinations, [and] fashion statements that have different personality attributes” on their packaging. One set, for example, used the martini and the name *Fabulous Flirtini*. According to their branding company Dragon Rouge, the strategy was to

[offer] several different color stories with the same theme to capture as many consumers as possible and to promote a range of personalities to connect with a range of consumers. At the same time the sets reflected the core attributes of Bourjois: profusion of color, joie de vivre, whimsy, sassy and fun.³⁸

As you can see, numerous elements can be used to communicate brand personality. Three important advertising tactics are celebrity endorsers, user imagery, and executional factors.³⁹

Celebrity Endorsers Celebrity endorsers are often a useful way to personify a brand since the characteristics and meanings of the celebrity can be transferred to the brand. Examples include:⁴⁰

- Nike and Serena Williams—edgy, individualistic brand.
- Revlon and Halle Berry—sexy, confident brand.

User Imagery User imagery involves showing a typical user along with images of the types of activities they engage in while using the brand. User imagery helps define who the typical user is in terms of his or her traits, activities, and emotions. The emotion and tone of the activities can also transfer to the brand. Examples include:⁴¹

- Mountain Dew—features young, active users engaged in fun and exciting activities.
- Hush Puppies—features “hip young people in a wooded setting.”

Executional Factors Executional factors go beyond the core message to include “how” it is communicated. The “tone” of the ad (serious vs. quirky), the appeal used (fear vs. humor), the logo and typeface characteristics (*scripted font* may signal sophistication), the pace of the ad, and even the media outlet chosen can all communicate a brand’s personality. Examples include:⁴²

- *Tone.* Listerine in Canada wanted a way to be both lighthearted and powerful, so it leveraged an action-hero theme from a popular movie. Listerine went from “old-fashioned and serious” to “powerful and larger than life.”

ILLUSTRATION 10-7

People assign personalities to brands whether marketers want them to or not. Therefore, marketing managers increasingly try to manage the brand personalities of their products.



- *Media.* Hush Puppies placed ads in fashion magazines such as *W* and *InStyle* to establish a more hip, fashionable personality.
- *Pace.* Molson in Canada wanted a “spirited, adventurous and slightly naughty” personality, so it created TV ads in which “a festive Latin beat is punctuated with fast-moving, sexually charged party scenes.”
- *Logo.* Reebok wanted to invigorate its brand toward a younger, hipper image, so it created the new “Rbk” logo. According to one executive, “Creating a short code gave permission to the youth culture to look at the brand again without the old baggage.”

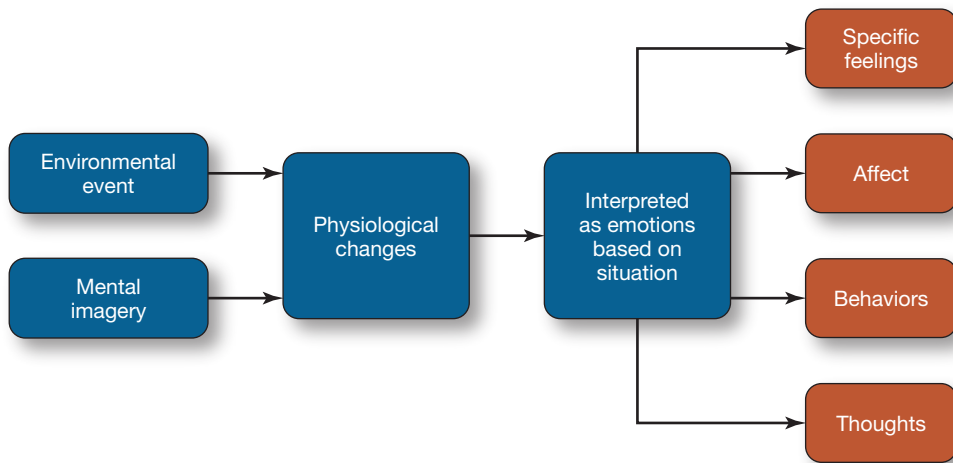
What type of brand personality is created by the ad in Illustration 10-7? What advertising elements are being used?

EMOTION

L05

Emotions are strong, relatively uncontrolled feelings that affect behavior.⁴³ Emotions are strongly linked to needs, motivation, and personality. Unmet needs create motivation that is related to the arousal component of emotion. Unmet needs generally yield negative emotions, while met needs generally yield positive emotions. As a result, products and brands that generate positive consumption emotions increase consumer satisfaction and loyalty.⁴⁴ Personality also plays a role. For example, some people are more emotional than others, a consumer trait termed *affect intensity*. Consumers higher in affect intensity experience stronger emotions and are more influenced by emotional appeals.⁴⁵

All emotional experiences tend to have several common elements. First, emotions are often triggered by environmental events (e.g., viewing an ad, consuming a product that meets a need). However, they can also be initiated by internal processes such as imagery. As we have seen, advertisers frequently use imagery to evoke specific emotional responses.



Second, emotions are accompanied by *physiological changes* such as (1) eye pupil dilation, (2) increased perspiration, (3) more rapid breathing, (4) increased heart rate and blood pressure, and (5) enhanced blood sugar level. Third, emotions generally, though not necessarily, are accompanied by *cognitive thought*.⁴⁶ The types of thoughts and our ability to think rationally vary with the type and degree of emotion.⁴⁷

A fourth characteristic is that emotions have associated *behaviors*. While the behaviors vary across individuals and within individuals across time and situations, there are unique behaviors characteristically associated with different emotions: fear triggers fleeing (avoidance) responses, anger triggers striking out (approach), grief triggers crying, and so forth.⁴⁸

Finally, emotions involve *subjective feelings*. In fact, it is the feeling component we generally refer to when we think of emotions. Grief, joy, anger, and fear feel very different. These subjectively determined feelings are the essence of emotion. These feelings have a specific component we label as the emotion, such as sad or happy. In addition, emotions carry an evaluative, or a like–dislike, component.

We use **emotion** to refer to the identifiable, specific feeling, and *affect* to refer to the liking–disliking aspect of the specific feeling. Emotions are generally evaluated (liked and disliked) in a consistent manner across individuals and within individuals over time, but there are cultural, individual, and situational variations.⁴⁹ For example, few of us generally want to be sad or afraid, yet we occasionally enjoy a movie or book that scares or saddens us.

Figure 10–3 reflects current thinking on the nature of emotions.

Types of Emotions

If asked, you could doubtless name numerous emotions. Thus, it is not surprising that researchers have attempted to categorize emotions into manageable clusters. Some researchers have suggested that three basic dimensions—pleasure, arousal, and dominance (PAD)—underlie all emotions. Specific emotions reflect various combinations and levels of these three dimensions. Table 10–4 lists the three primary PAD dimensions, a variety of emotions or emotional categories associated with each dimension, and indicators or items that can be used to measure each emotion.

TABLE

10-4

Emotional Dimensions, Emotions, and Emotional Indicators

Dimension	Emotion	Indicator/Feeling
<i>Pleasure</i>	Duty	Moral, virtuous, dutiful
	Faith	Reverent, worshipful, spiritual
	Pride	Proud, superior, worthy
	Affection	Loving, affectionate, friendly
	Innocence	Innocent, pure, blameless
	Gratitude	Grateful, thankful, appreciative
	Serenity	Restful, serene, comfortable, soothed
	Desire	Desirous, wishful, craving, hopeful
	Joy	Joyful, happy, delighted, pleased
	Competence	Confident, in control, competent
<i>Arousal</i>	Interest	Attentive, curious
	Hypoactivation	Bored, drowsy, sluggish
	Activation	Aroused, active, excited
	Surprise	Surprised, annoyed, astonished
	Déjà vu	Unimpressed, uninformed, unexcited
	Involvement	Involved, informed, enlightened, benefited
	Distraction	Distracted, preoccupied, inattentive
	Surgency	Playful, entertained, lighthearted
	Contempt	Scornful, contemptuous, disdainful
<i>Dominance</i>	Conflict	Tense, frustrated, conflictful
	Guilt	Guilty, remorseful, regretful
	Helplessness	Powerless, helpless, dominated
	Sadness	Sad, distressed, sorrowful, dejected
	Fear	Fearful, afraid, anxious
	Shame	Ashamed, embarrassed, humiliated
	Anger	Angry, agitated, enraged, mad
	Hyperactivation	Panicked, confused, overstimulated
	Disgust	Disgusted, revolted, annoyed, full of loathing
	Skepticism	Skeptical, suspicious, distrustful

Source: Adapted from M. B. Holbrook and R. Batra, "Assessing the Role of Emotions on Consumer Responses to Advertising," *Journal of Consumer Research*, December 1987, pp. 404–20. Copyright © 1987 by the University of the Chicago. Used by permission.

EMOTIONS AND MARKETING STRATEGY

L06

Emotions play a role in a wide range of marketing situations relating to products, retailing, consumer coping, and advertising. We examine each of these in the following sections.

Emotion Arousal as a Product and Retail Benefit

Emotions are characterized by positive or negative evaluations. Consumers actively seek products whose primary or secondary benefit is emotion arousal.⁵⁰ Movies, books, and music are obvious examples,⁵¹ as are resort destinations such as Las Vegas and adventure travel programs. Recent advertisements designed to fuel consumer emotion and excitement about brands include Bacardi rum's "Shake up your night," Pontiac G6's "Move like a shaker," and Chevrolet's "An American Revolution." Beyond products and brands, retailers also feature events and environments that arouse emotions such as excitement. For example, websites using avatars are perceived as more social, which enhances pleasure, arousal, perceived hedonic value, and purchase intentions.⁵²

One specific emotion that is getting increased attention in terms of relationship marketing is **gratitude**. Gratitude in a consumer context is *the emotional appreciation for benefits received*. Firms can invest in relationship improvements in many ways including time,

effort, investments in equipment specific to the customer, and so on. Research shows that these relationship marketing efforts on the part of the firm lead to the following outcomes:

- Increased consumer gratitude.
- Increased consumer trust in the firm.
- Increased customer purchases.
- Increased “gratitude-based reciprocity” behaviors.

Gratitude-based reciprocity behaviors include (a) buying products based on gratitude for the relationship marketing efforts, (b) giving more business to the firm due to feelings of “owing” them, and (c) buying a broader set of products from the firm as a “payback” for their prior relationship marketing efforts and positive word-of-mouth. Gratitude, it turns out, is a powerful emotion. It causes consumers to want to reward firms for their relationship marketing efforts in ways that lead to greater sales and positive word-of-mouth.⁵³

Although consumers seek positive emotions the majority of the time, this is not always the case, as when we enjoy a sad movie. Additionally, products can arouse negative emotions such as the frustration and anger we feel when high-tech gadgets are difficult to use.⁵⁴

Emotion Reduction as a Product and Retail Benefit

Few people like to feel sad, powerless, humiliated, or disgusted. Responding to this, marketers design or position many products to prevent or reduce the arousal of unpleasant emotions. The most obvious of these products are the various over-the-counter medications designed to deal with anxiety or depression. Food and alcohol are consumed, often harmfully, to reduce stress. Flowers are heavily promoted as an antidote to sadness. Weight-loss products and other self-improvement products are frequently positioned primarily in terms of guilt-, helplessness-, shame-, or disgust-reduction benefits. Personal grooming products often emphasize anxiety reduction as a major benefit. Charities frequently stress guilt reduction or avoidance as a reason for contributing.⁵⁵

Consumer Coping in Product and Service Encounters

Consumers must cope with the negative emotions they experience in various marketing situations. **Coping** involves consumer thoughts and behaviors in reaction to a stress-inducing situation designed to reduce stress and achieve more desired positive emotions.⁵⁶ Avoidance is a common mechanism. For example, when a decision involves a trade-off that evokes strong negative emotions (e.g., price versus safety), consumers will often delay the purchase to avoid making a decision.⁵⁷ In retail settings, consumers in a bad mood attempt to cope by avoiding salespeople they perceive as happy. However, if they are forced to deal with a happy salesperson, it makes them feel worse, which reduces salesperson effectiveness.⁵⁸ *What marketing and training aspects relating to service personnel does this suggest?*

One typology of coping strategies categorizes three broad types in response to negative emotions emanating from stressful events such as bad customer service or product failure. The three types are:⁵⁹

- *Active coping.* Thinking of ways to solve the problem, engaging in restraint to avoid rash behavior, and making the best of the situation.
- *Expressive support seeking.* Venting emotions and seeking emotional and problem-focused assistance from others.
- *Avoidance.* Avoiding the retailer mentally or physically or engaging in complete self-denial of the event.

Each strategy can have positive and negative marketing consequences. Active coping may involve working with the company to resolve the situation or switching from the

firm altogether. Likewise, consumers may vent to the company (expressive support seeking), which is desirable, or they may vent to friends (negative WOM), which is damaging. Finally, denial (avoidance) may result in customer retention, but physical avoidance of the retailer will result in lost sales. As you can see, proper training of service personnel to handle product and service failures as well as the careful design of retail and service facilities to reduce stressors is critical.

Consumer ability to *effectively* cope with stressful situations relates to the concept of **consumer emotional intelligence**, which is defined as *a person's ability to skillfully use emotional information to achieve a desirable consumer outcome*. It is an ability variable rather than a personality trait. Consumers higher in emotional intelligence are better at perceiving, facilitating, understanding, and managing emotional information. For example, a consumer with higher emotional intelligence may understand better how to channel his or her feelings of anger over a service failure to obtain a solution that is desirable to the consumer.⁶⁰ A failure to appropriately channel such feelings can result in “rage episodes,” which appear to be on the increase in the United States. In response, firms need to better understand what triggers rage episodes and train their employees so they can (a) engage in behaviors to minimize their likelihood and (b) train their employees to effectively and safely handle such rage episodes when they do occur.⁶¹

Emotion in Advertising

Emotion arousal is often used in advertising regardless of whether it is specifically relevant to the brand's performance. Consider the following recent headlines:

- Under Armour taps raw emotion.
- Kleenex for Men to play on emotion in TV return.
- Emotional appeal of laundry to replace performance claims in ads.

Illustration 10–8 provides an example of the effective use of emotion to attract attention to an ad and to position a brand.

Emotions can play a variety of roles in advertising. Emotional content in ads *enhances their attention, attraction, and maintenance capabilities*. Advertising messages that trigger the emotional reactions of joy, warmth, and suspense⁶² are more likely to be attended to than are more neutral ads. As we saw in Chapter 8, attention is a critical early step in the perception process.

Emotions are characterized by a state of heightened physiological arousal. Individuals become more alert and active when aroused. Given this enhanced level of arousal,

ILLUSTRATION 10-8

Emotional appeals can play a powerful role in developing a brand image.



TO MAKE HISTORY,
BUZZ ALDRIN NEEDED
DURABLE UNDERWEAR.
THAT, AND SOME REALLY
GOOD SPACE PANTS.

100% GUARANTEE
They say nothing in life is guaranteed.
They haven't worn our underwear.

13 STITCHES PER INCH
To support you in every way.
Except emotionally.

DIAMOND BRIGHT™ COLORS
True legends don't fade.
Neither does our underwear.

JOCKEY
WHATEVER YOU'RE WEARING
WASHES 5 10 15 20 25

JOCKEY
SUPPORTING GREATNESS™

SupportingGreatness.com/Buzz

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ILLUSTRATION 10-9

Emotional appeals can capture attention and enhance the retention of advertising messages. They can also help humanize the brand and associate feelings with it.

emotional messages may be processed more thoroughly than neutral messages. More effort and increased elaboration activities may occur in response to the emotional state.⁶³ As a consequence of this greater attention and processing, emotional ads *may be remembered better than neutral ads*.⁶⁴

Emotional advertisements that *trigger a positively evaluated emotion will enhance liking of the ad itself*.⁶⁵ For example, warmth is a positively valued emotion that is triggered by experiencing directly or vicariously a love, family, or friendship relationship. Ads high in warmth are liked more than neutral ads. Liking an ad has a positive impact on liking the product and purchase intentions.⁶⁶ As you might suspect, ads that irritate or disgust consumers can create negative reactions to the advertised brand.⁶⁷

Repeated exposure to positive-emotion-eliciting ads *may increase brand preference through classical conditioning*.⁶⁸ Repeated pairings of positive emotion (unconditioned response) with the brand name (conditioned stimulus) may result in the positive affect occurring when the brand name is presented. *Brand preference may also occur in a direct, high-involvement way*. A person having a single or few exposures to an emotional ad may simply decide he or she likes the product. This is a much more conscious process than implied by classical conditioning. Such a process seems more likely for hedonic products involving high levels of emotional value rather than utilitarian products. For hedonic products, ad-evoked emotion is a relevant cue on which to base a product evaluation.⁶⁹

Advertising using emotional appeals continues to be popular. For example, Zippo launched an emotion-based campaign for its lighters. It used eight print ads, each with a picture of an engraved lighter and a simple headline, “True Love Is not Disposable.” A spokesperson said of the campaign, “We wanted to make a human, emotional attachment.”⁷⁰ Illustration 10–9 shows how Jockey taps into emotions through the use of humor.

SUMMARY

LO1: Define motivation and summarize the motivation sets put forth by Maslow and McGuire

Consumer motivations are energizing forces that activate behavior and provide purpose and direction to that behavior. There are numerous motivation theories. Maslow's need hierarchy states that basic motives must be minimally satisfied before more advanced motives are activated. It proposes five levels of motivation: physiological, safety, belongingness, esteem, and self-actualization.

McGuire developed a more detailed set of motives—the needs for consistency, attribution, categorization, objectification, autonomy, stimulation, desired outcomes (teleological), utility, tension reduction, expression, ego defense, reinforcement, assertion, affiliation, identification, and modeling.

LO2: Articulate motivation's role in consumer behavior and marketing strategy

Consumers are often aware of and will admit to the motives causing their behavior. These are *manifest motives*. They can be discovered by standard marketing research techniques such as direct questioning. Direct advertising appeals can be made to these motives. At other times, consumers are unable or unwilling to admit to the motives that are influencing them. These are *latent motives*. They can be determined by motivation research techniques such as word association, sentence completion, and picture response (see Appendix Table A-1). Although direct advertising appeals can be used, indirect appeals are often necessary. Both manifest and latent motives are operative in many purchase situations.

Involvement is a motivational state caused by consumer perceptions that a product, brand, or advertisement is relevant or interesting. Consumer needs play a strong role in shaping involvement, and marketers must adapt their strategies depending on the level (high versus low) and type (enduring versus situational) of involvement exhibited by their target audience.

Because of the large number of motives and the many different situations that consumers face, motivational conflict can occur. In an *approach–approach conflict*, the consumer faces a choice between two attractive alternatives. In an *approach–avoidance conflict*, the consumer faces both positive and negative consequences in the purchase of a particular product. And finally, in an *avoidance–avoidance conflict*, the consumer faces two undesirable alternatives.

Regulatory focus theory suggests that consumers react differently depending on whether promotion-focused or prevention-focused motives are most salient. When promotion-focused motives are more salient, consumers seek to gain positive outcomes, think in more abstract terms, make decisions based more on affect and emotion, and prefer speed versus accuracy in their decision making. When prevention-focused motives are more salient, consumers seek to avoid negative outcomes, think in more concrete terms, make decisions based more on factual substantive information, and prefer accuracy over speed in their decision making. Which motive set is more salient can depend on individual and situational factors and has numerous marketing implications.

LO3: Define personality and the various theories of personality

The *personality* of a consumer guides and directs the behavior chosen to accomplish goals in different situations. Trait theories of personality assume that (1) all individuals have internal characteristics or traits related to action tendencies and (2) there are consistent and measurable differences between individuals on those characteristics. Most of these theories assume that traits are formed at an early age and are relatively unchanging over the years.

Multitrait theories attempt to capture a significant portion of a consumer's total personality using a set of personality attributes. The Five-Factor Model of personality is the most widely used multitrait approach. Single-trait theories focus on one aspect of personality in an attempt to understand a limited part of consumer behavior. Various traits related specifically to consumer behavior include consumer ethnocentricity, need for cognition, and consumers' need for uniqueness.

LO4: Discuss how brand personality can be used in developing marketing strategies

Brands, like individuals, have personalities, and consumers tend to prefer products with brand personalities that are pleasing to them. Consumers also prefer advertising messages that portray their own or a desired personality. Brand personality can be communicated in a number of ways, including celebrity endorsers, user imagery, and executional ad elements such as tone and pace.