

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.

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."

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.