CHAPTER 4

Consumer Motivation

LEARNING OBJECTIVES

After studying this chapter students should be able to:
1. Understand the types of human needs and motives and the meaning of goals.
2. Understand the dynamics of motivation, arousal of needs, setting of goals, and the interrelationship between needs and goals.
3. Learn about several systems of needs developed by researchers.
4. Understand how human motives are studied and measured.

CHAPTER SUMMARY

Motivation is the driving force within individuals that impels them to action. This driving force is produced by a state of uncomfortable tension, which exists as the result of an unsatisfied need. All individuals have needs, wants, and desires. The individual’s subconscious drive to reduce need-induced tensions results in behavior that he or she anticipates will satisfy needs and thus bring about a more comfortable internal state. Motivation can be either positive or negative.

Innate needs—those an individual is born with—are physiological (biogenic) in nature; they include all the factors required to sustain physical life (e.g., food, water, clothing, shelter, sex, and physical safety). Acquired needs—those an individual develops after birth—are primarily psychological (psychogenic); they include love, acceptance, esteem, and self-fulfillment.

All behavior is goal oriented. Goals are the sought-after results of motivated behavior. The form or direction that behavior takes—the goal that is selected—is a result of thinking processes (cognition) and previous learning (e.g., experience). There are two types of goals: generic goals and product specific goals. A generic goal is a general category of goal that may fulfill a certain need; a product-specific goal is a specifically branded or labeled product that the individual sees as a way to fulfill a need. Product-specific needs are sometimes referred to as wants. For any innate or acquired need, there are many different and appropriate goals. The specific goal selected depends on the individual’s experiences, physical capacity, prevailing cultural norms and values, and the goal’s accessibility in the physical and social environment. Needs and goals are interdependent and change in response to the individual’s physical condition, environment, interaction with other people, and experiences. As needs become satisfied, new, higher-order needs emerge that must be fulfilled.

Failure to achieve a goal often results in feelings of frustration. Individuals react to frustration in two ways: “fight” or “flight.” They may cope by finding a way around the obstacle that prohibits goal attainment or by adopting a substitute goal (fight); or they may adopt a defense mechanism.
that enables them to protect their self-esteem (flight). Defense mechanisms include aggression, regression, rationalization, withdrawal, projection, daydreaming, identification, and repression.

Motives cannot easily be inferred from consumer behavior. People with different needs may seek fulfillment through selection of the same goals; people with the same needs may seek fulfillment through different goals. Although some psychologists have suggested that individuals have different need priorities, others believe that most human beings experience the same basic needs, to which they assign a similar priority ranking. Maslow’s hierarchy-of-needs theory proposes five levels of human needs: physiological needs, safety needs, social needs, egoistic needs, and self-actualization needs. Other needs widely integrated into consumer advertising include the needs for power, affiliation, and achievement.

There are self-reported and qualitative methods for identifying and “measuring” human motives, and researchers use these techniques in tandem to assess the presence or strength of consumer motives. Motivational research and its current extended form (commonly referred to as “qualitative research”), seeks to delve below the consumer’s level of conscious awareness, and to identify underlying needs and motives. Moreover, quantitative research has proved to be of value to marketers in developing new ideas and advertising copy appeals.

**CHAPTER OUTLINE**

**INTRODUCTION**

1. Human needs—consumer needs are the basis of all modern marketing.
   a) Needs are the essence of the marketing concept.
   b) The key to a company’s survival, profitability, and growth in a highly competitive marketing environment is its ability to identify and satisfy unfulfilled consumer needs better and sooner than the competition.
2. Marketers do not create needs, although in many instances they may make consumers more keenly aware of unfelt or dormant needs.
3. Savvy companies define their business in terms of the consumer needs they satisfy rather than the products they produce and sell.
4. Because consumers’ basic needs do not change but the products that satisfy them do, a corporate focus on developing products that will satisfy consumers’ needs ensures that the company stays in the forefront of the search for new and effective solutions.

-----Use Discussion Question #1 Here; Use Figure #4-1 Here-----

**MOTIVATION AS A PSYCHOLOGICAL FORCE**

1. **Motivation** can be described as the driving force within individuals that impels them to action. This driving force is produced by a state of tension, which exists as the result of an unfilled need.
2. Individuals strive both consciously and subconsciously to reduce this tension through selecting goals and subsequent behavior that they anticipate will fulfill their needs and thus relieve them of the tension they feel.
3. Whether gratification is actually achieved depends on the course of action pursued.

**Needs**

1. Every individual has needs; some are innate, others are acquired.
2. **Innate needs** are physiological or **biogenic**, and include food, water, air, clothing, shelter, and sex.
   a) These needs (innate) are considered **primary needs** or motives.
3. **Acquired needs** are needs that we learn in response to our culture or environment and include the need for self-esteem, prestige, affection, power, and learning.
   a) Because acquired needs are generally psychological (i.e., **psychogenic**), they are considered **secondary needs** or motives.
   b) They result from the individual’s subjective psychological state and from relationships with others.
4. Motives or needs can have a positive or negative direction. We may feel a driving force toward some object or condition or a driving force away from some object or condition.
5. Some psychologists refer to positive drives as needs, wants, or desires and to negative drives as fears or aversions.
6. However, although positive and negative motivational forces seem to differ dramatically in terms of physical (and sometimes emotional) activity, they are basically similar in that both serve to initiate and sustain human behavior.
7. For this reason, researchers often refer to both kinds of drives or motives as needs, wants, and desires.
8. Some theorists distinguish wants from needs by defining wants as product-specific needs. Others differentiate between desires, on the one hand, and needs and wants on the other.
9. There is no uniformly accepted distinction among the terms needs, wants, and desires.

**Goals**

1. Goals are the sought after results of motivated behavior. All behavior is goal oriented.
2. **Generic goals** are the general classes or categories of goals that consumers select to fulfill their needs.
3. **Product-specific goals** are the products they select to fulfill their needs.
4. Marketers are particularly concerned with product-specific goals, that is, the specifically branded products and services that consumer select for goal fulfillment.
5. Individuals set goals on the basis of their personal values and they select means (or behaviors) that they believe will help them achieve their desired goals.

***Use Key Terms generic goals and product-specific goals Here; Use Figure #4-2, and #4-3 Here; Use Table #4.1, Part A and Part B Here.

The Selection of Goals

1. Goal selection by individuals depends on:
   a) Their personal experiences.
   b) Physical capacity.
   c) Prevailing cultural norms and values.
   d) The goal’s accessibility in the physical and social environment.
2. Like needs, goals can be positive or negative.
3. A positive goal is one toward which behavior is directed; thus it is often referred to as an approach object.
4. A negative goal is one from which behavior is directed away and is referred to as an avoidance object.
5. Because both approach and avoidance goals are the results of motivated behavior, most researchers refer to both simply as goals.
6. Many studies applied goal selection into consumption situations.
7. One study found that approach-oriented and avoidance-oriented consumers are likely to respond differently to promotional appeals.
8. Goals are also related to negative forms of consumption behavior.

***Use Key Terms approach object and avoidance object Here***

Interdependence of Needs and Goals

1. Needs and goals are interdependent; neither exists without the other.
2. People are often not as aware of their needs as they are of their goals.
3. Individuals are usually more aware of their physiological needs than they are of their psychological needs.

***Discussion Question #4 Here***

Rational Versus Emotional Motives

1. Some consumer behaviorists distinguish between so-called rational motives and emotional motives.
2. They use the term rationality in the traditional economic sense, which assumes that consumers behave rationally when they carefully consider all alternatives and choose those that give them the greatest utility.
3. In a marketing context, the term rationality implies that consumers select goals based on totally objective criteria, such as size, weight, price, or miles per gallon. Emotional motives imply the selection of goals according to personal or subjective criteria (e.g., pride, fear, affection, status).
4. Recent studies illustrate the complexity of rational versus emotional motivation during consumption.

*****Use Key Terms rational motives and emotional motives Here*****

THE DYNAMICS OF MOTIVATION

1. Motivation is a highly dynamic construct that is constantly changing in reaction to life experiences.
2. Needs and goals are constantly growing and changing.
3. As individuals attain their goals, they develop new ones.
4. If they do not attain their goals, they continue to strive for old goals or they develop substitute goals.
5. Some of the reasons why need-drive human activity never ceases include the following:
   a) Many needs are fully satisfied; they continually impel actions designed to attain or maintain satisfaction.
   b) As needs become satisfied, new and higher-order needs emerge that cause tension and induce activity.
   c) People who achieve their goals set new and higher goals for themselves.

*****Use Learning Objective #4.2 Here*****

Needs Are Never Fully Satisfied

1. Most human needs are never fully or permanently satisfied.
2. Temporary goal achievement does not adequately satisfy the need.

New Needs Emerge as Old Needs Are Satisfied

1. Some motivational theorists believe that a hierarchy of needs exists and that new, higher-order needs emerge as lower-order needs are fulfilled.

Success and Failure Influence Goals

1. Researchers have concluded that individuals who successfully achieve their goals usually set new and higher goals for themselves. Individuals raise their levels of aspiration.
2. The nature and persistence of an individual’s behavior often is influenced by expectations of success or failure in reaching certain goals.
3. The effects of success or failure on goal selection have implications for marketers.
   a) Goals should be reasonably attainable.
   b) Advertisements should not promise more than the product can deliver.
c) Products and services are often evaluated by the size and direction of the gap between consumer expectations and objective performance.
   i) Even a good product will not be repurchased if it fails to live up to unrealistic expectations created by ads that “overpromise.”

| *****Use Discussion Question #5 Here; Use Key Term levels of aspiration Here;***** |

**Substitute Goals**

1. When an individual cannot attain a specific goal or type of goal that he or she anticipates will satisfy certain needs, behavior may be directed to a substitute goal.
2. Although the substitute goal may not be as satisfactory as the primary goal, it may be sufficient to dispel uncomfortable tension.
3. Continued deprivation of a primary goal may result in the substitute goal assuming primary-goal status.

| ***** Use Key Term substitute goal Here***** |

**Frustration**

1. Failure to achieve a goal often results in feelings of frustration. Individuals react differently to frustrating situations.
2. Some people are adaptive and manage to cope by finding their way around the obstacle or, if that fails, by selecting a substitute goal.
3. Some people are less adaptive and may regard their inability to achieve a goal as a personal failure and experience feelings of anxiety.
4. Products may represent creative responses to the concept of frustration.

**Defense Mechanisms**

1. People who cannot cope with frustration often mentally redefine the frustrating situation in order to protect their self-image and defend their self-esteem.
2. People sometimes adopt defense mechanisms to protect their egos from feelings of failure when they do not attain their goals.
3. Reaction to the frustration of not being able to reach goal attainment can take many forms, such as aggression, rationalization, regression, withdrawal, projection, daydreaming, identification, and repression.
4. Marketers often consider the protection of self-esteem by consumers when selecting advertising appeals. The ads (appeals) often portray a person resolving a particular frustration through the use of the advertised product.

| *****Use Exercise #1 Here; Use Key Term defense mechanisms Here; Use Table #4-2 Here***** |
Multiplicity of Needs and Variation of Goals

1. Consumer behavior often fulfills more than one need.
2. Specific goals are often selected because they fill several needs.
3. One cannot accurately infer motives from behavior.
4. People with different needs may seek fulfillment through selection of the same goal; people with the same needs may seek fulfillment through different goals.

Arousal of Motives

1. Specific needs of an individual are dormant much of the time.
   a) The arousal of any particular set of needs at a specific point in time may be caused by internal stimuli found in the individual’s physiological condition, emotional or cognitive processes, or by stimuli in the outside environment.

Physiological Arousal

1. Bodily needs, at any one specific moment in time, are rooted in an individual’s physiological condition at that moment.
2. Most physiological cues are involuntary; however, they arouse related needs that cause uncomfortable tensions until they are satisfied.

Emotional Arousal

1. Sometimes daydreaming results in the arousal or stimulation of latent needs. People who are bored or who are frustrated in trying to achieve their goals often engage in daydreaming (autistic thinking), in which they imagine themselves in all sorts of desirable situations.
   a) These thoughts tend to arouse dormant needs, which may produce uncomfortable tensions that drive them into goal-oriented behavior.

Cognitive Arousal

1. Sometimes random thoughts can lead to a cognitive awareness of needs.
2. Advertisements are cues designed to arouse needs.
   a. Without these cues, the needs might remain dormant.
   b. Creative advertisements arouse needs and create a psychological imbalance in the consumer’s mind.
   c. When people live in a complex and highly varied environment, they experience many opportunities for need arousal. Conversely, when people live in a poor or deprived environment, fewer needs are activated.
1. There are two opposing philosophies concerned with the arousal of human motives.
   a) The behaviorist school considers motivation to be a mechanical process; behavior is seen as the response to a stimulus, and elements of conscious thought are ignored.
   b) The cognitive school believes that all behavior is directed at goal achievement.
i) Needs and past experiences are reasoned, categorized, and transformed into attitudes and beliefs that act as predispositions focused on helping the individual satisfy needs, and they determine the actions that he or she takes to achieve this satisfaction.

**** Use Key Terms behaviorist school and cognitive school Here; Use Figure #4.4 Here****

TYPES AND SYSTEMS OF NEEDS

1. Most lists of human needs tend to be diverse in content as well as in length.
   a) Although there is little disagreement about specific physiological needs, there is considerable disagreement about specific psychological (i.e., psychogenic) needs.
2. In 1938, the psychologist Henry Murray prepared a detailed list of 28 psychogenic needs that have served as the basic constructs for a number of widely used personality tests.
   a) Murray’s basic needs include many motives that are assumed to play an important role in consumer behavior, such as acquisition, achievement, recognition, and exhibition.

****Use Exercise #2 Here; Use Learning Objective #4.3 Here; Use Table #4-3 Here****

Maslow’s Hierarchy of Needs

1. Dr. Abraham Maslow formulated a widely accepted theory of human motivation. Maslow's theory identifies five basic levels of human needs, which rank in order of importance from low-level (biogenic) needs to higher-level (psychogenic) needs.
2. Maslow’s hierarchy of needs theory suggests that individuals seek to satisfy lower-level needs before higher-level needs emerge.

****Use Key Term Maslow’s hierarchy of needs Here; Use Figure #4-5 Here;****

Physiological Needs

1. In the hierarchy-of-needs theory, physiological needs are the first and most basic level of human needs.
2. Physiological needs are those things that are required to sustain biological life: food, water, air, shelter, clothing, and sex.
3. Physiological needs are dominant when chronically unsatisfied.

Safety Needs

1. Safety needs are concerned with much more than physical safety. They include order, stability, routine, familiarity, control over one’s life and environment. Health and the availability of health care are important safety concerns.
Social Needs

1. Social needs relate to such things as love, affection, belonging, and acceptance.
2. Because of the importance of social motives in our society, advertisers of many product categories emphasize this appeal in their advertisements.

*****Use Figure #4.6 Here*****

Egoistic Needs

1. Egoistic needs can take an inward or outward orientation, or both.
2. Inwardly-directed ego needs reflect an individual’s need for self-acceptance, for self-esteem, for success, for independence, and for personal satisfaction with a job well done.
3. Outwardly-directed ego needs include the needs for prestige, for reputation, for status, and for recognition from others.

*****Use Figure #4-7 Here*****

Need for Self-Actualization

1. Need for self-actualization refers to an individual’s desire to fulfill his or her potential to become everything he or she is capable of becoming.
2. According to Maslow, most people do not satisfy their ego needs sufficiently to ever reach this level.

*****Use Discussion Question #6 Here; Use Figure #4-8 Here*****

An Evaluation of the Need Hierarchy and Marketing Applications

1. The major problem with Maslow’s theory is that it cannot be tested empirically; there is no easy way to measure precisely how satisfied one need is before the next higher need becomes operative.
2. Maslow’s hierarchy offers a useful, comprehensive framework for marketers trying to develop appropriate advertising appeals for their products.
3. The hierarchy enables marketers to focus their advertising appeals on a need level that is likely to be shared by a large segment of the prospective audience.
4. The hierarchy facilitates product positioning or repositioning.

Segmentation and Promotional Applications

1. Maslow’s need hierarchy is readily adaptable to market segmentation and the development of advertising appeals because there are consumer goods designed to satisfy each of the need levels and because most needs are shared by large segments of consumers.
2. Advertisers may use the need hierarchy for **positioning** products—that is, deciding how the product should be perceived by prospective consumers.
3. The key to positioning is to find a niche that is not occupied by a competing product or brand.
4. The need hierarchy is a very versatile tool for developing positioning strategies because different appeals for the same product can be based on different needs included in this framework.

***** Use Tables #4.4 and #4.5 Here; Use Key Term positioning Here*****

**A Trio of Needs**

1. Some psychologists believe in the existence of a trio of basic needs: the needs for power, for affiliation, and for achievement.

**Power**

1. The power need relates to an individual’s desire to control his or her environment.
2. It includes the need to control other persons and various objects.
3. This need appears to be closely related to the ego need.

**Affiliation**

1. The affiliation need suggests that behavior is highly influenced by the desire for friendship, for acceptance, and for belonging.
2. People with high affiliation needs tend to be socially dependent on others.
3. They often select goods they feel with meet with the approval of friends.

***** Use Figure #4.9A and B Here*****

**Achievement**

1. Individuals with a strong need for achievement often regard personal accomplishment as an end in itself.
2. The achievement need is closely related to both the egoistic need and the self-actualization need.
   a) People with a high need for achievement tend to be more self-confident, enjoy taking calculated risks, actively research their environments, and value feedback.
   b) Monetary rewards provide an important type of feedback as to how they are doing.
3. People with high achievement needs prefer situations in which they can take personal responsibility for finding solutions.
4. High achievement is a useful promotional strategy for many products and services targeted to educated and affluent consumers.
5. Individuals with specific psychological needs tend to be receptive to advertising appeals directed at those needs. They also tend to be receptive to certain kinds of products.
6. Knowledge of motivational theory provides marketers with additional bases on which to segment their markets.

THE MEASUREMENT OF MOTIVES

1. How are motives identified? How are they measured? How do researchers know which motives are responsible for certain kinds of behavior?
   a) These are difficult questions to answer because motives are hypothetical constructs—that is, they cannot be seen or touched, handled, smelled, or otherwise tangibly observed. For this reason, no single measurement method can be considered a reliable index.
   b) Instead, researchers usually rely on a combination of various research techniques to achieve more valid insights into consumer motivations than they would by using any one technique alone.

2. Oftentimes respondents may be unaware of their motives or are unwilling to reveal them when asked directly.
   a) In such situations, researchers use qualitative research to delve into consumer’s unconscious or hidden motivations.
   b) Many qualitative methods also are termed projective techniques because they require respondents to interpret stimuli that do not have clear meanings, with the assumption that the subjects will reveal or “project” their subconscious, hidden motives into the ambiguous stimuli.

3. The findings of qualitative research methods are highly dependent on the training and experience of the analyst.

Motivational Research

1. Motivational research, which should logically include all types of research into human motives, has become a “term of art.”
2. It was first used by Dr. Ernest Dichter to uncover consumers’ subconscious or hidden motives.
3. Based on the premise that consumers are not always aware of the reasons for their actions, motivational research attempts to discover underlying feelings, attitudes, and emotions concerning product, service, or brand use.
4. Building on the contributions of Dr. Dichter and other earlier motivational researchers, qualitative consumer research expanded from its focus on Freudian and neo-Freudian concepts to a broader perspective that embraced not only other schools of psychology, but included methodologies and concepts borrowed from sociology and anthropology.
Evaluation of Motivational Research

1. Today, the evolution of early motivational research, with its broadened qualitative orientation, embraces its Freudian origin and incorporates an expanded range of qualitative methods and procedures that make it a well-established part of “everyday” consumer research.

2. Motivational research is used to gain deeper insights into the *whys* of consumer behavior.

3. Motivational research’s principal use today is in the development of new ideas for promotional campaigns, ideas that can penetrate the consumer’s conscious awareness by appealing to unrecognized needs.
   a) Qualitative research also enables marketers to explore consumer reactions to ideas and advertising copy at an early stage and avoid costly errors resulting from placing ineffective and untested ads.
   b) Motivational research findings provide consumer researchers with basic insights that enable them to design structured, quantitative marketing research studies to be conducted on larger, more representative samples of consumers.

DISCUSSION QUESTIONS

1. Discuss the statement “marketers don’t create needs; needs pre-exist marketers.” Can marketing efforts *change* consumers’ needs? Why or why not? Can marketing efforts *arouse* consumer needs? If yes, how?

   a. Marketers do not create needs, though in some instances they may make consumers more keenly aware of unfelt needs. The fact that many new products take illustrates that marketers often do not recognize or understand consumer needs and that they cannot create a need for products. On the other hand, there are countless examples of products that have succeeded in the marketplace because they fulfill consumer needs.

   b. Marketing efforts are generally not designed to change consumer needs but to create or trigger arousal of “wants” for products/services that consumers would then purchase to satisfy needs that already exist. Market-oriented companies use consumer research to uncover relevant needs, translate them into “wants” by designing appropriate products and services, and position their offerings as satisfying needs and wants better than competitors’ products/services.

   c. Marketing efforts can arouse consumer needs and in many instances they strive to make consumers more keenly aware of unfelt or dormant needs. Corporations focus on developing and marketing products that promote satisfaction of consumer’s needs through new and effective solutions. The text illustrates this point with examples taken from Procter and Gamble, Logitech and The Ritz Carlton.
2. Consumers have both innate and acquired needs. Give examples of each kind of need and show how the same purchase can serve to fulfill either or both kinds of needs.

**Innate needs** are physiological in nature (e.g., food, water, air, clothing, shelter, sex). **Acquired needs** are generally psychological in nature (e.g., esteem, prestige, affection, power, and the like). The purchase of a house satisfies the individual’s innate need for shelter, but the type of house he or she buys, its interior and exterior design, and location are likely to reflect acquired needs. For example, an individual may seek a place where large groups of people can be entertained (fulfilling social needs) and want to live in an exclusive community to impress friends (fulfilling ego needs).

3. Specify both innate and acquired needs that would be useful bases for developing promotional strategies for:
   a. global positioning systems
   b. sunglasses that can be customized online
   c. a new version of the iPhone

   a. Global positioning systems in cars: physical safety and survival, self-esteem, affection toward one’s family and friends, social needs, and even ego needs, by using the latest technology available
   b. Sunglasses, customized online: self-esteem, prestige, power, ego needs (impress one’s friends)
   c. A new version of the iPhone: acquisition, ego needs (impress one’s friends), power, prestige, self-esteem, learning, social, ego

4. Why are consumers’ needs and goals constantly changing? What factors influence the formation of new goals?

Needs and goals are constantly growing and changing in response to an individual’s physical condition, environment, interactions with others, and experiences. As individuals attain their goals, they develop new ones. If they do not attain their goals, they continue to strive for old goals, or they develop substitute goals. Some of the reasons why need-driven human activity never ceases include the following: 1) existing needs are never completely satisfied; they continually impel activity designed to attain or maintain satisfaction; 2) as needs become satisfied, new and higher-order needs emerge to be fulfilled; and 3) people who achieve their goals set new and higher goals for themselves.

5. How can marketers use consumers’ failures to achieve goals in developing promotional appeals for specific products and services? Give examples.

Failure to achieve a goal often results in feelings of frustration and individuals react differently to frustrating situations. Some people are adaptive and cope with frustrating situations by finding their way around the obstacle or, if this fails, by selecting a substitute goal. People who cannot cope with frustration adopt defense mechanisms to protect their egos from feelings of failure when they do not attain their goals. The eight defense
mechanisms are: aggression, rationalization, regression, withdrawal, projection, autism, identification, and repression (for more information see Table 4-2).

6. For each of the situations listed in question 3, select one level from Maslow’s hierarchy of human needs that can be used to segment the market and position the product (or the organization). Explain your choices. What are the advantages and disadvantages of using Maslow’s hierarchy in segmentation and positioning applications?

Maslow’s needs hierarchy received wide acceptance in many social disciplines because it appears to reflect the assumed or inferred motivations of many people in our society. The five levels of need postulated by the hierarchy are sufficiently generic to encompass most lists of individual needs. Some critics, however, maintain that Maslow’s concepts are too general. To say that hunger and self-esteem are similar, in that both are needs, is to obscure the urgent, involuntary nature of the former and the largely conscious, voluntary nature of the latter. The major problem with the theory is that it cannot be tested empirically; there is no way to measure precisely how satisfied one need must be before the next higher need becomes operative. The need hierarchy also appears to be very closely bound to our contemporary American culture. Despite these criticisms, Maslow’s hierarchy is a useful tool for understanding consumer motivations and is readily adaptable to marketing strategy. Offer the students several current examples, one for each level of the hierarchy.


This is a difficult question to answer because motives are hypothetical constructs—that is, they cannot be seen or touched, handled, smelled, or otherwise tangibly observed. For this reason, no single measurement method can be considered a reliable index. Instead, researchers usually rely on a combination of various qualitative research techniques to try to establish the presence and/or the strength of various motives.

b. Does motivational research differ from quantitative research? Discuss.

Yes. Quantitative research refers to data in the form of numbers and statistics. Motivational research is a term generally used to refer to qualitative research designed to uncover the consumer’s subconscious or hidden motivation. Psychoanalytic theory of personality, developed by Freud, provided the basis for the development of motivational research. The theory is built on the premise that unconscious needs or drives, especially biological and sexual drives, are at the heart of human motivation and personality.

c. What are the strengths and weaknesses of motivational research?

Because of the intensive nature of qualitative research, samples necessarily were small; thus, there was concern about generalizing findings to the total market. Also, marketers soon realized that the analysis of projective tests and depth interviews was highly subjective. The same data given to three different analysts could produce three different reports. Other consumer theorists noted additional inconsistencies in applying Freudian theory to the study
of consumer behavior. Despite these criticisms, motivational research is still regarded as an important tool by marketers who want to gain deeper insights into the whys of consumer behavior than conventional marketing research techniques can yield. Motivational research’s principal use today is in the development of new ideas for promotional campaigns, ideas that can penetrate the consumer’s conscious awareness by appealing to unrecognized needs. Motivational research also provides marketers with a basic orientation for new product categories, and enables them to explore consumer reactions to ideas and advertising copy at an early stage to avoid costly errors.

**EXERCISES**

1. **Find two advertisements that depict two different defense mechanisms and discuss their effectiveness.**

   **Instructor’s Discussion**

   Have students clearly identify the defense mechanism first. Then have them explain how the ad taps that defense mechanism and how effective it is. For example, a “slice-of-life” commercial may show a young man faced with the problem of convincing a girl he likes to accept a date with him. A friend advises him to change his toothpaste, his shampoo, or whatever, to the advertised product; when he does, he gets the girl and his problem is solved.

2. **Examine Murray’s List of Psychogenic Needs (Table 4.3). Can you identify any human needs not listed there? If not, why so? If yes, explain your findings.**

   **Instructor’s Discussion**

   Student answers will vary. If a student suggests a need not found in the chart, probe deeply to determine if the need actually does exist but it is imbedded in the definition of a need listed by Murray. Also recognize, as the text suggests, there is considerable disagreement among consumer behavioralists regarding the categorizing specific psychogenic needs.

3. **Find three advertisements that appeal to the needs for power, affiliation, and achievement and discuss their effectiveness.**

   **Instructor’s Discussion**

   **Power needs** relate to an individual’s desire to control his or her environment, both animate and inanimate. An automobile ad that stresses speed capability utilizes this notion. **Affiliation needs** refer to the human need for friendship, for acceptance, and for belonging. Advertisements for personal care products often suggest that use of the advertised product will improve the user’s social life—thus fulfilling the need for affiliation. **Achievement needs** refer to those individuals who regard personal accomplishments as an end in itself.
Such individuals are often good prospects for do-it-yourself products and for such advertising appeals as “we try harder.”

4. **Find two examples of ads that are designed to arouse latent consumer needs and discuss their effectiveness.**

**Instructor’s Discussion**

Latent needs are needs a consumer is not aware of. Advertisements are cues designed to arouse needs. Without these cues, the needs might remain dormant. For example, an ad designed to trigger a latent need might show a surprised reaction as a consumer hadn’t considered a solution to a problem.

**S.T.A.R. PROJECTS**

**Ethical Issues in Consumer Behavior**

**S.T.A.R. Project #1**

The Advertising Council is a nonprofit organization made up of volunteers from the advertising industry whose goal and mission is to provide quality promotion for those needy causes that could not afford such high-powered services on their own. Issues impacting health, the welfare of our country, women’s issues, social causes like drug use prevention, and environmental concerns have been the forte of the Ad Council in recent years. For all the good work that the council does, some question whether the Ad Council has become more left-wing than right-wing in their politics (and campaign messages) in recent years. Does a political spin to the promotions created by the Ad Council harm its credibility?


b. Review the issues, campaigns, organizations, and non-profit resources created and used by the Ad Council. Do you think the Ad Council seems to have a political agenda? If so, is this correct or incorrect ethical behavior for such an organization?

c. How does the Ad Council attempt to impact consumer motivation? Find one illustration from the Ad Council Web page to illustrate your thoughts.

**Instructor’s Discussion**

The Ad Council is a great place to see great advertising. In fact, the organization often wins the coveted CLIO award in advertising. The point of this exercise is to not only introduce the student to the Ad Council and its work but to get the student to think about how an organization such as this can impact consumer motivation, behavior, and even purchasing. The Ad Council sponsors many worthy causes, however, because the Council is made up of many talented members, all of the members do not necessarily think alike or approach problems from the same direction. The students should be able to find at least one controversial ad (please preview these before discussion in class as some are just that—controversial (such as planned parenthood)). This is where the ethical discussion can begin with respect to public responsibility, noble intent, and the
politics of issues. A very big part of consumer motivation is moving a consumer toward a particular point of view. Ethical behavior is part of that process.

**S.T.A.R. Project #2**

After you have read the opening vignette to the chapter on Revlon, see if you can guess who might be Revlon’s arch-rival. If you said L’Oréal, you were correct. L’Oréal matches Revlon in almost all competitive categories. Examine the L’Oréal Web site at www.lore al.com for more information on this cosmetic industry giant. Having done this, consider the following imaginary scenario: as a marketing manager for Revlon, you have just discovered that L’Oréal is using the frustration dynamic of motivation to persuade young teenage girls to switch from Revlon products to those of L’Oréal. L’Oréal ads show two teen girls discussing their difficulties in finding dates to a prom. One girl having seen that her friend has just applied Revlon nail polish and lipstick, says “Maybe the reason you can’t get a date is that you are using your mother’s nail polish and lipstick—it’s just too old-fashioned!”

a. Considering the information above, how might L’Oréal be using the frustration dynamic of motivation to woo Revlon users?

b. What defense mechanisms might be at work in the above scenario if the first girl defends her choice of nail polish and lipstick?

c. Do you see any ethical problems with the approach used by L’Oréal? Explain.

**Instructor’s Discussion**

First, the students will find a wealth of consumer information on the L’Oréal Web site. This information can be useful for constructing other projects or exercises on needs and motivation. Advise students to carefully read the section on frustration, defense mechanisms, and Table 4-2 before attempting to answers the questions posed by the imaginary scenario. Notice that frustration often occurs when one fails to achieve a goal. In the scenario, if the goal was to get a prom date, the girls might be frustrated. Girl One might be ready to blame almost anything other than herself. Girl Two might easily label Revlon as an old-fashioned product that might be a reason for inattention from males. Girl One, depending on her like or dislike for her nail polish and lipstick, might revert to one of the defense mechanisms displayed in Table 4-2. Though there might be several applications, one defense mechanism could be aggression where Girl One answers Girl Two’s tacky comment with an even tackier rebuttal comment of her own. Lastly, in the imaginary scenario, L’Oréal has commented no sin, however, labeling a competitive product as old-fashioned may not be fair (additionally, it might offend older users). As one might say, all is fair game in the fashion and cosmetic industry—or is it?

**Small Group Projects**

**S.T.A.R. Project #3**

According to all published reports, the United States is an overweight nation. Slim-Fast (see www.slim-fast.com) believes that it has an answer to America’s weight problem. Your group’s assignment is to visit the Slim-Fast Web site, review the information, then turn to Table 4-2 in the chapter and consider the defense mechanisms cited in the table that an overweight person
might use. Devise a plan for Slim-Fast to penetrate the overweight consumer’s defense barriers. There will be several pertinent facts on the Web site that your group can use in constructing its plan. Be sure to clearly identify which defense mechanisms must be overcome and how your plan will address these mechanisms. Lastly, evaluate your own effort and share your plan with the class.

Instructor’s Discussion

This is a sensitive issue for some, so handle it delicately. Students, as they brainstorm, will find several features on the Slim-Fast Web site that will help them to accomplish the assignment. First, students will see products (and associated benefits), healthy dining guides, recipes, success stories for support and encouragement, chat rooms, etc. Students can choose their own menu for assistance, however, choices should be justified. Next, students should choose from among the defense mechanisms outlined by Table 4-2 (these answers may be different for each group). The plan devised should be a combination of problem identification and solution. The table and the Web site provide most of the ingredients for completing the task. It will be interesting to see how each group approaches the problem.

S.T.A.R. Project #4

It is often difficult to decide whether to choose rational or emotional motives when promoting a product or service. Rational motives and the information directed toward these motives can often be supported with facts. Facts can be boring, however, and stifle action. Emotional motives and information can be exciting and energizing but sensationalism is often a shallow long-term strategy. Which approach is best? There is no clear answer. Your group’s task is to see which approach might be best in the following scenario: your group has just been hired by Mother’s Against Drunk Driving (MADD—www.madd.org) to develop a new promotional campaign to increase awareness of the national problem of drinking while driving and the consequences of those actions. One group from MADD encourages you to use facts, while another encourages you to use graphic scenes from highway accidents to make your point. Your group must come up with a new and fresh approach. Pick a motivational direction for MADD, describe your approach, and justify why your group selected the direction. Briefly outline your promotional suggestions.

Instructor’s Discussion

Students will find both rational and emotional information (motivations) on the MADD Web site. Obviously, the problem of drunk driving is of national concern. Have student’s debate the correct way to address the problem. By examining the pros and cons of the two approaches (rational versus emotional), students should be better prepared to recognize the two approaches when they see them. Examining these two approaches is a good first step in designing motivational-oriented promotions.
Using the Internet to Study Consumer Behavior

S.T.A.R. Project #5
With the resurgence of the Volkswagen Beetle, VW is once again a competitive automotive force in the teen and youth market. The VW Web site (www.vw.com) provides exciting graphics and links to other youth-oriented interests (the Sundance Film Festival and club soccer, for example). Volkswagen was one of the first automotive companies to see the power of the Internet and one of the first to promote colorful interactivity as a way of stimulating interest in its products and sales on the showroom floor.

a. Using the Build Your VW feature, build your own dream VW.

b. Once your have built your VW, analyze what needs you filled. To aid you with this analysis, use the categories found in Table 4-3 (Murray’s List of Psychogenic Needs) and Figure 4-12 (Maslow’s Hierarchy of Needs). Be sure to cite specific needs from both of these sources.

c. Lastly, what need does the interactivity present on the VW Web site address in you?

Instructor’s Discussion

This Web site is just plain fun for students. To see some really wild cars, have students e-mail their picks to you and show them in class. This is a great way to engage the entire class in a discussion of needs from Table 4-3 and Figure 4-12. It is also great fun to try and guess who belongs to what car. There is no right or wrong answer here, however, this exercise should give students the opportunity to create (a need for many) and show off what they have accomplished (a need for others).

S.T.A.R. Project #6
You have just been hired as the marketing manager for Wine.com (see www.wine.com). You are concerned that with all the recent publicity about the harmful effects of alcohol, global terrorism, and overeating, your Web site, after many years of success, may begin to falter. Wine consumption in America has been growing for a number of years. Your Web site has been at the forefront of this growth. Sales of wine products, information about wine consumption, wine growing regions, and an excellent browsing feature (review of wines) are all noted features of your Web site. Your problem is how to maintain the arousal of motives in the consuming public that has made wine drinking so popular in recent years. Consider the problem.

a. Considering that the arousal of any particular set of needs at a specific moment in time may be caused by internal stimuli, which of the following arousals would be most important for Wine.com to address in solving the problems mentioned above—physiological, emotional, cognitive, or environmental? Explain and comment.

b. Find two examples on the Web site that indicates how Wine.com is addressing the arousal problem (or opportunity) that you have identified in “a” above.

Instructor’s Discussion

Wine drinker or not, Wine.com is a highly informative Web site and one that is rich in marketing efforts and illustrations. Students should refer to the Arousal of Motives section in the chapter,
where they will find pertinent information about physiological, emotional, cognitive, and environmental arousal. Any of these areas can be picked as an answer to part “a” of the question, however, the answer should then be justified or explained. For example, wine consumption might aid digestion (physiological arousal/needs), be part of a romantic setting (emotional), cause the person to think about happy times and camaraderie (cognitive), or consider the other foods or dinning treats associated with wine consumption (environmental).

Consider how any of these might enhance the motivation to purchase and consume wine. Examples for part “b” can be found for almost anything on the Web site because it is rather extensive.

CASE COMMENTS

Case One: Understanding customer needs – Nintendo Wii’s success

The questions for this case are designed to illustrate that need-oriented definitions of business are far more strategically insightful than product-oriented definitions.

1. The mission of Nintendo is to provide the best products and services to satisfy customer needs by treating every customer with attention, consideration and respect. Its new product Nintendo Wii allows its customers to play video games at home with family and friends (social needs). The peripheral products like Wii sports and Wii fit even enable customers to doing exercises at home for personal health and fitness (health needs, ego needs, etc.).

2. In class discussion, instructor may shows the Nintendo Wii’s TV commercials from its homepage (http://us.wii.com/tvcm_usa_gallery.jsp) and let students see that Nintendo is not only selling its product attributes (Three dimensional detectable wireless controller), but also the experience when playing the video games with friends and family. The happiness, the smiling face and the body movements, etc., have well communicated how the Nintendo Wii can fulfill customer needs and motivation (needs for affiliations and happiness, etc.).

Case Two: Need-Focused Definition of Business

1. The key to a company’s long-term profitability and growth is a need-oriented, rather than a product-oriented, definition of its business domain. If a company positions itself as making horse-drawn carriages, it will cease to exist when a product replacing this mode of transport – such as a car – is invented. However, a company that defines itself as being in the “transportation business” will always be on the lookout for new modes of transportation and will not fold when the product it makes becomes obsolete. The objective of this case is to follow up on the chapter’s introductory discussion (i.e., the Charles Revson story) illustrating the importance on need-oriented definitions of one’s business domain.
2. The business definitions of the three companies are need-oriented and not product-oriented. For example, Merck’s vision and missions refer to solutions and innovations that enhance people’s life quality and does not refer to medications for pharmaceuticals.

3. The objective of this question is to illustrate the connection between a company’s definition of its business, the products that it produces, and the way these offerings are communicated/positioned.